



We're on Twitter:
[@SCCdemocracy](https://twitter.com/SCCdemocracy)



Agenda and Reports
for the meeting of
THE COUNTY COUNCIL
to be held on
9 OCTOBER 2018

(i)

County Hall
Kingston upon Thames
Surrey

Monday, 1 October 2018

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, 9 October 2018, beginning at 10.00 am, for the purpose of transacting the business specified in the Agenda set out overleaf.

JOANNA KILLIAN
Chief Executive

Note 1: *For those Members wishing to participate, Prayers will be said at 9.50am. Reverend Nicholas Calver 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 joss.butler@surreycc.gov.uk

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Joss Butler on 020 8541 9702

1 CHAIRMAN

(Pages
11 - 12)

1. Amendment of Article 4
To amend the Constitution to allow for the in-year election of a Chairman and Vice-Chairman.
2. Election of Temporary Chairman
To oversee the election of the Chairman for the remainder of the Council year 2018/19.
3. Election of Chairman for the remainder of the Council year 2018/19
4. The Chairman to make the statutory declaration of office.

2 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

3 MINUTES

(Pages
13 - 36)

To confirm the minutes of the meeting of the Council held on 10 July 2018.

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

4 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.

5 CHAIRMAN'S ANNOUNCEMENTS

The Chairman to report.

6 VICE-CHAIRMAN

1. To elect a Vice-Chairman for the remainder of the Council Year 2018/19.
2. The Vice-Chairman to make the statutory declaration of acceptance of office.

7 LEADER'S STATEMENT

The Leader to make a statement.

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

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 Democratic Services by 12 noon on 3 October 2018).

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 Democratic Services by 12 noon on 8 October 2018).

10 ORIGINAL MOTIONS

Item 8 (i)

Mr David Hodge (Warlingham) to move under Standing Order 11 as follows:

This Council recognises Surrey residents' concerns about the condition of the county's roads and the need to ensure they are well-maintained and fit for purpose.

In order to draw Parliament's attention to the unfair formula applied by Government to the funding of road maintenance and improvement, county councillor Edward Hawkins earlier this year launched the following petition:

"We call upon the Government to reform the Fairer Funding Formula to ensure there is enough money for road repair and up-keep. The current method for calculating the grant for such work unfairly penalises Surrey. The calculation should give more weight to traffic flow and level of usage.

Surrey has almost 3,500 miles of roads with over 4.8 million miles travelled on those roads per year. The grant received by Surrey from the

(v)

Government is about £4,000 per million vehicle miles travelled. A Neighbouring county has a figure of £5,500 per million vehicle miles travelled.

The recent Pothole Fund announced by the Government which uses the same formula saw Surrey get £1.8m, whereas one of our neighbouring counties received £2.9m, and a quiet west country area was given £4.4m.”

I call upon all Members of this Council to support the petition and do all within their power to help it reach 100,000 signatures, thus enabling this vital issue to be debated in Parliament.

Item 8 (ii)

Mr Mike Goodman (Bagshot, Windlesham and Chobham) to move under Standing Order 11 as follows:

Government has set out – in the Airports National Policy Statement - the policy framework and specific principles that will be used to assess any application to construct a northwest runway at Heathrow. In the light of these developments it is timely for this Council to reaffirm its position on airport expansion set out in the resolution agreed in December 2016 and to make clear its position on Heathrow’s expansion.

This Council :

1. Recognises the crucial role of Heathrow in supporting employment for Surrey residents, generating investment for the Surrey economy and attracting major businesses.
2. Urges that the environmental and infrastructure issues associated with expansion are satisfactorily addressed.
3. Continues to engage with Heathrow management, alongside other local authorities, Local Enterprise Partnerships and other organisations as part of the Heathrow Strategic Planning Group, on its expansion plans in order to protect and promote the interests of Surrey, its residents and businesses.
4. Continues to press for proper compensation for residents who are affected by the expansion plans.
5. Emphasises that the necessary infrastructure should be in place before any new runway comes into operation together with appropriate mitigation measures and commitments to address environmental impacts.
6. Calls on the Government to prioritise a southern rail access scheme, which supports strategic transport and economic objectives and contributes to addressing environmental impacts, to be in operation before any new runway comes into service.

Item 8 (iii)

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

Since 1 November 2015, when the Conservative Government’s Modern Slavery Act came into force, Surrey County Council has a duty to notify the Secretary of State of any individual encountered in Surrey who they believe is a suspected victim of slavery or human trafficking.

The government states this duty is intended to gather statistics and help

build a more comprehensive picture of the nature and scale of modern slavery.

Council welcomes the recent decision by Surrey Police to crack down on such offences and notes that the force secured their first modern slavery conviction in April 2018, with arrests in Elmbridge, Spelthorne and Tandridge amongst the 49 offences reported in 2017.

Modern Slavery occurs across Surrey's towns and villages. From nail bars in our towns, to car washes, farms, factories and restaurants up and down the county, thousands of people in Surrey could be victims.

Council notes that the annual reports of the Surrey Safeguarding Adults Board, considered and noted by the cabinet at their meetings in June 2017 and July 2018 both draw attention to this issue.

Surrey Adult Safeguarding Board observes that the term 'modern slavery' captures a whole range of types of exploitation, many of which could occur together in Surrey and elsewhere. These include:

- Human trafficking
- sexual exploitation
- forced labour and domestic servitude
- criminal exploitation
- other forms of exploitation include: forced begging; forced benefit fraud; forced marriage and illegal adoption.

Mindful of its legal responsibilities and moral duties, Surrey County therefore agrees to:

1. Ensure its corporate procurement team have appropriate training to understand modern slavery.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
4. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
5. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
6. Review its contractual spending regularly to identify any potential issues with modern slavery.
7. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
8. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
9. Report publicly on the implementation of this policy annually.

Item 8 (iv)

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

This Council notes that the government is proposing, via a Written

Ministerial Statement (WMS) to allow the exploration phase of hydraulic fracturing (fracking) to be allowed under Permitted Development (PD), therefore requiring no planning permission. They also propose to bring the production phase of fracking under Nationally Significant Infrastructure Projects (NSIP), to be decided centrally by government and the planning inspectorate, thus taking decisions away from local councils. If approved, this could be extended to include other types of oil and gas exploration such as we have here in Surrey through secondary legislation.

This Council believes that local plans, local planning and local democratic decisions should retain control of all local mineral and fossil fuel development.

Therefore, this Council instructs our planning officers to respond to the government consultation accordingly, by rejecting the changes proposed for PD and NSIP as inappropriate and with the view that local Minerals Planning Authorities retain local control and primacy for all planning decisions at all stages for all types of oil and gas exploration.

- 11 A COMMUNITY VISION FOR SURREY IN 2030** (Pages 37 - 110)
- In May 2018 a draft Vision for Surrey in 2030 was set out. Since May, further evidence of what life in Surrey is like, and what the key challenges are, has been compiled, along with feedback from the most systematic and extensive engagement exercise of residents and partners Surrey County Council (SCC) has ever facilitated. A new Community Vision for Surrey in 2030 (Vision for Surrey), informed by all of this information, is presented in this report.
- 12 SURREY PAY POLICY STATEMENT 2018/2019** (Pages 111 - 132)
- The approval of a revised Pay Policy Statement for the period 2018/2019.
- 13 APPOINTMENT OF AN INTERIM STATUTORY S151 OFFICER** (Pages 133 - 134)
- At its meeting on 10 July 2018, Council appointed Kevin Kilburn as Interim s151 Officer. An interim Director of Finance, Leigh Whitehouse, has now been appointed and Council approval is sought to appoint him to the statutory role of s151 Officer pending recruitment to the position on a permanent basis.
- 14 AMENDMENTS TO THE CONSTITUTION** (Pages 135 - 138)
- Surrey County Council has a Constitution which is agreed by Members and sets out how the Council operates, how decisions are made and the procedures to be followed to ensure that they are efficient, transparent and accountable to the residents of Surrey.
- Council is asked to approve changes to the Constitution in relation to the 'call in' process and membership of the Shareholder Board.
- 15 REPORT OF THE CABINET** (Pages 139 - 140)
- To receive the report of the meetings of the Cabinet held on 17 July 2018 and 25 September 2018 and to agree two recommendation in respect of:

- A. Annual Report of the Shareholder Board
- B. Quarterly Report on Decisions Taken Under Special Urgency Arrangements: 1 July – 28 September 2018

16 MINUTES OF CABINET MEETINGS

(Pages
141 -
158)

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 Democratic Services by 12 noon on 8 October 2018.

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

This page is intentionally left blank



OFFICER REPORT TO COUNCIL

AMENDMENT TO ARTICLE 4

KEY ISSUE/DECISION:

To amend the Constitution to allow for the in-year election of a Chairman and Vice-Chairman.

BACKGROUND:

1. The Local Government Act 1972 requires that the election of a chairman shall be the first business transacted at the annual meeting of a principal council. Accordingly, Article 4 of the Council's Constitution provides for the Chairman and Vice Chairman of the Council to be elected by the Council annually.
2. In order to ensure that the Council always has a Chairman in place, there is a need to amend the Articles to allow for the in-year election of a Chairman and/or Vice-Chairman if required, and the suggested amendment is set out in **Annex A**, with the amendment shown in italics.
3. As the Council is required by legislation to elect a chairman at its annual meeting, where an in-year election takes place the appointment will stand until the next annual meeting of the Council. This is also reflected in the amended wording in the Annex.

RECOMMENDATIONS:

- A. That Council approves the amendment of Article 4.03 of the County Council's Constitution regarding the arrangements for Chairing the Council to include the following wording:
'In the event of an in-year vacancy in either role, an election will be held for a replacement to serve until the next Annual General Meeting of the Council.'
- B. That once approved, these changes be incorporated into the Council's Constitution and published on the Council's website.

Lead/Contact Officers:

Katie Booth, Democratic Services Lead Manager.

Sources/background papers:

None.

ARTICLE 4 – THE COUNCIL

4.03 Chairing the Council

The Chairman and Vice-Chairman of the Council will be elected by the Council annually. Both appointments will be subject to a valid enhanced criminal records check. *In the event of an in-year vacancy in either role, an election will be held for a replacement to serve until the next Annual General Meeting of the Council.*

The Chairman will uphold and promote the purposes of the Constitution and interpret the Constitution when necessary.

The Chairman will preside over the meetings of the County Council. The Chairman will fulfil a range of ceremonial and public functions as the civic leader of the Council and act as the principal spokesman for the Council in this capacity. In both of these roles the Chairman will act on behalf of the whole Council and in a non-partisan manner.

The Vice-Chairman of the Council will fulfil the role of the Chairman in his/her absence.

MINUTES OF THE MEETING OF THE COUNTY COUNCIL HELD AT THE COUNCIL CHAMBER, COUNTY HALL, KINGSTON UPON THAMES, KT1 2DN ON 10 JULY 2018 COMMENCING AT 10.00 AM, THE COUNCIL BEING CONSTITUTED AS FOLLOWS:

Peter Martin (Chairman)

* Tony Samuels (Vice-Chairman)

*	Mary Angell	Julie Iles
	Ayesha Azad	Naz Islam
	John Beckett	Colin Kemp
	Mike Bennison	* Eber Kington
	Chris Botten	Graham Knight
	Liz Bowes	Rachael I Lake
	Natalie Bramhall	Yvonna Lay
	Mark Brett-Warburton	David Lee
	Ben Carasco	Mary Lewis
	Bill Chapman	Andy MacLeod
	Helyn Clack	Ernest Mallett MBE
	Stephen Cooksey	* David Mansfield
	Clare Curran	Jan Mason
	Nick Darby	Cameron McIntosh
	Paul Deach	Sinead Mooney
	Graham Ellwood	Charlotte Morley
	Jonathan Essex	Marsha Moseley
	Robert Evans	Tina Mountain
*	Tim Evans	Bernie Muir
	Mel Few	Mark Nuti
	Will Forster	John O'Reilly
	John Furey	Tim Oliver
*	Matt Furniss	Andrew Povey
	Bob Gardner	Wyatt Ramsdale
	Mike Goodman	Mrs Penny Rivers
	Angela Goodwin	Stephen Spence
	David Goodwin	Lesley Steeds
	Zully Grant-Duff	Peter Szanto
	Alison Griffiths	Keith Taylor
	Ken Gulati	Barbara Thomson
	Tim Hall	Rose Thorn
	Kay Hammond	* Chris Townsend
*	Richard Hampson	Denise Turner-Stewart
	David Harmer	Richard Walsh
	Jeffrey Harris	Hazel Watson
	Nick Harrison	* Fiona White
	Edward Hawkins	Richard Wilson
*	Marisa Heath	Keith Witham
	David Hodge CBE	* Victoria Young
	Saj Hussain	

*absent

49/18 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mary Angell, Tim Evans, Fiona White, Victoria Young, Matt Furniss, Chris Townsend, Eber Kington, David Mansfield, Tony Samuels and Marisa Heath.

50/18 MINUTES [Item 2]

It was agreed that minute 31/18 be amended to include reference to the Cabinet Member for Children's statement.

The minutes of the meeting of the County Council held on 22 May 2018 were submitted, confirmed and signed.

51/18 DECLARATIONS OF INTEREST [Item 3]

Dr Andrew Povey declared a non-pecuniary interest as he was a trustee for the Surrey Hills Society.

52/18 CHAIRMAN'S ANNOUNCEMENTS [Item 4]

The Chairman:

- Informed the Council that over the past month he had been involved with various royal visits, Borough and District events and visits to schools and charities.
- Paid tribute to the men and women of the Armed Forces for their outstanding contribution to the county.
- Highlighted that he had attended a local event in celebration of the 70th anniversary of the founding of the NHS.
- Highlighted that the Vice-Chairman of the Council was absent from the meeting as he was representing Surrey County Council at the 100 year celebration of the Royal Air Force.
- Drew Members' attention to the fact that the meeting would include an urgent report regarding the interim arrangements for the Section 151 officer.

53/18 LEADER'S STATEMENT [Item 5]

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

Members raised the following topics:

- Whether there were plans for the Leader of the Council to meet with the Secretary of State for Housing, Communities & Local Government.
- The Council's need for a 10 year plan for services and a focus on front line delivery.
- Funding for Public Health and why the Council does not raise the budget higher than statutorily required.
- Devolution of Health and Social care in Councils.
- Difficulties with joint commissioning and the opportunity for a new health & care performance system.
- That it was positive to see early intervention services for mental health.
- The short-notice departure of the Section 151 officer.

- That a report on health and social care would be debated at the Surrey Heath Conservative Policy Forum.
- Whether the Leader would contribute to the Green Paper on social care.

54/18 MEMBERS' QUESTION TIME [Item 6]

Questions:

Notice of 10 questions had been received. The questions and replies were published in a supplementary agenda on 9 July 2018.

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

(Q1) Mr Robert Evans asked if the Cabinet Member for Community Services was concerned with the number of short-staffed Fire Stations in the County.

Mr Hussain confirmed details of various fire safety measures which had been incorporated into the residential high-rise buildings in Woking.

Mr Harrison asked for confirmation on how many high-rise buildings there were in Surrey and how many raised similar cladding concerns as those raised during the Grenfell Tower enquiry.

Mr Gardner asked if the Cabinet Member agreed that all Surrey Fire Stations had full cover due to the cooperated approach from neighbouring fire services.

The Cabinet Member for Community Services confirmed various emergency situations were neighbouring fire stations mobilised with the Surrey Fire Service to deal with a fire event in a coordinated approach. She also stated that the Surrey Fire Service was equipped and capable of dealing with emergency events in Surrey. Mr Harrison would receive a response to his question outside the meeting.

(Q2) Mr Chris Botten requested clarification on when a partner health organisation had imposed a change following advice from Ofsted.

Mrs Curran asked if the Leader of the Council agreed that it was also a Member role to hold partner organisations to account.

The Leader of the Council confirmed that the Improvement Board would now be independently chaired by the Chief Executive of Hampshire County Council in order to provide increased challenge to partners and services.

(Q3) Mr Stephen Cooksey asked if he could be informed once a final date was set to commence works on the former Education Building on Dene Street. The Cabinet Lead Member for Place confirmed that he was happy to liaise with the Local Member and that the build was now part of the Joint Venture.

(Q5) Mrs Hazel Watson asked for confirmation on when Members would be informed of which Council properties would be developed. The Cabinet Lead Member stated that details could be found in the Cabinet papers and that work was still ongoing.

(Q6) Mr Jonathan Essex asked if it would still be possible to receive the data on how many pupils were placed in non-maintained and independent schools outside of Surrey for each of the last 10 years.

The Leader of the Council stated that officers should not be spending a significant amount of time collating information that would not be helpful.

The Cabinet Member for All-Age Learning clarified that data was still being collated and that she would contact the Member with further information outside the meeting. It was stated that the Council was aware that too many children with Special Educational Needs and Disability were being sent out of the county for services and that they were working to improve this.

(Q7) Mr Robert Evans asked if the Cabinet Lead Member for Place was aware that many potholes were not being repaired when in the same vicinity as others being repaired.

Mr Essex asked if it would be possible to amend the protocol for potholes being repaired to ensure more are filled sooner.

Mr Harrison asked for clarification on the inspection process to ensure pothole repairs were fit for purpose.

Mr Hawkins asked if the Cabinet Member was disappointed with the number of signatures on the petition to Government on fairer funding for Surrey's roads.

The Cabinet Member stated that the pothole repair contractor had achieved a large number of repairs in a very short amount of time. He further stated that the overall reason for the issues on Surrey's roads was because they were underfunded. In response to Mr Hawkins, the Cabinet Member stated that he was disappointed with the number of signatures on the petition and that he would be doing further work to promote it. In response to Mr Harrison, the Cabinet Member said that he would confirm the information outside the meeting.

(Q9) Mrs Hazel Watson noted that the number of tenant voids were at 5% and asked how it would affect the County Council financially. It was also asked if the risks for investing in the commercial sector were included in the Council's risk register. The Leader of the Council said that it was inevitable that investment statistics would fluctuate throughout its preliminary timeline.

Cabinet Member Briefings: these were also published with the supplementary agenda on 9 July 2018.

Members made the following comments:

Cabinet Member for Environment and Planning: on the current status of the Crossrail 2 project. The Cabinet Member recognised the significance of the project and confirmed he would continue to urge Central Government to make it a priority.

It was also asked if the Cabinet Member had been involved in the review of the Surrey Area of Outstanding Natural Beauty (AONB). The Cabinet Member said that he had been involved with the consultations and that he would also continue to work towards the area being recognised as a national park.

Members also made comments on the status of the Eco Park project. The Cabinet Member confirmed that they were now in the position to commission and that it would be operational later in the year.

Cabinet Lead Member for Corporate Support: on the vision for Surrey in 2030 and the importance of consulting with residents. The Cabinet Member agreed and confirmed that there were a number of ways Members could promote the consultation with residents.

Members also made comments on the positive work of the Blue Badge Team and the possible consequences of opening the blue badge scheme to people with hidden disabilities. The Cabinet Member raised the importance of digital transformation.

Cabinet Lead Member for Place: on the benefits additional £20m investment in Surrey's roads.

55/18 STATEMENTS BY MEMBERS [Item 7]

One Member made a statement:

- (i) Mr Chris Botten in relation to the response to flooding in his division and the benefits of countywide planning for flood mitigation.

56/18 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 Robert Evans moved the motion, which was:

'Surrey County Council is proud that our new Chief Executive, the most senior officer of the staff, is a woman. However, Council notes that the average female Surrey CC employee is paid 14.7% less than the average male employee.

Similarly, Council notes that the average woman employed by Surrey Police is paid 12.2% less than the average man in the force.

Surrey County Council is committed to equality and recognises that this is an issue that needs to be faced.

This Council hereby resolves to adopt measures that will attempt to address this differential gap in future.'

Mr Evans made the following points:

- Provided various examples of organisations with large gender pay gaps
- That the motion asks that Surrey County Council addresses its gender pay gap
- Jobs could be made more convenient for women with children by providing more high level job share and part-time opportunities
- Talent scouts could be used to identify more women for high level positions
- More could be done to promote STEM (Science, Technology, Engineering and Mathematics) subjects to women in school.

- The actions and commitment of the Council is the only way to make an improvement.

The motion was formally seconded by Mr Jonathan Essex who reserved the right to speak.

Six Members made the following points:

- That a gender pay gap was different to equal pay for equal work.
- That equal work will always match equal pay in SCC.
- That the median gender pay gap in Surrey is 14.7%.
- 73% of the workforce in Surrey Council are women.
- Over 50% of SCC leadership roles are filled by women.
- That this was a false motion.
- In Surrey Police, women are paid on average 12.2% less than a male colleague.
- That Surrey should attract talented women to all levels of the organisation.
- 36% of Surrey County Councillors are women, and 43% of Cabinet roles are filled by women.
- There are many other diversity groups that should also be considered.
- That the motion was based on an outdated report that was published in March 2017.
- That it is important to seek talent no matter what gender.
- That a large portion of Social Workers job share.
- That the motion was a waste of time.

Mr Essex, as seconder to the motion, made the following comments:

- That equality of opportunity is just as important as equal pay for the same job.
- That the motion is highlighting that there are opportunities for improvement.
- That the greatest factor was the percentage of women working in the bottom 25% of pay grades.
- That job roles in care, cleaning and catering are paid lower than other roles and undervalued.
- Surrey could sign up to the Ethical Care Charter to help address the gender pay gap issue.

The Chairman asked Mr Evans, as proposer of the original motion, to conclude the debate.

- That patterns of work and flexibility need to be equal for all jobs.
- That the motion is about equal opportunities for women for all jobs.

The motion was put to a vote with 13 members voting for, 56 voting against and 3 abstentions.

Therefore, it was **RESOLVED** that:

The motion was lost.

Item 8(ii)

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

Under Standing Order 12.1 Mr Chris Botten moved the motion, which was:

Council recognises that it has failed to anticipate demand for a number of services, including CAMHS and for Special Needs such as Autism Spectrum Disorder, where demand is growing at a considerable rate and which no-one foresaw.

Council further recognises that the current CAMHS arrangements are inadequate and notes the current remedial action plan is still failing to meet the needs of many Surrey children, and that an alternative provider may very well need to be found.

Council notes that in order to deliver the sustainable vision for 2030 it is essential that demand for such crucial services is anticipated so that it can be met.

Accordingly, Council resolves to establish a partnership with the University of Surrey to examine and understand the drivers of demand in CAMHS and special needs such as ASD, and aims to create a world-leading source of expertise in predicting and managing demand for these crucial services between now and 2030.

Mr Botten made the following points:

- That many are angry with the service provided to Surrey's children.
- Simple contract management would not solve the issues going forward and more needed to be done.
- The Council needed to understand why demand is growing and in what areas demand is growing in order to commission for the future.
- That services need to be commissioned based on intelligence and understanding in order to resource appropriately.
- Members cannot go on accepting the failures to children in the county.
- The motion proposes forming partnerships to enable research into the reason why needs are developing.

The motion was formally seconded by Mrs Angela Goodwin, who reserved the right to speak.

Mrs Curran moved an amendment, which was tabled at the meeting. This was formally seconded by Mr Harris.

The amendment was as follows (with additional words in bold and deletions crossed through):

*Council recognises that it ~~has failed to anticipate~~ demand for a number of services, including CAMHS and for Special Needs such as Autism Spectrum Disorder **(ASD)**, where demand is growing ~~at a considerable rate~~ **has grown** at a considerable rate, which no-one foresaw.*

Council further acknowledges that the existing CAMHS service does not fully meet the high expectations that we have for our children, young

people and their families. The interim plan is in place to support the existing service and is being closely monitored to ensure that vulnerable children's needs can be met. ~~recognises that the current CAMHS arrangements are inadequate and notes the current remedial action plan is still failing to meet the needs of many Surrey children, and that an alternative provider may very well need to be found.~~

Council notes that in order to deliver the sustainable vision for 2030 it is essential that demand for such crucial services is understood and anticipated so that it can be met **children and young people can access the right help at the right time.**

Accordingly, Council resolves to establish a partnerships, including with the University of Surrey to examine and understand research and evaluate the drivers of demand in CAMHS and special needs such as ASD, and aims to for specialist services with the intention of creating a world-leading source of expertise in predicting and managing demand for these crucial services between now and 2030.

Both Mr Botten and Mrs Goodwin agreed to accept the amendment to this motion and, therefore, it became the substantive motion.

Seven Members spoke on the substantive motion and made the following comments:

- All Members are concerned with the impact on Surrey's children.
- There is an interim plan in place to continue the work of services.
- Not all CAMHS services are under performing.
- No resident should be discouraged from seeking the help that they need.
- Commissioning must be focused on outcomes and not processes.
- A joint approach with the NHS will lead to a stronger CAMHS service and will have a focus on early intervention.
- The Council needs greater influence on how services are run and monitored.
- Asked that any future research does not duplicate any current research being carried out by Adult Social Care in partnership with the University of Surrey.
- Highlighted the reshaping of the corporate strategy and ensuring the strategy is focussed on those most in need.
- Provided examples of when the Council had proven it could forecast appropriately to ensure needs for resources are met.
- Confirmed that services were still ongoing during the interim arrangements.

Mrs Goodwin, as seconder of the motion, made the following comments:

- That urgent change was needed in the CAMHS service.
- Competitive tendering had led to inadequate services.
- That there was a need to plan for future demand and a need to hold services to account.

The Chairman asked Mr Botten, as proposer of the original motion, to conclude the debate.

- That it was the right strategy to pave the way to improvement

The motion was put to a vote and received unanimous support.

Therefore, it was **RESOLVED** that:

Council recognises that demand for a number of services, including CAMHS and for Special Needs such as Autism Spectrum Disorder (ASD), has grown at a considerable rate, which no-one foresaw.

Council further acknowledges that the existing CAMHS service does not fully meet the high expectations that we have for our children, young people and their families. The interim plan is in place to support the existing service and is being closely monitored to ensure that vulnerable children's needs can be met.

Council notes that in order to deliver the sustainable vision for 2030 it is essential that demand for such crucial services is understood and anticipated so that children and young people can access the right help at the right time.

Accordingly, Council resolves to establish a partnerships, including with the University of Surrey to research and evaluate the drivers of demand for specialist services with the intention of creating a world-leading source of expertise in predicting and managing demand for these crucial services between now and 2030.

Item 8(iii)

Under Standing Order 12.3 the Council agreed to debate this motion.
Under Standing Order 12.1 Cllr Rachael I Lake moved the motion, which was:

There is growing evidence to suggest a link between air quality and health, and poor air quality is said to contribute to 40 thousand premature deaths per annum in the UK. Surrey has already assessed its air quality and has established 25 Air Quality Management Areas (AQMAs) in the county. The Government recently published its Clean Air Strategy, which has wide-ranging implications, including for Local Government.

In this context, Council notes that Surrey County Council has:

- Developed clean air and Electric Vehicle (EV) strategies that are currently being consulted on as part of the Local Transport Plan
- Secured funding for investment in EV charge points
- Secured funding to switch Guildford Park & Ride to a fully electric bus fleet
- Procured the UK's first EV fire engine
- Initiated dialogue with the EV sector to develop the county's EV provision.

This Council:

1. Recognises its leading role in tackling air quality, particularly in its public health, highway and transport roles.
2. Will continue to work with the Districts and Boroughs, and other partners to develop a countywide strategy to improve air quality.
3. Commits to work with government to secure funding and to develop and deliver its Clean Air Strategy.

Mrs Lake made the following points:

- That poor air quality is said to contribute to 40,000 premature deaths per annum in the UK
- That Surrey has already assessed its air quality and has established 25 Air Quality Management Areas
- Highlighted the details of the motion

The motion was formally seconded by Mr Ernest Mallett, who made the following comments:

- Highlighted environmental concern over the Heathrow Airport expansion.
- Confirmed details of a letter to Central Government from the Cabinet Member for Environment and Transport, which highlighted the Council's air quality concerns.
- That by agreeing this motion the Council would align itself with previous stated concerns.

Mr Essex moved an amendment, which was rejected under Standing Order 20.1, therefore the original motion was discussed.

Three Members made the following points:.

- Raised air quality concerns over the Heathrow Airport expansion.
- That there was a need for more air quality monitoring sites in Surrey.
- That poor air quality results in around 5% of deaths in Surrey.
- That more research was needed on its effects on health.
- Asked that Members consider how the Council could do more to face Air Quality concerns.
- That Farnham had air quality issues due to traffic in the area.
- Highlighted environmental impacts on the Council and residents.
- The Council's commitment to reducing single use plastics.
- That environmental education will be taught in Surrey schools from September 2018.
- That Surrey has 25 air monitoring sites where carbon dioxide exceeds safety limits.

Under Standing Order 23.1, Mr Brett-Warburton moved the motion that the question be now put, which was carried.

The motion was put to a vote and received unanimous support.

Therefore, it was **RESOLVED** that:

There is growing evidence to suggest a link between air quality and health, and poor air quality is said to contribute to 40 thousand premature deaths per annum in the UK. Surrey has already assessed its air quality and has established 25 Air Quality Management Areas (AQMAs) in the county. The Government recently published its Clean Air Strategy, which has wide-ranging implications, including for Local Government.

In this context, Council notes that Surrey County Council has:

- Developed clean air and Electric Vehicle (EV) strategies that are currently being consulted on as part of the Local Transport Plan
- Secured funding for investment in EV charge points
- Secured funding to switch Guildford Park & Ride to a fully electric bus fleet
- Procured the UK's first EV fire engine
- Initiated dialogue with the EV sector to develop the county's EV provision.

This Council:

4. Recognises its leading role in tackling air quality, particularly in its public health, highway and transport roles.
5. Will continue to work with the Districts and Boroughs, and other partners to develop a countywide strategy to improve air quality.
6. Commits to work with government to secure funding and to develop and deliver its Clean Air Strategy.

57/18 FORMATION OF GUILDFORD JOINT COMMITTEE [Item 9]

RESOLVED:

That Council:

1. Agreed to the establishment of the Guildford Joint Committee.
2. Delegated the non-executive functions to the Guildford Joint Committee.
3. Approved an addition to the Council's Scheme of Delegation (Annex A).
4. Approved the Constitution for Guildford Joint Committee (Annex B).
5. Appointed the County Councillors representing divisions in the Guildford borough area to serve on the Guildford Joint Committee for the Council year 2018/19
6. Appointed Mike Goodman, Cabinet Member for Environment and Transport, as the SCC Cabinet Member to serve on the Guildford Joint Committee for the 2018/19 municipal year.

58/18 REPORT OF THE AUDIT & GOVERNANCE COMMITTEE [Item 10]

The Chairman of the Audit and Governance Committee introduced the report. He

said that both updated strategies had been scrutinised by his committee and commended them: the Risk Management Strategy and Plan (Annex A to the

submitted report), plus the updated Code of Corporate Governance (Annex B to the submitted report) to Members.

RESOLVED:

1. That the updated Risk Management Strategy and Plan, attached as Annex A to the submitted report, be approved for inclusion in the Constitution.
2. That the updated Code of Corporate Governance, attached as Annex B to the submitted report, be approved for inclusion in the Constitution.

59/18 URGENT REPORT - APPOINTMENT OF AN INTERIM STATUTORY S151 OFFICER [Item 10a]

This report was considered under urgency and was circulated to Members on 9 July 2018.

The reason for urgency was that the Council was statutorily required to have a Section 151 officer in place to be responsible for the proper administration of its financial affairs.

RESOLVED:

It was agreed that Kevin Kilburn be appointed as interim s151 Officer from 10 July 2018.

60/18 REPORT OF THE CABINET [Item 11]

The Leader presented the report of the Cabinet meetings held on 29 May and 26 June 2018.

Reports for Information/ Discussion

- A) formation of Guildford Joint Committee
- B) Capital Carry Forward Requests from 2017/18 and Finance Position Statement as at 30 April 2018
- C) Prudential RideLondon-Surrey Event In 2020
- D) Surrey Performing Arts Library
- E) Surrey County Council Public Bus Contract Retendering 2018

RESOLVED:

That the report of the meetings of the Cabinet held on 29 May and 26 June 2018 be adopted.

61/18 MINUTES OF CABINET MEETINGS [Item 12]

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

[Meeting ended at 12:35pm]

Chairman

This page is intentionally left blank

Mr Chairman and members -

Over recent weeks the nation has quite rightly been celebrating the NHS's 70th birthday with much fanfare. I'm in no doubt that we all share in the joy that such a treasured institution has stood the test of time – so far.

Another birthday celebration that has slipped under the radar in comparison is the 130th birthday of local government. I wonder if the NHS would have reached such a grand old age were it not for the existence and support of Local Government

I was intrigued last week to see a news report on a doctor who was there at the birth of the NHS say it was created in the belief of making people fitter and healthier and that there would be a reduction in long-term costs to the country.

But, he also went on to say that, if anything, it's been a victim of its own success and the impact of an ageing population now means that social care costs are spiraling out of control.

Mr Chairman, I believe he was right.

That's where Local Government comes in, because both Public Health and Social Care Services are fundamental to the success of the NHS, now and in the future.

We cannot keep talking about the NHS Hospitals as being the only thing that matters. It is my challenge to Government and Parliament to talk about the NHS and Local Government in the same breath.

While I am delighted the Prime Minister has reaffirmed her government's unwavering support for the NHS with a pledge of an extra twenty billion pounds in future funding, we should be in no doubt that this will not solve all of the health service's problems.

Funding cannot simply be poured just into hospitals – when too little consideration is being given to the other vital elements of healthcare. Namely prevention and social care. The government needs to decide how it is going to fund our social care system and public health prevention services, and not just the acute aspects within the NHS.

But the Government seems reluctant to take the necessary action to invest adequately in these two vital elements of our nation's health and wellbeing. This risks leaving councils up and down the country, as well as the voluntary, community and faith sector – who all perform vital roles – powerless to ease the pressure on the NHS. And without that help there may be no birthday cake in another seventy years' time. In fact I doubt there will be a birthday cake in as little as 10 years' time.

My real concern is that Government and Parliament will miss the opportunity that is staring them in the face – by providing the necessary support and funding for prevention services and social care services that the public needs.

Mr Chairman, local government has made a lasting difference to generation-after-generation. Tackling poverty, building social housing, introducing universal education and – of course delivering public health and social care services.

Indeed, some of its achievements even predate the Local Government Act of 1888. Among these magnificent achievements are the health benefits resulting from Joseph Chamberlain's reforms to housing and the water system in Birmingham. They show that it would be wrong to assume local government is a new-comer to the health agenda.

If we are to save Britain's healthcare system – and we **must** – then Local Government needs fair and equal resources to improve Public Health and Social Care in our country.

There needs to be public scrutiny of the entire healthcare system, and today there is still no democratic governance oversight of the local doctors and community health services. I call upon government to empower Local Government to become the public scrutiny body for these vital front line services.

I also call on the government to give Councils responsibility for commissioning all public services that deliver health and well-being services in our communities.

I would urge Ministers to allow those councils who are willing, to be given the opportunity to pilot this approach.

It is our intention to present Joint Health and Social Care commissioning plans to the Secretary of State for Health and Social Care in September for approval. We want to be in the vanguard of change for our residents.

As a first step I firmly believe that there should be:

- 24 hour access to doctors during evenings and weekends, to release the strain on Accident & Emergency departments.
- Resources being made available to schools and other organisations to help identify mental health issues and signpost those with need to the appropriate area for early intervention.

When Local government was handed back responsibility for public health several years ago, funding was promptly cut but responsibilities remained. We can't continue with such huge disparities across the country. Indeed the public health grant for Local Authorities has fallen by 17% over the past five years,

and as you know, Mr Chairman, Surrey is one of the authorities hardest hit.

While funding the heart of the health service may win positive news headlines for Government and MPs, failing to resource many of the other key services that are accessed by large numbers of the population risks far worse news headlines in the future.

Mr Chairman, many of my Local Government Leader colleagues believe that the government is taking way too long to produce its Green Paper on adult social care.

There is also genuine concern that the paper will simply follow the same format as one of the dozen or so of its predecessors over the past two decades and be little more than warm words with no action and no long term solutions.

How can this possibly be good for the health of the nation?

Surely the Green Paper needs to be co-terminus with the NHS 10 year plan as they depend on each other, and the people who deliver the services on the ground **must** be invited to contribute.

Mr Chairman , I strongly believe Local Government needs much greater input into the green paper. Social Care services won't be delivered by MPs or Whitehall officials - they'll be delivered by Local Government - in our communities - with the many dedicated staff we have.

Over the last ten years we have all seen a huge transformation in Local Government services despite the significant financial challenges.

So there is a great deal the NHS can benefit from by working with Local Government to respond to the changing circumstances of local people. We know and understand the needs of our communities and are best placed to deliver the foundations of good health and wellbeing.

In order for Health and Social Care to work more effectively and efficiently together, I suggest Government needs to :-

- Ensure equalisation of public health funding across England
- Enhance funding for local GP and community services, enabling better access when people need it

- Design a stronger governance model, enabling local government to be more accountable for setting priorities and joint commissioning.

These actions will then reduce the numbers needing unplanned Hospital care.

Mr Chairman, our long-term vision should be

- A Public Health system that leads to real sustained life changing opportunities for all
- well-funded local GP and community services that become more effective and are more accountable to local people through Local Government
- Fewer people going into hospital when they don't need to
- Ensure the country has enough doctors, nurses, social care workers to increase the effectiveness of the health service system in this country.
- And appropriately resourced local social care services to ensure residents can return to their own homes as soon as possible.

Mr Chairman, we often hear about a chronic bed shortage at hospitals. It is our job to get as many people sleeping in their **own** bed as quickly as we possibly can.

That is what the guiding hand of local government can achieve.

When all the components of Health and Social Care systems are working smoothly together, there will be less of a call on Hospital services. Not only will this improve the quality of life for our residents but also we will have created a system that is both sustainable and financially affordable for the next generation and beyond.

The challenge now for Government and Parliament is to let local government do what it does best and come to the aid of the NHS so that both the NHS and Local Government can celebrate birthday after birthday.

To summarise Mr Chairman and members , I believe :_

- We all want an efficient and effective Health and Social Care system for everyone.
- We need investment in public health programmes to reduce demands on health services

- We need excellent local GP services with more evening and weekend services
- We need proper governance and accountability over local Health services
- We need to reduce the number of patients arriving and entering Hospitals for unplanned care, especially at weekends
- We need a local solution for Social Care services to ensure that all patients can be supported to return home and then enabled to live independently.

Finally and above all

- We need a health service that works closely with local government to do more to prevent chronic illness and to create a joined up system that recognises and addresses health needs as soon as possible

After all Mr Chairman, it is the public that fund these services and I suggest we have a right to expect everyone in Central Government, the NHS and Local Government to work together for the health of our Nation.

This page is intentionally left blank



REPORT TO COUNCIL

A COMMUNITY VISION FOR SURREY IN 2030

KEY ISSUE:

In May 2018 a draft Vision for Surrey in 2030 was set out. Since May, further evidence of what life in Surrey is like, and what the key challenges are, has been compiled, along with feedback from the most systematic and extensive engagement exercise of residents and partners Surrey County Council (SCC) has ever facilitated. A new Community Vision for Surrey in 2030 (Vision for Surrey), informed by all of this information, is presented in this report.

The engagement on the draft vision underlined the belief that partnership working between the council, district and borough councils, public sector organisations, the voluntary, community and faith (VCF) sector and businesses holds the key to delivering on shared ambitions. Based on this feedback, the council would like to work with all partners to help develop a statement of partnership working that articulates a renewed commitment and focus to delivering improved outcomes for people in Surrey.

However, organisations cannot deliver the Vision for Surrey alone - we will need the support and involvement of residents. The council, collectively with partners, would like to carry on a conversation with residents about the shared sense of responsibility for Surrey's future that came through in the vision engagement feedback. This includes exploring what residents can do to help themselves and each other more. Initial ideas on a new partnership commitment and a new relationship with residents are presented in this report.

BACKGROUND:

1. Our county and the context within which the council, other public and VCF sector partners and businesses operate has significantly changed over the last decade and will continue to do so. A report to Full Council on 22 May 2018 ([Developing a Vision for Surrey in 2030](#)) set out some of the main challenges, including population changes, rising demand for services and support, government policy changes, funding reductions and the impact of continued financial constraints. It also outlined how while many residents and businesses thrive in Surrey, not everyone has the same opportunities to flourish. Surrey is an affluent county and this image often masks the problems that some residents face, such as domestic abuse, homelessness and mental health issues.
2. Since May further evidence of what life in Surrey is like, and what the key challenges are, has been compiled. A summary evidence base is in **Annex A**.

3. The significant and complex challenges the council faces, some of which councils across the country are also grappling with, require a radically different response. We know we cannot address these all by ourselves, and we recognise - and stakeholders have told us - that Surrey's public services, VCF sector, businesses and other partners need to come together in a more place based, outcome driven model working with residents to find sustainable solutions and maximise all opportunities. A new, shared Community Vision for Surrey that aims to address these challenges and capture these opportunities has therefore been developed.

A Community Vision for Surrey in 2030

4. In May 2018 a draft Vision for Surrey in 2030 was set out. This draft was informed by a review of an existing evidence base and feedback. For example, it was already known that Surrey's population was growing, with more people living longer, consistently high birth rates and high migration levels. It was also known that, like other peri-urban areas, Surrey has a complex set of characteristics, including road, rail and air congestion, land pressure, large volumes of commuting to London and a mixed urban and rural environment. And it was widely understood that these pressures were set to rise as the county's population grew, and the impact of being so close London continued to be felt.
5. Drawing on this evidence and feedback, we recognised the need for, and value of, a shared set of outcomes to focus on - to inspire public services, businesses, charities and the VCF sector, residents and staff as we collectively strive to improve the lives of everyone who lives in the county. Some organisations in Surrey had already set out a vision relating to their area of work or location, but a shared community vision for the whole of Surrey did not exist.
6. After publishing a draft vision in May, the council embarked on the most systematic and extensive engagement exercise of residents and partners ever facilitated. We reached out to a wide range of people and communities, including groups such as homeless people and those who identify as lesbian, gay, bisexual or transgender (LGBT). People joined in the conversation on social media and submitted written comments. In total, 3,125 people provided their views, including responses from online surveys, paper surveys completed in libraries or using an easyread format, video interviews and engagement sessions for partners, VCF groups and charities, elected representatives and other stakeholders. Everyone's views have been captured and summarised in a report, 'Our Surrey', in **Annex B**.
7. Overall, the feedback received offered broad support for the vision. People said they value the:
 - advantages offered by Surrey's location
 - mix of urban and rural life, in particular the green spaces and countryside
 - low levels of crime
 - access to good quality public services
 - strong sense of community spirit fostered by caring, supportive and friendly people
 - strength of the economy, low unemployment and thriving independent local businesses.
8. People also talked about their concerns and hopes for the future, including:
 - the impact on the county's environment from increasing pollution and developments

- rising crime and a perceived lack of visible police presence
 - a need for more affordable housing
 - frustrations with public transport services, such as buses and trains
 - reductions in public services and their ongoing financial viability
 - differences in quality of life between wealthier and poorer residents
 - investing in services to prevent problems before they escalate
 - organisations that should listen to residents' concerns and work in a joined up way
9. The feedback, considered alongside the data in the evidence base, has been used to reword the vision. A final version is included in **Annex C**. Improvements to the draft version include:
- recognising the importance people placed upon green spaces and the environment by strengthening the focus on these, including emphasising shared environmental responsibilities
 - highlighting the strong sense of community spirit felt by many people and the benefits this can bring, including the importance of communities supporting those most in need
 - changing the outcome around growth and development to reflect aspirations around securing sustainable growth, with appropriate housing and effective infrastructure.

A fresh approach to partnerships in Surrey

10. The Vision for Surrey in 2030 is a shared one – the council has a key role to play but cannot deliver it alone. As was set out in the report approved by Members at Full Council in May 2018, we know we need to be a different kind of council. When we have done things together, and when we have done things differently, we have changed lives. In order to achieve the level of ambition set out in the vision we need to do this more. We need to be a better partner, working together with all our partners, businesses and residents.
11. The engagement on the vision underlined the belief that partnership working holds the key to delivering on shared ambitions. This was a particularly strong message from the VCF sector. Colleagues in public service organisations, including the council, district and borough councils, health, police and the universities and further education colleges of Surrey also focused on partnership as the essential way of working to secure better outcomes.
12. We had many conversations with partners and stakeholders over the summer. In particular, in early July 2018, at two major events partners and stakeholders identified key areas where collective working will add value:
- directing more resources into prevention and early intervention work for vulnerable children and adults
 - collaborating to meet the county's housing challenges, addressing housing supply issues and affordability for people on lower incomes
 - thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population, for example schools, hospitals and transport links
 - supporting communities to take more responsibility for themselves and for vulnerable people in their neighbourhoods
 - working together in new and creative ways, through a culture of honesty and mutual respect

- strengthening the financial sustainability of public and voluntary, community and faith sectors so they have stability to deliver services over the long term.
13. Stakeholders wanted to see services working in a joined-up way and decision-making based on evidence and with a long-term view over short-term gain. Residents called for public organisations in Surrey to be better at listening to their needs and concerns through more meaningful engagement with local communities in decision-making processes.
 14. Partnership provides the key to unlocking the strengths inherent in our communities, businesses, public and civic life through sharing skills, insights and experiences to enable us to make changes. There are of course already a wide range of partnership arrangements in Surrey. This is a significant moment to re-affirm a collective commitment to build on these partnerships and extend and enhance them for the benefit of Surrey residents. All of us will increasingly face volatility, uncertainty and complexity and our services are becoming more integrated, our resources shared or pooled and our staff deployed more flexibly. This will involve joining up and innovating in new ways and taking a fresh, place-based approach to leadership. The feedback demonstrates that together partners believe we can find ways of achieving this.
 15. Based on the above, the council would like to work with all partners to help develop a statement of partnership working that articulates a renewed commitment and focus to delivering outcomes for people in Surrey. To help start shaping the conversations, some areas are set out in **Annex D** that could be included in a shared partnership statement, and we will work with stakeholders and partners to develop these and new ideas further. We are proposing a statement, however we are open to hearing others' ideas about how partners feel we can take this work forward.
 16. As we develop this commitment together we will take into account significant partnership activities, such as the 10 year modelling and strategic planning work that the council and NHS partners have initiated.
 17. Alongside a commitment to working together, we will work with partners to see how well placed we are to deliver the vision. There are a number of long-standing and legacy partnerships, some of which are statutory, and we will need to ensure that partnerships are well-connected and in alignment to place us all in the best possible position to tackle ongoing challenges. This may lead to the repositioning of partnerships, or the creation of new ones. As the landscape is reviewed, how we can drive further opportunities through devolution will also be considered.

A new relationship with residents

18. Given all of the engagement feedback, and the council's intentions to both change as a council and facilitate the development of a new approach to partnership working, it is also important that we consider, collectively with partners, our relationship with residents.
19. Organisations cannot deliver the Vision for Surrey alone - we know we will need the support and involvement of residents. Strong relationships between organisations, communities and residents exist across the county. We would like to build on these and explore the sense of pride in the county and shared sense of responsibility for Surrey's future that came through in the engagement feedback. We hope to develop a new type of relationship between residents,

communities and organisations in Surrey (public sector bodies including district and borough councils, the police and the NHS, as well as the VCF sector). Individuals and communities lead better, more fulfilling lives the more they help themselves and each other and remain independent for as long as possible. There is a huge VCF sector in Surrey doing much good work, but more people could be more involved in these groups, as well as being 'good neighbours' to the more vulnerable in their communities.

20. While the council modernises itself and inevitably focuses its limited resources on doing fewer things better, for example prioritising vulnerable children and adults, residents will likely have to accept greater responsibility for more aspects of their own lives. We want to explore with residents what they can do to help themselves and each other more. Taking inspiration from what others have done, we're thinking about calling this idea a 'deal' or 'deals'. For example, part of the deal could be that we provide services for vulnerable older adults who need social care, while residents undertake to live a more healthy and active lifestyle, to reduce or delay their likelihood of needing help from us or the NHS.
21. There is an opportunity for public sector organisations, VCF bodies and other stakeholders, to work in partnership to explore the concept of 'deals' in Surrey to foster a shared sense of responsibility for delivering the vision and achieving the best outcomes for residents. This would help build a new type of relationship between residents, communities and organisations focused on who is best placed to deliver the outcomes for people in Surrey.
22. There could also be an opportunity to work with people in their local communities, and negotiate many 'local deals' with residents across different localities in Surrey, rather than one single deal across the county.
23. We will also explore how we might, with partners, provide some investment in community led initiatives, aligning these to priority outcomes for our communities.
24. Working side by side with residents, all partners and the VCF sector will be crucial to the success of any deals. We will start to work with partners to explore this idea, and propose incorporating our shared thinking on this into the partnership statement and approach. This offers a great opportunity to develop as a partnership with residents, rather than separately. Developing this relationship with residents will take time and dedication and ongoing engagement, and we anticipate this will take at least a year to start taking shape.

Next steps

25. Over the next few months we will work with partners, residents and staff to:
 - a. Widely share the new Community Vision for Surrey in 2030, to inspire everyone to work towards achieving these outcomes together.
 - b. Facilitate wide-reaching conversations with partners and stakeholders to develop the idea of a partnership commitment. This will include a partner event on Monday 29 October. More developed thoughts on a partnership commitment will be brought back to Full Council in spring 2019.
 - c. Explore ideas to develop a new relationship with residents, in partnership with other public and VCF organisations, including whether this could be in the form of a deal or deals. More developed thoughts on a new relationship will be brought back to Full Council later in 2019.

26. And as a council we will:
- a. Set out our priorities for the next three to five years and how we plan to contribute to achieving the outcomes in the Vision for Surrey in 2030 through publishing an Organisation Strategy, and a Transformation Programme which will show how we will transform as a council over the next three years to respond to the challenges and demands we are facing.
 - b. Publish a Preliminary Financial Strategy that will set out the overall framework within which the council manages its financial resources and supports the delivery of the council's priorities and the vision.
 - c. Share our People Strategy, which will describe how we will attract, retain, support and motivate staff to continue how we will affect the cultural change necessary to support organisational transformation and develop our workforce to ensure they are able to successfully contribute to achieving the outcomes in the Vision.
27. A report will be presented to Cabinet on 30 October and Council on 9 November that sets out further information around the Organisation Strategy, Transformation Programme, Preliminary Financial Strategy and People Strategy.

RECOMMENDATIONS:

That Council:

- a. Approves the revised Community Vision for Surrey 2030 and notes the extensive engagement activities with residents, staff, members, partners and businesses carried out over the summer that has informed this revision.
- b. Approves the proposal to develop a new approach to partnership working in Surrey by engaging all partners in the development of a partnership commitment
- c. Approves the proposal to explore, collectively with partners in the public and VCF sectors, the development of a new relationship with residents, including engaging with residents to establish what they can do to help themselves and each other more.
- d. Notes the timeline for future work and SCC's associated activity to support the achievement of the vision, outlined in paragraphs 28 and 29.

Lead Officer:

Joanna Killian, Chief Executive
joanna.killian@surreycc.gov.uk
0208 541 8018

Vision for Surrey 2030 – Evidence base



Summary

This evidence base informs the Vision for Surrey 2030 by presenting a picture of what life in Surrey is like and the challenges within the county. The evidence is a snapshot of data from an array of quantitative sources such as Surrey-I, governmental statistics and NOMIS. This informs the outcomes set out within the vision by identifying the key issues around the themes of 'people' and 'place' in Surrey.

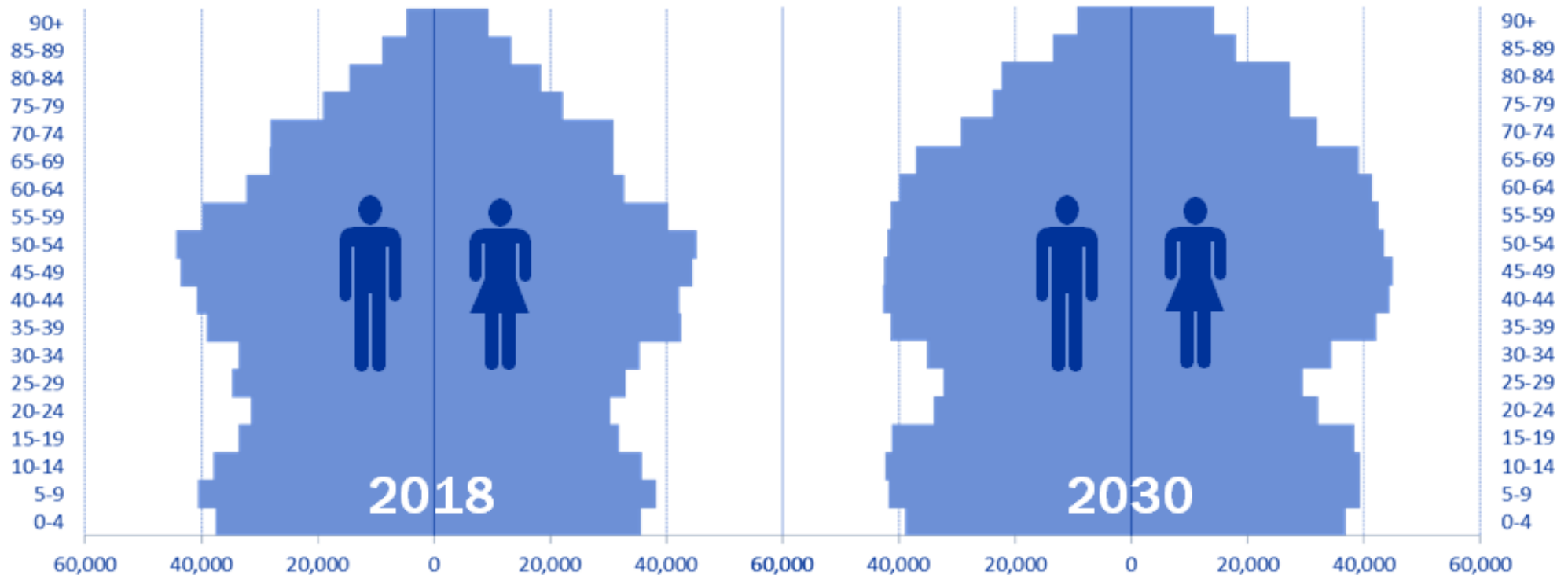
People

Our population continues to grow and is predicted to age as time goes on. But the current population is largely healthy and active and comprised of a highly skilled workforce that is supported by good performing schools. Overall, educational attainment is positive however there are significant disparities for deprived children and those with additional needs. There are increasing demands on services for vulnerable adults and children, and children with additional needs. Pockets of deprivation exist across the county, and foodbank usage has risen.

Place

Housing is increasingly expensive which exacerbates the challenge to respond to the growing need for affordable housing – especially for residents on low incomes. Surrey's economy is strong and is proving to be a popular place for businesses, which contributes to many residents' high and increasing earnings and disposable income. However, growth appears to be stagnating in some places. Our county is well regarded as a nice place to live, with good access to green spaces and woodland. But homelessness, fuel poverty and crime are increasing, and there is dissatisfaction with the county's road network.

A growing and ageing population



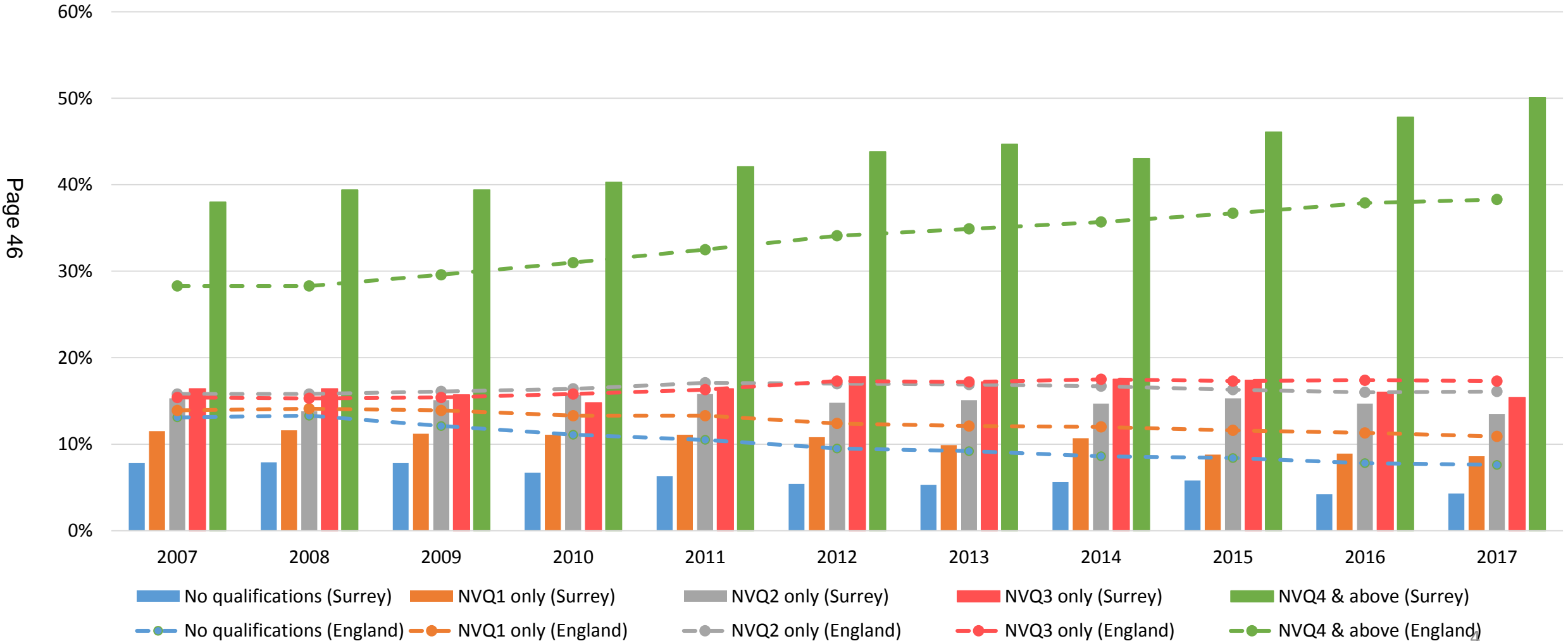
Source: Surrey-i (Office for National Statistics)

The latest data shows Surrey's population is growing rapidly, with more people living longer and consistently high birth rates. For instance, by 2030, Surrey's population is expected to grow from an estimated 1,194,500 in 2018 to 1,264,000, and over 22% of residents will be aged 65 and over (compared to 19% in 2018).

Surrey is also becoming more ethnically diverse. According to census records, between 2001 and 2011 there was a 28.8% increase of Non-White British and Mixed/Multiple Ethnicity residents living in the county.

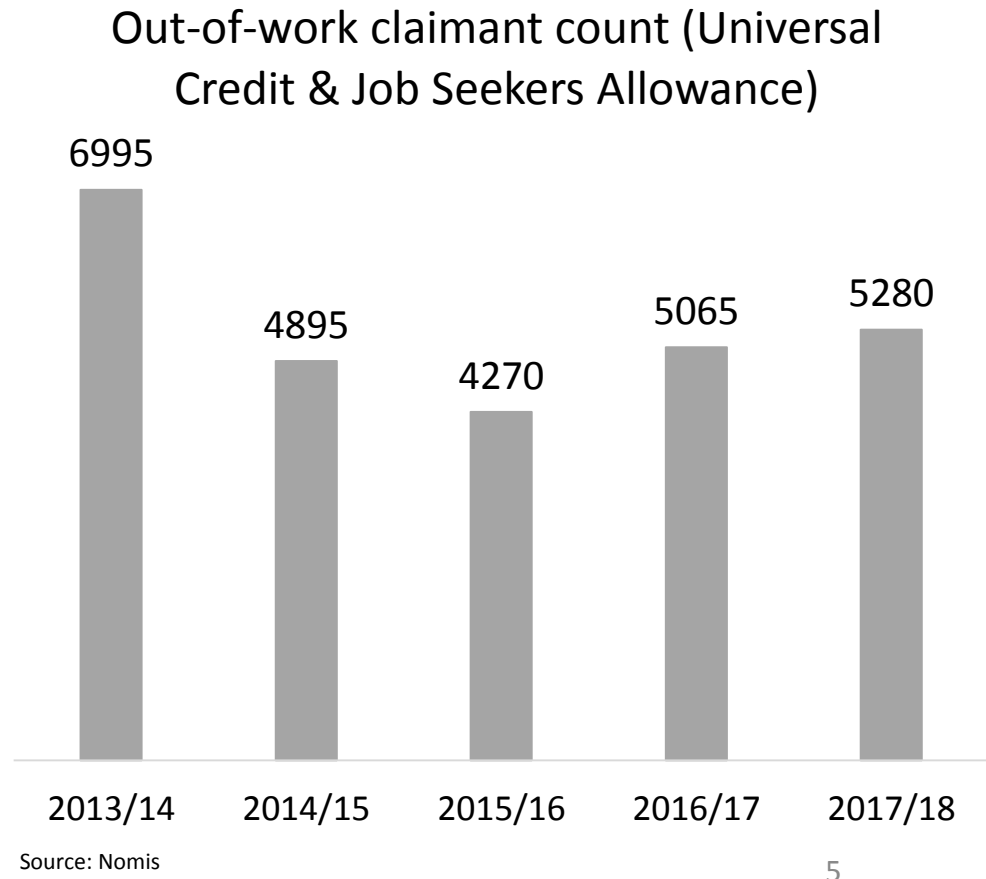
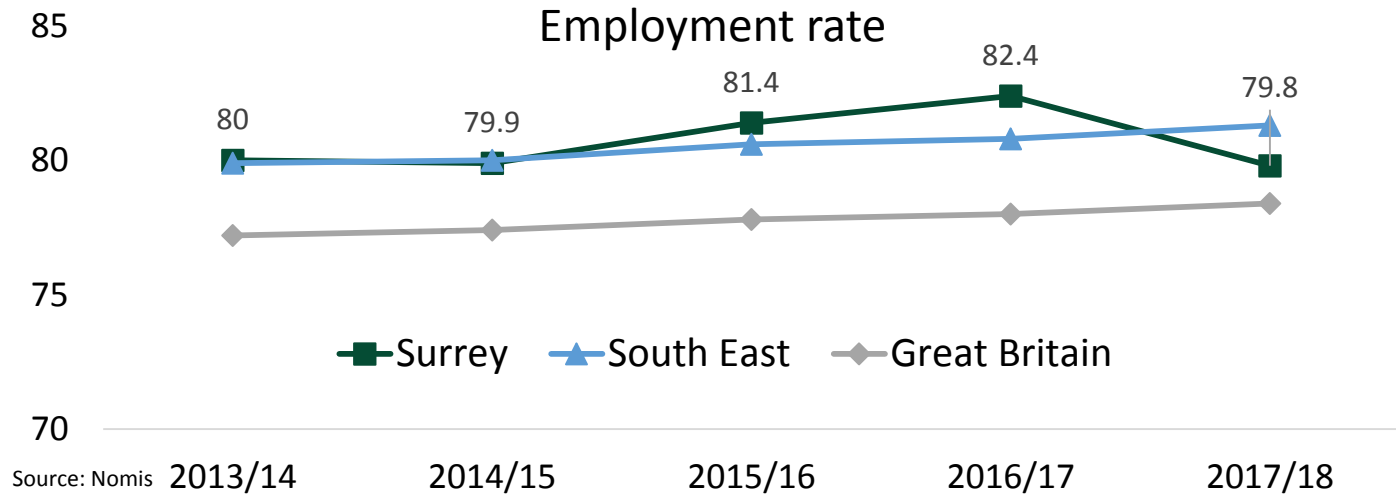
Highly skilled working population

Over half (50.1%) of Surrey's working age population (16 – 64 year olds) hold a degree-level qualification. This greatly exceeds the England average of 38%. In addition, the proportion of people in Surrey holding lower-level or no qualifications continued to decrease over the last decade.



Falling employment

The employment rate has marginally decreased over time but fell particularly in the last year. However, this is not reflective of the unemployment rate which has also decreased. There has been a reduction in the amount of out-of-work benefit claimants over time, but there has been an increase particularly over the last 3 years.



High performing schools but some pupils being left behind

94%

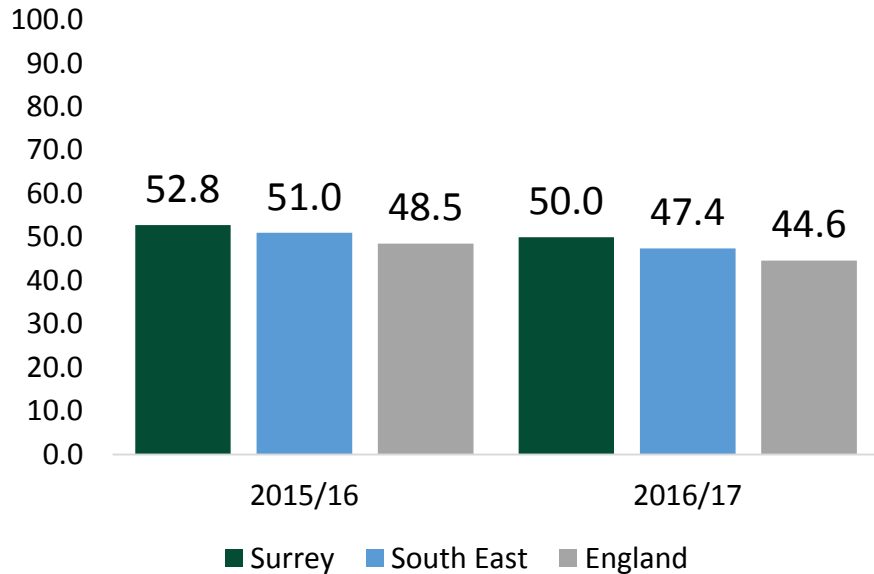
Surrey schools rated 'good' or 'outstanding'

Source: Child First: Commissioning intentions for Surrey (2017)

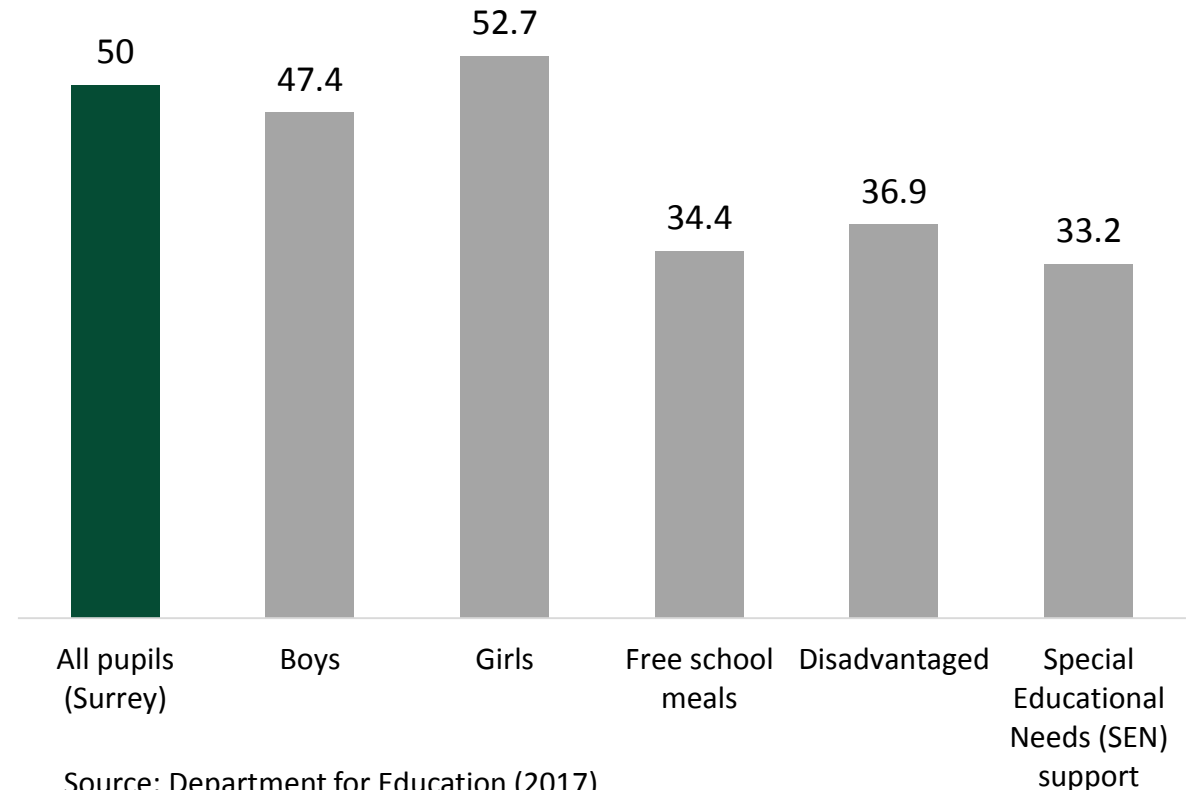
In spite of Surrey schools' strong educational performance, deprived pupils and those with additional needs are far less likely to do as well at school as their peers.

Average Attainment 8 score declined slightly but Surrey pupils continue to outperform against South East and England peers.

Page 48



Source: Department for Education (2017). Attainment 8 measures average achievement of pupils for up to eight qualifications including English, maths, three further English Baccalaureate qualifications and three further GCSE or non-GCSE qualifications. Decline in performance was expected because of change to 9 – 1 GCSE grading system.



Source: Department for Education (2017)

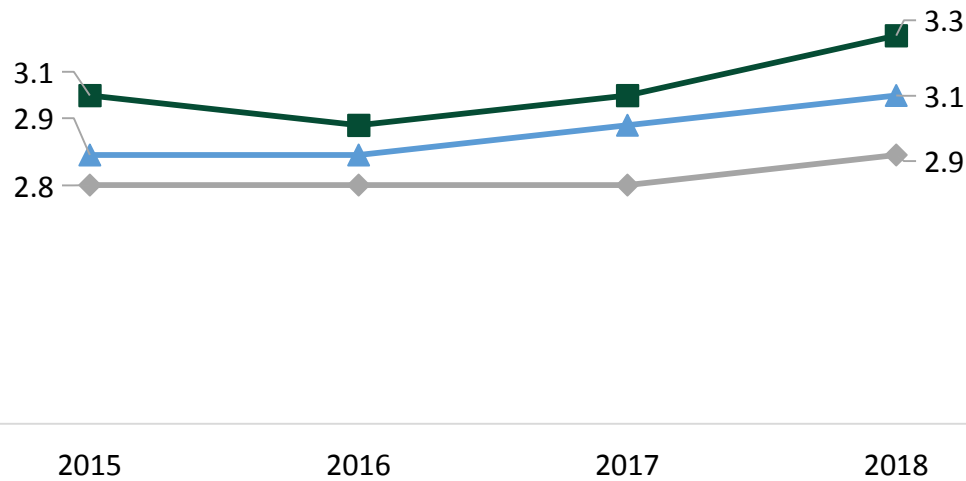
Growing Educational Health and Care plans (EHCP) and Special Educational Needs (SEN) support

While remaining consistently higher than the South East and England, the number of pupils with a statement or EHCP maintained by Surrey has increased (5,631 – 7,710).

Contrary to regional and national trends, the proportion of pupils in Surrey that require SEN support has increased – now equivalent to the national percentage. This marks an increase from 21,540 to 22,745 pupils.

Page 49

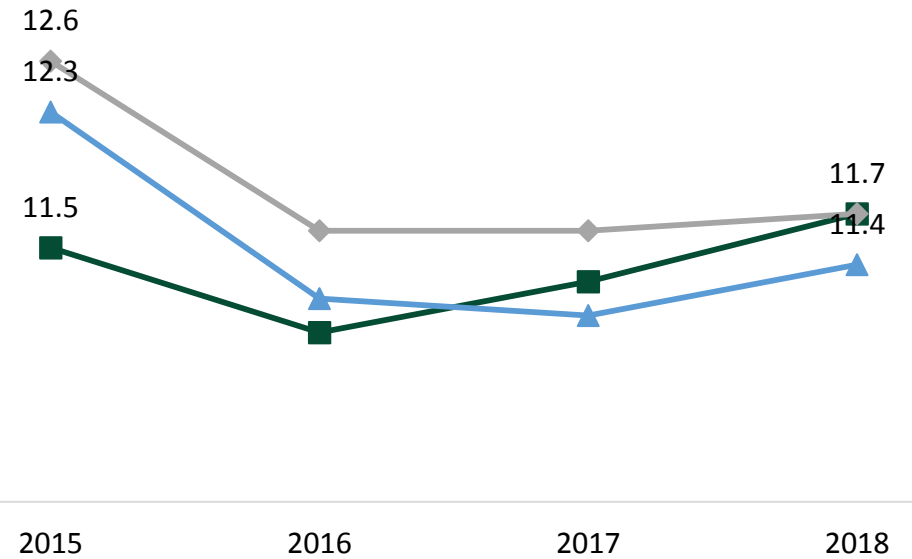
Percentage of children with statements or EHC plans in Surrey schools



Source: Department for Education

■ Surrey ▲ South East ◆ England

Percentage of pupils with SEN support



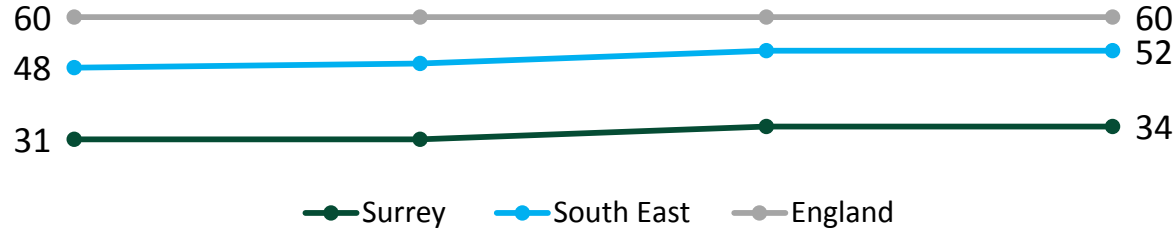
Source: Department for Education

■ Surrey ▲ South East ◆ England

More children in need but fewer subject to protection plans

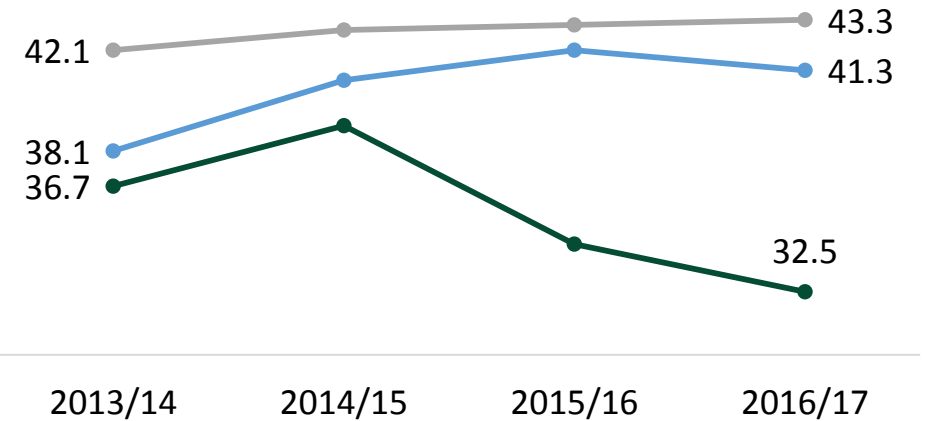
Despite having fewer looked after children (LAC) per 10,000 children, the number has increased from 795 to 870 (2013/14 – 16/17). This increase is a similar rate to the South East region.

Source: Surrey-i



In contrast to the South East and England, the number of children subject to a Child Protection Plan (CPP) has decreased (925 – 843).

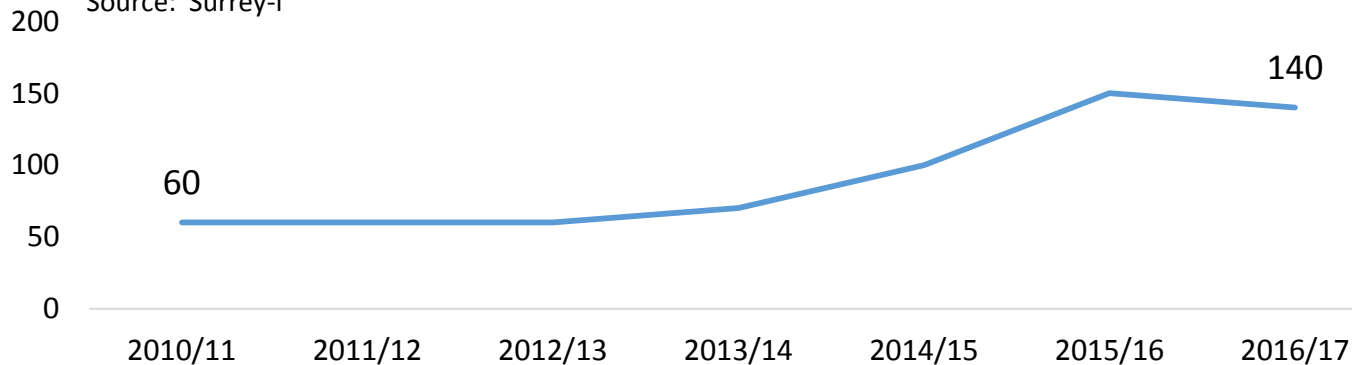
CPP per 10,000



Source: Surrey-i

Furthermore there has been considerable increase in the number of unaccompanied asylum seeking (UASC) children.

Source: Surrey-i



Healthy and active lives

- The percentage of physically *active* adults (150+ minutes of activity per week) in Surrey is 70.3% (2016/17). This is greater than the South East (68.9%) and England (66%) averages.
- The percentage of physically *inactive* adults (less than 30 minutes of activity per week) in Surrey is 18.6% (2016/17). This is less than the South East (19.3%) and England averages (22.2%).
- 10.9% of Surrey's adult population smoke (2017). The prevalence is lower than the figures for the South East (13.7%) and England (14.9%).
- The number of hospital admissions for alcohol related conditions has increased: 1,520 per 100,000 (2010/11) to 1,813 per 100,000 (2016/17). Surrey has performed consistently better than national trends but has fluctuated compared to South East trends.

Source: Public Health England

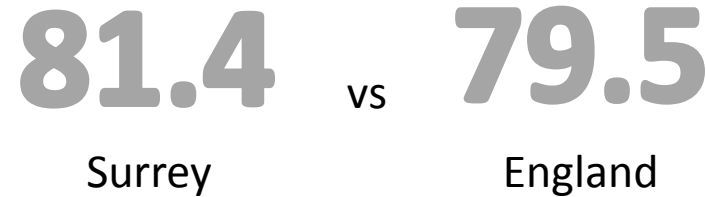
Living longer

Surrey residents tend to live long and healthy lives, exceeding the national average for both males and females.

Living for longer

Source: Surrey-i

Life Expectancy at Birth:
males (2014 – 16)



Life Expectancy at Birth: females
(2014 – 16)



Living healthy lives for longer

(the average number of years that an individual is expected to live in a state of self-assessed good or very good health)

Source: Surrey-i

Healthy Life Expectancy at
Birth: males (2014 – 16)

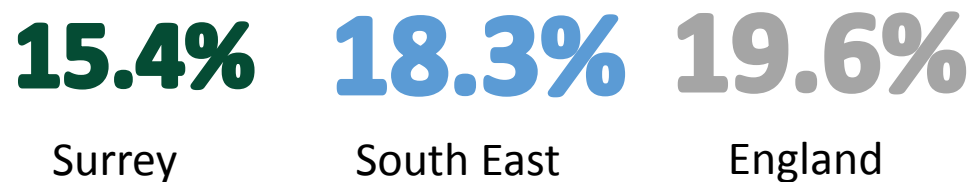


Healthy Life Expectancy at Birth:
females (2014 – 16)



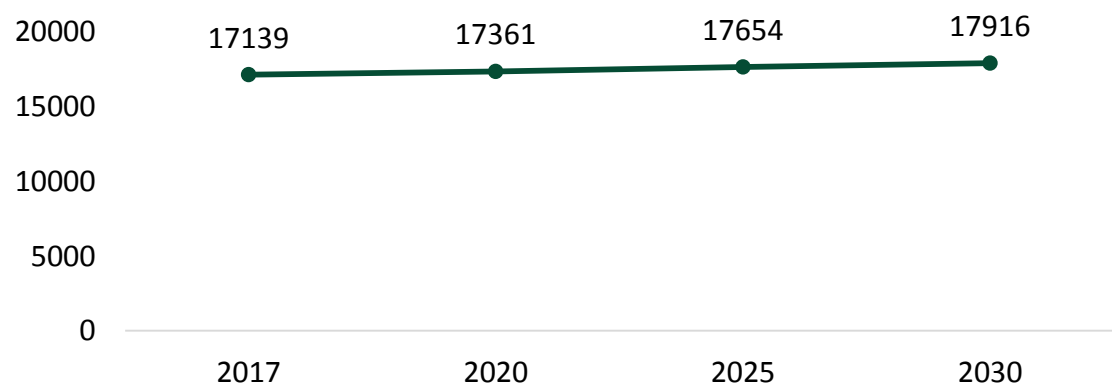
Fewer reported long-term disabilities but predicted increases in learning disabilities and mental health problems

Surrey residents aged (16–64) are less likely to have a long-term disability which affects day-to-day activities or the amount of work they can do, compared to the South East or England (2017/18).



Source: Surrey-i

However, the number of working aged residents predicted to have learning disabilities is projected to increase by 5% by 2030 (17,139 – 17,916).



Source: Projected Adult Needs and Service Information

- The percentage of people reporting a long-term mental health problem (2016/17) is 4.6%. The percentage for the South East is 5.4% and for England is 5.7%.

Source: Public Health England

- Hospital admissions for mental health conditions (2016/17) = 85.7 per 100,000, South East = 82 per 100,000, England = 81.5 per 100,000.

Source: Public Health England

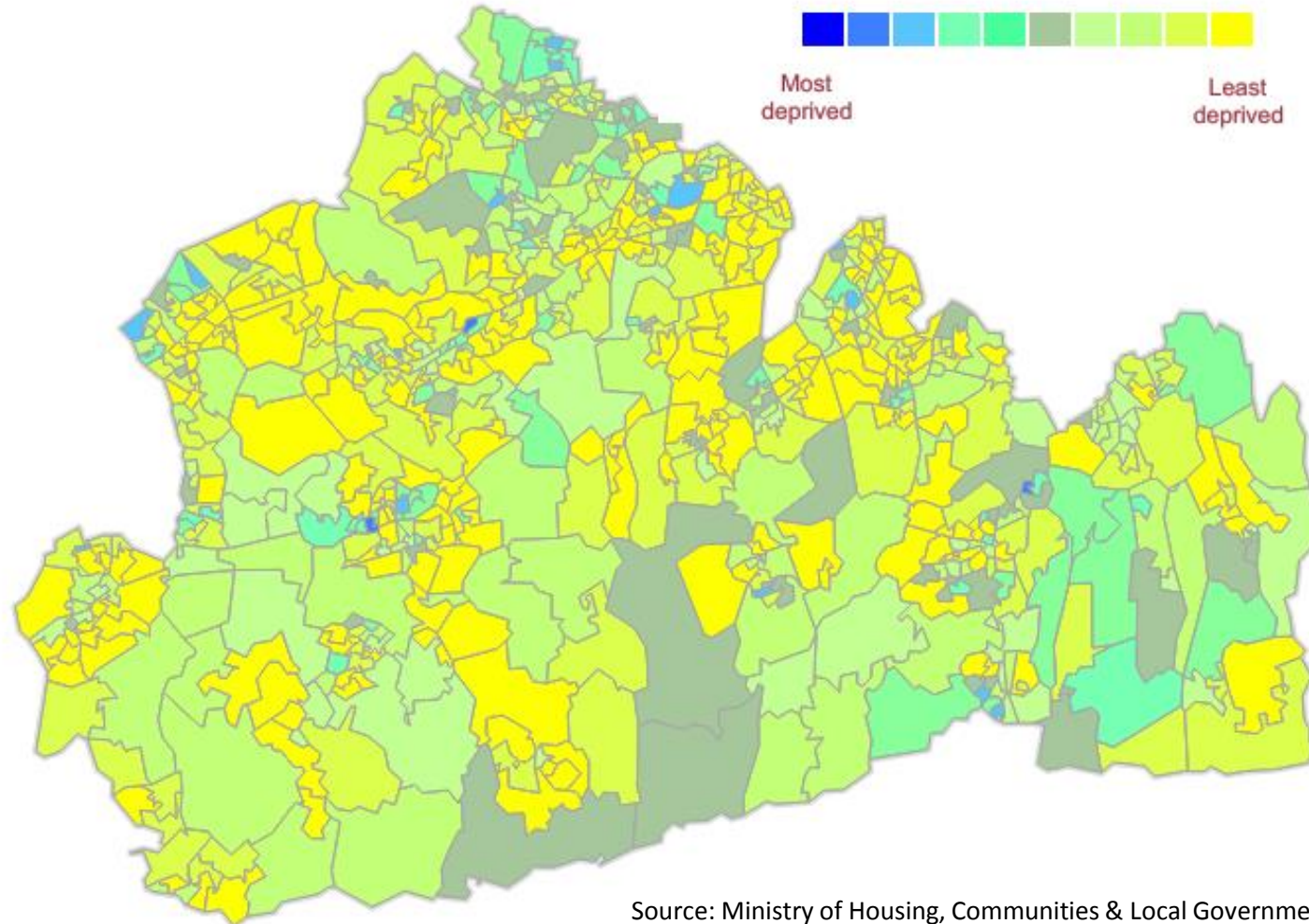
- 113,848 Surrey residents (2017) aged 18-64 are predicted to have a common mental disorder. This is projected to increase by 4%, to 118,446 (2030).

Source: Public Health England

'Affluent' Surrey has pockets of deprivation

The 25 most deprived neighbourhoods in Surrey, according to the Indices of Multiple Deprivation (2015), are also within the third most deprived areas in the county.

58 neighbourhoods across Surrey rank among the worst third of areas in the country for children aged under the age of 16 that live low income households.

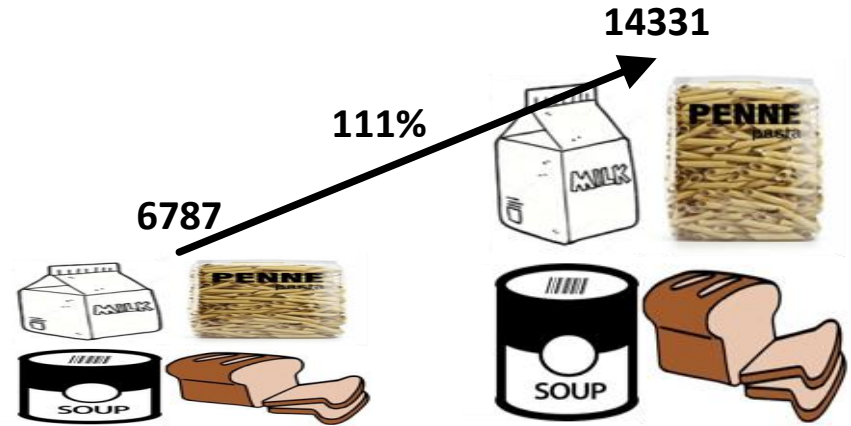


Source: Ministry of Housing, Communities & Local Government

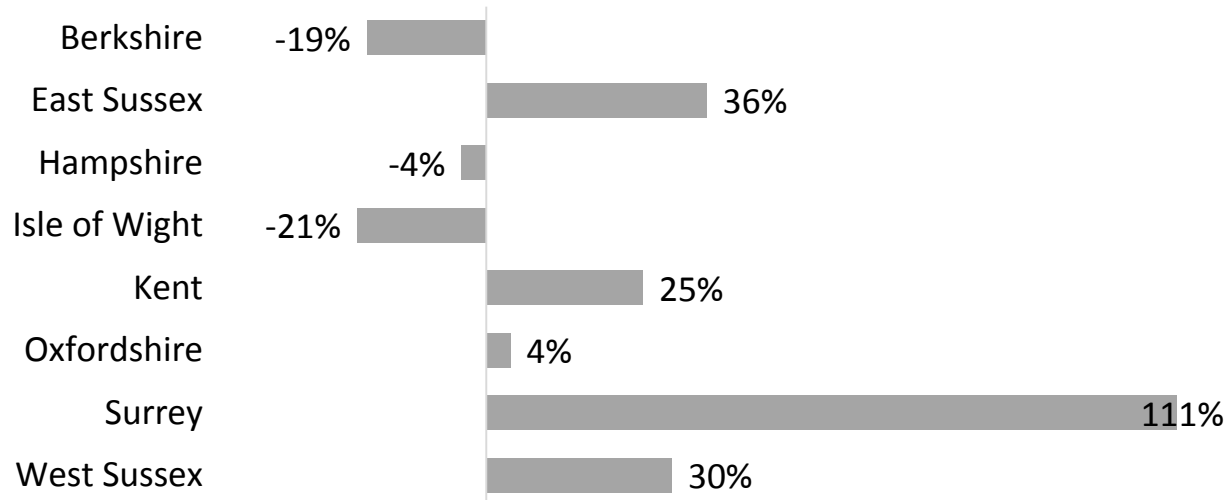
Rising foodbank usage

The number of three-day emergency food supplies distributed by Trussell Trust foodbanks in Surrey has more than doubled. The increase well exceeds Surrey's South East neighbours. Latest figures also show that 2 in 5 emergency food supplies are for children.

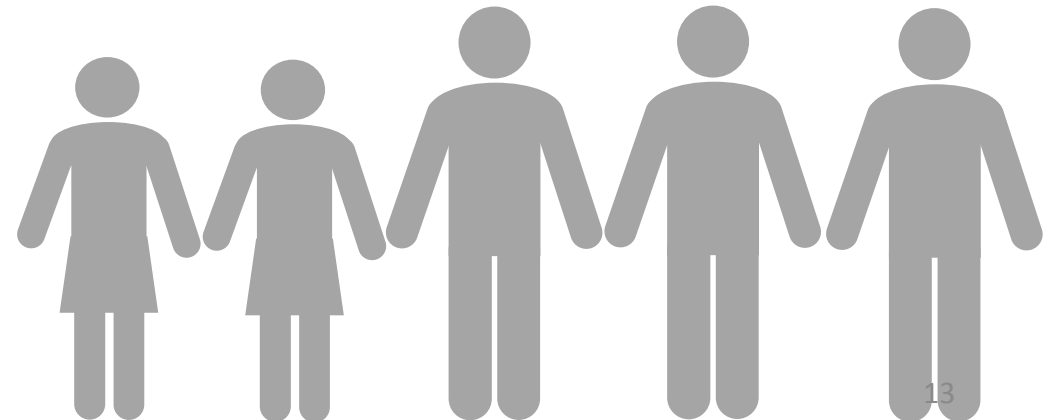
Number of three day food supplies 2013/14 – 2016/17



Percentage change: Trussell Trust 3-day food supplies provided - South East



2 in 5 emergency food bank supplies are for children

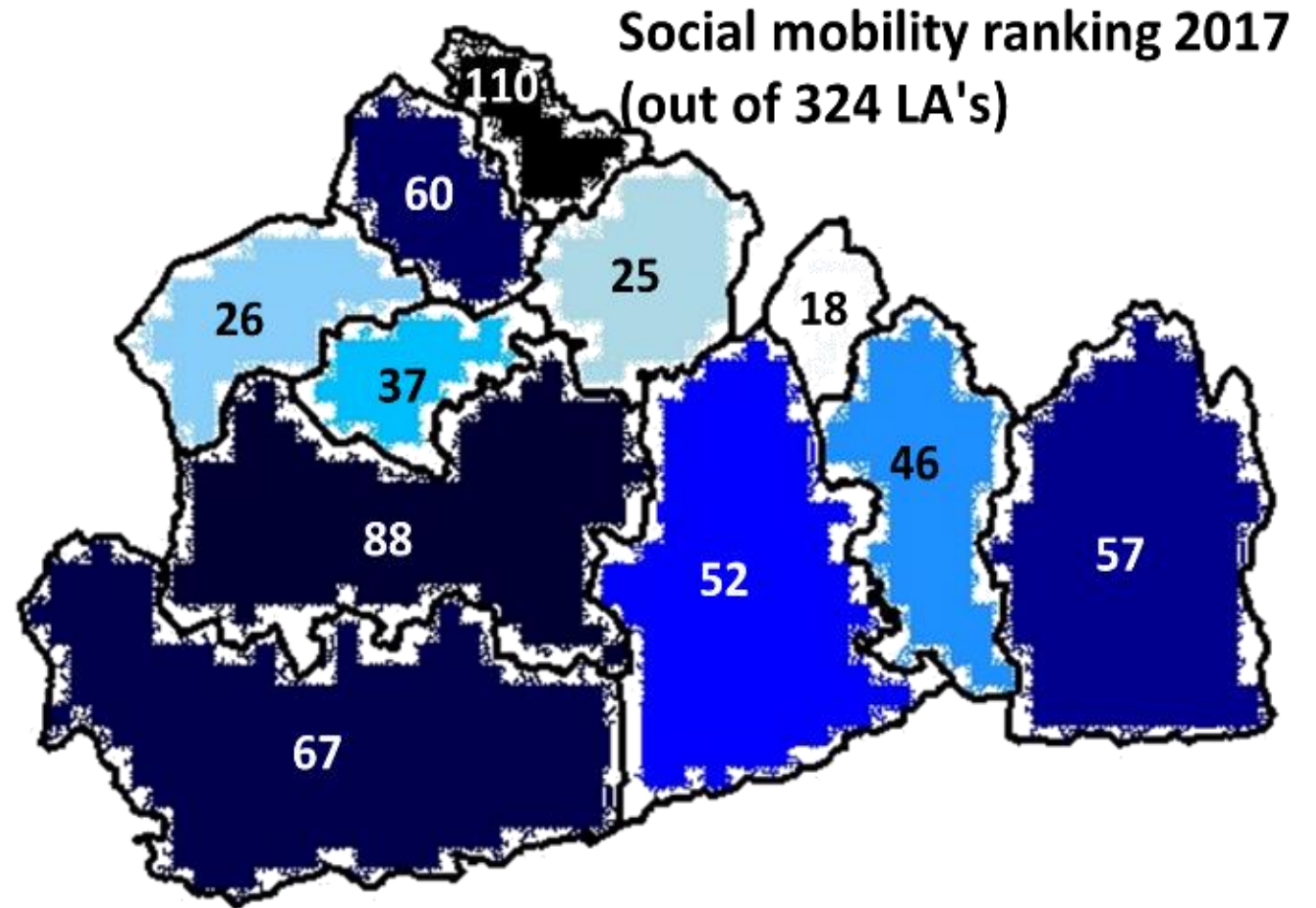


A socially mobile county

The Social Mobility Commission's 'State of the nation' report suggests that residents in Surrey have positive social mobility outcomes— meaning, residents from a poor background have good prospects for moving up a social hierarchy.

Surrey's local authorities had a combined average ranking of 53rd of 324 (1st being the highest).

Epsom & Ewell, Elmbridge and Surrey Heath are ranked in the top 10% of local authorities in the country. Woking, Reigate & Banstead, Mole Valley, Tandridge and Runnymede ranked in the top 20%

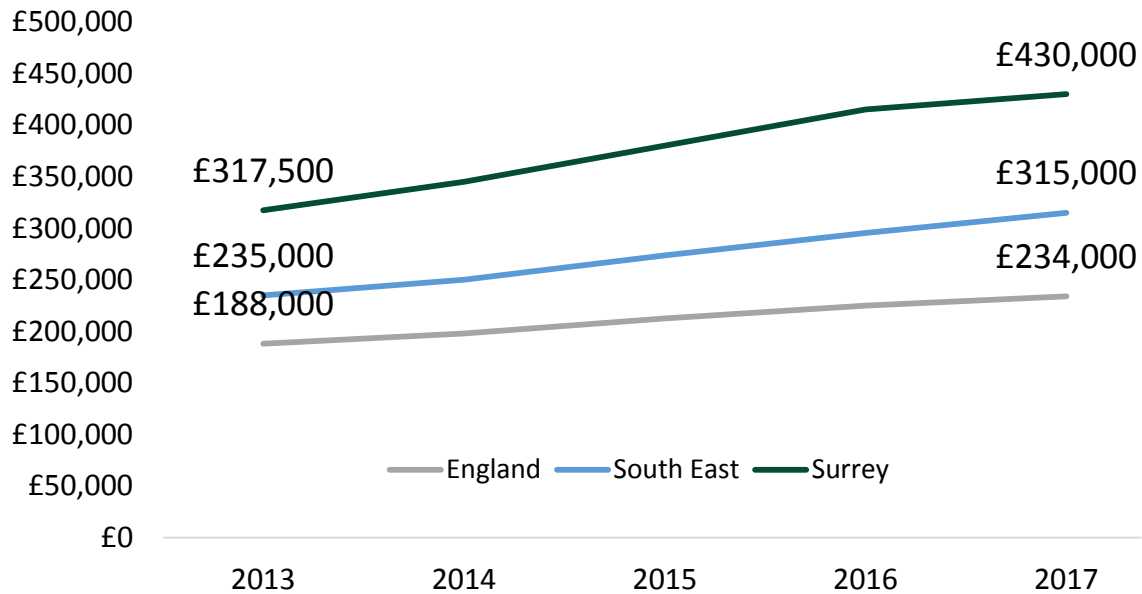


Expensive housing

The median house price in Surrey is £430,000 following a 35% increase over the last 4 years. This increase exceeds both the rate in England and the South East (24% and 34% respectively).

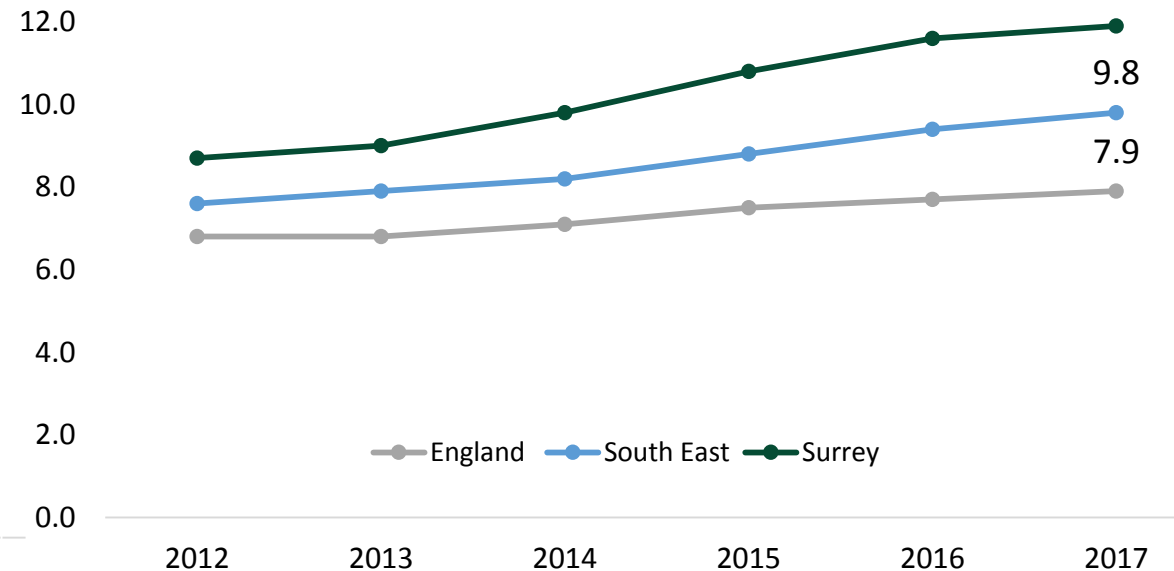
The gap between median earnings and house price has increased by 37% (9 to 11.9) and continues to exceed both the England and South East average.

Median House Price



Source: Surrey-I

Ratio: median earnings to median house price

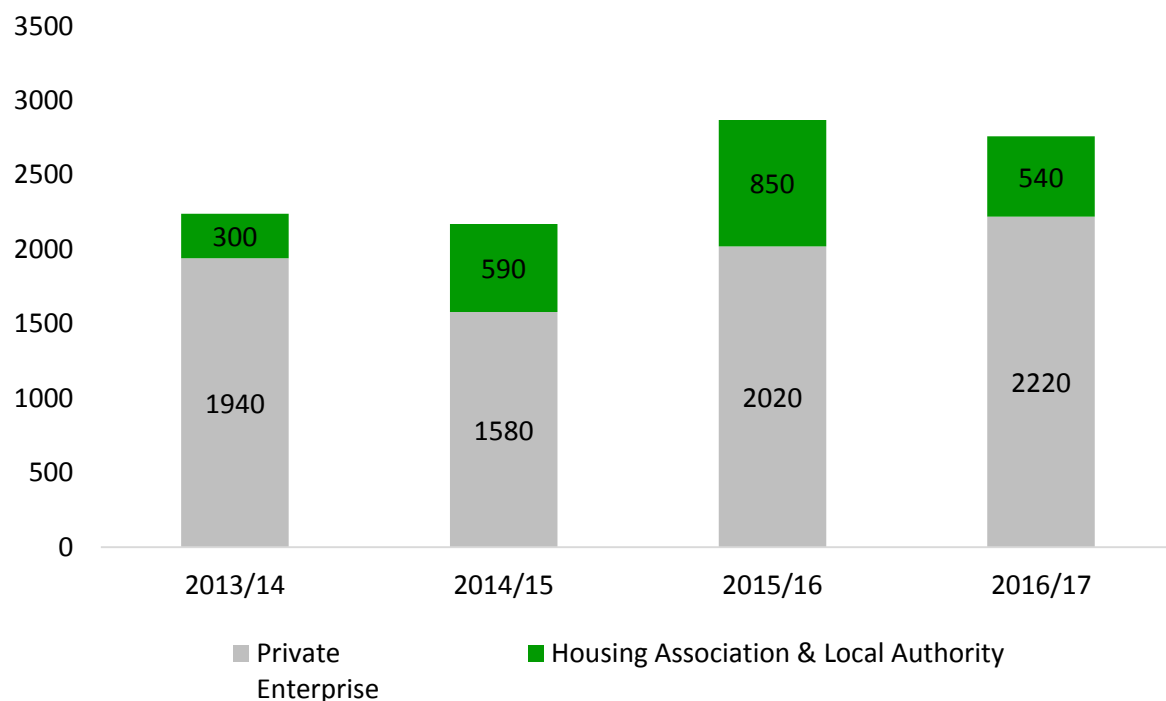


Source: Surrey-I

Projected increase in housing constructions but constraints on the infrastructure to support it

There has been approximately 10,040 new dwellings built in Surrey comprised of a 23% (2240 – 2760) increase in the number of dwellings completed. However both overall and tenure figures have fluctuated over time.

Number of dwellings completed and tenure over time



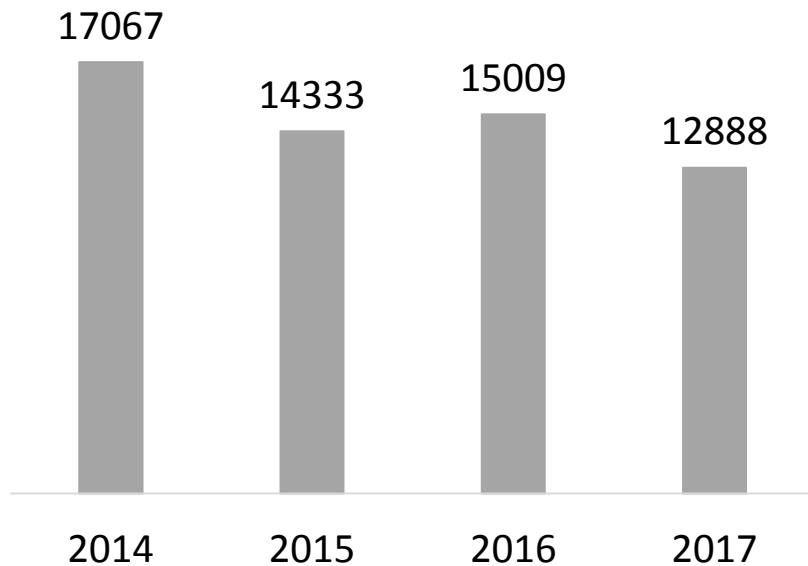
- Between 2015 – 2030 Surrey authorities planned to deliver on average 3,137 dwellings per year. This comes to a total of 47,053 dwellings to 2030.
- Delivering the infrastructure to support growth was identified to cost at least £5.37 billion to 2030. However when considering the amount of potential funding, there is a projected minimum gap in infrastructure funding of £3.2 billion between 2015 to 2030.

Source: Surrey Infrastructure Study

Source: Ministry of Housing Communities and Local Government

Falling social accommodation waiting lists but challenges around affordable housing need remain

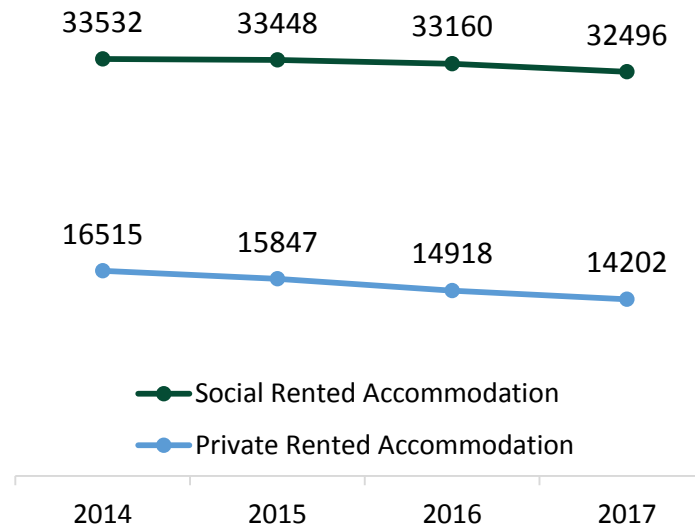
Social accommodation waiting lists have decreased by 24% but there has been some fluctuation.



Source: Ministry of Housing, Communities & Local Government

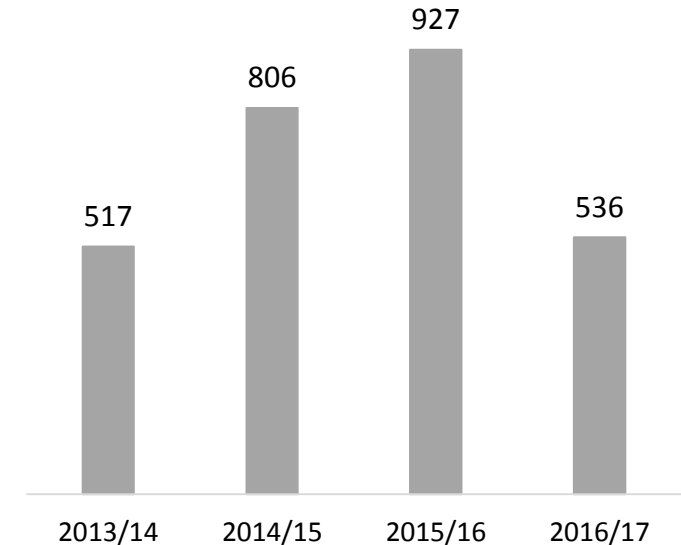
Despite decreasing at a steady rate, the number of residents claiming housing benefit living in private accommodation has remained relatively consistent with the length of social accommodation waiting lists. This may relate to the affordable housing completions as people on waiting lists often have to reside in private accommodation until a form of social housing is available.

Housing Benefit recipients - type of accommodation



Source: Ministry of Housing, Communities & Local Government

Affordable housing completions

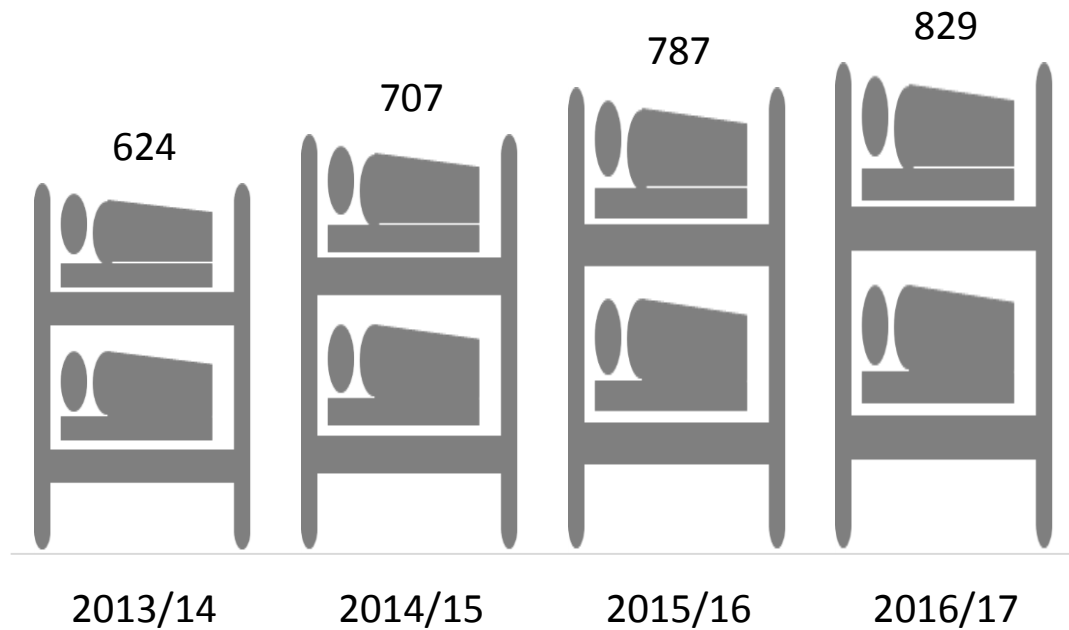


Source: Surrey-i

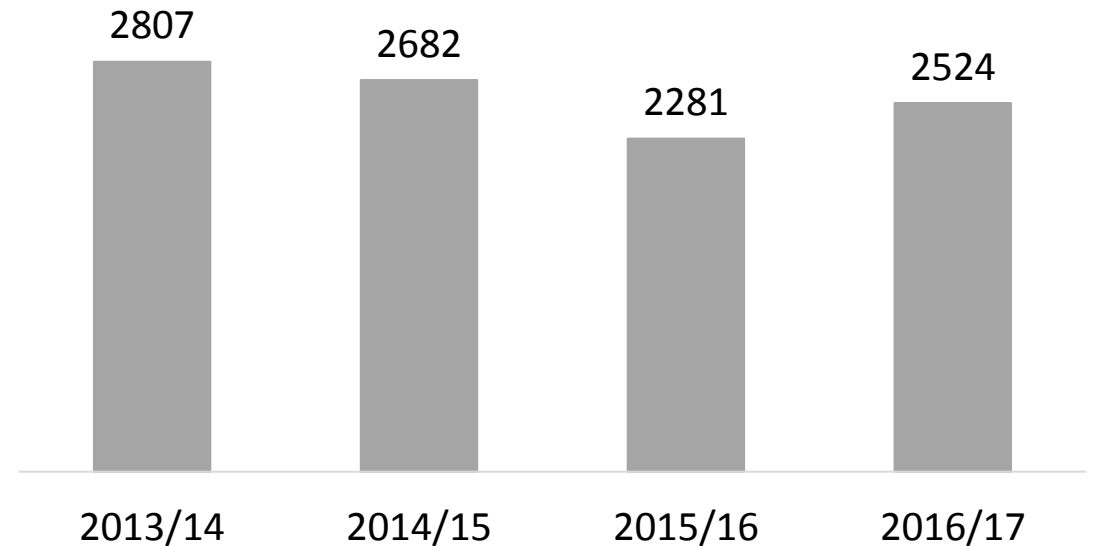
Increasing homelessness

The number of residents in temporary accommodation has increased by 33% and the overall reduction in preventions may suggest there is a challenge in responding to the increase.

Temporary Accommodation

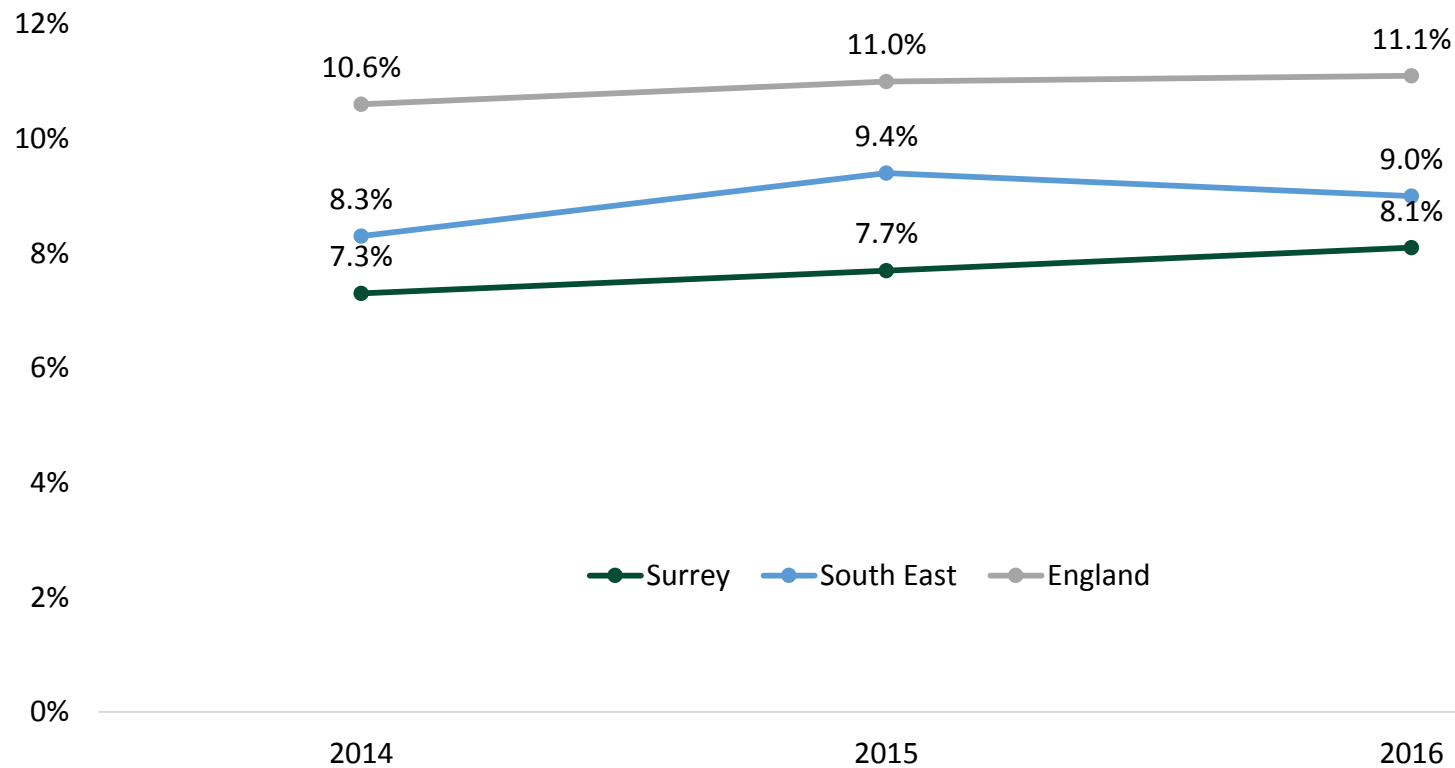


Homelessness Prevention



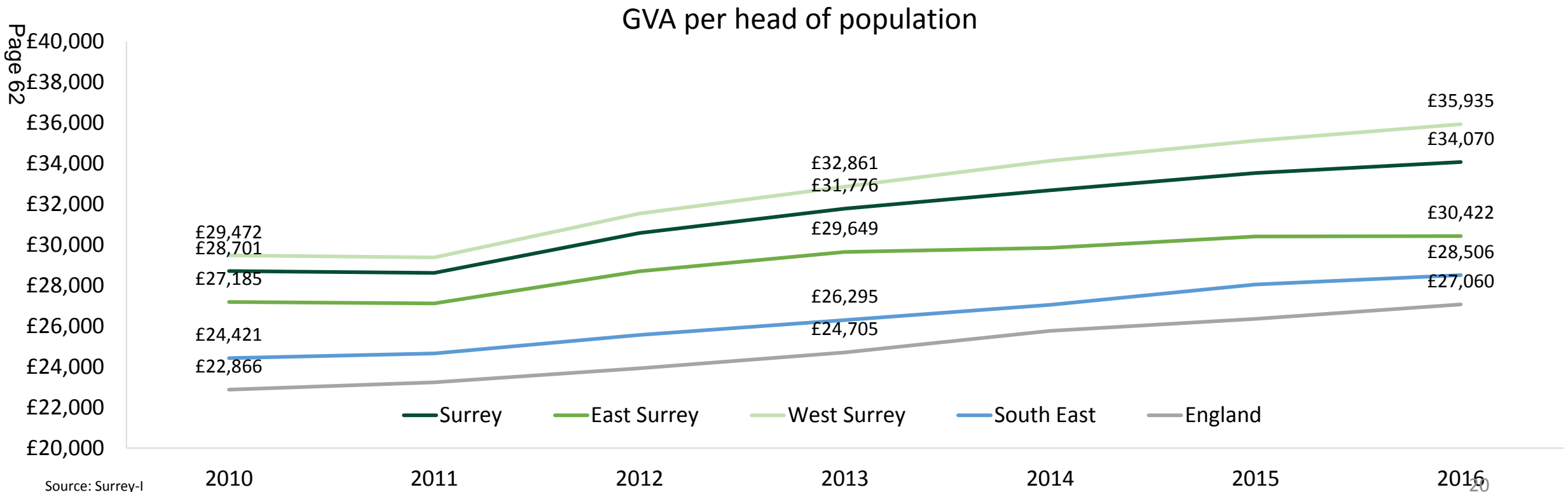
Increasing fuel poverty

Although the rate in Surrey has remained lower than the South East and England average, the proportion of fuel poor households has increased. This marks an increase from an estimated 34,424 to 39,022 households.



A strong economy but divergence between the East and West

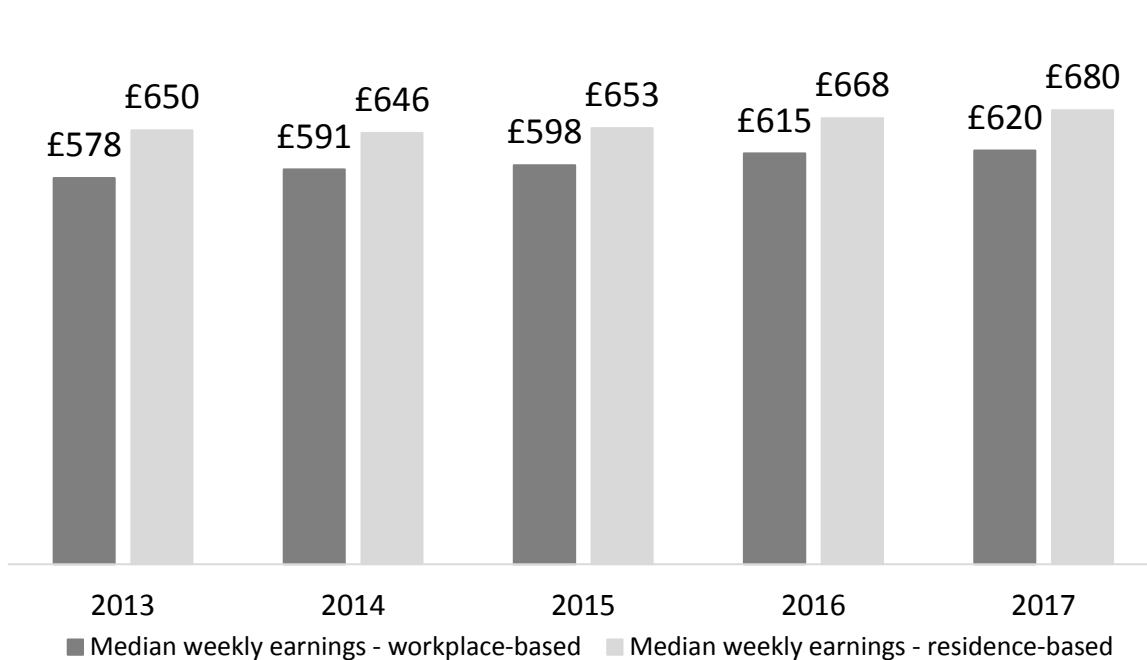
Productivity growth has continued to increase (£28,701 - £34,070 gross value added (GVA) per head of population), remaining consistently better than the South East and England averages. However, growth in East Surrey appears to be stagnating.



High and increasing earnings

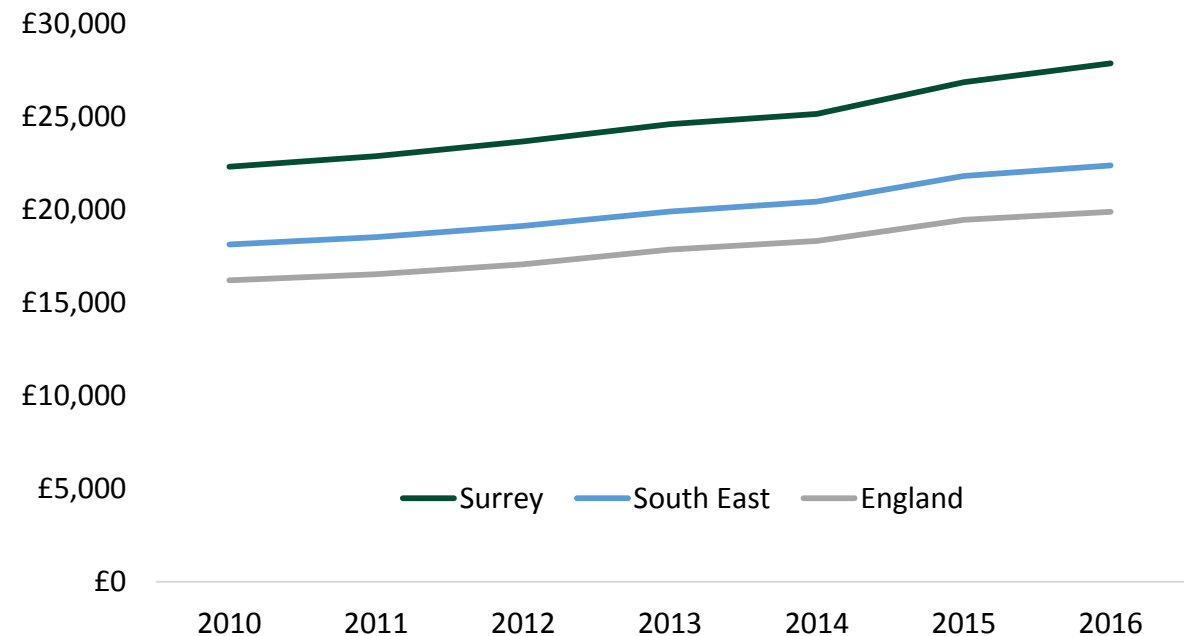
Residents' median weekly earnings have continued to increase. This is reflected in Surrey's high disposable household income (£27,865 per head per year) which has increased at a greater rate than the South East and England.

Median weekly earnings (full time workers)



Source: Surrey-I

Disposable household income per head

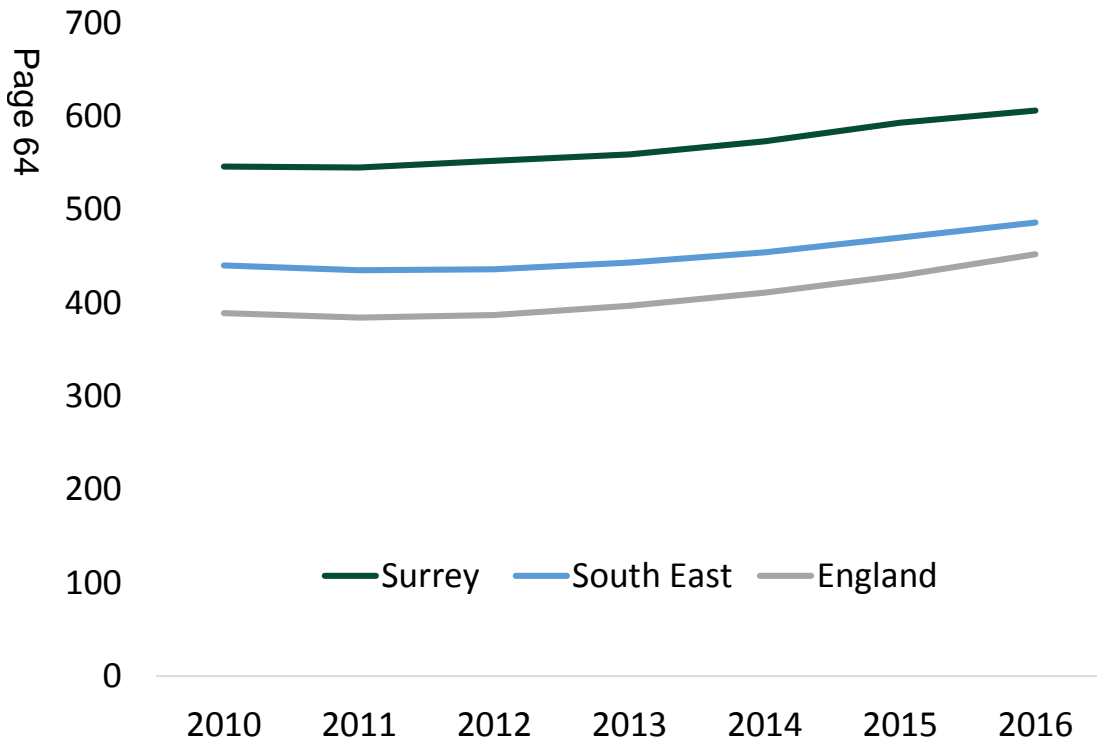


Source: Surrey-I

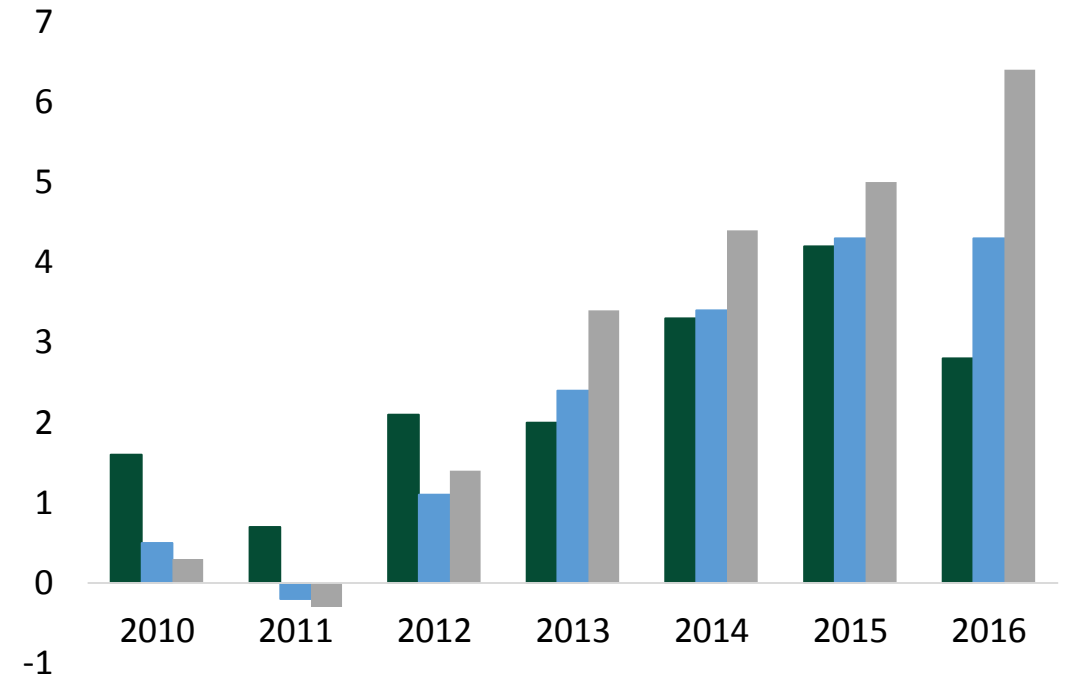
An attractive place for businesses

The number of active enterprise per 10,000 population has remained considerably higher than the South East and England, with business births exceeding business deaths each year.

Active enterprises per 10,000 population



Active enterprises percentage annual change



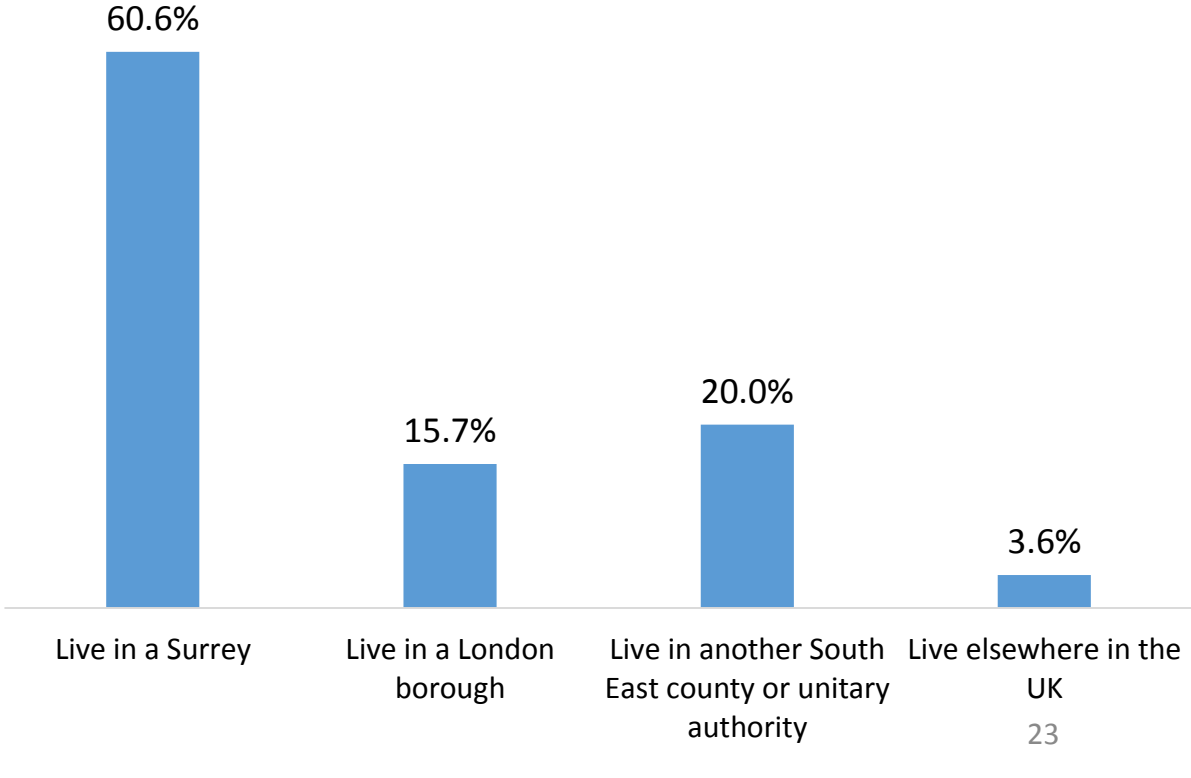
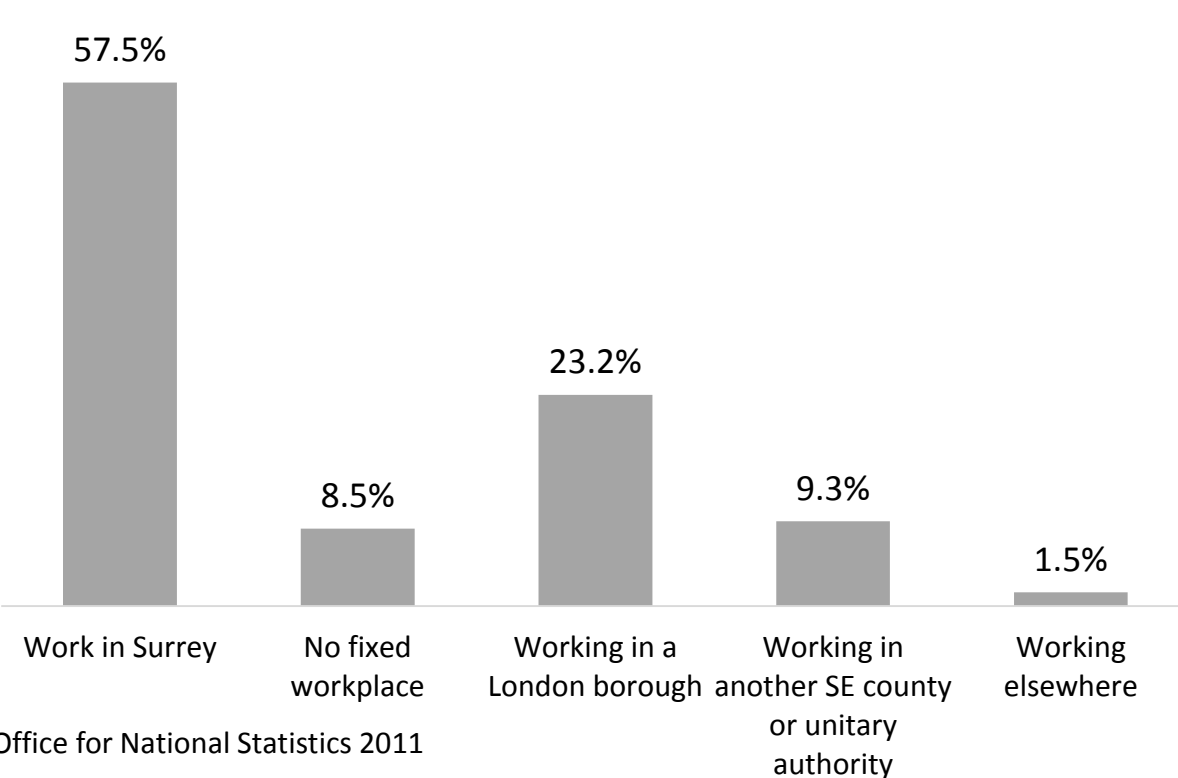
A mixed workforce from inside and outside of the county

57.5% of our residents work in Surrey and almost a quarter are working in a London borough. Of the people that work in Surrey, around 16% live in a London borough and 24% live elsewhere.

Workplace of Surrey residents

Place of residence of people who work in Surrey

Page 65



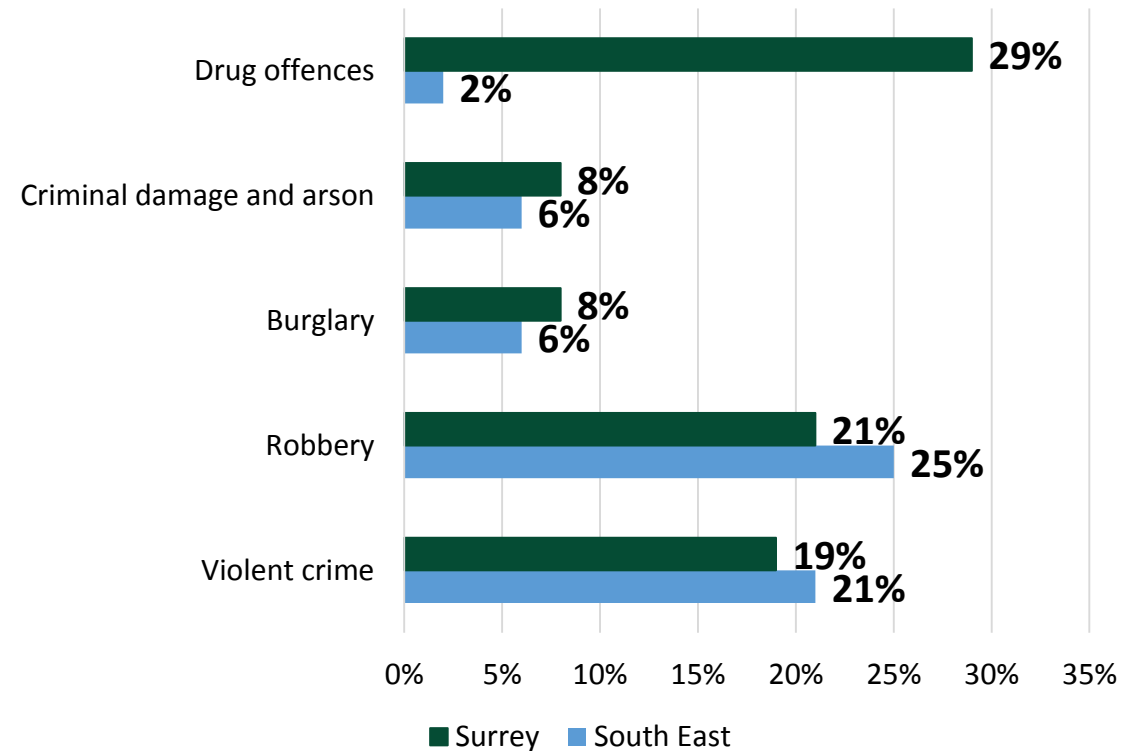
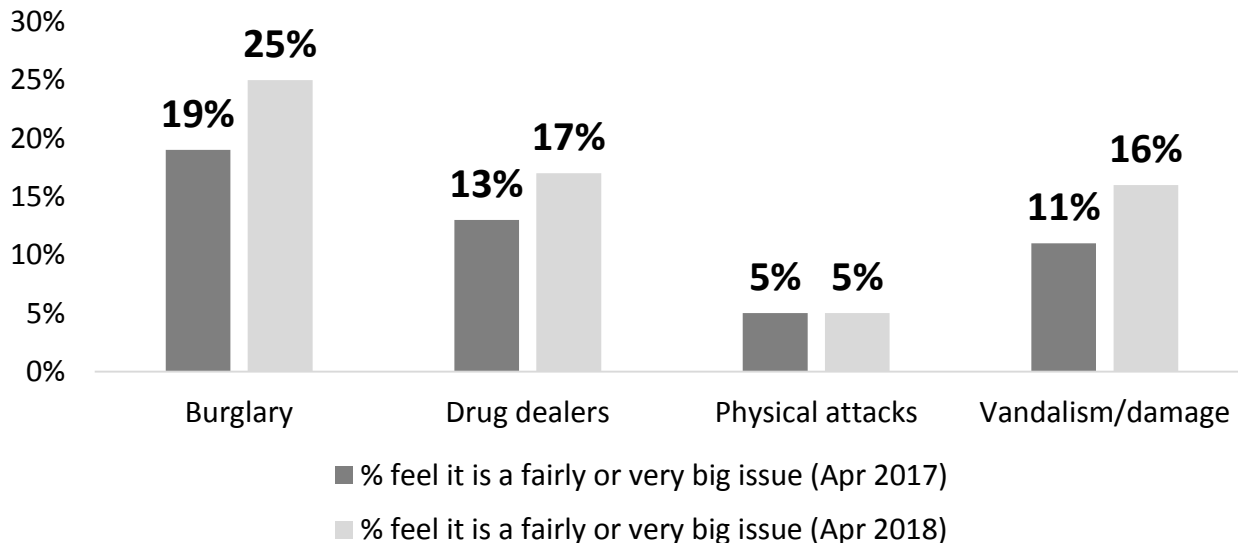
Rising crime and growing resident concerns

14%

Increase in the number of crimes recorded in Surrey – second highest rate of increase in the South East between March 2017 and March 2018.

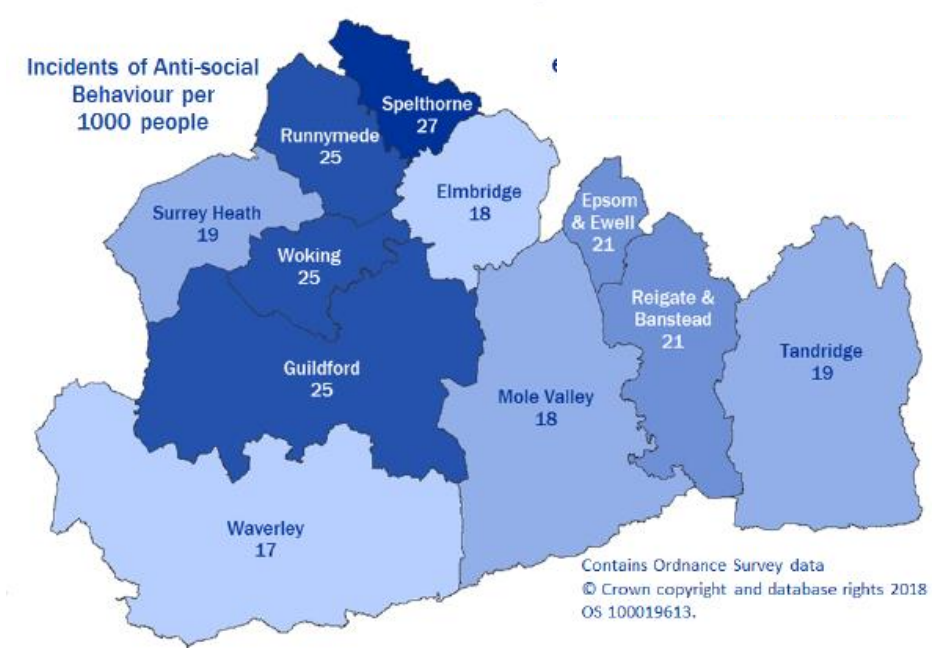
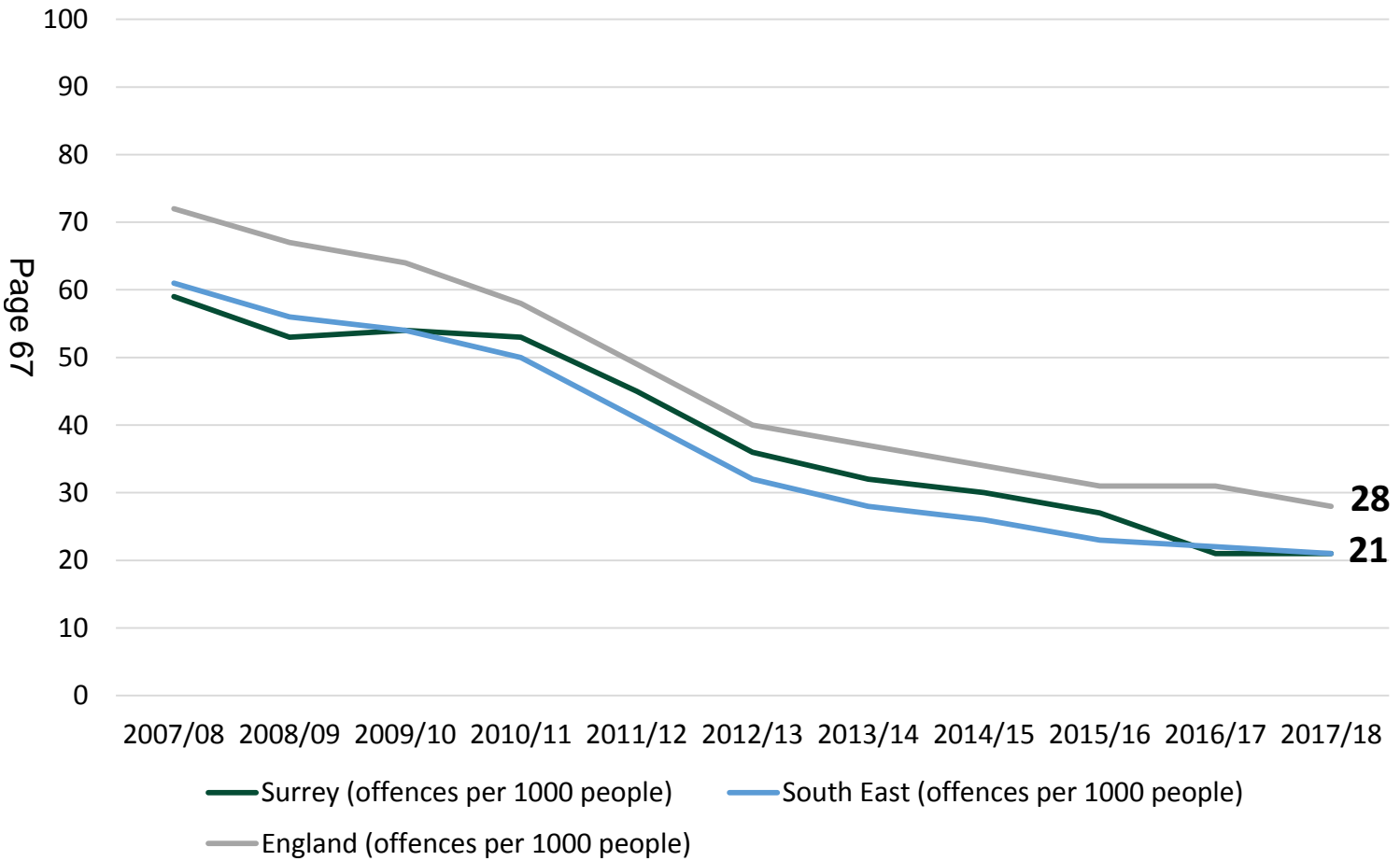
The number of recorded crimes has increased across Surrey and the South East. Surrey has seen a greater than regional average increase in recorded burglary, criminal damage and drug offences, and significant increases in robbery and violent crime.

Residents' concerns with the levels of crime appear to be growing, particularly with crimes such as burglary, drug dealing and vandalism. Concern with physical attacks and violence has not increased despite an increase in the number of violent crimes recorded.



Anti-social behaviour (ASB) has fallen over the last decade

While other types of crime have been increasing, the rate of anti-social behaviour (ASB) in Surrey has decreased, reflecting national and regional trends. The number of incidents fell from over 64,000 in 2007/8 to just over 25,000 in 2017/18.



Spelthorne recorded the highest rate of ASB (27 per 1000 people) in 2017/18 while Waverley recorded the lowest (17 per 1000 people).

Source: Office for National Statistics (2018)

Domestic abuse is a growing problem

In the year ending 31 March 2016, there were nearly 14,500 incidents of domestic abuse recorded by Surrey Police – an increase of 4.5% on the previous year. Reported incidents of domestic abuse are significantly more prevalent in Reigate and Banstead and Spelthorne. Over 45% of incidents involved children in some way.

Domestic Abuse victims in Surrey (2015/16)

26,000 **15,000**

Women and girls
aged 16 -59

Men and boys
aged 16 -59

Source: Surrey-i (2017)

Page 68

A review in 2015 found
domestic abuse was a factor in

1/3

of Surrey child protection plans.

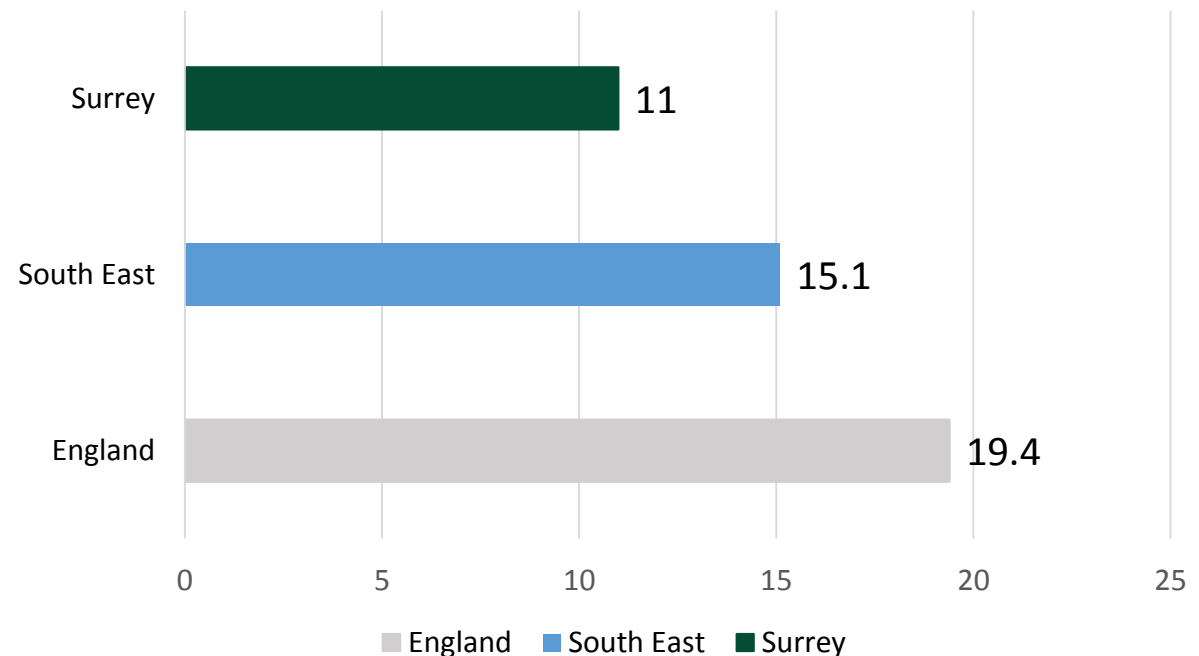
Source: Surrey-i (2017)

3,837

New referrals to domestic abuse
outreach services (2015/16) -
7.4% increase on previous year

Source: Surrey-i (2017)

While the number of domestic abuse incidents has gone up,
the rate of offences per 1,000 people remains lower than
the South East and England



Residents rely on highways and railways to get to work

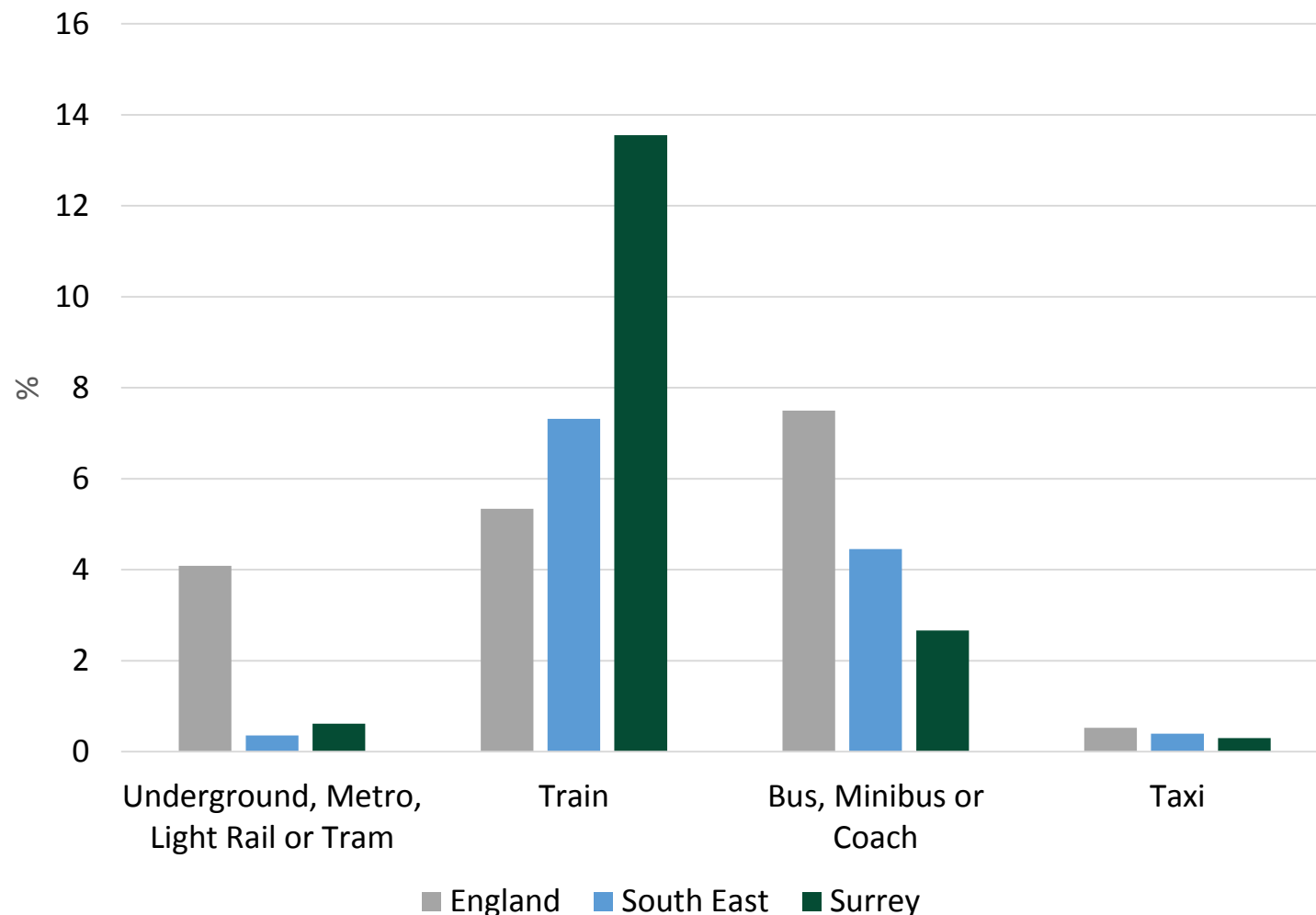
Figures from the 2011 census show that Surrey's residents rely more heavily on the local rail network than the national or regional average, with 13.5% of working adults taking the train to work.

Use of urban rail, buses or taxis are all below the national average.

By comparison, 62.6% of residents drive or are passengers within a car or van for their daily commute – this being above the national average.

2.2% of residents use a bicycle for their commute, and 8.6% travel on foot.

Surrey Residents' Use of Public Transport for Commuting to Work

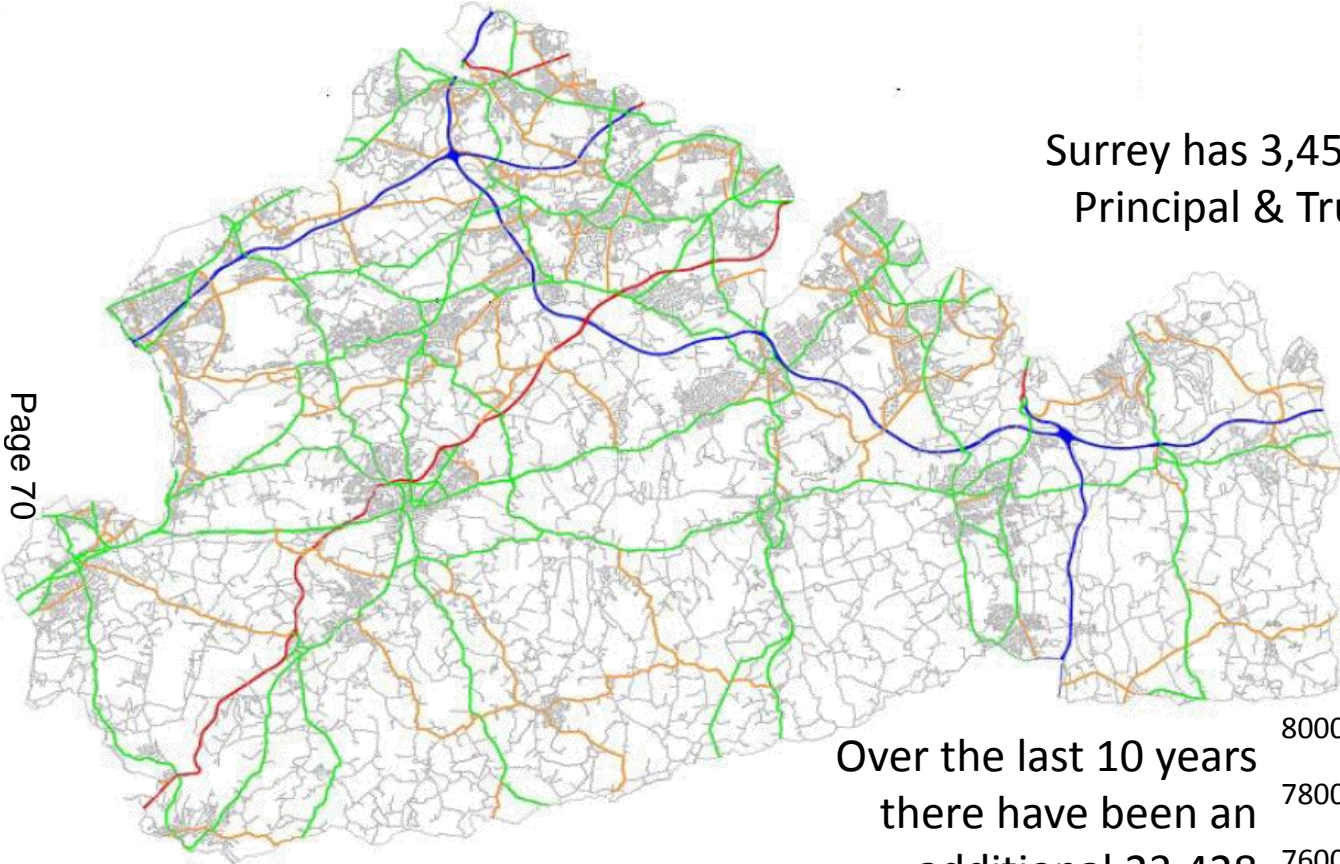


Source: Office for National Statistics (2011)

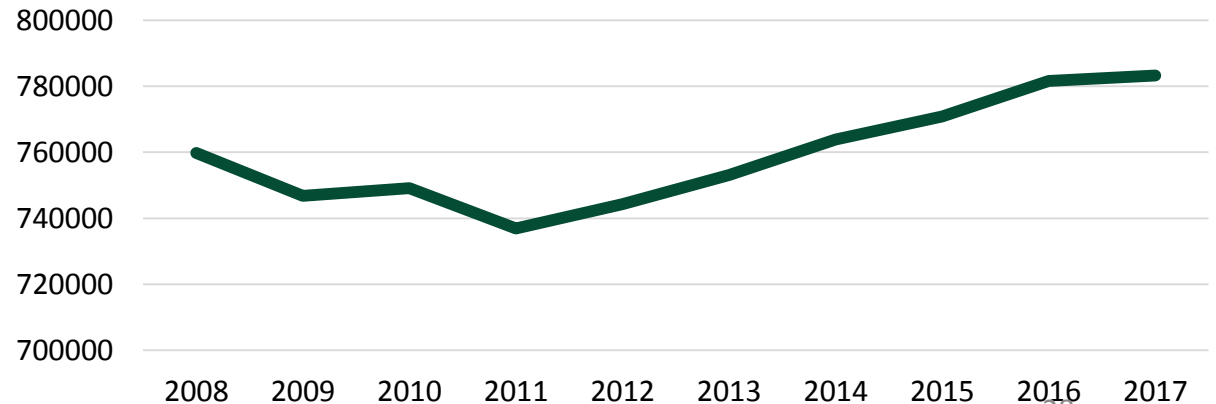
Busier roads

Surrey has 3,452 miles of road, including Motorways, Principal & Trunk A roads, B Roads and C & D roads.

Page 70



Over the last 10 years there have been an additional 23,428 vehicles registered and licensed within the county.



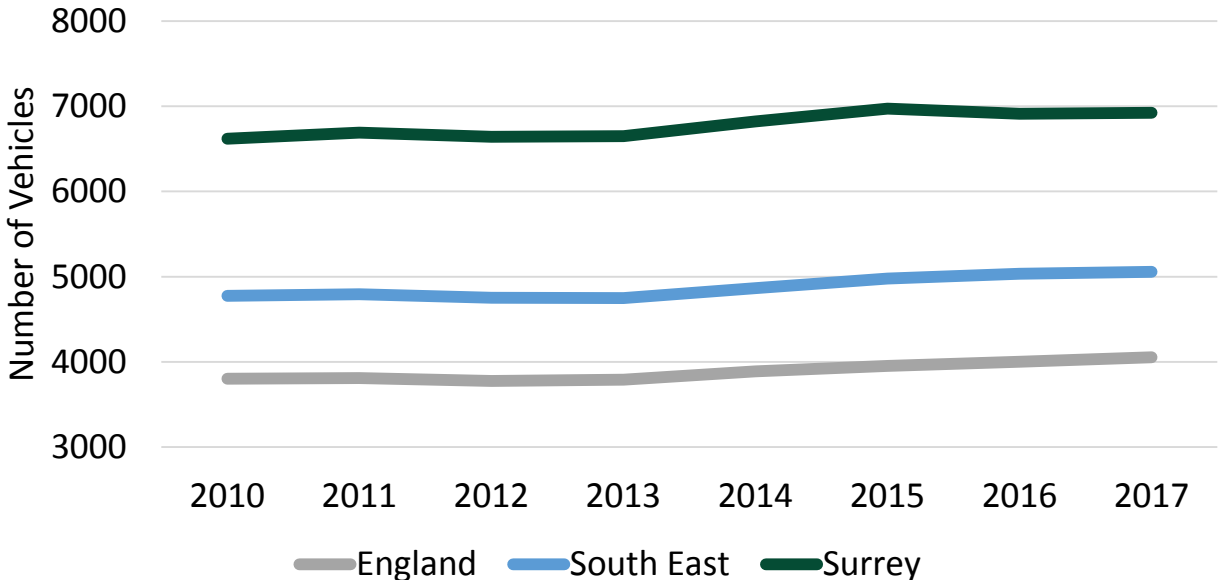
Surrey's road network is amongst the busiest in the country

The average number of the number of vehicles passing a point in the road network each day in Surrey is significantly higher than the South East average, and almost double the national average of traffic.

Throughout this decade, the volume of traffic on Surrey roads has increased significantly. There were 431 million more vehicle miles travelled on Surrey's roads in 2017 compared with 2010.

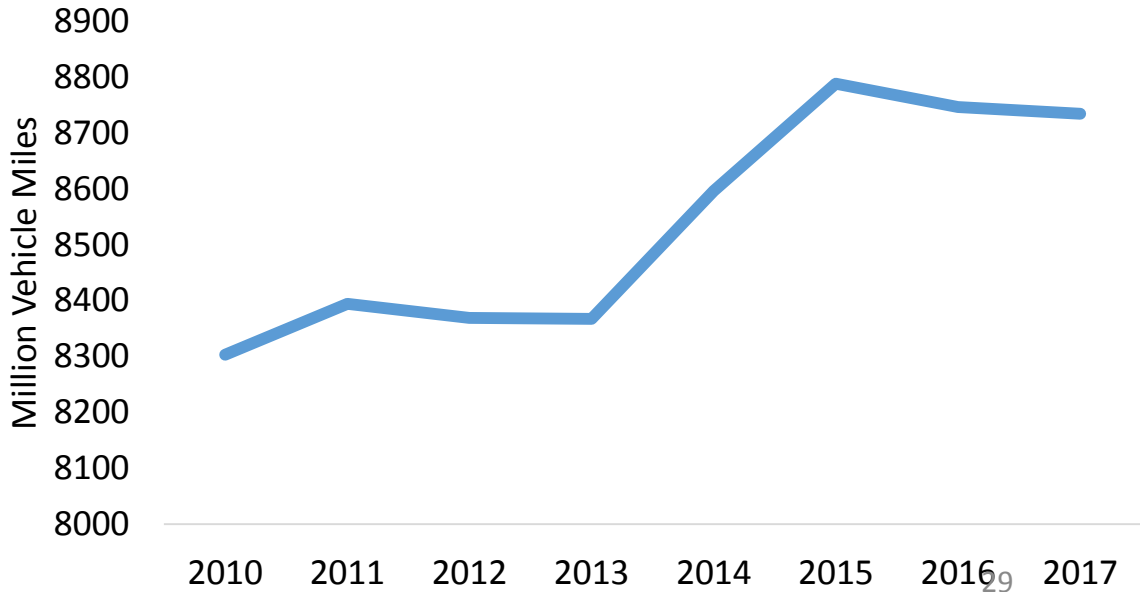
Page 71

Average Daily Flow - Number of Vehicles



Source: Surrey-I

Volume of Traffic



Source: Surrey-I

Greener roads

Between 2005 and 2016, CO2 levels across the whole of Surrey's road network have been falling year-on-year.

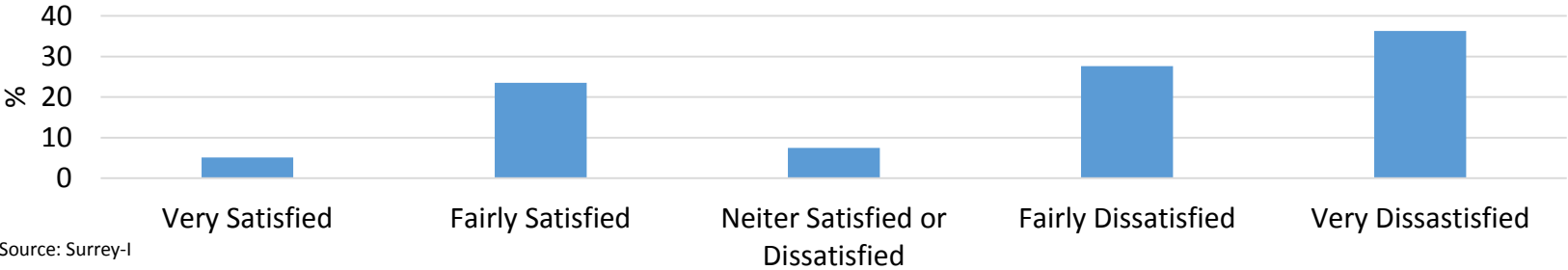
2005	Road Type	2016
1,210.7 kt CO2	Motorways	1,043.0 kt CO2
1,11,218.2 kt CO2	A Roads	1,144.6 kt CO2
926.1 kt CO2	Minor Roads	869.9 kt CO2

Whilst the roads clean up, Surrey's diesel railways have emitted more CO2 between the same time period: 41.7 kt CO2 in 2005 rose to 42.5 kt CO2 in 2016.

Source: Surrey-I

Residents have mixed feelings towards Surrey's roads

Residents on Road Maintenance

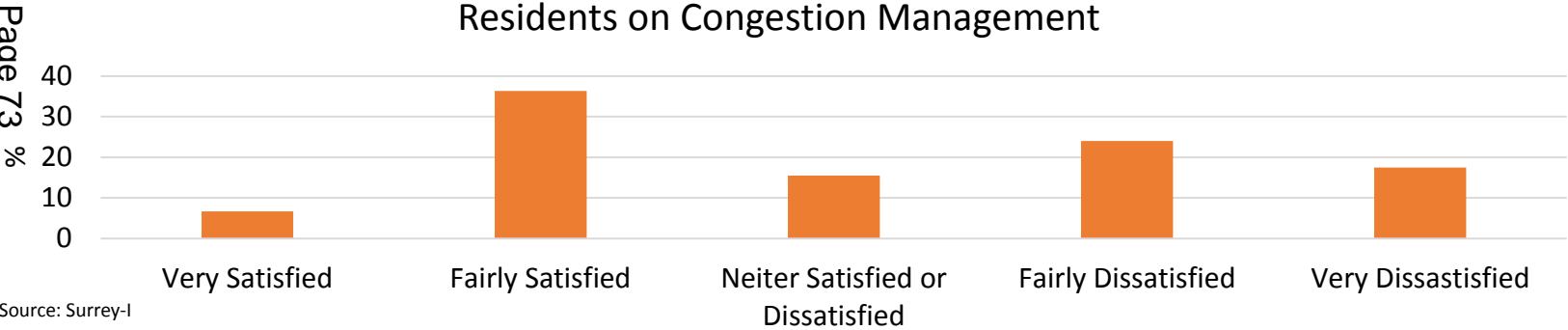


Source: Surrey-I

Surrey's road network is regularly a high priority topic for residents.

Recent results from the annual Surrey Residents' Survey show that 28.6% of respondents were satisfied with road maintenance. 63.9% of respondents, however, were dissatisfied.

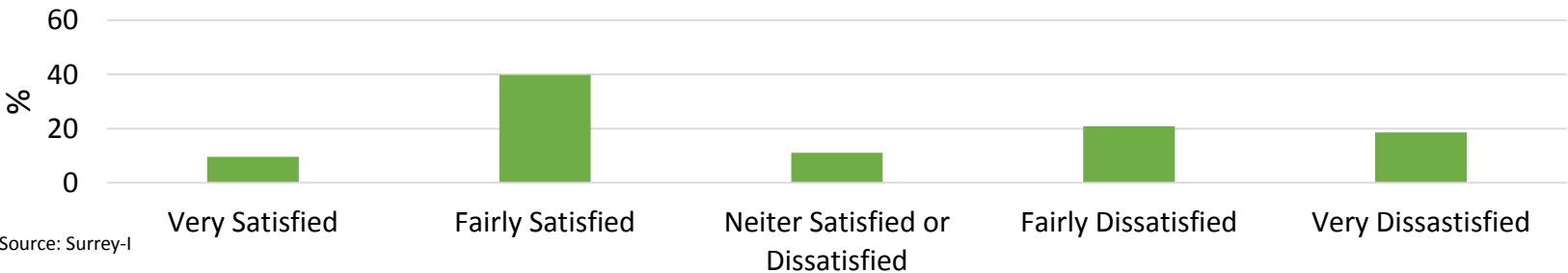
Residents on Congestion Management



Source: Surrey-I

43% of respondents were satisfied with road congestion management, opposed to 41.5% that were dissatisfied.

Residents on Vehicle Parking

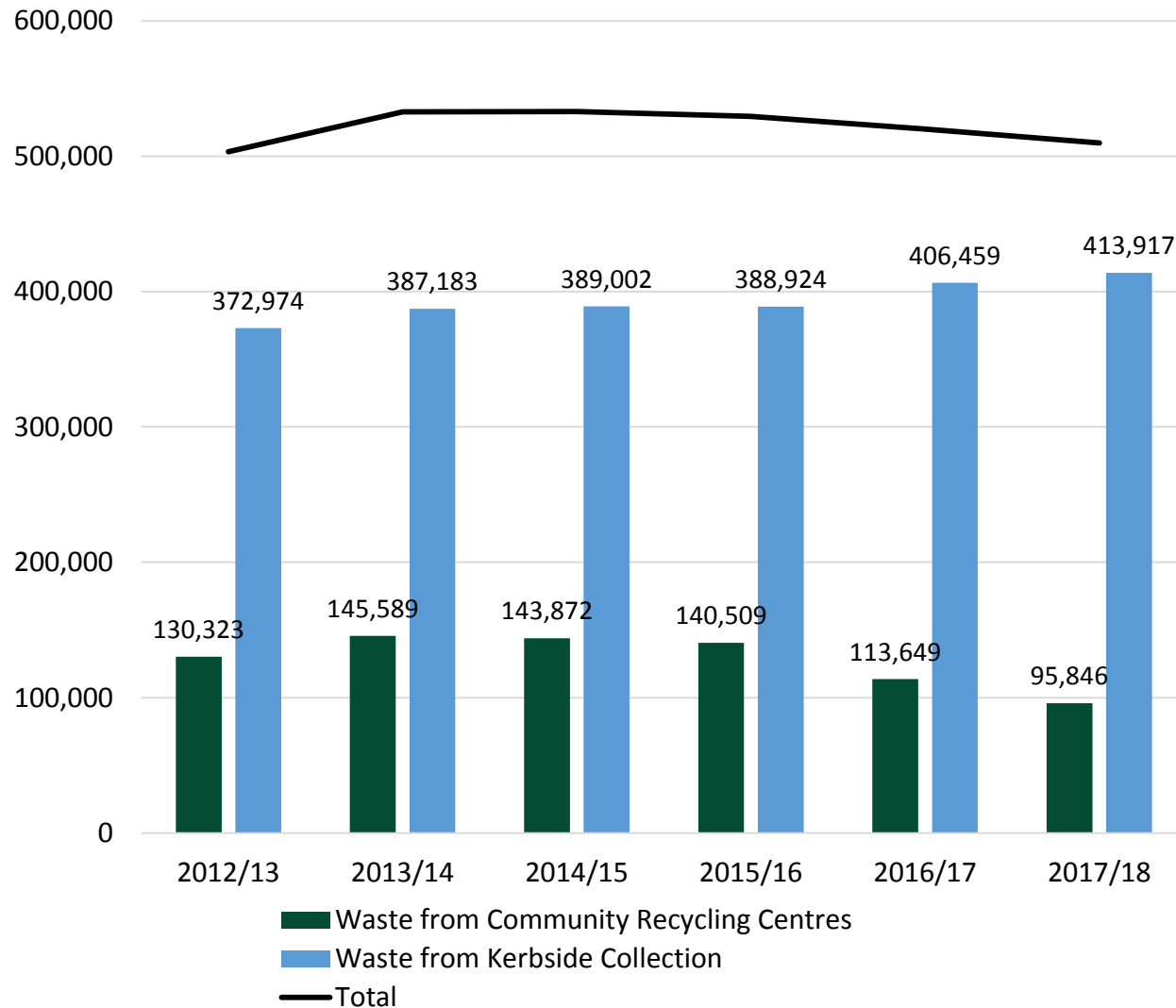


Source: Surrey-I

Finally, on vehicle parking 49.4% of respondents were satisfied with vehicle parking in the county, though 39.5% were dissatisfied with this.

More waste disposed through bins, less in Community Recycling Centres

Tonnage of Waste in Surrey by Disposal



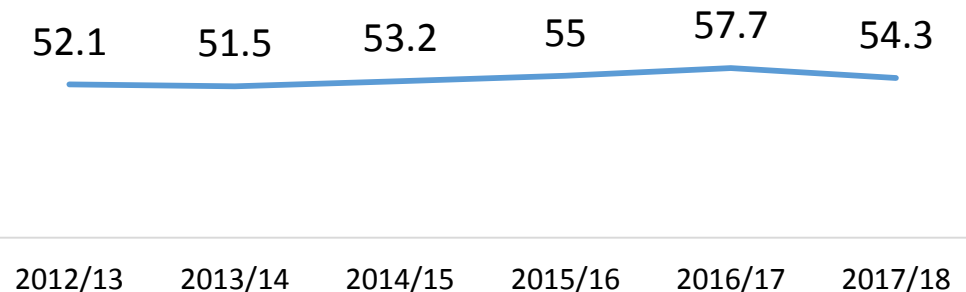
Over the past six years Surrey has seen both a rise and fall in the tonnage of waste disposed of by residents.

Tonnage of waste collection from kerbside bin collections has risen almost every year. Almost 41,000 additional tonnes of waste were collected in 2017/18 when compared to 2012/13.

However, waste being deposited at Community Recycling Centres (CRCs) has been declining over the same period. CRCs received nearly 34,500 fewer tonnes of waste in 2017/18 when compared to 2012/13.

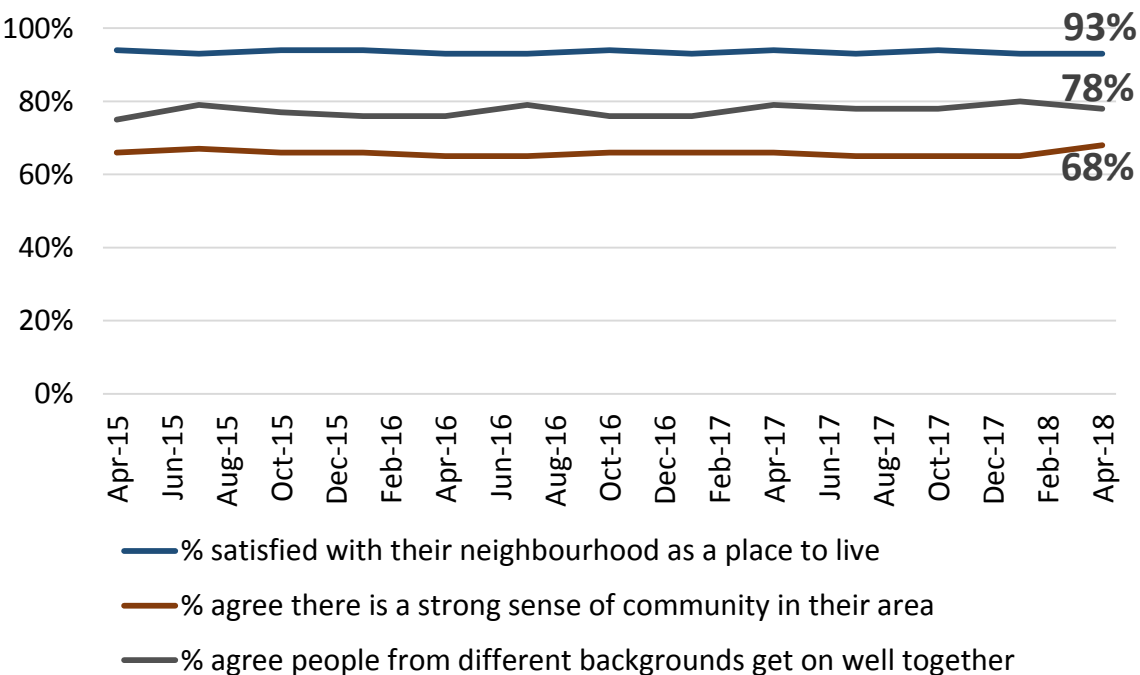
The total of household waste being recycled has increased overall, but there has been some fluctuation in the last two years.

Percentage of total household waste recycled

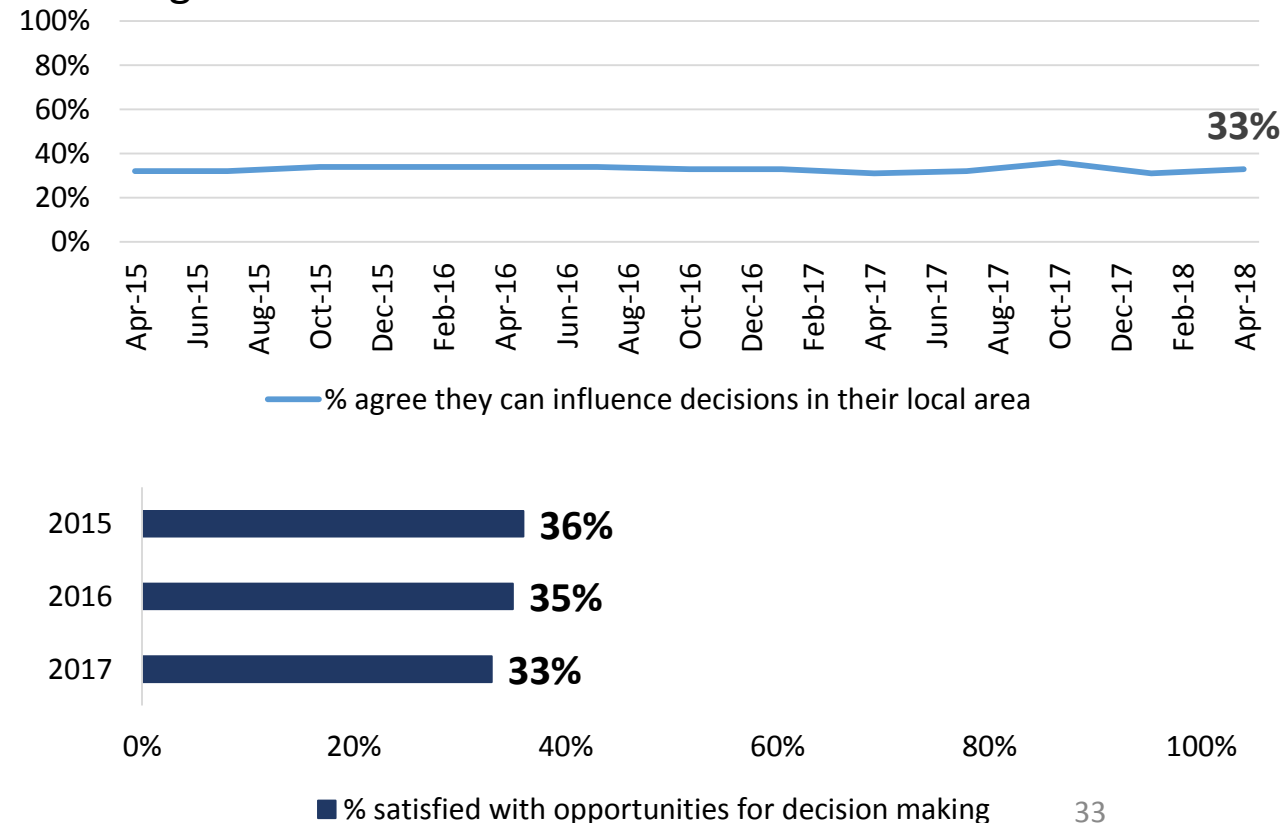


Most residents happy in their communities but do not feel able to affect local decisions

A majority of Surrey residents say they are satisfied with their neighbourhood as a place to live, believe there is a strong sense of community and people from different backgrounds get on well together.



However, some residents do not feel they are able to influence local decisions that affect them, nor do they think there are enough opportunities to influence local decision making.



Residents have good access to woodland spaces

In Surrey

25.3% of people live within 500 metres of accessible woodland area

By comparison, **in England**

16.8% live within 500 metres of accessible woodland area

Page 76



Source: Surrey-I

78.9% of residents are satisfied with maintenance of Surrey's countryside



OUR SURREY

Report on engagement feedback
on the Vision for Surrey in 2030
September 2018



CONTENTS

Executive Summary page 3

1. Introduction page 6

2. What do people value about Surrey? page 7

3. What are people's concerns? page 10

4. What are people's hopes for Surrey in 2030? page 20

5. What happens next? page 25

Annex A – Engagement programme summary page 26

Annex B – 'People' and 'Place' outcome rankings page 27

Annex C - Surrey Respondent Postcode Map page 29

Page 78

PAGE 2

EXECUTIVE SUMMARY

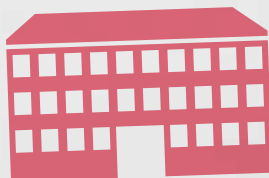
a. Over the summer of 2018, Surrey County Council carried out the most systematic and extensive engagement exercise of residents and partners it has ever done to get their views on a new Vision for Surrey to 2030. This included reaching out to a wide range of people and communities to make sure their views were represented, such as those who were homeless and people who identified as lesbian, gay, bisexual or transgender (LGBT). In total, 3,125 people provided views. 2,192 people shared their views via an online survey, over 200 completed a paper survey in their local library or via an easy read survey, 500 more shared their views across 40 events and meetings and 203 people gave video or audio interviews at over 30 events or High Streets across the county.

Over 3,000 respondents

b. People said Surrey was a beautiful place, with multiple advantages offered by its location, such as access to London, countryside, coast and major transport infrastructure, including Gatwick and Heathrow airports. They valued the mix of urban and rural life, in particular green spaces and the countryside, and the peace and tranquillity that life in the county offers.



c. Some valued the relative safety of living in Surrey with relatively low levels of crime. They valued access to good quality public services, such as the high-performing schools and hospitals, and loved the strong sense of community spirit fostered by caring, supportive and friendly people who lived there. They also appreciated the strength



of Surrey's economy, with low unemployment and thriving independent local businesses.

d. Like other places, Surrey has its share of issues, and there were a number of concerns people raised that affected quality of life in the county. They said the county's physical, social and natural infrastructure was struggling to cope with the needs of a rapidly growing population. They worried about their ability to travel round the county, with high levels of traffic congestion and concerns about the condition of the local road network, leading to increased pollution and long journey times. They said public transport was too expensive and unreliable, and there was a lack of infrastructure to support alternative and more environmentally friendly means of transport, such as cycle and bus lanes.



e. Housing was a key issue, but in different ways and with a clear division among stakeholders on the way forward. Some stakeholders, including young people and people on lower incomes, complained that housing in Surrey was unaffordable, and there was not enough alternative provision, such as social housing, that they could afford. Others were anxious about the level of development in Surrey, with worries about the implications for the county's green spaces and additional pressures on infrastructure that comes with more homes.



f. Some stakeholders talked about the levels of inequality in Surrey, and the growing gap in the experiences of richer and poorer residents. Issues such as food bank use, homelessness and lack of support for some of the county's more vulnerable residents, such as older and disabled people, were a worry.



PAGE 3

- g.** Pressures and funding issues for public services were mentioned including demands on NHS and social care services; funding and places in the county's schools; improvements in services for children and young people with special educational needs and disabilities (SEND); a need to see rapid improvement in social care services for children and young people; more work and leisure opportunities for young people; access to waste and recycling facilities and library services; and funding for emergency services and adult education.



- h.** Some were concerned that issues such as restricted operating hours for streetlights and lack of a visible police presence were leading to certain types of crime increasing, such as burglary and anti-social behaviour.



- i.** Environmental issues were also raised such as the impact of fracking; the erosion of natural habitats and increased emissions from new development; and the efficiency and effectiveness of the waste disposal and collection system in Surrey.

- j.** Residents also mentioned the high levels of council tax, questioned why the County Council still needed to make savings in spite of annual increases, and why more was spent in some parts of the county than others. They wanted the Council to prioritise spending on the most essential services, and greater transparency on what their council tax was paying for. They also wanted public services to be better at listening to the views of residents, and to be clear about plans for how the vision would be delivered.



- k.** Stakeholders shared their hopes on what Surrey would be like by 2030. They hope that Surrey will remain a county that retains its green spaces and protects these now and for future generations. There is a lack of consensus on the future of housing in the county - some hope for a county that has more affordable homes for people to live in, others want development to be tightly managed and restricted to protect Surrey's natural environment and avoid infrastructure becoming overwhelmed.



- l.** There is also less consensus on the future of travel and transport in the county. Some want more transport infrastructure, such as parking spaces and roads, to make it easier to get around the county by car. Others argue the county should focus policy on discouraging people from using cars, and provide alternative transport solutions, such as public transport and bicycles.



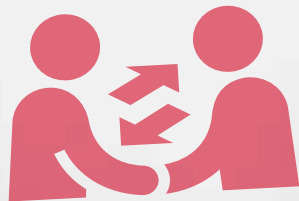
- m.** Some people want a county where people look after each other, and where everyone has the same chances to access opportunities and services. They want more help to invest in local support networks so people have greater capacity to help each other.



- n.** People want a county with public services that have the resources to serve the people that need them. They want to be able to access health and care when they needed it, a continued drive to improve standards in education and children's social care, and to use community facilities that are accessible to all, such as recycling centres and libraries.



o. Some want the county to be safer than it is now, and stronger relationships between the police and the community. They also want to see a county where council tax levels were lower than they are now, more evidence on how their money is being spent, and a place where public service organisations are good at listening to and working closely with residents to provide services they needed. Partner organisations across public, private and voluntary sectors also want to make sure that there is a culture of honesty, respect and appetite for collaboration in the approaches to working with each other and with residents.



p. The issues raised in this report are complex and, in some cases, consensus will need to be built to agree how to tackle some of them. The ideas and views from stakeholders will help shape a new Vision for Surrey that is shared by everyone that lives and works in the county. To achieve the aspirations set in the vision, working in partnership across organisations from the public, private and voluntary, community and faith (VCF) sectors will be central to this. Partners sharing their skills, insights and experiences will be crucial in enabling the changes needed to make the vision a reality.



1. INTRODUCTION

- 1.1.** On 22 May 2018 at the full meeting of Surrey County Council, the Leader of the Council, David Hodge CBE, presented a draft vision for Surrey to 2030. The aim of the vision was to inspire public services, businesses, charities and the third sector and residents to achieve a better quality of life.
- 1.2.** He also announced there would be intensive and widespread engagement to get their views on what a vision for Surrey should look like:

"[This] is a vision that must be shared by everyone in Surrey. That is why I am calling on everyone to help us shape it - residents, Members, partners and staff. We are beginning a period of intense engagement so that all those with a stake in the future of our beautiful county can have their say."

Leader's Statement to
County Council, 22 May 2018

- 1.3.** The County Council facilitated a number of meetings and events over the summer of 2018 with over 500 people across the county and there were over 2,100 responses to a survey on the vision. This was the most extensive and systematic engagement exercise the Council had ever undertaken. This included reaching out to a wide range of people and communities to make sure their views were represented, such as those who were homeless and people who identified as lesbian, gay, bisexual or transgender (LGBT). Messages coming back painted a clear picture of the kind of Surrey they wanted to live and work in by 2030. Further details on the engagement programme can be read in Appendix A (page i).
- 1.4.** The stories, experiences and ideas people shared are captured in this document. Their vision of Surrey's future was understood by them talking about:
- What they valued about Surrey;
 - What their concerns were; and
 - What their hopes are for 2030.

By listening to their views and ideas, these lay the foundations for a vision that recognised the priorities and future that residents and local organisations wanted to see for Surrey by the end of the next decade.

2. WHAT DO PEOPLE VALUE ABOUT SURREY?

2.1. How people describe Surrey – Most people said Surrey is a beautiful place to live that offers a high quality of life. The county's geography offers a good mix of urban and rural living that combines the peace and quiet of living in the countryside with the cosmopolitan nature of the county's towns. Some said it was a good place to raise a family with lots of activities for young people and families to take advantage of, access to shops and a number of ways to relax and have fun.

2.2. Some described Surrey as a place of opportunity, whether in employment, activities or education. Some residents also thought their communities were diverse, multi-cultural and inclusive. The county was also described as affluent, but also viewed by some stakeholders as expensive and had a "posh image" that was not the same experience for everyone living in Surrey.

"I value living in this beautiful wooded county."
Survey respondent

2.3. Access and connectivity – People value the access and connectivity to services and activities within the county that Surrey offers, and its national and international links. A number of residents commented on the ease and convenience of being able to access local services, for example, high streets and other shopping facilities. They also valued the number of cultural opportunities on offer, such as theatres, galleries and libraries and places of historical significance.

2.4. The advantages offered by Surrey's geographical location and the quality of transport networks that connected people to London, the coast or the countryside were highlighted. For example, nearly 15% of survey respondents said they valued being so close to London, without necessarily living in the city. Being close to two of the UK's major airports – Gatwick and Heathrow – and motorways were further benefits.

"Living where I do very much suits my lifestyle and needs. I can get transport links where I need them, my job is nearby and the surroundings are gorgeous!"
Survey respondent

2.5. Access to good quality public transport was important for getting round the county and beyond, but it was mentioned there was scope for improvement. Some residents expressed an appetite for more transport infrastructure that also supported conservation of the environment and reduced the amount of traffic on Surrey's roads, for example, cycle lanes. However, some people valued being able to get around the county in their cars, and did not want to see measures introduced that drivers felt were punitive to them and infringed on their ability to use their vehicles. This is further explored on page 10.

"...London and Brighton are both very accessible by rail and road."
Survey respondent

2.6. Natural and built environment – One of the most important aspects of Surrey that residents care about was the quality of Surrey’s natural environment. Nearly 30% of survey respondents said they valued the green and open spaces in Surrey, such as the Surrey Hills, North Downs, Box Hill and Farthing Downs, with its diverse range of woodland, wildlife and countryside.

“We must preserve our green spaces and whilst the need for development is important, we must consider the environment.”
Survey respondent

2.7. Many people commented that having access to this green space and nature was a key part of the attraction of living in Surrey, and there was a strong desire to see this preserved. In particular, a number of residents were keen to see continued conservation and protection of green spaces. There were views that these spaces are essential to the health and wellbeing of people in Surrey, and offered families the opportunities to relax, explore and appreciate the natural environment.

2.8. There were also some positive comments on the cleanliness of the county, with low levels of air pollution and good waste disposal and recycling facilities.

2.9. Some residents also mentioned the appeal of the local built environment, and said Surrey has a range of attractive towns and villages that have character, individuality and architectural diversity. Places such as Farnham and Guildford were mentioned for their historic significance and individuality.

2.10. Communities – Stakeholders were positive about the diverse nature and character of Surrey communities. In general, Surrey’s communities were perceived as friendly, caring and supportive, and there is a great sense of community spirit. There was also appreciation for the diverse and multi-cultural character of some of Surrey’s communities.

2.11. There were a number of comments on the strength of community spirit in Surrey. People commented that Surrey has a strong volunteering culture, which has a key role in bringing communities together. Surrey’s voluntary, community and faith sector was mentioned as a key player in addressing some of the most challenging social issues, such as domestic abuse or supporting refugees.

“I have lived in Cranleigh for nine years and value the village life. I rarely walk into town without meeting someone I know and stopping for a chat. This sense of community is a plus for sustaining community feeling and promoting mental health.”
Survey respondent

2.12. Some stakeholders commented that the strong community spirit in Surrey was at risk due to growing inequality on certain issues, for example, young people unable to access the housing market. They also highlighted homelessness and poverty as further issues of concern and the need to boost support for disabled people.

2.13. Public services – Residents really appreciated having access to high quality public services in Surrey. In particular, there were a number of comments on the good schools, colleges and universities, good hospitals, such as East Surrey and Epsom hospitals, and leisure services across the county. A range of

other services were also mentioned including early years services, fire and rescue and children's centres, such as the Reigate and Redhill Sure Start centres.

2.14. Safety – Nearly 12% of survey respondents mentioned they felt safe living in Surrey and that it is generally a low crime county. Some places, such as Haslemere and Dorking, were particularly highlighted as being safe.

"Increase police numbers so that they have sufficient resources to tackle burglaries, vehicle crime and all the other things that have been deprioritised due to cuts, cuts and more cuts."

Survey respondent

Some residents commented that local police were doing a good job in tackling crime such as anti-social behaviour and theft. However, this experience was not replicated in all parts of the county as some voiced concerns that crime is increasing in their local areas. People said causes of this included streetlights being switched off and reductions in police numbers or visibility of police presence.

2.15. Economic prosperity – A number of residents were proud of the strength of Surrey's economy. This included the high employment rate, low unemployment and number of job opportunities in the county compared

"There needs to be wider availability of social housing. This is critical for the health and wellbeing of Surrey's residents."

Housing association at partner event in Leatherhead

to other areas. People also valued having access to local, independent businesses and wanted more support and encouragement for them to foster a stronger sense of community and creation of more local jobs.

2.16. Key to supporting the county's economic strength was having access to good quality housing and infrastructure. Young people in particular said they wanted more affordable housing, and many organisations also mentioned this as a key issue to focus on for the benefit of key workers and residents on lower incomes. One suggestion was more schemes, like the Thamesway scheme in Woking, should be replicated to ensure more people could afford a home of their own. People also wanted access to improved, affordable and more regular public transport, such as bus services.

3. WHAT ARE PEOPLE'S CONCERNS?

3.1. While Surrey offers a number of strengths and opportunities for the people that live and work there, there were some key issues identified that residents wanted to see addressed over the next 12 years.

3.2. Their concerns were primarily rooted in the impact a growing and ageing population is having on the county's physical, natural and social infrastructure, the quality and availability of public services, and the difficulties experienced by some of the more vulnerable people in Surrey.

"Too many people are moving to Surrey, therefore, there is a pressure on housing. Overcrowding could result in Surrey becoming another London and losing the countryside feel"

Survey respondent

3.3. Population – Some residents felt that growth in Surrey's population meant the county was overcrowded, and this meant an adverse knock-on effect on local infrastructure and services.

"We have lost several care homes just in Farnham over the last few years and I am deeply concerned about the lack of social care for the elderly."

Survey respondent

3.4. There were also worries about whether local services, particularly social care, would be available to support the growing ageing population.

3.5. Transport and travel – Nearly 37% of survey respondents said they were dissatisfied with Surrey's roads. Some talked about the condition of the network, particularly potholes, and this was exacerbated by the extreme weather and high number of vehicles using the roads. There were comments that more proactive planning was needed to manage these issues, including using materials for road resurfacing that were more durable and longer lasting.

"The roads are an absolute disgrace. I've lived in Caterham since 1954 and have never seen the roads as bad as they are now."

Survey respondent

3.6. Issues mentioned were the condition of the roads causing damage to private vehicles and the danger posed to cyclists using the network. It also had a knock-on effect on drivers' behaviour as they had to occasionally swerve to avoid potholes, which then put other road users at risk.

3.7. The level of road congestion was another concern. Some said that no matter the length of the journey, getting anywhere took a long time, and this affected people's ability to commute, to do the school run or to go on a day out with their families. Congestion hotspots mentioned included the A3, M25, A31 and A317.

3.8. The amount of traffic from both cars and commercial vehicles also raised concerns for residents about increasing levels of air and noise pollution. Some commented that not enough was being done to discourage the use of cars, for example, increasing investment in public transport or building safe cycle lanes.

"The roads have to be made safe. I drive and am a road cyclist. The potholes: they are not holes anymore but craters and dangerous for cars. I have bought a four wheel drive vehicle because a normal car cannot cope with our road surfaces."
Survey respondent

3.9. An increasing number of cars meant additional pressures on parking provision in the county. People who used their car as their preferred means of transport said it was becoming more difficult to find parking and the level of parking charges in some places was too high. They said this would affect local economies and impact on the ability of town centres to attract people to do their shopping.

"I live in Hascombe, through which we have nose to tail traffic going through during the rush hours, along with HGVs and building supply lorries, all going far too fast on a road which is too narrow and usually full of potholes. The road congestion is actually ruining the quality of life here, so much so that my wife and I are on the verge of moving to another county."
Survey respondent

3.10. Some residents said they had seen increases in inappropriate parking activity, for example, parking on double yellow lines or grass verges, and that with some households owning more than one car, this made residential areas feel crowded and restricted available parking for residents.

3.11. There were some mentions about the condition of some of Surrey's pavements. Residents commented that if they either had poor eyesight, needed to use a wheelchair or mobility scooter or if they were pushing a pram, the unevenness made it difficult to navigate and caused potential trip hazards.

3.12. Stakeholders were also worried about the quality, affordability and reliability of public transport. They said this was one of the reasons why residents were so reliant on their cars to get around the county.

3.13. Some residents commented that bus services were too expensive. Young people, a stakeholder group more likely to use buses, also said they were unhappy with the cleanliness and did not feel safe on some buses. There were very few services to communities outside of major town centres, meaning some felt cut off from being able to access services.

3.14. Some people also commented on local train services. They said services were unreliable, due to issues like constant cancellations or changes to timetables, not as frequent as they should be and expensive. They also mentioned how congested they could be at peak times, and that projects, such as Crossrail 2, would be helpful in addressing this.

"Buses are expensive and services have been reduced since I moved to Woking 12 years ago. Buses aren't reliable as the countdown timers aren't always accurate. Sometimes it gets to zero and no bus comes and you have to wait for the next one"
Survey respondent

3.15. There were concerns about expansion plans to build a third runway at Heathrow airport. People said this would add further traffic to a highway network already under severe pressure, and have impacts on air and noise pollution and climate change.

3.16. Some residents who advocated alternative means of transport to cars, expressed frustration that the infrastructure provided for cyclists was not safe due to the lack of an integrated off-road cycling network. Some said they were not using existing cycle lanes because they were not fit for purpose.

3.17. People who wanted to invest in electric vehicles also said there was a lack of charging points, and they wanted to see additional investment in more points being set up across Surrey.

"Very dangerous cycle infrastructure. Surrey seems to have a general dislike of cycling and cyclists, yet it is the only "cheap" way to overcome our chronic congestion. Surrey's EV (electric vehicle) plans are woeful ... and just shows the car is king now and in the future."
Survey respondent

3.18. Housing – There were very different perspectives from stakeholders on the topic of housing in Surrey, which revealed a lack of consensus on how to address to county's future housing needs. The difference came between those that advocate increasing the number of homes in Surrey to boost affordability, and those who want to protect their local communities and environment from new development.

"Housing isn't cheap in this area. We need more affordable homes - there simply aren't enough!"
Farnham resident video interview

3.19. People who advocated increasing the housing supply were worried about how expensive housing is in Surrey. The median price for a house in Surrey is 12 times the average annual salary of residents .

"We need more genuinely affordable housing. We can do this by making cheap land available for social providers."
Housing trust

3.20. Those who were particularly concerned were parents whose children had not been able to leave home, lower income households and key workers. This was also a concern of some organisations who worked closely with more residents who struggled to be able to afford their own home.

"The price of housing makes it virtually impossible for young adults to buy a home. We get very limited help towards our first buy, and for some people, despite having saved money, due to their lower salary, they cannot get a mortgage. How can someone in their 20s expect to get a house worth £400,000 with a 10% deposit? Can't the Council build smaller, basic, cheaper houses for first-time buyers so they can get on the property ladder?"
Survey respondent

3.21. Expense was not just reserved to the amount it cost to buy a property, but also to rent in the private sector. The impact of high costs meant people, in particular younger people, were being priced out of living in Surrey, and would have to move to another more affordable part of the country. They wanted to see greater supply of social housing and houses being built and made available at affordable prices.

3.22. Some reasons suggested were some developers were either not building enough “affordable” homes as part of new development, for example, building luxury five bedroom properties, or new development was being blocked by local residents who did not want it in their local area.

“My boyfriend and I are currently saving up to buy a house and are both earning just below the UK average salary, but we are struggling to get on the property ladder. We don’t have families which could provide us with any money towards a house, so we are having to work really hard to ensure we can get a house. I have friends who live in other parts of the country and they are all able to afford houses due to the costs of houses being a lot lower.”

Survey respondent

3.23. Suggestions to remedy the lack of affordable housing included councils building more affordable homes, building homes on more brownfield sites, and development of “guardianship” properties or high rise flats with intermediate rent properties to support young people and families to get on the housing ladder.

3.24. Partner organisations also recognised affordable housing was a key challenge for some residents and developed some ideas for making housing in Surrey more affordable, including:

- Bringing in a more relaxed planning framework;
- Closer working between central government and local authorities to tackle the issue;
- Developing a better understanding of community need;
- Making cheap land available to social housing providers to increase supply; and
- Working closely with private developers to ensure construction of affordable homes were included in their plans

3.25. Increases to housing supply and development was a key concern for a number of residents. In particular, they were

worried that more development would mean the loss of existing green spaces and more building on green belt land; the pressures on existing infrastructure and the lack of new infrastructure planned in parallel to the new development, such as roads, doctors surgeries and schools, to accommodate for a growing population; and the threat of urban sprawl, where residents were concerned that Surrey would lose its character and identity and felt like it was becoming part of London.

“I am concerned about the de-commissioning of greenbelt land to hand over to developers. Our infrastructure has been at breaking point for a considerable time, yet it continues to be added to with more and more developments. People move/live in Surrey (and pay high house prices) to live in rural surroundings yet this is being decimated with ill thought out developments and no increase in the infrastructure.”

Survey respondent

3.26. Some stakeholders expressed a preference for the re-use of derelict buildings on brownfield sites (a point with which they agreed with housebuilding supporters on), instead of building further onto greenbelt land. There was some resentment expressed at central government imposing housing targets on local areas, without the implications for local communities being thought through properly. Residents also wanted more of a say in local planning decisions.

“Part of the West Byfleet recreation ground has been sold to the Marstons pub company so they can build a pub here. Not only that, it will go in a site currently occupied by a children’s playground, on a residential road, next to a pre-school and an infant school ... please listen to the local community when we say we do not want this!”

Survey respondent

3.27. There were differences of opinion on how development was built out. On one hand, some residents were concerned with “infilling” to existing towns and villages as they threatened to destroy their character, but on the other, some were concerned about development being too spread out, with the need to use greenbelt land to meet development goals.

3.28. Inequality and deprivation – Some residents mentioned they felt there was a widening of the wealth gap between the wealthiest and the poorest residents. The cost of living in Surrey was a factor in this, with levels of council tax and housing costs highlighted as particular concerns. Residents raised issues such as people in work having to use food banks, inequalities in educational outcomes, the problem with Surrey being perceived as being a wealthy county with residents experiencing few issues and neglect for more deprived areas of Surrey.

3.29. Some residents suggested that more could be done by more affluent residents to use their resources to support others who were not in as fortunate a position. Others were worried that not enough was being done to support residents who were likely to be impacted by changes in Government policy, for example, the roll-out of Universal Credit.

“There are a large number of incredibly wealthy people in Surrey which makes life for those in less fortunate situations much more difficult - the gap needs closing.”

Survey respondent

3.30. Other concerns raised included the lack of affordable housing (see pages 11-13), reductions in public transport, such as buses that some more vulnerable residents depend on, and lack of

mental health service provision. There were also worries about the levels of homelessness, and the low levels of support for people who live in social housing.

3.31. In addition, children from deprived backgrounds, and their families, were identified as needing greater attention for their safety and wellbeing. The patchy nature of deprivation, and absence of support from a wider community who were “in a similar situation” meant these children and families were isolated and less able to manage.

3.32. Provision for children with special educational needs and disabilities (SEND) was another area highlighted. This included concerns around access to services such as speech and language therapy and social opportunities for these children.

3.33. There were also worries that provision of social care for vulnerable adults would be reduced so much that the quality of care would be compromised and the safety of service users was at risk.

3.34. Issues were raised on the treatment of people from Gypsy, Roma and Traveller (GRT) backgrounds. Some residents felt that members of the GRT community were leaving mess or fly tipping on common land, such as public parks, and that nothing was being done to address this. Other residents were conscious of the bad feeling this created with the wider community, and wanted to see more effort being put into building understanding between GRT residents and the

“[Gypsy, Roma and Traveller residents] need somewhere to stay, but more needs to be done to prevent groups invading common land, causing waste and mess that has to be cleaned up. I am concerned that there is a lot of hate (and fear) in the settled community towards the traveller community.”

Survey respondent

wider community, and to resolve the issue of a lack of transit sites for people from this community.

- 3.35.** Partner organisations, particularly those that work in the voluntary, community and faith sector in Surrey, also highlighted the inequality faced by some residents. They suggested that more needed to be done to work with local communities so that more people in local neighbourhoods recognised their responsibility to support other people less fortunate than them.
- 3.36.** Key to achieving this would be sustained community engagement, setting up local support networks, and helping communities to make the most of their local assets.
- 3.37. Public services** – There was apprehension on the level of public service reductions and pressures on services in recent years. Stakeholders made reference to the current financial situation of Surrey County Council and the potential impact this would have on the services they valued. They also challenged the current quality of some services that were provided.
- 3.38.** Some stakeholders questioned whether the vision was deliverable given the uncertainties on finances and other external factors that could affect its achievability, such as Brexit.
- 3.39.** The service stakeholders voiced the most concern about was social care for older people and younger adults that relied on the service. This included the difficulty in qualifying for services, lack of good quality care home provision in Surrey, rising costs and a decline in social care staffing levels, partly,

they said, due to the rate of staff turnover. This was against the backdrop of a growing ageing population.

- 3.40.** Reductions to social care services were putting increasing pressure on carers who were expected to contribute more hours to their caring role, to the detriment of carers' health and wellbeing. There were also concerns that care workers were not spending enough time with people that used services because of the pressures they had in looking after all the people they were responsible for.
- 3.41.** Similar issues with health services were raised. Pressures on local health services were highlighted, partly because of demands from the local population, but also under-investment from Government in these services. For instance, some people mentioned the difficulties in organising a GP appointment because of oversubscribed services. They either had to arrangement an appointment far in advance, or they had challenges being able to talk with specific doctors.
- 3.42.** Some people mentioned the pressures on local hospital services, and they were anxious about some hospitals being under threat of closure, for example, Epsom, East Surrey and Royal Surrey County hospitals. Some talked about the level of strain NHS staff were under, and the difficulties of registering with an NHS dentist.

"The GP surgery I attend has far too many patients which means that you cannot always get an appointment with a doctor of your choice."

Survey respondent

3.43. People were keen to highlight issues with local mental health services. Some stakeholders talked about the long waiting times to get support for both Children's and Adolescent Mental Health Services and adults' services and the lack of empathy shown by some mental health professionals. Some said that they did not receive any support until they were at crisis point.

"I'm having an awful battle trying to get care for my disabled mother. There don't seem to be enough care workers. In fact, there have been times when they didn't turn up! A lot of elderly people I've spoken to have said there aren't enough care workers out there to support them. Different people come and go, so they're not able to build relationships with them. The Council doesn't seem to be able to cope with the numbers of older people."

Camberley resident
audio interview

3.44. Services for children were another major topic stakeholders shared their views on. The 'inadequate' rating Surrey County Council received from their most recent Ofsted inspection was mentioned, and the potential closures of children's centres.

"Surrey County Council's decision to close children's centres is difficult to comprehend, when all the research-based evidence has shown the absolute benefit to children and their parents/carers in supporting relationships, learning, health and wellbeing and safety of those in our community who may be more vulnerable than others."

Survey respondent

3.45. They also registered concerns with changes to services for young people with SEND, and the experiences of looked after children in Surrey.

3.46. Increases in the county's population meant some people were unsure if they would be able to get their child a good school place because of the increased competition for places. This applied both to general and specialist places. There were also mentions of schools not getting the funding they needed, and the quality of education being diluted due to large classroom sizes. Stakeholders wanted to see more resource directed away from assessments and reporting towards direct support for each child.

3.47. Other parents discussed the difficulties in helping their child with SEND to access schools or colleges that could offer the specialist support they needed. They also mentioned the County Council appeared to have more of a say in where a child with SEND would be educated than the parents. They wanted more of a say in which school their child would attend. There were also concerns about the number of children with SEND being excluded from Surrey schools.

3.48. The availability of recycling facilities and recent proposals to close some of the Community Recycling Centres was raised. People were unhappy with reductions in the opening hours for some centres and charges for the disposal of certain types of waste. They argued that this was likely to result in increases in fly tipping.

"There are lots more people asking for cheap quotes on social media to remove rubbish since the reduction in opening hours and there seem to be many more instances of fly tipping as a result"

Survey respondent

3.49. There were a few comments made on library services. Issues raised included reductions to library budgets, and the use of volunteers to run them instead of paid staff, additional strains placed on library service staff such as computer inquiries, bus passes and support with Universal Credit applications, in addition to their existing duties.

3.50. Some argued that they valued libraries for being free community spaces with access to education and learning for all ages, and could help tackle issues such as loneliness. Ways to support the sustainability of the service were suggested, such as hiring out the library buildings to community groups outside of library hours to make better use of space and generate income.

3.51. Other services mentioned including limited provision of adult education, and reductions in funding to emergency services, such as Fire and Rescue.

3.52. Economy – The strongest theme coming from the survey feedback was the current state of high streets. Concerns were raised about the decline of town centres, with many stakeholders referring to high business rates and rents threatening the ongoing viability of local businesses. Some said there did not appear to be a clear plan for what high streets should look like in future, and how to solve the current issues affecting them.

“Camberley town centre could do with an upgrade. I've seen this happen recently in Guildford and Bracknell, but I would much prefer to shop closer to where I live (Windlesham).”

Camberley resident video interview

3.53. Ideas suggested for the future use of town centres included redeveloping existing buildings for

additional housing, increasing the level of support available for smaller high street businesses, such as short-term rent holidays, and more effective traffic and parking management to make it easier for people to access town centres.

3.54. Some residents wanted to see more of a focus on supporting smaller, local businesses to thrive. They mentioned the county's thriving creative industries that could grow in importance, and there should be additional measures to support smaller businesses, such as loan schemes and starter packs for new shop ventures to support increased high street activity.

3.55. Some talked about issues for some people accessing job opportunities. This included increasing support for people with additional needs to access work, enabling younger people to be better positioned to get to work via public transport and by improving careers advice and guidance, including more signposting to apprenticeships as a career option and the need to create better conditions for local employers to offer employment opportunities within the county.

3.56. Community safety – While some people said they thought Surrey was a county that was relatively safe and where crime was low, others expressed a view that they believed crime was going up. Stakeholders mentioned rural burglaries and acquisitive rural crime, vehicle crime, underfunding of domestic abuse services, theft, moped crime, violent crime and anti-social behaviour.

“I'm concerned about the lack of funding for community policing. There are clearly problems with anti-social behaviour and violent crime in the evenings that aren't being addressed.”

Survey respondent

3.57. Some stakeholders believed that police services were underfunded, and that a lack of visible police presence enabled more crime to be committed than would be otherwise. Another issue raised was reduced operating times for streetlights, which meant people felt more unsafe and that crime was more likely to be committed under those circumstances.

3.58. Environment – In addition to concerns raised about the level of traffic congestion contributing to pollution levels (see page 10), stakeholders were also worried that projects, such as the proposed expansion of a third runway at Heathrow airport, would compromise air quality and cause additional noise pollution, and the impact on local residents' health and wellbeing.

3.59. Other concerns were raised about oil drilling in certain parts of the county, such as Leith Hill and Brockham, and the knock-on effect on the surrounding environment, such as water contamination.

3.60. Building on concerns about the impact of new development on the local environment, some stakeholders said this could result in the destruction of habitats for some of the county's wildlife, and increases in emissions from new development would affect air quality. Some people also worried that some residents were burning waste in their gardens, further affecting air pollution levels, and there was a noticeable increase in fly tipping in certain parts of the county.

3.61. Residents also spoke about waste collection and disposal. They said the rules for waste disposal were complex, not enough was being done to support non-car users to access waste disposal facilities and some were unhappy with the frequency of waste collection in their local area.

3.62. Local democracy and partnership – Some residents said the level of council tax in Surrey was too high and that it could be a factor in forcing people to leave the county. They found it hard to understand why council tax was rising year-on-year when there was a narrative coming from councils about the need to make savings and proposals to reduce services. Some residents said they were worried about the impact increased council tax was having when their wages were not rising at the same rate.

"...We have seen a large rise in council tax in Surrey this year, which concerns me. One thing I do not understand is that Surrey as a county is one of the most affluent in the country...you would suspect social and welfare bills associated with Surrey County Council to be relatively low as better off individuals tend to fund their own lifestyle/needs."
Survey respondent

3.63. This led some stakeholders to question the financial competence of Surrey County Council, and others questioned the level of officer salaries and increases in Member allowances.

3.64. Some residents said they would welcome more transparency with how their council tax was being spent so they could see what they were getting back in services. Others mentioned that they did not think enough money was being prioritised in their part of the county, and that investment was skewed.

"Start spending some money in Waverley and not simply spending it in the east of the county or Guildford."
Survey respondent

3.65. While some residents understood that reductions in central government funding played a role in decisions on Council services, they also wanted the organisation to make sure that it was focusing on spending money on the most important services, and that non-essential spending was deprioritised and reductions made in those areas. However, there was little elaboration on what was meant by the term “non-essential services”.

3.66. Some stakeholders linked the Council’s current financial situation to the vision and questioned whether it had the capacity or capability to deliver elements of it. Some wanted more specific ideas about how the outcomes would be delivered, and wanted to know where the money would come from to deliver them.

3.67. Questions were asked about the ability of partners to join up and work together to deliver the outcomes in the vision. Specific concerns were raised about the ability of health services and local government to deliver strategies that made a tangible impact on outcomes for residents.

3.68. In early July, two major partner events were organised and facilitated by the County Council where a number of principles for partnership working were agreed including:

- Directing more resources into prevention and early intervention work for vulnerable children and adults;
- Collaborating to meet to county’s affordable housing challenge;
- Thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population;
- Supporting communities to take more responsibility for themselves and for vulnerable people in their neighbourhoods;

- Working together in new and creative ways, through a culture of honesty and mutual respect; and
- Strengthening the financial sustainability of public and VCF sectors so they have stability to deliver services over the long term.

3.69. Political stakeholders, such as District and Borough and parish councillors, also discussed which services needed to be delivered at which level of local government, although there were reservations that their organisations would take on additional responsibilities without the required resources.

3.70. There were also discussions about how best to educate the public on which tier of local government delivered which services. Others argued that the structures of local government in Surrey needed to be looked at for possible savings.

3.71. Some residents also called for public organisations in Surrey to be better at listening to the needs and concerns of their residents. Their experiences were that consultation was a cynical exercise designed to get the answers they wanted, or that organisations were evasive when challenged to account for a decision. There was a call for more meaningful engagement with local communities in their decision-making processes.

“There are lots more people asking for cheap quotes on social media to remove rubbish since the reduction in opening hours and there seem to be many more instances of fly tipping as a result”
 Survey respondent

4. WHAT ARE PEOPLE'S HOPES FOR SURREY IN 2030?

4.1. Stakeholders were encouraged to picture what they wanted Surrey to look like in 2030. They also considered the draft outcomes in the vision, and identified which ones they thought were the most important to focus on to 2030 – the results are shown in Annex B (page a)

4.2. **Environment** – There is a strong desire to see the green spaces and natural environment of Surrey preserved and protected for now and future generations. Most people want Surrey to be a place that respects its woodlands, wildlife and areas of outstanding natural beauty.

4.3. Key to this is preventing over-development of rural areas and continued protection of greenbelt land. They hope that the countryside will remain accessible, meaning there is no cost attached to visiting these places, and that there will be more parks and open spaces for families to enjoy.

4.4. Some residents want Surrey to build a national reputation for green spaces that are well-maintained and looked after. Some fear that if this did not happen, parts of Surrey risk becoming an extension of London and communities would lose their identities.

"[I hope] Surrey remains vibrant and green with lots of natural outdoors environments."

Survey respondent

4.5. Suggestions to achieve this include the need to manage development of new housing in Surrey, and to work with other partners, such as the National Trust, to improve and join up different countryside "hot spots" in the county.

4.6. Residents also want to see more action on other activities that would compromise the natural environment and risked increased pollution, for example, oil drilling and fracking.

4.7. **Housing** – Some people want to see an increase in the supply of affordable housing, including social housing, particularly for young people and residents on lower incomes. Some said they would not mind new housing being built, as long as the look of them was in keeping with the aesthetics of other buildings and the natural surrounding environment. There is also some appetite to see new forms of housing that minimises environmental impact, and is more

"[Surrey should be] a place where ordinary working people can afford to and want to live."

Survey respondent

"There needs to be a bit more creative thinking around the issue of housing. There should be cross-party consensus on house-building – it should not be a political battle!"

Survey respondent

reliant on green forms of energy, such as solar power.

4.8. As highlighted in the previous chapter, this is at odds with the desire of some residents to see restrictions on the number of new homes being built. They are clear that any new housing needed the right infrastructure to accompany it, otherwise pressures on existing infrastructure will worsen. They also suggest that brownfield sites could be targeted, and there could be more developments built upwards rather than outwards, for example, apartments in tower blocks.

4.9. It is recognised that there need to be more honest conversations with residents about the scale of development required and the best ways to achieve this to meet the wider needs of Surrey's community, while being sensitive to the concerns of local residents.

4.10. Residents want no-one that lives in Surrey to be homeless. They want to make sure there is sufficient provision of services for people who are either currently homeless or at risk of homelessness, such as shelters and more services provided by District and Borough councils. They also want services in place to support homeless people who are addicted to alcohol or abuse other substances.

4.11. Transport and travel – Most stakeholders are hopeful that there will be less traffic, with the benefits of quicker journey times and improvements in air quality. In addition, there is consensus among stakeholders that they want to see the quality of roads improved, and for the overall transport network in Surrey to be operating more smoothly and efficiently.

4.12. Some stakeholders want more policy solutions to reduce reliance on using cars to get around Surrey so congestion is alleviated and environmental impacts minimised. Suggestions include greater investment in public transport to make it more affordable and reliable, and to be powered by green technologies. For example, some people want to see more bus lanes in the county to remove some cars off the road.

4.13. Some residents want greater investment in facilities and infrastructure for cyclists as the comment overleaf demonstrates:

4.14. Cyclists want to see more infrastructure that would help them feel safer – some mentioned they are worried about having to use the same roads as cars and lorries. Some said it could be helpful to have regulations to improve cycle safety, such as in Belgium, where cyclists had a right of way. Some residents aspire for Surrey to become a place where it would be common to see families and young children using bicycles to get to work and school each day.

4.15. Some alternative views were expressed by some car users. They want to be able to park and not pay high costs to do so. They also want to see more parking spaces created, and for roads to be expanded so to cope with increased traffic flows. This suggests there are choices to be made about the direction local organisations take to develop an efficient and high performing transport network.

"I hope Surrey could become the leading cycling county in the country by introducing cycle highways up, down and across the county to enable a more sustainable transport network that is second to none."

Survey respondent

4.16. Inequality and deprivation – Some people hoped that Surrey would become a county with a more diverse population and more inclusive communities between different generations and income status. They also want the county to be known for the care and support that its residents provide for more vulnerable people in Surrey. This includes all residents being able to access services, no matter their background or their wealth. They also want to see stronger locally-based community support networks in place so residents have the means and capacity to help each other.

4.17. Some stakeholders also mentioned they want Surrey to be a county where everyone has the same opportunities to be able to afford a home of their own and the cost of living is more manageable, where children and young people from all backgrounds and of all abilities are able to get the best education and opportunities, and elderly and vulnerable residents received the care and support they needed.

4.18. Public services – Stakeholders were keen to see improvements to public services although they recognised the constraints on resources. They want more assurance that their money was invested well in the services that mattered to them and that the right level of funding was in place to accommodate all people that needed them.

4.19. People want health and social care services for adults that are both good quality and affordable. This includes improved access to GPs and hospitals, ‘outstanding’ ratings for the county’s health and

“[I hope for] better care services for older people and ensuring where possible they live in their own homes and both without older people having to use their life savings or funding through the sale of their homes...”
Survey respondent

care services by external bodies, sufficient residential care places for older and vulnerable people, social care services providing accurate and timely assessments and advice while remaining independent at home, and appropriate staffing and technologies that enabled a high performing health and social care system.

4.20. People also want to be able to continue accessing services that supported improved health and wellbeing, such as local council-provided health and fitness centres, country walks or parks. They also want more of a proactive push towards getting people to live healthier lifestyles so that pressures on the health service are reduced, for example, encouraging healthier eating.

4.21. Some stakeholders mentioned they want to see improvements in people’s mental health. This would include mental health services that intervene early, and priority given to resourcing the services that support people who were vulnerable and more at risk of mental health issues, for example, homelessness services.

4.22. People also want to see more joined up working between health and care service providers to ensure residents’ care needs are met efficiently and effectively, and are hopeful that they will see pressures reducing to give them more assurance about the future of NHS services.

4.23. For Surrey’s children and young people, some stakeholders want more schools that are more inclusive and able to cater to people for all abilities. They want children to access the best possible education, with the majority of schools having been given an ‘Outstanding’ rating by Ofsted, and that these schools have sufficient numbers of places for all children. They also want to be able to

exercise more choice as parents in their child's education. One example mentioned was for summer born children to have the option to start school in Reception class instead of Year One, and for this not to be actively discouraged.

- 4.24.** Parents of children with SEND want access to high quality education for their child to be easier, and for them to feel supported within mainstream education. They also want SEND services to have the right level of funding so that schools are able to cope with increasing numbers of pupils with SEND entering the school system. They want to see an increase in the number of places available at specialist schools in Surrey, should some children require them, to prevent them having to travel long distances for their education.
- 4.25.** Stakeholders also want to see rapid improvements to children's social care provision to give them greater assurance that they feel their children will be protected and will get the support they need. They want more families to get the help they needed before they require more intensive support.
- 4.26.** Young people, partners and residents all commented on the importance of local services for children and families, such as children's centres, in supporting the most vulnerable families in Surrey. They mentioned their role in mitigating the risk of young people feeling left behind and engaging in criminal activity. They also want a broader range of opportunities to be available such as more access to parks and leisure services, and improved access to mental health support services for young people.

4.27. Having an effective and efficient system for recycling and waste is another outcome residents want to see. They want to see further efforts to increase the county's recycling rate. To support this, they want to retain free access to waste disposal sites and improved waste collection services.

4.28. There were also calls from some stakeholders to maintain accessibility of libraries and for them to receive full funding. They want them to remain open community spaces and some were open to the idea of libraries evolving into community hubs or centres for learning to access information and support on services as well as their traditional role for lending books.

4.29. Residents also want to make sure leisure opportunities, such as parks and leisure centres, remain accessible and are open to people on lower incomes, as this quote suggests:

"Exercise facilities should be more accessible - many people cannot afford to attend a gym. Even swimming is expensive now at nearly £5 to enter a swimming pool...we are constantly told to exercise more to prevent obesity but all most of us are able to do is walk or run in the streets or green spaces."

Survey respondent

4.30. People also want to make sure the county remains resilient and prepared in the event of an emergency. This included the right levels of funding for emergency services, such as police and fire and rescue, and more to be done to protect communities from flood risk.

4.31. Economy – Stakeholders want to see more businesses thriving in Surrey. Some want more businesses who were conscious of their environmental footprint, and encouragement of a more diverse and unique range of independent shops and restaurants. They want to see more done to reinvigorate high streets by

reducing business rates and rents for local businesses. A few stakeholders commented that they want to see more businesses in Surrey that contribute to the wider benefit of the community.

"I hope it is...a rich cultural bed that inspires and creates community businesses for social good that also delivers locally and are sustaining the local economy and working with councils to deliver social and economic gain and long-term training plans."

Survey respondent

4.32. A further measure suggested to strengthen Surrey's economy is having strong digital infrastructure to support efficiencies and innovation across businesses, and to ensure businesses in the rural economy are not left behind. Stakeholders also suggested that addressing physical infrastructure issues, such as with highway maintenance and parking (pages 9-10), would support increased access to town centres to encourage more businesses to set up and grow, and incentivise consumers to spend more locally to support their local economy.

4.33. People also said they want to encourage more businesses to thrive in Surrey to create more local employment opportunities. They also want these opportunities to be able to pay wages that kept pace with the cost of living in Surrey, so that local people did not have to commute to London to do this. Some were mindful about the changing nature of the job market, for example, increasing automation in some sectors, and the need to equip people with the skills for the job market of the future.

4.34. Community safety – Stakeholders want Surrey to remain a safe place to live. They want it to be crime-free, and see more done to improve security in the county. They want to see more action to address anti-social behaviour, violent crime and dangerous driving. They want to see street lights operating for longer hours at night

to feel safer, and more of a police presence in the community, enabled by an increase in police numbers.

4.35. Local democracy and partnerships – Some stakeholders want Surrey County Council to have a sustainable long-term plan for the future, and to see courage to take brave decisions that would mean achievement of the vision was more likely. They want assurance that any strategies or plans put residents at the centre of their thinking.

4.36. Stakeholders want to see services working in a joined-up way and that decision-making is based on evidence and taken with a long-term view over short-term gain. They also want to see a system of local government in Surrey where organisations operated within their existing budgets, and council tax is made more affordable. Some argued for a rethink of the structure of local government in Surrey.

4.37. Residents want to see more evidence that public service organisations are listening to them and their concerns. They want to see what changes are being made from sharing their views, and more honest conversations between organisations and residents. They also want more visibility from councillors and Members of Parliament in their local communities so they can make their views known and feel that their views would be represented and well-articulated. Some residents mentioned they want to see more proactive work in pressing Surrey's case to Government for fairer funding for the county's services.

4.38. Some stakeholders said they were hopeful that the vision would become a reality, but others were sceptical it could be delivered in the context of the need to make further savings in public services. Some people asked for detailed, specific plans on how the vision would be delivered.

5. WHAT HAPPENS NEXT?

5.1. This report should help the people that live and work in Surrey to gain a broad understanding of what the key challenges are facing the county over the next 12 years. They are complex, and in some cases consensus will need to be built to agree how to tackle some of these challenges.

5.2. Based on the ideas in this report, the vision will be updated. To be a vision that is truly shared by everyone, it will reflect what people have said and focus on the areas that need to be prioritised so the Surrey that they want to see can be delivered.

5.3. Partner organisations across Surrey will also continue discussing how best to tackle the challenges that residents have raised, and will have honest conversations with residents about the role they can play to help deliver the vision. To achieve the aspirations set in the vision, working in partnership across organisations from the public, private and voluntary, community and faith (VCF) sectors will be key. Partners sharing their skills, insights and experiences will be crucial in enabling the changes needed to make the vision a reality.

KEY CHALLENGES

VISION FOR SURREY

WORKING IN PARTNERSHIP

ANNEX A – ENGAGEMENT PROGRAMME SUMMARY

Surrey County Council undertook a number of different engagement activities to gather the key themes for this report. The methods used to gather this feedback included:

- Web-based and hard copies of a survey for residents and organisations across Surrey that asked:
- The extent to which they agreed or disagreed with the ambitions for “People” and “Place”;
- Which top three outcomes for both “People” and “Place” were most important to them;
- What they valued about living in Surrey, if anything;
- What concerned them as a resident of Surrey, if anything; and
- What their hopes were for Surrey as a place in 2030.

The survey ran from 6 June 2018 to 3 September 2018. 2,193 people responded online and over 200 hard copy and Easy Read surveys were completed.

- 203 video and audio interviews carried out with stakeholders at over 30 public events and High Streets across the county, for example, Ewhurst Carnival and Cheese and Chilli Festival in Guildford.
- Social media activity across a range of well-known platforms (e.g. Facebook, Twitter, Instagram, etc.) using the hashtags #vision2030 and #mysurrey.
- Over 40 face-to-face meetings with over 500 stakeholders including:
 - Two engagement events in early July with partners from the statutory and voluntary, community and faith sector including NHS, school governors, housing associations and charities for disabled and young people;
 - Engagement event with young people, including looked after children, young carers, young people with mental health issues and the Youth Cabinet in July;
 - Phase Councils for schools;
 - Members and officers from the District and Borough councils, local county Members and parish councils;
 - South East Valuing People Group;
 - Surrey Equality Group;
 - Care Council Juniors Residential;
 - Surrey Countryside and Rural Enterprise Forum;
- Correspondence was also received via letters or emails from residents and partner organisations. Representative groups for a wide range of communities were also contacted, such as organisations who represented homeless or lesbian, gay, bisexual or transgender (LGBT) residents, to raise awareness of the vision survey and to ask them to send a formal response to the engagement.



ANNEX B – “PEOPLE” AND “PLACE” OUTCOME RANKINGS

The charts below indicate which outcomes for “People” and “Place” were most and least likely to be in stakeholders’ top three list.

For “People”, keeping children safe, healthy and well was most likely to make stakeholders’ top three, whereas access to information and support was least likely. For “Place”, clean, safe, green and resilient communities was most likely to make the top three list, whereas sustainable development and growth was least likely to be chosen.

PEOPLE

Children and young people to be safe and feel safe, healthy and make good choices about their wellbeing

People to access the right health and social care at the right time in the right place

People to live healthy, active and fulfilling lives, independently in their local community with choice and control

Young people to be equipped with the confidence and skills to succeed in life

People to access information and services to help prevent, reduce and delay the need for care and support

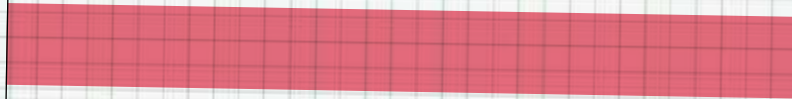


PLACE

Residents to live in clean, safe,
green and resilient communities



A well-maintained highways infrastructure



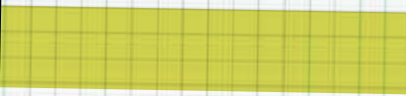
Everyone to have a place they can call home



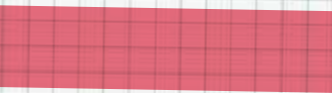
Everyone can travel safely, easily and predictably,
and people make choices about transport that are
mindful of environmental impacts



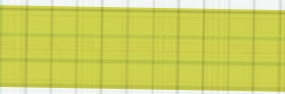
Everyone to be able to access
the right employment and skills
opportunities for them



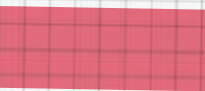
Communities to be inclusive and people
feel able to contribute to civic life



Businesses in Surrey to thrive

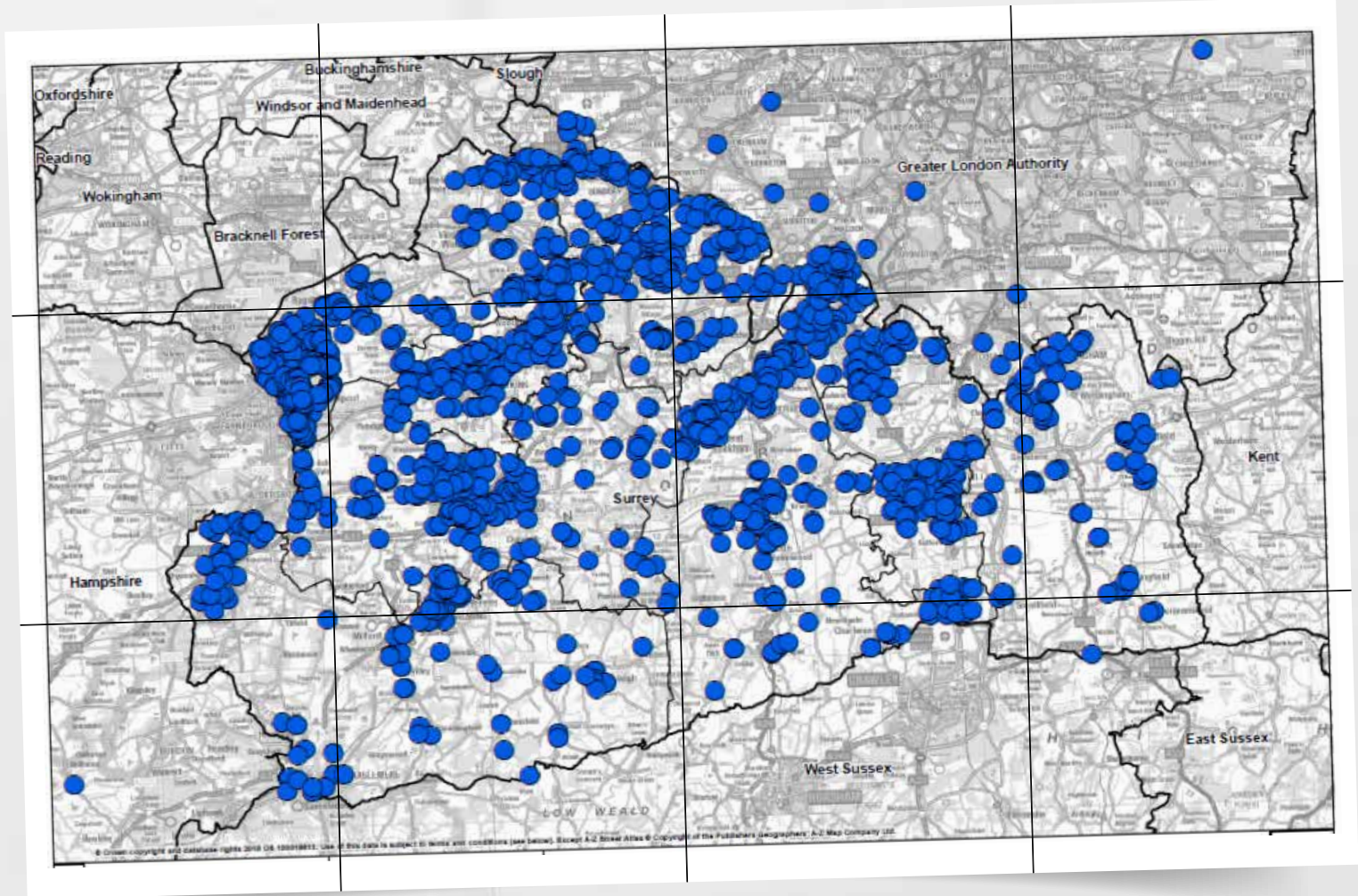


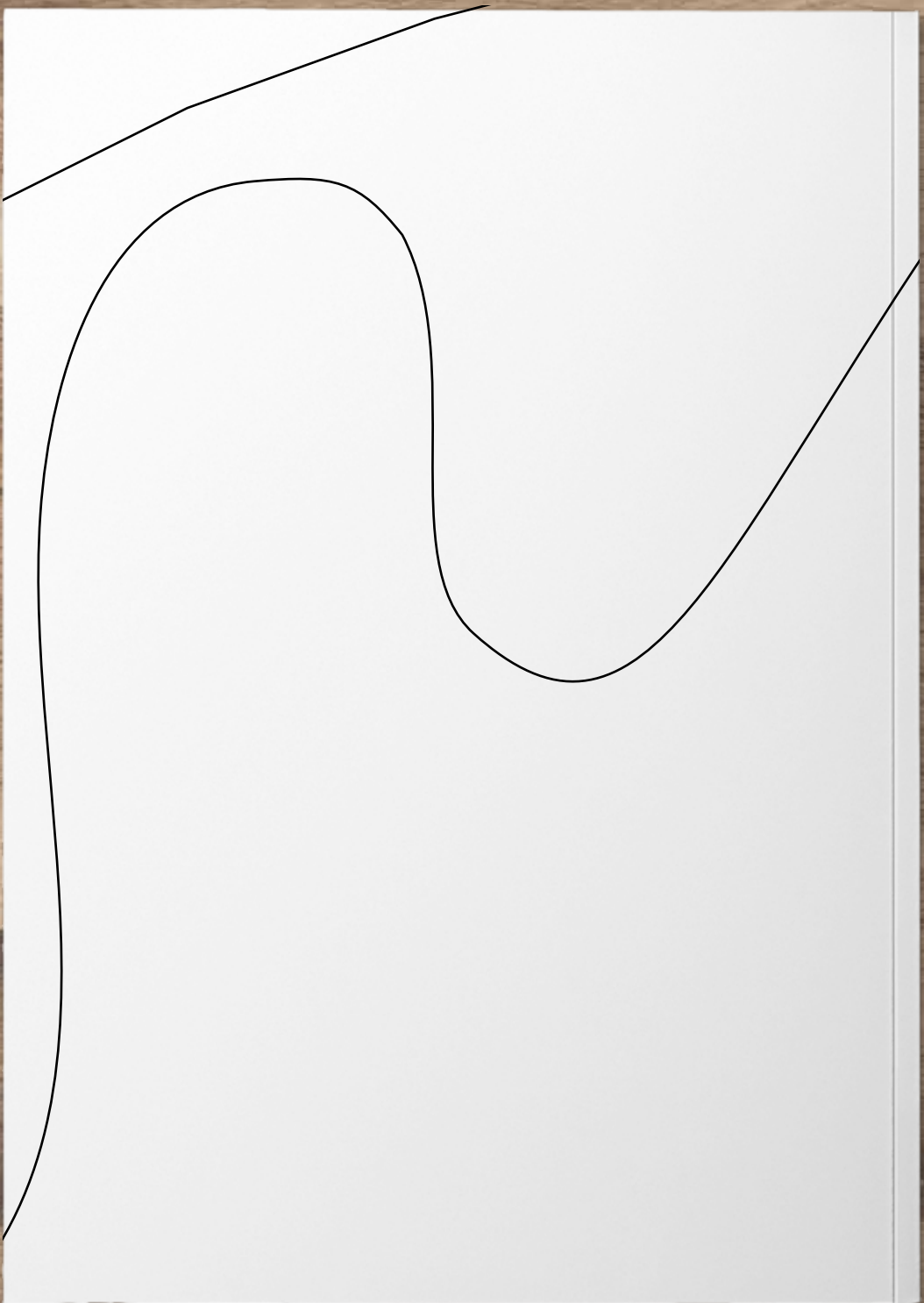
People to benefit from sustainable
development and growth



ANNEX C – SURVEY RESPONDENT POSTCODE MAP

This map represents the home postcodes that were provided voluntarily by survey respondents. It shows responses were received from stakeholders across all of Surrey's Districts and Boroughs and demonstrates that people from all over the county had participated to share their experiences.





VISION FOR SURREY IN 2030

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

OUR AMBITIONS FOR PEOPLE ARE:



Children and young people are safe and feel safe and confident



Everyone benefits from education, skills and employment opportunities that help them succeed in life



Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing



Everyone gets the health and social care support and information they need at the right time and place



Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life



Everyone has a place they can call home, with appropriate housing for all

OUR AMBITIONS FOR OUR PLACE ARE:



Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities



Journeys across the county are easier, more predictable and safer



Businesses in Surrey thrive



Well connected communities, with effective infrastructure, that grow sustainably

This page is intentionally left blank

Annex D - A new approach to partnership working in Surrey – draft ideas for discussion

1. Surrey County Council would like to invite all partners in Surrey to collectively develop a statement of partnership working that articulates our renewed commitment and focus to delivering outcomes for people in Surrey. To start the discussions, we have set out some areas that could be covered in a shared partnership statement, and we will work with stakeholders to develop these ideas further. We are also open to hearing about other ideas on how to take this forward.
2. The idea of a statement emerged through the extensive engagement with partners on the Vision for Surrey 2030. Taking the feedback on board, our proposal for a statement recognises that partnership working is critical for achieving the shared vision and that developing a genuine collaborative partnership culture is essential. The statement could build on existing partnership agreements such as, to name a few, the Surrey Compact, Surrey Health and Wellbeing Board, Surrey Heartlands Health and Care Partnership, Community Safety Partnership and the Surrey Waste Partnership.
3. Experience of partnerships in Surrey and elsewhere suggests that developing an agreed set of shared principles can act as a strong foundation for partnership working. Below is a list of some of the key principles typically adopted in current arrangements. We will discuss and refine these in discussion with partners:
 - partnerships work towards shared common goals, focused on outcomes
 - the contribution of partners is encouraged and valued
 - every partner is respected - they have equal right to be heard and involved in decisions affecting them
 - partners share and learn together
 - partners are honest about the difficult issues
 - trust is at the foundation of every partnership.
4. Through the engagement work a number of key shared areas of focus emerged. These would benefit from being discussed and developed further, but do provide a helpful starting point for potential shared objectives:
 - Intervene earlier and stop problems from escalating
This means partners seek to prioritise early intervention and prevention work to identify issues before they escalate which should also avoid higher costs in the longer term. Having robust and shared evidence bases will help inform this approach.
 - Support community resilience, inclusivity and equality of access
This means fostering safer, more inclusive and connected communities and actively supporting vulnerable and deprived residents. Partners should work with communities to encourage them to feel a sense of ownership and responsibility for those around them. And organisations should make accessing support easier and commit to the continuous improvement of equality of access.

- Deliver value for money
Public services and other organisations have finite resources to respond to the increasing needs of residents. However, together we have the responsibility to deliver the best possible outcomes for residents. So despite these challenges we should commit to making best use of our resources, skills and talent to deliver value for money.
5. Through the engagement process partners identified the need to work differently to respond to our changing environment. Some key ideas emerged about the behaviours and structures that could better position us all for the challenges we are facing. For example:
- Establish a culture of place based leadership
We should seek to encourage a culture of honesty, respect and collaboration across organisations and support organisational leaders to work across structural and cultural boundaries to deliver better outcomes for residents. Decisions should be taken at the most appropriate local level.
 - Inspire a shared purpose
We need to build understanding and awareness with communities of shared challenges and establish greater respect for residents through producing and investing in more genuine evidence based solutions that are based on stakeholder and feedback.
 - Harness digital ways of working
We should strive to embed an open culture that values, incentivises and expects digital ways of working, to help us design and deliver services that best meet people's needs
 - Engage and collaborate early and often
We should engage with each other early and often and collaborate to solve problems, reducing duplication and waste. We should engage residents and communities early on in decisions that affect them, and involve them in the design of solutions, using a commissioning approach which starts with a deep understanding of current experiences and needs
 - Be transparent
Partners should champion transparency and develop, use and share data and insights openly in order to secure better outcomes for everyone.



**OFFICER REPORT TO COUNCIL
9 October 2018**

SURREY PAY POLICY STATEMENT 2018/2019

KEY ISSUE / DECISION:

The approval of a revised Pay Policy Statement for the period 2018/2019.

BACKGROUND:

1. To comply with Section 38(1) of the Localism Act 2011 and related guidance under Section 40 provided by the Secretary of State, all local authorities are required to publish a Pay Policy Statement, approved through decision by Full Council with effect from 1 April each year. The Statement is then published on the Council's website. Should the Pay Policy Statement require amendment during the course of the financial year, for example to reflect changes in the authority's pay policy, the revised Statement needs to be approved by Full Council ahead of publication.
2. A copy of the updated Pay Policy Statement which reflects the 2018/2019 Surrey Pay settlement effective from 1 July 2018 is attached as Annex 1. For reference, please note that this has been written as though it has already been agreed by Full Council, but is subject to discussions at the meeting on 9 October 2018.
3. **Governance**

The People, Performance and Development Committee (PPDC) acts as the County Council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. All Surrey Pay terms and conditions are determined by the PPDC, including the remuneration of Chief Officers.

Publication of the Pay Policy Statement

4. The Statement has been drafted to reflect the requirements of the Local Government Transparency Code 2014 as well as guidance published by

the Department for Communities and Local Government on Openness and Accountability in Local Pay 2012, to comply with Section 40 of the Localism Act 2011. Account has also been taken of the final report and the recommendations made in the Hutton Review of Fair Pay in the Public Sector 2011.

5. This updated Pay Policy Statement was discussed at the September meeting of the People, Performance and Development Committee.
6. It is proposed that the Statement will include hyperlinks to documents already published on the councils website:
 - Councillors and committees (which sets out the role of the PPDC as the Council's remuneration committee);
 - Statement of Accounts;
 - Equal Pay Statement;
 - Gender Pay Gap report; and
 - Surrey Pay rates.
7. Once approved by Full Council, this Pay Policy Statement will be published on Surrey County Council's external website.

RECOMMENDATION:

8. That Council agree the updated Pay Policy Statement for 2018/2019.

Lead / Contact Officer:

Jackie Foglietta, Interim Head of HR & Organisational Development.
Tel: 020 8213 2619

Sources / Background papers:

Surrey County Council Pay Policy Statement 2018/2019.



**SURREY COUNTY COUNCIL
PAY POLICY STATEMENT 2018-19**

Document summary

This statement sets out the Policy on the pay of Chief Officers in relation to the rest of the County Council’s workforce, excluding schools.

Contents	Page
1. Introduction.....	1
2. Further details – publication of information	2
3. Governance	2
4. Definitions	3
5. Surrey Pay Salary Ratio’s 2018.....	3
6. Salary transparency	4
7. Equal Pay	4
8. Remuneration for Chief Officers	5
9. Remuneration of employees who are not Chief Officers	5
10. Other elements of remuneration	9
11. Remuneration of staff contract for services	9
12. Early retirement and severance	9
13. Termination of employment of Chief Officers	10

Appendix 1: 2018/2019 Pay bands

1. Introduction

This updated Pay Policy Statement was approved by a meeting of the full County Council on 9 October 2018 and is effective from 1 April 2018. It is published to comply with the requirements of Section 38(1) of the Localism Act, 2011 and related guidance under Section 40 provided by the Secretary of State.

This statement includes information relating to the terms and conditions that are determined locally by the council and are referred to as ‘Surrey Pay’. The Council’s reward strategy is

based on the local negotiation of Surrey Pay terms and conditions of service. Pay, including terms and conditions, are reviewed annually with any changes agreed by the People, Performance and Development Committee, (PPDC). The Council recognises two trade unions, the GMB and UNISON, for the purposes of negotiating Surrey Pay and collective bargaining.

In addition there are a number of national agreements produced through collective bargaining arrangements for different groups of local government staff. The main negotiating bodies relevant to the council's workforce and their scope are listed below. Surrey County Council operates these national conditions as amended by local agreements.

Terms and conditions determined on a national basis by independent organisations or arrangements; these include:

- Fire fighters; whose pay and conditions are set are determined by National Joint Committee for Local Authorities Fire and Rescue Service
- Teachers; whose terms and conditions are determined by the Department for Education and governing bodies
- Educational psychologists; whose terms and conditions are determined by the Soulbury Committee
- Youth and community workers whose terms and conditions are determined by the Joint Negotiating Committee (JNC).

This statement does not include details of the terms and conditions of council employees that have:

- Retained terms and conditions following a transfer under Transfer of Undertakings and Protection of Employment Regulations.

This Pay Policy Statement will be updated as soon as possible following any pay changes and at least annually.

2. Further Details

Specific details may be accessed via the links indicated in the document below, or by clicking on the buttons that are included on the landing page. Full details of pay bands can be found in Appendix 1, attached.

The council publishes details of staff earnings in accordance with legal requirements on transparency. Further information is contained in the [Annual Report and Accounts](#) in accordance with the Audit of Accounts legislation.

3. Governance

[The People, Performance and Development Committee](#) (PPDC) acts as the County Council's Remuneration Committee under delegated powers in accordance with the Constitution of the County Council. All Surrey Pay and terms and conditions are determined by PPDC including the remuneration of Chief Officers and Deputy Chief Officers.

Any exceptional application of Surrey Pay or terms and conditions of employment (referred to as 'pay exceptions') in relation to Chief Officers is decided by PPDC on consideration of a robust business case.

In order to facilitate effective management, PPDC delegates approval for decisions on pay exceptions for staff below Deputy Chief Officer level to the Head of HR & Organisational Development and the relevant senior manager.

Where, in order to secure new staff, it is necessary to expedite decisions on exceptional starting salaries for Chief Officers, a business case is prepared for the Head of HR & Organisational Development for challenge, review and decision in consultation with the Leader of the Council on behalf of PPDC and this decision is reported to the next PPDC for information.

4. Definitions

For the purpose of this pay policy statement the following definitions will apply:

i Lowest paid employees

Surrey County Council defines its lowest paid employees as those who are paid on the lowest Surrey Pay grade, PS 1/2 and pay point. This is currently (July 2018) £16,430 per annum for full time staff.

ii Full time

A full time post is based on a 36 hour working week.

iii Chief Officers

The majority of statutory and non-statutory Chief Officers of the County Council report directly to the Chief Executive as the Head of the Authority's paid service. In addition for the purposes of this pay policy statement, this group also includes the majority of posts who report to a Chief Officer, (Deputy Chief Officers).

iv Surrey Pay salary ratios

The publication of the '[pay multiple](#)' as a determinant of the relationship between the pay of Chief Officers and that of the rest of the workforce was recommended by the Hutton report on Fair pay. This is a calculation in the form of a ratio between the median average earnings across the organisation and the highest paid employee. The pay multiple is published separately on the County Council website and monitored annually.

5. Surrey Pay Salary Ratio's July 2018

The minimum Surrey Pay rate paid on grade PS1/2 is currently set at £16,430 per annum, which is £8.75 per hour as at 1 July 2018, compared to the statutory National Living Wage of £7.83 per hour for those aged 25 years and over (April 2018) and the "UK Living Wage", of £8.75 per hour for those living outside London, which is advocated by the Living Wage Foundation (November 2017).

Based on salaries paid with effect from 1 July 2018 it is estimated that the Council will have the following ratios, between the lowest and highest paid staff on Surrey Pay for the 2018/2019 financial year.

Surrey Pay Salary Ratios July 2018 – June 2019		
Salary	Amount per annum	Ratio to the highest salary
Highest Basic Salary	£220, 000	n/a
Median Basic Salary	£25, 821	8.5:1

Notes:

- (i) The ratios have been calculated in accordance with guidance published in The Code of Recommended Practice for Local Authorities on Data Transparency 2011 and in light of recommendations contained in the Hutton Review of Fair Pay in the Public Sector 2011.
- (ii) The median is defined as the mid-point of the total number of staff employed.

6. Salary Transparency

Surrey County Council is committed to openness and transparency in order to demonstrate to its residents and local taxpayers that it delivers value for money. As part of the national and local government transparency agenda it already publishes information on its external website detailing Surrey Pay ranges, expenditure over £500 and contracts with a value of £50,000 or more.

To continue that progress, and in line with the Local Government Transparency Code 2014, the Council has published details of salaries paid to senior staff on its website since 31 March 2016. This information is updated on an annual basis and covers senior positions with annual salaries of £50,000 and above.

7. Equal Pay

The Council is committed to ensuring that its employment policies and practices comply with the requirements of the Equal Pay Act 1970. This includes the application of a robust job evaluation process to ensure that all staff receive equal pay for work of equal value.

i Grading Structure

The allocation of Surrey Pay grades to jobs is determined by (HAY) job evaluation or in accordance with a job family underpinned by (HAY) job evaluation. The Surrey Pay grading structure covers all jobs from cleaners and catering assistants on the lowest grade to Chief Officers, including the Chief Executive, on the highest grades.

The differentials between these grades and jobs have been established objectively by application of a HAY based job evaluation scheme. For example the job of a cleaner is evaluated at the bottom because the level of skill, knowledge, problem solving and accountability are low compared with jobs at the top level. Conversely, Chief Officers are at the top of the pay scales because the level of skills, knowledge, problem solving and accountability are considerably greater than those at the bottom of the pay band.

Newly appointed or promoted staff are normally appointed to the minimum salary on a grade unless a robust business case has been approved to start them at a higher salary within the grade range. This would be approved by the Head of HR & Organisational Development or in the case of Chief Officer appointments by the PPD Committee.

ii **Supplements**

Managers may make a business case for an additional supplement to be paid above the maximum for the particular grade under specific circumstances or if it proves exceptionally difficult to recruit at the rate advertised. Such supplements must not exceed 15% of the upper quartile pay rates for the public and not for profit pay sector in the South East. Requests must be supported by a robust business case, approved by the Head of HR & Organisational Development in conjunction with the Leader of the Council in the case of Chief Officers, or by the Head of HR & Organisational Development under delegated powers.

8. Remuneration for Chief Officers

Chief Officers are appointed at a spot salary which provides a competitive market salary for the individual role within the appropriate pay band range.

Annual salary reviews for Chief Officers will take into account any generally agreed market adjustments to senior management pay rates (if any) as determined by PPDC. A decision to award a market adjustment to individual base pay will be subject to achieving a minimum performance rating of 'Successful'.

If a Chief Officer receives an 'Exceptional' performance rating then they will receive an additional non-consolidated lump sum payment which recognises that their performance has exceeded standards.

For the pay year commencing 1 July 2018 a non-consolidated performance payment of 2% was awarded to staff achieving an 'exceptional' performance assessment.

Like other Chief Officers, the Chief Executive is on a Surrey pay contract. For details of the remuneration paid to all members of the Council Leadership Team in a particular financial year please refer to the Council's Annual Statement of Accounts.

Full Council is required to approve the appointment of the Chief Executive, as well as the statutory posts of Section 151 Officer and Monitoring Officer, following the recommendation of such an appointment by the PPD Committee.

9. Remuneration for employees who are not Chief Officers

i. **Non-schools based Surrey Pay staff**

For the majority of non-schools based Surrey Pay staff the Council operates performance related pay progression; market based pay, a grading structure framework based on job families, underpinned by Hay job evaluation with three pay models to support different skills supply and development.

- Leadership Pay Model

- Job Family Pay Model
- Career Pay Model

The pay year for this group will commence from 1 July each year, this pay arrangement will enable the Council to:

- support career development, map career paths;
- achieve greater flexibility in pay;
- identify groups of employees that can be linked to market pay rates, and
- provide rewards based on personal contribution and behaviours.

Surrey Pay non-schools comprises of eleven pay bands PS1/2-PS12 and seven pay bands for senior managers PS13 to Chief Executive (CEX).

Pay progression has been linked to the Council's performance management process which assesses 'what' has been achieved and 'how' it was achieved, giving an overall annual rating linked to pay:

- For the pay year commencing 1 July 2018 the pay progression percentage increase was 2% for those employees in the job family pay model who received a 'successful' appraisal rating.

The Performance Related Surrey Pay scheme provides the opportunity for an additional non-consolidated lump sum payment on achieving a performance rating of 'Exceptional':

- For the pay year commencing 1 July 2018 the non-consolidated percentage increase was 2%.

ii. School's based Surrey Pay staff

Whilst the Surrey Pay annual review for schools and non-schools staff have until recently followed the same collective bargaining timeframe, in 2017 the Surrey Pay review for non-schools and schools support staff was disaggregated. The PPD Committee agreed a separate timeframe for the Council's reward strategy review programme for schools Surrey Pay staff; collective bargaining in respect of schools Surrey Pay arrangements are therefore being managed separately during this interim period. The intention is that the collective bargaining arrangements for schools and non-schools will be brought back together in 2019/2020 as the Surrey Pay bands are aligned.

For schools based Surrey Pay staff, personal pay progression within grade is normally dependent upon "added value" in terms of duties, responsibilities and job performance following an annual appraisal. The pay year for schools based Surrey Pay staff commences 1 April each year:

- For the pay year commencing 1 April 2018, the pay progression increase was 1%.

iii. Apprentices and Interns

The council has a standalone apprenticeship grade that is separate from Surrey Pay main grades. This enables apprenticeship pay grades to be applied across all services including those that have a different pay structure.

iv. Commercial Services Education Catering

PPDC have approved entry salary levels for Commercial Services staff above the grade minimum. There is no requirement for a pay exception business case for appointments to these positions and pay points.

As part of the annual review, staff on these pay points with less than a full appraisal year in post will move to the new entry level point for their position.

v. Regional Surrey Pay bands

In February 2013 (as a result of the creation of the then South East Shared Services), PPDC agreed that a Regional Surrey Pay band should be established for Surrey County Council staff based in East Sussex. The pay arrangements reflect the local wage market and provide for a performance related progression (PRP) arrangement.

The value of the PRP payment for 2018/2019 is based on the SCC job family pay model of two per cent for the entry pay level (lower pay band), two per cent for the established pay level (upper pay band) and a two per cent non-consolidated payment (NCP) for exceptional performance.

vi. Former Buckinghamshire County Council Trading Standards staff

On 1 April 2015, staff from Buckinghamshire County Council's Trading Standards Service were transferred into the employment of Surrey County Council under the Transfer of Undertakings Protection of Employment Regulations.

There is no adjustment made to the pay bands for 2018/19. A two per cent performance-related pay progression has been applied to staff on Buckinghamshire terms and conditions with effect from 1 July 2018 subject to available headroom with the pay range.

In addition, in accordance with their terms and conditions:

- for an "exceeding" performance rating the contribution based pay increase applies which is based on 35% of the difference between the top two pay points, and
- for an "outstanding" performance rating the contribution based pay increase applies which is based on 70% of the difference between the top two pay points.

vii. Tutors - surrey arts and tutors community learning and skills

Tutors within Surrey Arts and Community Learning and Skills are paid a spot salary. There is no pay progression within this pay model. Salary may increase following a market review as part of the annual review of Surrey Pay. Pay changes are implemented from 1 September each year.

- For the pay year commencing 1 September 2017, the pay increase for Community Learning and Skills Tutors was 1%.
- For the pay year commencing 1 September 2017, there was no pay increase for Surrey Arts Tutors.

viii. Political Assistants

SCC employs Political Assistants on Surrey Pay contracts to support political groups. These assistants work directly for the political groups rather than as mainstream officers within the officer structure of the Council. These are unique posts and have a set maximum salary determined by The Local Government (Assistants for Political Groups) (Remuneration) (England) Order 2006.

- The maximum salary applicable from 1 April 2018 has not changed since 2006 and is £34,986.

ix. Centrally employed teachers – unattached teachers

Remuneration for centrally employed teachers is determined in accordance with the Department for Education School Teachers Pay and Conditions Document which sets out the national framework and any legal changes or changes to the staff structure which have an impact on local discretionary pay decisions for teachers.

Where, the remuneration of an unattached teacher (other than a teacher in charge of a pupil referral unit) is determined in accordance with the provisions applicable to a member of the leadership group, the teacher's conditions of employment that relate to professional duties and working time is agreed between the teacher and the County Council.

The pay year for teachers runs from 1 September each year and for the pay year commencing 1 September 2017, the following adjustments to the pay ranges have been applied:

- 2% uplift to the minimum and maximum of the main pay range.
- 1% uplift for all other pay ranges including a 1% uplift to the minimum and maximum of the leadership group pay range and all head teacher group pay ranges
- 1% uplift to the minimum and maximum of the Teaching and Leadership Responsibility (TLR) and Special Educational Needs (SEN) allowance ranges

In addition to the uplifts to the pay ranges, the county council has discretion in determining individual pay progression increases linked to the appraisal policy.

- For the pay year commencing 1 September 2017, 1% pay uplift was applied to those employees who received an 'outstanding' performance rating.

A teachers' pay review group has been established within the council's HR & Organisational Development Service to work with the service based pay moderation group to consider any recommendations on pay increases for centrally employed teachers. The pay moderation group will consider any appeals in relation to individual

pay progression decisions and performs the function of the grievance procedure on pay matters and therefore decisions should not be reopened under the general grievance procedure.

Local decisions on pay are reviewed annually and take into account affordability. Representatives of the teachers' trade unions, NASUWT, NEU and NAHT are consulted when formulating policies and any changes to them. Decisions in relation to local discretion are determined by the PPD committee.

10. Other elements of remuneration

i Employee Benefits

The Council does not provide any grade related benefits in kind, such as annual leave, private medical insurance or lease cars. Chief Officers receive the same allowances as other members of staff and have access to the same voluntary benefits scheme.

ii Additional Payments

In order to ensure sufficient flexibility to reward staff who are undertaking additional responsibilities the Council's reward policy provides for acting-up payments or a one-off honorarium payment to be made in specific circumstances.

iii Travel and Expenses

Where authorised to do so, employees are entitled to be reimbursed for mileage they incur whilst discharging their official duties. The rate of reimbursement will depend on the engine size of a car; other rates are applicable where motorbikes and bicycles are used for this purpose. Employees who have to use public transport to travel for their role are entitled to reclaim the costs of the transport under the council's expenses policies. Any expenditure on business travel is reimbursed at the same rates for all grades.

Out of pocket expenses incurred during the course of employment will be met by the County Council provided that the expenses are directly related to employment and are approved as reasonable. This is in line with standard County Council reward policy.

11. Remuneration of staff – contract for services

The Council is committed to tackling all forms of tax avoidance and therefore encourages the direct employment of staff and pays them via the payroll system. In a few circumstances where it is more appropriate to engage people on a self-employed basis, the Council offers a contract for services and follows guidelines to ensure that the correct employment status is identified.

When a need arises for an 'interim' appointment, recruitment is normally secured using the Council's agency contract arrangement. Individuals employed via an agency contract will be paid at a rate consistent with the pay of directly employed staff performing a comparable role. The council will consider any relevant marker factors if paying a premium rate.

12. Early Retirement and Severance

The Council's terms for granting early retirement or severance, including access to benefits under the Local Government and Teachers' Pension Schemes, are the same for all staff on Surrey Pay contracts including Chief Officers as well as for teachers working in maintained schools across Surrey. The approval process to be followed when payments are to be funded by the Council is explained in the Policy, see link above.

In cases of redundancy, an employee will not be entitled to a redundancy payment or a severance payment if, before leaving the Council, they accept an offer of employment with another local authority or associated employer contained in the Redundancy Payments (Modification) Order 1999 and commence the new employment within four weeks of their last day of service as the employment would be deemed to be continuous.

13. Termination of employment of Chief Officers

Any compensation payments made to Chief Officers on ceasing to hold office or to be employed by the authority will be made on the same basis as any other employee in line with the County Council's Early Retirement and Severance Policy.

In the event of an employee being made redundant or applying for voluntary severance, the County Council's managing change policy contains details of the circumstances in which a redundancy payment is payable. The Local Government Pension Scheme regulations provide for access to pension benefits without reduction from the age of 55 in the event of an employee being made redundant.

2018/2019

Surrey Pay Bands



Table of Contents

Surrey Pay

Table 1 - Job Family pay bands	3
Table 2: Career pay bands - Social Wellbeing	4
Table 3: Career Pay bands - HT&E.....	5
Table 4: Commercial Services Education Catering.....	6
Table 5: Schools Surrey Pay bands	6
Table 6: South East shared services (regional Surrey Pay)	7
Table 7: Political Assistants	7
Table 8: Community Skills and Learning Tutors	8
Table 9: Surrey Art Tutors	8

Local Non-Surrey Pay Groups

Table 10: Apprenticeship and internship pay rates	9
Table 11: Former Buckinghamshire County Council trading standards staff and contribution based pay, (CBP) settlement	9

Part 1: Surrey Pay

Surrey Pay bands

Table 1 - Job Family Pay Bands – effective from 1 July 2018

Job Family	Pay Model	Grade Name	Salary Range			
			Minimum	Maximum		
(1) Business Functions (2) Public Engagement (3) Regulation & Technical (4) Operational Services (5) Personal Care & Support	Job Family Pay Model	PS1/2	£16,430	£16,742		
		PS3	£16,743	£18,224		
		PS4	£18,254	£19,874		
		PS5	£19,875	£22,014		
		PS6	£22,233	£25,567		
		PS7	£25,821	£29,162		
		PS8	£29,310	£32,838		
		PS9	£33,665	£38,312		
		PS10	£38,888	£43,150		
		PS11	£43,638	£48,395		
		PS12	£50,903	£56,261		
		PS13	£57,494	£66,644		
		Leadership Job family	Leadership Pay Model	PS14	£66,976	£77,297
				PS15	£79,389	£90,469
PS16	£90,470			£112,161		
PS17	£112,162			£134,594		
		PS18	£134,595	£161,514		
		CEX	£209,984	£232,683		

Career pay bands

Table 2: Social Wellbeing* – effective from 1 July 2018

Job Family	Pay Model	Grade Name	Pay Point	Salary
Social Wellbeing	Career Pay Model	PS8SC		£30,929
		PS9SC	Point 1	£33,665
			Point 2	£34,332
			Point 3	£35,832
			Point 4	£38,312
		PS10SC	Point 1	£39,270
			Point 2	£40,270
			Point 3	£41,770
			Point 4	£43,150
		PS11SC	Point 1	£44,229
			Point 2	£45,729
			Point 3	£47,229
			Point 4	£48,395
		PS12SC	Point 1	£50,903
			Point 2	£52,903
			Point 3	£54,903
	Point 4	£56,261		

*Applies to all Social Workers and Occupational Therapists.

Career pay bands

Table 3: Highways, Transport & Environment – effective from 1 July 2018

Scheme 1: PS5HT - PS7*

Job Family	Pay Model	Grade	Point	Salary
Regulation and Technical	HT&E Career Pay Model	PS5HT	Point 1	£19,875
			Point 2	£20,945
		PS6HT	Point 1	£22,233
			Point 2	£23,900
	Job Family Pay Model	PS7	Min	Max
			£25,821	£29,162

Scheme 2 PS7HT - PS9*

Job Family	Pay Model	Grade	Point	Salary
Regulation and Technical	HT&E Career Pay Model	PS7HT	Point 1	£25,821
			Point 2	£27,492
		PS8HT	Point 1	£29,310
			Point 2	£31,074
	Job Family Pay Model	PS9	Min	Max
			£33,665	£38,312

*applies to staff on the HT&E Professional Development Programme (PDP)

Table 4: Commercial Services Education Catering - effective from 1 July 2018

Position	Grade	Starting Salary*
Cook - Primary / Secondary	PS 1/2	£16,595
Cook - Smart	PS 1/2	£16,664
Caterer - Primary Small	PS 3	£16,906
Caterer - Primary Medium Deputy Caterer - Primary / Secondary Large	PS 3	£17,218
Caterer - Primary Large	PS 3	£17,612
Caterer - Primary Complex	PS 3	£18,006
Caterer (Secondary Small)	PS 4	£18,523
Caterer Primary - Very Complex	PS 4	£19,043

Table 5: Schools Surrey Pay Bands – effective from 1 April 2018

Surrey Pay Grade	Min Pay point	Max Pay point
S1/2	£16,191	£16,333
S3	£16,334	£17,866
S4	£17,323	£19,677
S5	£19,245	£21,796
S6	£21,563	£25,313
S7	£24,642	£28,590
S8	£28,294	£32,838
S9	£33,332	£38,312
S10	£38,888	£42,992
S11	£43,638	£48,395
S12	£50,903	£56,261
S13	£57,494	£66,644
14A	£65,025	£77,297
14B	£79,389	£90,469

Table 6: South East Shared Services (SESS) regional Surrey Pay bands effective from 1 April 2018

Grade	Title	Minimum	Midpoint	Maximum
5	Pension Administrator Level 1	£16,755	N/A	£18,750
6	Pension Administrator Level 2	£18,751		£21,250
5/6	Administrator	£16,755	£18,250	£21,250
7	Senior Administrator	£19,250	£22,250	£25,250
8	Hub Leader	£23,250	£26,250	£29,250
9/10	Team Leader or Manager	£27,250	£30,250	£33,250
11	Manager	£31,250	£34,250	£37,250
12/13	Senior Manager	£36,250	£39,250	£42,250

Table 7: Political Assistants

Grade	Minimum Pay Point	Maximum Pay Point
PS9(PA)	£33,665	£34,986

Table 8: Community Learning and Skills Tutors pay arrangements effective from 1 September 2017

Role Level	Surrey Pay Grade	Basic Hourly Rates	Total incl. hourly rate and preparation allowance*	Annual Leave <5 years service	Annual Leave >5 years service
Adult Learning Standard (ALS)	PS7	£14.44	£20.44	£2.86	£3.27
Community courses which are non-qualification based.					
Adult Learning Higher (ALH)	PS8	£17.33	£24.52	£3.43	£3.92
Accredited courses which are qualification based					
Adult Learning Top (ALT)	PS9	£18.77	£26.56	£3.72	£4.25
Highly specialist subject areas (N.B this is a new role)					

*Preparation allowance of 41.5%

Table 9: Surrey Arts Tutors pay arrangements – effective from 1 September 2017

Role Level	Surrey Pay Grade	Pay point	Basic Hourly Rates 1/9/2017	Basic hourly rate plus preparation allowance*	Annual Leave <5 years service**	Annual Leave >5 years service**
Unqualified Instrumental Music Teacher (Job profile being finalised)	PS7	1	£14.36	£20.32	£2.84	£3.25
Qualified Instrumental Music Teacher	PS8	2	£15.11	£21.39	£2.99	£3.42
Assistant Teacher for the whole class		3	£15.80	£22.36	£3.13	£3.58
Curriculum Lead		4	£16.74	£23.68	£3.32	£3.79
Group Ensemble Conductor	PS9	5	£17.86	£25.27	£3.91	£4.04
Lead Teacher for whole class		6	£19.74	£27.93	£32.72	£4.47

*Travel allowance of 4.5% applied to basic hourly rate.

**Annual leave calculated on basic hourly rate plus preparation allowance, 41.5%.

Local (Non-Surrey) Pay Terms & Conditions

Table 10: Apprenticeship and internship pay rates – effective from 1 April 2018

Apprenticeship	Level	Annual Salary
Intermediate and Advanced	Level 2 and Level 3 (Year 1)	£11,117.60
	Level 2 and Level 3 (Year 2)*	£12,670.65
Higher	Level 4	£14,443.00
	Level 5	£15,522.69
	Level 6	£16,311.50
Internship		£16,311.50

*£14,699 per annum for apprentices aged 25 years payable from their 25th birthday.

Table 11: Former Buckinghamshire County Council trading standards pay settlement effective from 1 July 2018

Grade	Entry Point	Competent Point	Advanced Point
R4 CBP	£ 22,853	£24,110	£25,367
R6 CBP	£ 28,468	£30,034	£31,599
R8 CBP	£ 37,151	£39,194	£41,237

This page is intentionally left blank



OFFICER REPORT TO COUNCIL

APPOINTMENT OF AN INTERIM STATUTORY S151 OFFICER

KEY ISSUE/DECISION:

At its meeting on 10 July 2018, Council appointed Kevin Kilburn as Interim s151 Officer.

An interim Director of Finance, Leigh Whitehouse, has now been appointed and Council approval is sought to appoint him to the statutory role of s151 Officer pending recruitment to the position on a permanent basis.

BACKGROUND:

The Council is required to nominate an Officer under section 151 of the Local Government Act 1972 to be responsible for the proper administration of its financial affairs, a role designated at Surrey County Council as an element of the Director of Finance position.

Leigh Whitehouse has been selected following due process as an excellent candidate with substantial previous experience as a Director of Finance and s151 Officer. He commenced as Interim Director of Finance in September and will assume the s151 Officer role from Kevin Kilburn pending the permanent appointment to the role.

Recruitment to the permanent position began in September 2018 and is being conducted in accordance with part 5 of the Council's Standing Orders. It is anticipated that a report will be brought to Council in November confirming the longer term arrangement and appointment.

RECOMMENDATIONS:

It is recommended that Leigh Whitehouse be appointed as Interim s151 Officer from the date of this meeting.

Lead/Contact Officers:

Joanna Killian, Chief Executive.

Sources/background papers:

None.

This page is intentionally left blank



OFFICER REPORT TO COUNCIL

AMENDMENTS TO THE CONSTITUTION

KEY ISSUE/DECISION:

Surrey County Council has a Constitution which is agreed by Members and sets out how the Council operates, how decisions are made and the procedures to be followed to ensure that they are efficient, transparent and accountable to the residents of Surrey.

Council is asked to approve changes to the Constitution in relation to the 'call in' process and membership of the Shareholder Board.

BACKGROUND:

The Select Committee 'call in' procedure

1. The current Select Committee Call In procedure is set out in the Standing Orders of the Constitution (SO117-126). It currently states that a decision can be called in only by one of the following:
 - The Chairman of the relevant Select Committee or;
 - The Vice-Chairman of the relevant Select Committee or;
 - Any three Members of the relevant Select Committee comprising more than one political group.

2. When the 'call in' rules were first introduced, the constitution allowed for a larger number of Members on each select committee than are currently permitted. Following the recent decision to reduce the number of Members on each committee, the constitution of the new committees allows a total of 10 Members on each select committee. Application of political proportionality rules mean that each opposition group has only one allocated seat on each select committee.

3. Currently the chairmanships and most vice-chairmanships of select committees are held by members of the majority group. With most of the select committees comprising a maximum of two opposition group members, it could be seen that all three of the conditions for calling in a decision are more difficult to satisfy than previously. Leaders of the opposition groups have raised a concern that this means that they are disadvantaged should they wish to 'call in' a Cabinet or Cabinet Member decision.

4. Following discussions with Political Group Leaders, it is proposed that Surrey County Council should adopt the revised 'call in' process set out below in order for it to be deemed as fair and in line with political proportionality:

'A decision can be called in by:

- Chairman or Vice-Chairman of the relevant Select Committee or;
- Two Members of the relevant Select Committee comprising of more than one political group.'

Shareholder Board Terms of Reference

5. As part of its strategy to innovate in developing new models of delivery and to benefit from the freedoms introduced by the Localism Act, Surrey County Council has made investments and created trading companies to deliver income and efficiencies.
6. The Shareholder Board is an executive committee that has been established to safeguard the council's interests as shareholder and to take decisions in matters that require the approval of the Council as owner of a company.
7. The membership of this committee has been reviewed and the Chief Executive will no longer be a member of this board. As a result the Terms of Reference have been amended to reflect this. The revised Terms of Reference can be found at **Annex A** and Council are asked to approve them.

RECOMMENDATIONS:

- A. That Council approves the changes to the 'call in' procedure as follows:
'A decision can be called in by:
 - Chairman or Vice-Chairman of the relevant Select Committee or;
 - Two Members of the relevant Select Committee comprising of more than one political group.'
- B. That Council approves the change in Membership for the Shareholder Board as set out in the Terms of Reference at **Annex A**.
- C. That once approved, these changes be incorporated into the Council's Constitution and published on the Council's website.

Lead/Contact Officers:

Vicky Hibbert, Senior Manager – Governance Tel: 020 8541 9229
email: vicky.hibbert@surreycc.gov.uk

Sources/background papers:

Constitution of the Council

8.12 SHAREHOLDER BOARD

8.13 Membership

The Leader of the Council, the Deputy Leader and the Cabinet Member for Corporate Support. The quorum for the board will be a minimum of two members.

8.14 Terms of reference

The Board will:

- (a) have the power to appoint and remove Company Directors
- (b) approve and monitor Company Business Plans
- (c) approve the allotment of further shares in a Company (whether to third party shareholders or the Council)
- (d) exercise any reserved powers in the Articles of a Company
- (e) endorse any amendments to Company Business Plans
- (f) periodically evaluate financial performance of a Company
- (g) agree significant capital or revenue investments proposed by a Company
- (h) determine the distribution of any surplus or the issue of any dividends from a Company
- (i) consider any recommendation from Company Directors to cease trading
- (j) report to the Council annually on trading activity
- (k) review the risks associated with trading activities.

This page is intentionally left blank

County Council Meeting – 9 October 2018

REPORT OF THE CABINET

The Cabinet met on 17 July and 25 September 2018.

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 17 July and 25 September meetings are included within the agenda at item 14. Any 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 (8 October 2018).

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

REPORTS FOR INFORMATION / DISCUSSION

A. ANNUAL REPORT OF THE SHAREHOLDER BOARD

As part of its strategy to innovate in developing new models of delivery and to benefit from the freedoms introduced by the Localism Act, Surrey County Council had made investments and created trading companies to deliver income and efficiencies and in doing so has established a Shareholder Board, which reports annually to the Council. The purpose of the Board was to safeguard the Council's interest as shareholder and to take decisions in matters that required the approval of the Council as owner of a company.

The Cabinet AGREED:

That the Annual Report of the Shareholder Board, Annex A to the submitted Cabinet report (and also attached as Annex A to this report) be endorsed and that the report be presented to Council at its meeting on 9 October 2018.

The Cabinet RECOMMENDS that the County Council notes the Annual Report of the Shareholder Board.

B. QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 1 JULY – 28 SEPTEMBER 2018

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 Standing Order 56 of the Constitution. This occurs where a decision is required on a matter that is not contained within the Leader's Forward Plan (Notice of Decisions), nor available 5 clear days before the meeting. Where a decision on such matters could not reasonably be delayed, the agreement of the Chairman of the appropriate Select Committee, or in his/her

absence the Chairman of the Council, must be sought to enable the decision to be made.

The County Council is asked to note that there have been no urgent items in this quarter.

**Mr David Hodge, Leader of the Council
September 2018**

MINUTES OF THE MEETINGS OF
CABINET HELD ON 17 JULY AND 25
SEPTEMBER 2018.

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 Lead Manager by 12 noon on Monday 8 October 2018.

Please note that the minutes of the 25 September 2018 Cabinet meeting will be issued as a supplementary agenda.

This page is intentionally left blank

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 17 JULY 2018 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 Mike Goodman
*Mr John Furey (Vice-Chairman)	*Mrs Mary Lewis
*Mrs Helyn Clack	*Mr Colin Kemp
*Mrs Clare Curran	*Mr Tim Oliver
*Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

Mr Charlotte Morley	*Mr Jeff Harris
Mr Cameron McIntosh	*Miss Alison Griffiths

* = Present

Members in attendance:

Mrs Mary Angell, Chairman of the Cross Party Review Group
Mr Tim Hall, Member of the Cross Party Review Group
Mr Jonathan Essex, Member for Redhill East

**PART ONE
IN PUBLIC**

116/18 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mrs Charlotte Morley and Mr Cameron McIntosh.

117/18 MINUTES OF PREVIOUS MEETING: [Item 2]

The minutes of the meeting held on 26 June 2018 were agreed as a correct record.

118/18 DECLARATIONS OF INTEREST [Item 3]

Mr Jeff Harris declared a non pecuniary interest for Item 11, Annual Report of the Shareholder Board, in that he was the elected representative on the South East Services Business Board.

119/18 PROCEDURAL MATTERS [Item 4]

1 MEMBERS' QUESTIONS [Item 4a]

One question was received from a Member. This and a supplementary question were taken with the item to which it referred. See Minute 126/18.

120/18 PUBLIC QUESTIONS [Item 4b]

One question was received from Mr Graham Fletcher. The question and response were published as a supplement to the agenda.

121/18 PETITIONS [Item 4c]

There were no petitions.

122/18 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

123/18 REPORTS FROM SELECT COMMITTEES, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

124/18 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS/ INVESTMENT BOARD TAKEN SINCE THE LAST CABINET MEETING [Item 6]

The Leader reported that it was with great sadness that he had made the decision this morning, to close Ripley CofE School. No appropriate realistic options for the future of the school had been identified. The full decision had been published and would formally be reported to the next meeting of Cabinet.

RESOLVED:

That the decisions taken by the Leader of the Council and Cabinet Members under delegated authority be noted.

Reason for Decision:

To inform the Cabinet of decisions taken under delegated authority.

125/18 SURREY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2017/18 [Item 7]

This report was presented to Cabinet by Mr Simon Turpitt, Independent Chair of the Surrey Safeguarding Adults Board (SSAB) which was a statutory Board with responsibilities set out in the Care Act 2014. One of the Board's statutory duties was to publish an Annual Report. He explained how the appointment of a new Head of Safeguarding in Adult Social Care had given much positive confidence to both the SSAB and the service itself. He explained how the client/person was always at the centre of the work of the SSAB.

He described how the Board was working in cooperation with other Safeguarding Boards but particularly the Children's Safeguarding Board (SSCB) to reduce duplication where this was possible. He pointed out that each Safeguarding Board had its own statutory duties so they could not rule out duplication completely and that many of the people attending SSAB also

attended others. There was to be joint platform on the web, shared by the SSAB and the Children's' Board, by December 2018.

He went on to say that a new action plan, to run from 2019-2022, was being drawn up and would be presented to a future meeting.

Members spoke about raising safeguarding awareness and Mr Turpitt explained how partner agencies and partner board were working on joint campaigns and urged Members to keep talking about safeguarding issues. He would inform Members when the new joint web platform was in operation.

RESOLVED:

1. That the Surrey Safeguarding Adults Board Annual Report be noted prior to it being published.
2. That the next steps for the publication of the Annual report were agreed.

Reason for Decisions:

These decisions demonstrate that the Council is well placed to fulfil its obligations under the Care Act to have an established Safeguarding Adults Board (SSAB) in its area.

It will support the SSAB to be transparent by providing information to the public on the performance of the Board in the delivery of its strategic plan.

126/18 REGIONAL FRAMEWORK FOR CHILDREN'S RESIDENTIAL PROVISION (2018 - 2024) [Item 8]

The Cabinet Member for Children introduced the report and pointed out that there had been an update since the report was published. The number of homes now in the framework were 366 rather than 382 as stated in various sections of the report and its annexes.

She explained that for most children and young people the best place to live was with their family of origin and where appropriate would support parents to provide an environment in which their child could grow and thrive. Unfortunately, in some circumstances the safest and most appropriate option was for a child to be taken into care. As Corporate Parents, Surrey County Council had a responsibility to ensure that sufficient placements were available to meet the needs of our looked after children. For the majority of looked after children, foster care was the most suitable placement option, however in some cases, young people required the type of care offered in a children's home.

She went on to say that Surrey had been an active member of a regional framework which was due to expire on 30 September 2018. In 2017 and early 2018 a total of 18 local authorities, including Surrey and our Orbis partners East Sussex and Brighton & Hove, came together to develop and tender for a revised framework. This new Flexible Framework was due to commence on 1 September 2018. The initial contract term was three years, with the option to extend for a further three years (or part thereof). The

framework did not commit the Council to any given level of expenditure, although there was a contribution to shared management of the framework. The framework was dynamic and interactive in that providers could join or leave as required and dependent on Ofsted inspections.

Mr Jonathan Essex had submitted a written question relating to this report and this and the written response were published as a supplement to the agenda. Mr Essex also asked if it was the ambition to try to get as many placements in the County and that this should be a priority for the framework even though it may be more expensive. The Cabinet Member responded that it was the Council's ambition to reduce out of county placements where this was appropriate. Where this may not be appropriate was for those that lived on the borders. It was therefore more about being closer to home. There was also a campaign to greatly increase the number of foster care provision across the county.

RESOLVED:

1. That following consideration of the available options, the results of the procurement process, and commercially sensitive information provided in Part 2 of the report, approval was given for the Council to enter into a regional Framework Partnership Agreement for children's residential provision (led by Southampton City Council) for the period 1 September 2018 – 31 August 2024.
2. That delegated authority be given to the Assistant Director(s) of Children's Services to 'call off' this framework in order to place looked after children in external children's homes, where this is deemed to be the most appropriate placement for the child or young person.
3. That delegated authority be given to Executive Director – Children, Families and Learning, in consultation with the Leader of the Council and Cabinet Member for Children, to add new providers to the framework for Surrey, in consultation with other local authorities, during the life of the framework.

Reasons for decisions:

The existing regional framework (of which Surrey is a member) would expire on 30 September 2018. If the Council did not participate in a Framework or similar procurement arrangement, it would only be able to spot purchase children's residential provision, or enter into Block Contracts. Due to the level of spend, exclusive spot purchasing would place Council in breach of procurement law. Having only block contract arrangements in place would limit placement choice for children and their needs may not be met.

Additionally, if we did not join the Local Authorities of the Southern Region (LASR) Flexible Framework, more staff would need to be recruited by Surrey to undertake the increase in workload associated with negotiating individual contracts and monitoring the performance of a large number of providers. In the regional collaborative, these tasks would be shared across all the local authorities and coordinated centrally by a small Framework Coordination Team.

The LASR Flexible Framework would allow Councils across the region to manage the market, control expenditure and ensure value for money over the next six years. Prices were fixed for the first three years of the framework, and there was the potential for further savings through block contracts and voluntary discounts.

Framework Agreements were technically £0 value contracts as they include no obligation to undertake any set minimum level of expenditure through them. It is, however, envisaged that this contract would act as the Council's primary route to the external children's residential care market going forward. The only financial commitment was a small contribution towards framework coordination and contract management costs (approximately £15k per annum for Surrey).

A similar arrangement for the commissioning of Independent Fostering Agencies had been in place for over 12 months, and the experience of partnership working and having a regional perspective of demand, sufficiency and provider performance had been very positive.

127/18 PROVISION OF SOFT FACILITIES MANAGEMENT SERVICES FOR ORBIS PROPERTY [Item 9]

The Cabinet Lead Member for Corporate Support introduced this report that described how the Council had a number of contracts (13) expiring between October 2018 and March 2019 all related to the provision of Soft Facilities Management services. These contracts provided the following services:

- a) Grounds Maintenance & Arboriculture Services
- b) Cleaning – Building and Washrooms
- c) Cleaning – Windows
- d) Pest Control
- e) Waste Collection
- f) Waste Collection – Confidential
- g) Security – Manned Guarding and Patrols
- h) CCTV & Access Control Servicing and Maintenance

These services were required to allow the Council to safely and compliantly operate its property assets, such as corporate offices, libraries, adult and children's social care facilities and Surrey Fire & Rescue properties.

In September 2015, Surrey County Council Cabinet approved the business plan for to establish a public sector partnership to create an integrated business services organisation called Orbis delivering business and support services to each authority.

Officers from each of the three partner Councils had redesigned the specifications and performance standards currently in place to create consistent output based requirements. This would drive these services to be delivered with optimum use of resources and allow suppliers to determine innovative solutions which would be flexible to meet the standards required and customers who received the service. In response to a Member query she reported that each of the three councils involved would maintain their sovereignty and Orbis would monitor quality control more closely in order to maintain confidence.

Three options were considered for the procurement of these contracts based on analysis and the intelligence received from the market and public sector partners:

- Option 1: Procurement of a Total Facilities Management (TFM) service provider. (This would entail offering all of the services and others currently not in scope (such as helpdesk, portering and caretaking) under a single provider across all partners.)
- Option 2: Procurement of single service provider for each, or a combination of the services (For example procure a single cleaning provider for all three partner Councils, or procure a single combined waste collection, confidential waste and pest control provider for all three Councils)
- Option 3: (The approved option) Design a flexible procurement process which allowed suppliers to bid for any combination of the services, and for any sovereign authority (for example Grounds Maintenance in Surrey and / or East Sussex, or Cleaning and Pest Control in Surrey only etc.)

The Cabinet Member reiterated that it was the management of services to be brought back in-house and that direct provision would be undertaken locally. The contracts were to be let on an initial 3 year period, with the option to extend for up to 2 further years. This would allow Property Services to review the delivery of the integrated services model in the medium term and whether further opportunities to deliver financial and non-financial benefits emerge.

RESOLVED:

1. That Option 3: Design a flexible procurement process which allowed suppliers to bid for any combination of the services, and for any sovereign authority was approved as the preferred option.
2. That authority be delegated the Executive Director of Economy, Growth & Commercial , in consultation with the Leader of the Council, to award contracts for Surrey County Council and appoint Service Providers (suppliers) to provide a range of Soft Facilities Management Services to Orbis Property Services internal and external customers.

Reason for decision:

The current arrangements for the services expire at intervals between 31 October 2018 and 31 March 2019. The contracts which expire first are:

- Pest Control – 30 September 2018
- Building and Washroom Cleaning – 31 October 2018
- Window Cleaning – 31 October 2018
- Manned & Patrol Security – 31 October 2018

Of the above contracts Building and Washroom Cleaning has potential for significant transfer of staff from more than one contractor to another and therefore requires a well-planned mobilisation and transition period. Manned

and Patrol Security also has some staff transfer implications. The minimum time considered desirable for this would be two months. This means that the above contracts needed to be awarded by the end of August 2018.

Option three as detailed above was seen as offering the most advantages as it allowed for suppliers to determine how they could best offer optimum value for money, innovation and improved service levels. It also ensured that the procurement was accessible to SME's and local suppliers as well as larger organisations. There was evidence from the market that this would attract the greatest interest and therefore competition for the Councils and partners needs.

The design of a common set of specifications across all 3 partners and service levels allows bidders to provide an efficient and consistent offer to Property Services' customers. External customers will also be able to determine which services best suit their needs and access the contracts individually, rather than being required under a TFM model to have to also sign up to additional support which may not be required

128/18 SURREY HEARTLANDS SUSTAINABILITY AND TRANSFORMATION PARTNERSHIP [Item 10]

The Cabinet Lead Member for People presented this report that described how the Council was playing an important role in the three Sustainability and Transformation Partnerships (STPs) across Surrey. It also provided a further update on the progress that had been made in implementing the Surrey Heartlands (SH) devolution agreement and asked the Cabinet to endorse the next steps, including the pooling of budgets with NHS partners in an agreement under s75 of the National Health Service Act 2006 (section 75 agreement) as part of a more joined up and integrated health and social care system.

He stated that the Secretary of State was to consider devolving responsibility and resources in order that there could be greater freedom on how services were delivered. He also pointed out that the finer detail of the S75 agreements would be reported at a future meeting.

Mr Jonathan Essex, Member for Redhill East sought assurances and an update for the other STPs that were not part of Surrey Heartlands. The Leader and Cabinet Members gave brief updates on the position in relation to the STPs and how they were progressing. The Leader also reported that he and the Chief Executive met with Jeremy Hunt MP, before he changed roles, who was enthusiastic about Surrey Heartlands becoming a joint commissioning authority and he had been asked to bring back a plan to the new Health Secretary.

RESOLVED:

1. That the progress made between the Council and health partners in Surrey Heartlands and the direction of travel towards a devolved health and care system be noted.
2. That the following Council budgets be pooled with the Surrey Heartlands CCG budgets under a 3 year s.75 agreement:

- The Surrey Heartlands proportion of the Council's budget for adult social care and public health
 - The Surrey Heartlands proportion of the Council's budgets relating to children's community health services and Child and Adolescent Mental Health Services.
3. That the phased approach being proposed to creating a devolved health and care system by entering in to a s75 agreement but with appropriate safeguards in year one of the agreement including no transfer of additional financial risk to (or from) the Council and with the Council hosting the pooled budgets was noted.
 4. That the intention to delegate within the agreement authority to the Surrey Heartlands Joint Committee to take commissioning decisions in relation to the functional areas included was noted, and that the Leader of the Council approve the final detailed delegations before the agreement was completed.
 5. That authority be delegated to the Executive Director for Children, Families and Learning and Executive Director for Health, Wellbeing and Social Care, in consultation with the Cabinet Members for People, Adults and Children, to approve a 'section 75' agreement with the Surrey Heartlands Clinical Commissioning Groups.
 6. To continue to develop plans with local government being at the centre of the delivery model which would ensure the wider determinants of health and wellbeing were met, truly changing the life outcomes of some of our most vulnerable residents and to call upon the Secretary of State to devolve all necessary powers to this Council to ensure that ambition was delivered.

Reason for decisions:

Sustainability and Transformation Partnerships played a pivotal role in shaping the future health and care priorities and landscape. In the eight months since the last Surrey Heartlands update to the Cabinet, significant progress has been made in the development of the devolution arrangements for Surrey Heartlands.

Devolution and the integration of health and social care were key mechanisms for enabling the Surrey Heartlands Health and Care Partnership to achieve its aims and ambitions, and were aligned to the draft vision for Surrey in 2030 endorsed by the County Council at its meeting on 22 May 2018.

129/18 ANNUAL REPORT OF THE SHAREHOLDER BOARD [Item 11]

The Leader noted the report submitted with the agenda and that as part of its strategy to innovate in developing new models of delivery, and to benefit from the freedoms introduced by the Localism Act, the Council had made investments and created trading companies to deliver income and efficiencies and in doing so had established a Shareholder Board, which reported annually to the Council. The purpose of the Board was to safeguard the Council's interest as shareholder and to take decisions in matters that require the approval of the Council as owner of a company.

In response to a Cabinet Member query about measurement of outcomes being part of the governance role it was explained that the Shareholder Board was not responsible for the running of day to day affairs and that achievements were on target which the Board were pleased with. It was also stated that by increased outcome targets also meant increasing the risks.

RESOLVED:

That the Annual Report of the Shareholder Board be endorsed and that Cabinet present the report to Council at its meeting on 9 October 2018.

Reasons for Decision:

To inform the Council about the activities of the Shareholder Board.

The Shareholder Board has been established in accordance with best practice governance to ensure effective oversight and alignment with the strategic objectives and values of the Council.

130/18 MONTHLY BUDGET MONITORING REPORT [Item 12]

The Leader of the Council introduced the monthly budget monitoring report and explained how the Council was facing considerable continuing budget pressures, both from cuts to funding but most significantly because of increases in demand for services, especially in social care.

He further explained that this year's budget was balanced through the significant use of one-off sources of funding, including taking £21m from reserves and that this could not continue. To make the Council's finances sustainable he had requested the Chief Executive to lead a programme to transform the Council to deliver sustainable services to residents from next year.

He also said that after the first three months of this financial year, the Council had forecasted a significant £12m overspend. This was largely due to significant budget pressures faced in services for children with special educational needs and disabilities and Surrey was not alone in this. Nationally, demand for these services continued to be exceptional and Surrey's increase in demand was similar to the South East average. However, due to the volumes, the estimated impact on this year's budget was a £30m increase in costs. The service has identified measures to reduce this by £15m, and was developing mitigating plans as part of its sustainability business case but this currently left a £15m gap, which was driving the forecast overspend.

He went on to say that because of the continued budget pressures faced next year he wanted to ensure that the Council start it in the best financial shape that it could. Following a request, officers had proposed an additional £15m in-year savings that will reduce spending this year, and also in future years. The Council were also extending the programme of deep dive reviews to increase the confidence from Council plans. This month the Council would review further progress with this year's savings programme, next year's overall savings programme and the capital programme. Reports on progress and findings would be received at the next Cabinet meeting.

He finished by stating that residents deserved services from this Council that met their needs and provided value for money, and that is what he and fellow Cabinet Members were focused on achieving.

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

RESOLVED:

1. That the Council's overall budget position as at 30 June 2018 was noted:
 - £11.8m forecast revenue year end overspend,
 - £65.5m forecast planned MTFP savings, against £66.0m target,
 - £15m increase in pressures against £108m anticipated, and
 - £31.4m forecast service capital programme year end underspend.
2. That officers be requested to report the next Cabinet meeting on plans to bring the 2018/19 budget back into balance.
3. That the measures to achieve £15m additional in-year savings as set out below (outlined in Annex 1, paragraphs 6 to 8 of the submitted report) was approved:

1.

'This report has already highlighted the financial risks faced by the Council this year, and the continuing budget challenges for next year and for the future. To mitigate these risks the Council has developed a series of cost controls and measures to reduce spending and lead to in-year budgets reductions. These will become base budget reduction for future years.

Table 2 shows the list of actions, and the in-year savings, that are proposed. It is not expected that these actions will lead to reductions in the Council's delivery of services.

Table 2 Measures to achieve in year savings 2018/19

Proposed measure	Potential saving (£m)
<i>Removing historic underspends from budgets</i>	<i>8.00</i>
<i>Targeted voluntary severance scheme</i>	<i>0.50</i>
<i>Instigate recruitment controls, based on peer Executive Director sign off</i>	<i>1.00</i>
<i>Sundry expense controls</i>	<i>0.25</i>
<i>Travel controls and time-out for claims</i>	<i>0.25</i>

<i>Fees and charges for Council services</i>	<i>0,50</i>
<i>Learning and development – review of courses and administration</i>	<i>0.50</i>
<i>Procurement – review of contracts to be let</i>	<i>1.00</i>
<i>Procurement: rebalance cost v quality criteria</i>	<i>0.50</i>
<i>Targeted headcount reduction</i>	<i>0.50</i>
<i>Defer contribution to reserves</i>	<i>2.00</i>
Total	15.00

The Council's forecast revenue outturn position for this month does not yet include the impact of these new savings measures.'

Reason 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.

131/18 CROSS PARTY REVIEW OF LOCAL AND JOINT COMMITTEES [Item 13]

The Cabinet Member for Community Services introduced this report that detailed a thorough and in-depth review of local and joint committees and set a number of recommendations for consideration. She explained the historical context in the lead up to this review which was requested by the Leader of the Council. Thanks was extended to members of the Review Group and staff for the diligent work and support in undertaking this work.

The Leader stated that it was a good report, open and honest and sometimes hard-hitting.

The Chair of the Review Group, Mrs Mary Angell, supported by Mr Tim Hall explained the support the Group had received from staff, Members and the Leader in this process. She stated that Surrey had a good framework currently but improvements could be made. She also said that all comments in the report were each given by at least three different people.

There was much support for the review from many Cabinet Members who spoke of things such as local committees becoming joint committees giving ownership and responsibility to those committees and not just being 'talking shops'. They also looked forward to the follow up work and working with districts and boroughs.

The Cabinet Member for Community Services tabled a revision to the published recommendations which was accepted by the Cabinet.

RESOLVED:

1. That following full consideration of the findings and their implications, to respond and take forward any changes as part of the wider transformation programme.
 - As part of this, Cabinet agreed to work with the Community Partnership Team, the Cross-Party Review Group and Legal and Democratic Services to take forward the recommendations.
 - Work continued to create joint committees across Surrey.
2. Cabinet thanked the members of the Cross-Party Review Group, and staff, for the diligent work they have undertaken in completing the review.

Reason for decisions:

A cross-party review of local and joint committees (LCs/JCs) was established at the direction of the Leader, under the Chairmanship of County Councillor Mary Angell, to review the current model of LCs/JCs, and to make recommendations to Cabinet as to how it could improve joint working and engagement with residents.

The Review Group, consisted of County Councillors Mary Angell (Lead), Will Forster, Tim Hall, Jeff Harris and Ernest Mallett had completed its review and made a number of recommendations for Cabinet consideration.

The Review Group had undertaken a wide-reaching and detailed review, and the findings highlighted a number of areas where the County Council could be proud of its local engagement and devolved decision making structures, which represented best practice nationally.

The review had also identified areas for improvement and the report made a number of recommendations for Cabinet to consider.

The Council had embarked on a wholesale transformation programme to address the unprecedented demand and financial challenges it faced. In light of this, it was important that Cabinet gave careful and thorough consideration to the report and its findings, before determining how to address them.

132/18 ECONOMIC GROWTH THROUGH INVESTMENT IN INFRASTRUCTURE: EM3 AREA - PROJECT A) WOKING SUSTAINABLE TRANSPORT PACKAGE PHASE 1, PROJECT B) A30 LONDON ROAD, CAMBERLEY, PROJECT C) BLACKWATER VALLEY (GOLD GRID) QUALITY BUS CORRIDOR IMPROVEMENTS [Item 14]

The Cabinet Member for Environment and Transport presented this report to Members and highlighted details of each of the three projects described for approval. He explained that a key strategic goal in Surrey County Council's Corporate Strategy is the commitment to promote economic prosperity to ensure Surrey's economy remains strong and sustainable, whilst delivering on wellbeing and resident experience. Securing funding to support an infrastructure investment programme was a key part of this goal.

As part of this investment programme Surrey County Council had been working in partnership with Woking Borough Council to support the development and delivery of the Woking Sustainable Transport Package

(Phase 1), Surrey Heath Borough Council to support the development and delivery of the A30 London Road / Camberley Town Centre Highway Improvements and Hampshire County Council and bus operator Stagecoach in developing the business case for the Blackwater Valley (Gold Grid) Quality Bus Corridor Improvements.

The Council had prepared and led on these three business cases for submission to the Enterprise M3 Local Enterprise Partnership (EM3 LEP) during August 2018, in respect of the following projects:

- A) Woking Sustainable Transport Package Phase 1
- B) A30 London Road / Camberley Town Centre: Highway Improvements
- C) Blackwater Valley (Gold Grid) Quality Bus Corridor Improvements

Cabinet were particularly pleased that Surrey would have Euro buses as part of a project which was good for sustainability and air pollution.

RESOLVED:

1. That the submission of business case to the EM3 LEP for Project A) Woking Sustainable Transport Package Phase 1 (all Local Contribution being provided by Woking Borough Council) was approved.
2. That the submission of business case to the EM3 LEP for Project B) A30 London Road / Camberley Town Centre: Highway Improvements was approved.
3. That £0.480m of local contribution from Surrey County Council, where Surrey Heath Borough Council has already committed £0.770m towards this project was approved.
4. That the proposed change to the A30 bus lane, subject to the Traffic Regulation Order process, was approved.
5. That the submission of business case to the EM3 LEP for Project C) Blackwater Valley (Gold Grid) Quality Bus Corridor Improvements (all Local Contribution being provided by the bus operator Stagecoach) was approved.

Reason for decision:

Inadequate transport infrastructure was identified as the biggest barrier to economic growth in the county. If these bids were successful, the EM3 LEP would contribute up to 75% of the capital scheme cost, with the remainder to be provided as match funding from Woking Borough Council (Project A), Surrey Heath Borough Council and Surrey County Council (Project B) and Bus operator Stagecoach (Project C).

133/18 ANNUAL GOVERNANCE STATEMENT 2017/18 [Item 15]

The Leader presented the Annual Governance Statement that provided a comprehensive assessment of the council's governance arrangements. The layout was now more succinct and accessible. Members were urged to cut and paste relevant sections for use on social media.

Once signed by the Leader of the Council and the Chief Executive, the Annual Governance Statement would be incorporated in the Statement of Accounts.

RESOLVED:

1. That the 2017/18 Annual Governance Statement (attached as Annex A to these minutes) was approved and signed by the Leader of the Council and the Chief Executive for inclusion in the Statement of Accounts; and
2. That the Audit and Governance Committee continue to monitor the governance environment and report to the Cabinet, Cabinet Member or Select Committee as appropriate.

Reason for decision:

There was a statutory duty to annually review and report on governance through an Annual Governance Statement. The identification of areas for focus and continuous improvement ensured high standards of governance.

134/18 EXCLUSION OF THE PUBLIC [Item 16]

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

135/18 FULL COST CHARGE FOR OLDER PEOPLE SERVICES [Item 17]

Members considered a Part 2 report that contained information which was exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

RESOLVED:

See [Exempt Minute E-2-18]

Reason for decision:

See [Exempt Minute E-2-18]

136/18 REGIONAL FRAMEWORK FOR CHILDREN'S RESIDENTIAL PROVISION (2018 - 2024) [Item 18]

This Part 2 annex contained information which was exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

The information contained in this report may not be published or circulated beyond this report and will remain sensitive for the duration of the contract.

RESOLVED:

See Minute 126/18.

Reason for decision:

See Minute 126/18.

137/18 PUBLICITY FOR PART 2 ITEMS [Item 19]

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

Meeting closed at 4.05 pm

Chairman

This page is intentionally left blank