

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 29 OCTOBER 2019 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 Tim Oliver (Chairman)	*Mr Mike Goodman
*Mr Colin Kemp (Vice-Chairman)	*Mrs Mary Lewis
*Dr Zully Grant-Duff	*Mrs Julie Iles
*Mrs Sinead Mooney	*Mr Matt Furniss
Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

*Mrs Natalie Bramhall	* Miss Alison Griffiths
*Mr Mark Nuti	

\* = Present

Members in attendance:

Mrs Becky Rush (Warlingham)  
Mrs Hazel Watson (Dorking Hills)  
Dr Andrew Povey (Cranleigh & Ewhurst)  
Mr Jonathan Essex (Redhill East)

**PART ONE  
IN PUBLIC**

**166/19 APOLOGIES FOR ABSENCE [Item 1]**

An apology was received from Mr Mel Few.

**167/19 MINUTES OF PREVIOUS MEETING: (24 SEPTEMBER 2019) [Item 2]**

The Minutes of 24 September 2019 were approved as a correct record.

**168/19 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**169/19 MEMBERS' QUESTIONS [Item 4a]**

There were five questions from three Members. These and the responses were published with supplementary papers to the agenda. Supplementary questions were:

- 1) Mr Andrew Povey asked how the design had taken into account travelling to and from the school given that access to the school was on a 90 degree bend, parking laybys were removed from the exit of the school and the whole road had parking restrictions. The Cabinet Member for All-Age Learning explained that there had been a number

of consultations with invitations to stakeholders and other interested parties regarding the design and travel plan and that further observations could be added before going to Planning in December.

- 2) Mr Andrew Povey asked for the forecast for primary numbers as the recent local committee were told that there would be no increase in numbers. The Cabinet Member for All-Age Learning stated that the school place planning team would have the numbers but referred to the response given and explained that reception places were near capacity and would potentially be above capacity next year but persistently above capacity for 2022 and beyond. The forecast reception numbers were slightly above but the biggest impact would be from new homes being built which would impact year groups one to six. Further details would be provided following the meeting.
- 5) Mr Jonathan Essex `stated that he believed there were some factual inaccuracies with the Cabinet Member's response to his submitted question and requested a private meeting to discuss. The Cabinet Member for Children, Young People & Families explained that she held monthly drop-in sessions where any Member, including Mr Essex, was welcome to attend and discuss issues. She would arrange to meet with Mr Essex outside of the meeting. She stated that there had been no changes to the number of staff or budget for the universal youth offer. She explained that what had changed was that two new targeted youth services had been introduced and the universal team had been retained. She further stated that equipment, partly funded by local allocations, was agreed to be used temporarily at Redhill until the Phoenix Centre opened in Tadworth. Mr Essex requested written evidence of this agreement. She also reiterated the Leader's offer that youth centre buildings could be provided to the voluntary/faith sector where open access youth services could be provided.

#### **170/19 PUBLIC QUESTIONS [Item 4b]**

There were four questions from residents. These and the responses were published with supplementary papers to the agenda. Supplementary questions were:

- 1) Mrs Rainer asked why the sequential and exemption tests was not done at the outset of the proposal in 2011 and why they did not include the 60 nursery places? The Cabinet Member for All-Age Learning responded that she would need to follow this up and respond in writing following the meeting.
- 2) Mr Rainer was concerned about the financial viability of the project but the financial details were in the exempt report so was unable to form a question about this. He asked how much had been spent so far on all the plans and studies to date and how much was the contingency allowed to mitigate potential identified risks? The Cabinet Member for All-Age Learning responded that she was unable to disclose financial details. She assured that financial viability had been assessed and believed this was the only way to deliver the project. She would take advice on what further information, if any, could be provided to Mr Rainer following the meeting.

**171/19 PETITIONS [Item 4c]**

There were none.

**172/19 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]**

There were none.

**173/19 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

There were none.

**174/19 LEADER / DEPUTY LEADER / CABINET MEMBER / STRATEGIC INVESTMENT BOARD / AND COMMITTEE-IN COMMON SUBCOMMITTEE DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]**

The Cabinet Member for All-Age Learning added to the decision she made on the statutory consultation for admissions, made in October. A technicality had come out of this year's admissions so the consultation would be updated and reissued for 2021. It will remove two further faith schools from the list of schools that will be excluded from the assessment of nearest school.

**RESOLVED:**

That the decisions taken by Cabinet Members and the Committee-in-Common Subcommittee since the last meeting were noted.

**Reason for Decision:**

To inform the Cabinet of decisions taken by the Leader, Cabinet Members and Strategic Investment Board under delegated authority.

**175/19 RELOCATION OF CRANLEIGH PRIMARY SCHOOL TO PROVIDE MODERN FACILITIES, AND TO EXPAND THE SCHOOL BY 1 FORM OF ENTRY, 210 PLACES [Item 7]**

The Cabinet Member for All-Age Learning introduced a report that sought approval of the business case for the rebuilding of Cranleigh C of E Primary School in the grounds of the adjacent Glebelands Secondary School, with the disposal of the two existing school sites to provide funding for the scheme. The new building would include sufficient capacity to expand the school by one form of entry from 330 places (1FE infant, 2FE junior) to 540 places (2FE infant, 3FE junior) and 60 place nursery to include Free Educational Entitlement for Two-year olds (FEET) and would be delivered in 2021. It was also intended that a 3G football pitch would be installed at Glebelands to mitigate any loss of playing fields. She also pointed out that further to the writing of the report it was likely that the Planning Application would be considered at the December meeting of the Planning & Regulatory Committee.

A couple of Members spoke in support of the proposals and expressed the shock felt, when visiting the school, by the state of the building. They also spoke of a sense of delivery as this had taken a long time to get to this point.

**RESOLVED:**

That, subject to the agreement of the detailed financial information for the rebuilding of the school as set out in the Part 2 annex, the business case for the rebuilding of the school be approved.

**Reason for Decision:**

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

**176/19 DECISION ON THE ROUTE TO MARKET FOR THREE IDENTIFIED EXTRA CARE SITES [Item 8]**

The Cabinet Member for Adults & Public Health presented a report that set out the Council's proposed route to market for the first three sites proposed for extra care housing. This would support the strategy to deliver accommodation with care and support by 2030 that would enable people to access the right health and social care at the right time and in the right place, with appropriate housing for residents that help them to remain independent, achieve their potential and ensure nobody is left behind.

A few Members thanked the Cabinet Member for the good news and spoke of the importance of independence.

**RESOLVED:**

1. That further due diligence be conducted with the Council's joint venture partner Places for People ("Joint Venture Partner") with a view to leasing the Brockhurst and Pinehurst sites set out in the submitted report to Living+, which is the housing with care development and operator arm of Places for People to develop extra care housing on these sites.
2. That authority be delegated to the Director for Land and Property and the Executive Director for Adult Social Care in consultation with the Cabinet Member for Finance and Cabinet Member for Adult Social Care and Health to make decisions on the final terms of any agreement or lease through the Joint Venture Partner for the Brockhurst and Pinehurst sites.
3. That approval to procure so that a full tender process to identify a development partner for the former Pond Meadow School site set out in the paper can be conducted was agreed.
4. That work continues to review the suitability of all of the sites owned by the Council for development of extra care housing as part of the Council's Asset and Place Strategy was approved.

**Reason for Decision:**

The development of extra care housing on the three sites set out in the submitted report would represent a substantial contribution to the Council's strategic objective to expand affordable extra care provision by 2030.

The financial modelling set out in Part 2 of the report demonstrated that the development of extra care on the sites generated much greater financial benefits over a 40 year period than the opportunity cost of not selling the land, subject to a S123 Best Value report. Any lease that was agreed for a site would be negotiated with conditions that safeguard the Council's position after the affordable extra care units become obsolete.

### **177/19 COMMUNITY RECYCLING CENTRES - UPDATE REPORT [Item 9]**

The Cabinet Member for Environment & Waste presented an update report that detailed actions taken since a report was received by Cabinet in January 2019 and made further various recommendations with regards to community recycling centres and a new strategy that was to be presented to Cabinet in January 2020. He thanked the scrutiny task group for their work and input into the recommendations. He went on to talk about reuse and getting a new message across to residents. A short video was shown <https://www.youtube.com/watch?v=JUjPyIKhoQ>. He went on to explain that VAT had to be paid for reuse shops and he would be writing to the government about this disincentive.

Several Members praised the proposals as well as the recycling centres, the reuse shops and staff.

Mrs Becky Rush (Warlingham) spoke of the erosion of services in the north of the county and made a suggestion that her two nearest centres should provide the full suite of services between them rather than expect residents to travel to Redhill. She also requested that Cabinet consider implementing all of the scrutiny task group recommendations.

Mrs Hazel Watson (Dorking Hills) requested that Dorking centre be open seven days a week and for an improvement on the materials that could be taken there, as presently black bag waste had to be taken to Leatherhead.

Mr Jonathan Essex (Redhill East) spoke of his pleasure in hearing the Cabinet Member link this to the climate emergency in his introduction. He also spoke of the need to transform what is provided, for example; scaling up the reuse of white goods. He sought assurance that value for money would be attained as contained in recommendation 5 of the report. He wanted recycling considered in the full breadth of issues and not just about reducing landfill.

The Cabinet Member for Environment & Waste responded to comments made.

The Leader thanked the scrutiny task group and Mr Andrew Povey for their work and input.

#### **RESOLVED:**

1. That the Community Recycling Centres (CRCs) at Bagshot, Cranleigh, Dorking and Warlingham be kept open on their current operational days and that they revert to accepting wood in addition to the current types of recyclables.

2. That the Leatherhead CRC be reopened on a Friday to ensure there is always a facility close to the Dorking site which is able to accept a full range of waste. Officers would also undertake a review of the opening hours of all CRCs to determine the costs and resident benefit of extended opening hours. Any changes will be agreed by the Director for Environment, Transport and Infrastructure in consultation with the Cabinet Member for Environment & Waste.
3. That wood and roofing felt charges not be introduced at any of the CRCs and alternative savings be sought through the implementation of initiatives to reduce waste volumes further at the CRCs, for example by the use of Automatic Number Plate Recognition Cameras was approved. Further compensating savings should also be sought through initiatives to increase recycling rates at the kerbside and by seeking commercial opportunities which arise from the Government's Resources and Waste Strategy.
4. That the existing charging scheme for rubble, soil, plasterboard and tyres be retained was approved because removal of these charges was likely to result in a significant increase in volumes of waste dealt with at the CRCs and an associated cost in the order of £2 million per year.
5. That Suez continue to develop the reuse shop offering, expanding the offering as far as possible and developing beneficial links with charities and other organisations such as HM Prison Service was approved. Officers would review the operation during 2020, exploring whether there were alternatives that could deliver better value for money with recommendations for any changes to be agreed by the Executive Director for Environment, Transport and Infrastructure in consultation with the Cabinet Member for Environment and Waste.
6. That the Cabinet Member for Waste and Environment lobby the government to remove the requirement to charge VAT at reuse shops was agreed.
7. That the Council engage with the Surrey Environmental Partnership (SEP) to help develop a renewed county-wide promotional campaign aimed at increasing the quality and quantity of recycling targeting the lowest performers and promoting increased levels of recycling at our CRCs was agreed.
8. That a strategy paper be prepared and presented to Cabinet in 2020 to take account of the Government's Resource and Waste strategy and the changing economic drivers for the effective management of waste as a resource was agreed.
9. That an annual charge of £8.50 be introduced for van and trailer permits from 1 January 2020 was agreed.
10. That officers consider a business case for the introduction of Automatic Number Plate Recognition cameras to provide data on site usage and prevent the unauthorised use of CRCs by traders was agreed.

11. That the Council, working with Surrey Environmental Partnership, deliver effective communication campaigns to increase the quality and quantity of recycling collected at the kerbside and at the CRCs was agreed.

**Reason for Decision:**

To implement the recommendations of the Cabinet that were agreed at their meeting on 29 January 2019 taking into account the report of the Waste Task Group that was considered at the Communities, Environment and Highways Select Committee on 19 September 2019.

**178/19 ORGANISATION STRATEGY 2020-2025 AND THE NEXT PHASE OF TRANSFORMATION [Item 10]**

The Leader of the Council introduced a report that reflected on progress since the original agreed of the Organisation Strategy on 30 October 2018, assessed the Council's current strategic context to identify emerging challenges and opportunities, and confirmed how the Strategy and transformation plans would adapt and respond to them. He also explained how it was closely aligned with the Health & Well Being Strategy with a focus on improving quality of life and the inequalities of life expectancy. He then explained the annexes in detail and urged everyone to read them.

A few Members also spoke in praise of the detail and message contained in the annexes,

The Leader paid tribute to the Chief Executive and officers for driving the agenda.

**RESOLVED:**

That Cabinet makes the following recommendation to County Council on 10 December 2019:

**Cabinet RECOMMENDATION to County Council:**

Council are asked to approve the Surrey County Council Organisation Strategy 2020-2025.

**Reason for Decision:**

The refreshed Organisation Strategy reaffirms our commitment to the Community Vision for Surrey in 2030. It also sets out a roadmap for our audaciously ambitious agenda and how we will respond the complex and rapidly changing context we are working in with renewed energy and optimism. Delivering on these ambitions and priorities will in part be through the next phase of our forward-looking and ambitious transformation programme.

## **179/19 FUNDING FLOOD RISK MANAGEMENT IN SURREY [Item 11]**

The Leader of the Council introduced a report that set out how the Council, in coordination with partners, sought to make Surrey more resilient to flooding on a long term basis. It was recognised that this would be a challenge given the limited financial resources available. The Government's funding formula for capital flood alleviation schemes often required that a significant proportion of the costs are funded by "local contributions". The Leader also spoke of the need to engage with those residents that had riparian responsibilities.

Several Members spoke in favour of the proposals citing them as brave and visionary. They also spoke of the hardship felt by residents many years after being flooded and spoke of how residents could help reduce flooding for example having less hard standing in gardens and planting trees.

### **RESOLVED:**

1. That the council investment of £270m to deliver the objectives of Surrey's Flood Risk Management Strategy be approved in principle.
2. That the development of new governance arrangements to oversee the delivery of Surrey's Local Flood Risk Management Strategy and separate arrangements for overseeing the delivery of the River Thames Scheme along with a risk sharing agreement be approved. The details to be brought to Cabinet for further approval in early 2020.
3. That the commissioning of a master planning exercise for the River Thames Corridor to maximise the opportunities from the River Thames Scheme be approved.

### **Reason for Decision:**

The council and our partners' current budget for flood alleviation work is very limited. There is not enough money to deliver the objectives of the Local Flood Risk Management Strategy for all of the areas at significant risk of flooding in the county. The floods in 2013/14 highlighted a number of risks across Surrey. If a flood event of a similar magnitude were to take place again in the coming years, the council's inability to carry out work in the relevant areas due to resource and budget constraints means that many locations would continue to suffer the same, or worse, economic and social damage to their communities.

The success of the River Thames Scheme was crucial due to the large number of Surrey residents and businesses affected. By funding the scheme, the Council would unlock further opportunities for the region and contribute to a compelling long term vision for the Thames Corridor through ambitious master planning.

Strong effective governance will be essential in the delivery of this programme, the River Thames Scheme and the wider opportunities. This will need to build on the existing arrangements.



Investing in our Flood Risk Management Strategy, including the River Thames Scheme, would help achieve the Council's Vision for Surrey in 2030, specifically:

- 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
- Well connected communities with effective infrastructure that grow sustainably

### **180/19 DIGITAL BUSINESS & INSIGHTS PROGRAMME OUTLINE BUSINESS CASE [Item 12]**

The Cabinet Member for Corporate Support introduced a report that presented the outline business case for progressing procurement activities to upgrade or replace the council's existing corporate (enterprise resource planning or ERP) system, which is used to manage the organisation's business critical Finance, HR, Payroll and Procurement processes. The aim was to implement a modern solution that would address urgent technical drivers for change, while also enabling the council to achieve its ambitions to transform services, improve management decision making and to have a flexible and mobile workforce. Indicative costs and benefits were included in Part 2 report.

#### **RESOLVED:**

1. To progress the procurement stage, based on a vendor neutral approach, to procure a Software-as-a-Service (SaaS) corporate ERP system was approved.
2. That funding of £394k for programme resources to prepare for and deliver the procurement stage was approved.
3. That a report would be brought back to Cabinet to seek approval to award a contract to the successful supplier following procurement activities and to approve implementation based on a full business case including firm costs was noted.

#### **Reason for Decision:**

The recommendation was to progress a vendor neutral Software-as-a-Service (SaaS) corporate system procurement to enable the council to fully evaluate the solution options available, to best meet its requirements and to drive best value for money through market competition. This approach would also enable the council to compare suppliers' implementation approaches, and in so doing to best inform planning to minimise disruption for the organisation during the implementation phase.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

## **181/19 MONTH 5 FINANCIAL MONITORING REPORT [Item 13]**

The Leader and Deputy Cabinet Member introduced the month five monitoring report and stated that the council remained on target to reach a balanced budget over the next year and that the Capital budget had been reviewed.

### **RESOLVED:**

1. That the transfer of a forced school's conversion (Surrey Hills Primary School) revenue surplus of £38,654 to a sponsored academy be approved.
2. That the Council's forecast revenue and capital budget positions for the year was noted.

### **Reason for Decision:**

To ensure equal treatment for forced academy conversions, the proposal is to transfer the surplus to Surrey Hills Primary School.

To note this report is to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

## **182/19 EXCLUSION OF THE PUBLIC [Item 14]**

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

## **183/19 RELOCATION OF CRANLEIGH PRIMARY SCHOOL TO PROVIDE MODERN FACILITIES, AND TO EXPAND THE SCHOOL BY 1 FORM OF ENTRY, 210 PLACES [Item 15]**

The Cabinet Member for All-Age Learning introduced this 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:**

1. That the project would provide:
  - a. a new school that will include sufficient capacity to expand the school by one form of entry from 330 places (1FE infant, 2FE junior) to 540 places (2FE infant, 3FE junior) and 60 place nursery to include Free Educational Entitlement for Two-year olds (FEET) provision.
  - b. Works to Cranleigh Sports & Social Club to enable access
  - c. A new 3G football pitch at Glebelands school to mitigate for loss of playing fields.

at a total cost of [Exempt Minute E-12a-19] was approved.

2. The arrangements by which a variation of up to [Exempt Minute E-12b-19] of the total value may be agreed by the Executive Director for Resources and Executive Director for Children, Families, Learning and Communities, in consultation with the Cabinet Member for All-Age Learning, the Cabinet Lead Member for Finance and the Leader of the Council was approved.
3. That authority to approve the award of contracts for works be delegated to the Director of Land & Property in consultation with the Leader of the Council, Cabinet Member for All-Age Learning, Head of Procurement and Section 151 Officer when a competitive tender was procured.

**Reason for decision:**

The proposal delivers and supports the Authority's statutory obligation to provide necessary school places to meet the needs of the population in Waverley Borough.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

**184/19 DECISION ON THE ROUTE TO MARKET FOR THREE IDENTIFIED EXTRA CARE SITES [Item 16]**

The Cabinet Member for Adults & Public Health introduced this 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:**

That this Part 2 report 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).

See [Exempt Minute E-13-19].

**Reason for decision:**

See Minute 176/19.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

**185/19 DIGITAL BUSINESS & INSIGHTS PROGRAMME OUTLINE BUSINESS CASE [Item 17]**

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 Minute 180/19.

**Reason for decision:**

See Minute 180/19.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

**186/19 PUBLICITY FOR PART 2 ITEMS [Item 18]**

**RESOLVED:**

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

Meeting closed at 4.00 pm

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**Chairman**