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Agenda and Reports
for the meeting of
THE COUNTY COUNCIL
to be held on
19 MARCH 2019

(i)

County Hall
Kingston upon Thames
Surrey

Friday, 8 March 2019

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, 19 March 2019, 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. Hafiz Sayed Hashmi from Shah Jahan Mosque, Woking 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 9938

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

(Pages 9
- 22)

To confirm the minutes of the meeting of the Council held on 5 February 2019.

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

3 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.

4 CHAIRMAN'S ANNOUNCEMENTS

Recent visits and events

- The Queen's Award for Voluntary Service took place on Thursday, 7 February 2019 at the Tithe Barn in Loseley Park, hosted by Michael More-Molyneux, HM Lord-Lieutenant of Surrey and supported by myself. The Queen's Award for Voluntary Service is the highest award given to local volunteer groups across the UK to recognise outstanding work done in their own communities. It was created in 2002 to celebrate the anniversary of The Queen's coronation. It is the MBE for volunteer groups. Any group doing volunteer work that provides a social, economic or environmental service to the local community can be nominated for the award. Each group is assessed on the benefit it brings to the local community and its standing within that community. It was a wonderful evening, full of inspirational volunteers.

- On Thursday 28 February 2019 I attended a Royal Visit at Amber in Ockley with Her Royal Highness the Countess of Wessex GCVO in attendance. Amber is a small but highly effective charity that works with young people who need a fresh start. There are many causes of homelessness – family breakdown, leaving care, childhood trauma, mental ill-health, addiction, prison release, losing a job. Sometimes, people simply make bad decisions and things go drastically wrong. Amber provides a temporary home – a safe place to live with 90 other young people at one of the three residential centres. There - in a calm and nurturing environment – they provide a mix of support, structure, new experiences and training that builds their motivations, self-discipline and skills. They help young people address the specific issues that are holding them back and help them move on from their troubled pasts and find the self-belief and determination to move forward. It was a pleasure to attend and the work that Amber does is phenomenal.

5 LEADER'S STATEMENT

The Leader to make a statement.

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

6 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 13 March 2019).

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.

7 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 18 March 2019).

8 ORIGINAL MOTIONS

Item 8 (i)

Mr Chris Botten (Caterham Hill) to move under Standing Order 11 as follows:

This Council:

- believes in the importance of equitable wage ratio;
- notes the 60+ consultants currently appointed on interim contracts;
- recognises that interim contracts are often far more costly than those of permanent staff, with the Programme Manager currently being recruited for with a potential salary of £98,000/year on a two year fixed term contract;
- acknowledges that many residents within Surrey are struggling to make ends meet and facing higher Council Tax bills;
- notes the ongoing cuts to essential Council services including children's centres, Special Educational Needs and Disabilities (SEND) provisions and bus subsidies;
- notes that a number of senior appointments are not being approved by the People, Performance and Development Committee (PPDC) where they ought to be;

This Council therefore resolves to:

- adopt a policy of recruiting to permanent positions where appropriate;
- impose a pay cap on its salary costs (allowing for incremental drift);
- work with the Surrey Boroughs and Districts to share talent and resource where possible to contain the overall Surrey payroll costs.

Item 8 (ii)

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

Full Council believes that:

1. Surrey County Council and all governments (national, regional and local) have a duty to limit the negative impacts of Climate Breakdown, and local governments that recognise this should not wait for their national governments to change their policies. It is important for the residents of Surrey to commit to carbon neutrality as quickly as possible. Bold climate action can deliver economic benefits to Surrey in terms of valuable new jobs, essential economic savings and much needed market opportunities (as well as improved well-being for people worldwide).

Full Council to:

1. Declare a 'Climate Emergency' in Surrey;

2. Pledge to make Surrey carbon neutral by 2030, and strive to work with Surrey's borough and district Councils in taking a leadership role, taking into account both production and consumption emissions;
3. Call on the Government to provide the powers and resources to make the 2030 target possible;
4. Report to County Council within six months with the actions the Council will take to address this.

- 9 SURREY PAY POLICY STATEMENT 2019/20** (Pages 23 - 42)
- To approve a revised Pay Policy Statement for 2019/20.
- 10 A THRIVING COMMUNITY OF CHILDREN AND YOUNG PEOPLE IN SURREY. A STRATEGY FOR THEIR EMOTIONAL WELLBEING AND MENTAL HEALTH** (Pages 43 - 80)
- The strategy details the vision and ambition for children's emotional wellbeing and mental health in Surrey. It replaces the previous strategy which expired in 2017. County Council is asked to approve the strategy.
- 11 REPORT OF THE CABINET** (Pages 81 - 82)
- To receive the report of the meeting of the Cabinet held on 26 February 2019 which includes details for information / discussion in respect of:
- Surrey Performing Arts Library- Evaluation Of NewSPAL Business Plan
 - Surrey County Council Preparations For Exiting The European Union (Brexit)
- 12 MINUTES OF CABINET MEETINGS** (Pages 83 - 102)
- 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 18 March 2019.

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

MINUTES OF THE MEETING OF THE COUNTY COUNCIL HELD AT THE COUNCIL CHAMBER, COUNTY HALL, KINGSTON UPON THAMES, KT1 2DN ON 5 FEBRUARY 2019 COMMENCING AT 10.00 AM, THE COUNCIL BEING CONSTITUTED AS FOLLOWS:

Tony Samuels (Chairman)
Helyn Clack (Vice-Chairman)

| | | |
|---|----------------------|-----------------------|
| * | Mary Angell | Julie Iles |
| | Ayesha Azad | Naz Islam |
| | John Beckett | Colin Kemp |
| | Mike Bennison | Eber Kington |
| | Amanda Boote | Graham Knight |
| | Chris Botten | Rachael I Lake |
| | Liz Bowes | * Yvonna Lay |
| | Natalie Bramhall | * David Lee |
| | Mark Brett-Warburton | Mary Lewis |
| | Ben Carasco | Andy MacLeod |
| | Bill Chapman | 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 | Rush |
| | David Goodwin | Stephen Spence |
| | Zully Grant-Duff | Lesley Steeds |
| | Alison Griffiths | Peter Szanto |
| | Ken Gulati | Keith Taylor |
| | Tim Hall | * Barbara Thomson |
| | Kay Hammond | * Rose Thorn |
| * | Richard Hampson | Chris Townsend |
| | David Harmer | Denise Turner-Stewart |
| | Jeffrey Harris | Richard Walsh |
| | Nick Harrison | Hazel Watson |
| | Edward Hawkins | Fiona White |
| | Marisa Heath | Keith Witham |
| | Saj Hussain | Victoria Young |

*absent

1/19 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mary Angell, David Lee and Richard Hampson.

2/19 MINUTES [Item 2]

The minutes of the meeting of the County Council held on 11 December 2018 were submitted, confirmed and signed.

3/19 DECLARATIONS OF INTEREST [Item 3]

Peter Martin declared a prejudicial personal interest in item 11.

4/19 ELECTION OF COUNTY COUNCILLOR [Item 4]

The Chief Executive formally reported that Mrs Becky Rush was duly elected as the new County Councillor for the Warlingham division following the by-election held on 31 January 2019.

5/19 CHAIRMAN'S ANNOUNCEMENTS [Item 5]

The Chairman highlighted that the Chairman's announcements could be found within the agenda front sheet.

6/19 REVENUE AND CAPITAL BUDGET 2019/20 TO 2023/24 [Item 6]

The Chairman informed Members that amendments to the report had been published in a supplementary agenda published on 30 January 2019, and include replacements for annexes 1 and 2. Annex A of the supplementary report replaced Annex 1 and Annex B replaced Annex 2. A further supplementary agenda was circulated on 4 February 2019 with a further revision which amended recommendations 2 and 3, and introduced a new recommendation 19.

The Leader presented the Report of the Cabinet on the Revenue and Capital Budget 2019/20 and Key Financial Strategies to 2023/24 and made a statement in support of the proposed budget. A copy of the Leader's statement is attached as Appendix A.

Each of the Minority Group Leaders (Mr Botten and Mr Harrison) were invited to speak on the budget proposals.

Key points made by Mr Botten were that:

- he appreciated the tone of the Leader's statement and understood the difficulty of balancing the budget.
- he felt the proposals had failed to update the treasury management policy appropriately.
- he welcomed the drive to improve Children's Services.
- more information was needed to better understand what Members were asked to vote on and its impact on residents.
- He supported proposals related to children with Special Educational Needs and Disabilities (SEND)

- there was a need for more specific and detailed consultations in the future.
- the council was spending £2.5 million per year on interim management while simultaneously cutting services.
- there was an increased need for transparency throughout the council's transformation.
- further work was needed to monitor the council's contractors and suppliers to ensure competence.
- the residents of Surrey needed council services that they can be proud of.
- he could not collude with cuts to services that he did not understand.

Key points made by Mr Harrison were that:

- the five consultations had given a better idea of public opinion and that those about 'place' had drawn the most attention.
- the significant impact to residents of cuts to the budgets for children's centres, recycling centres and the libraries and cultural services should be noted.
- over 50% of the libraries and cultural services budget would be cut over the next three years.
- schools would suffer the impact of a drop in funding for the higher needs block.
- his group understood the need for many of the transformations but felt that some needed more detail to understand their impact.
- select committees had not fully considered the transformation projects prior to considerations of the budget.
- it was concerning that the council was using its capital receipts to meet ongoing project expenditure.
- £21 million of savings in the Children's Services were rated as red or amber.
- the development of the property investment portfolio would be a huge challenge.

Mr Essex moved an amendment, to the Budget recommendations, which was formally seconded by Mr Robert Evans. This was:

(amended wording in italics and underlined)

16. Approve £413.8m indicative five year capital programme, with £129.2m capital investment in 2019/20 (**Annex 1**) *and request business cases for further capital investment to increase SEND school places in Surrey and assess viability of bringing more residential care of children and adults in house.*
17. The Capital and Investment Strategy for 2019-24 (**Annex 4**) *and commit to establishing a separate energy and sustainable resource investment fund within 3 months, to bring forward robust business cases that diversify Surrey's investment and reduce the carbon and resource impact of public service delivery across Surrey.*

In support of his amendment, Mr Essex made the following points:

- Highlighted that, in the previous year, the council agreed to bring specialist school provision in house.
- Stated that it was important that the council make the budget future proof.
- Stressed the need for higher environmental standards for the council.
- That the council should invest to save to support those most in need.

Mr R Evans reserved his right to speak.

The Leader of the Council spoke on the amendment, making the following points:

- highlighted that the council needed to balance its budget.
- agreed to accept the amendment to recommendation 16 as it was in line with the council's plans.
- stated that he could not support the amendment related to the investment fund.

As seconder to the amendment, Mr R Evans made the following points:

- stated that he was disappointed that there was not more debate from Members.
- highlighted that Surrey could no longer rely on funding from the business rates pilot.
- felt disappointed that Members were not prepared to consider a more environmentally friendly approach.
- stated that the council should reconsider the 2-tier local government structure.

The Chairman agreed to take a vote on each amendment recommendation separately.

The amendment to recommendation 16 was put to the vote and unanimously supported. Therefore the amended recommendation became the substantive recommendation.

The amendment to recommendation 17 was put to the vote, with 6 Members voting for and 52 Members voting against. There were 14 abstentions. Therefore the amendment was lost.

Twenty one Members spoke on the Budget proposals and the following key points were made:

- highlighted that they were grateful for the decision to retain the children's centre in Farnham but felt it was a mistake to close other children's centres in Surrey.
- noted that the budget for schools was at risk.
- that the council needed to take control of its property portfolio.
- stated that the transformation would cost the council over £30 million in order to make £150 million in savings.
- that there was a need for improved IT systems in the council.
- highlighted the need for better highways services in Surrey.

- that children's centres were important as they teach children essential social skills.
- stated that the Fire & Rescue service was failing to effectively use its resources.
- noted that two out of the four children's centres in Epsom & Ewell would be closing.
- raised concern over the sums of money paid to interim managers.
- felt concerned that many of the savings in the report lacked detail.
- highlighted that the Treasury Management Strategy was scrutinised at the Corporate Overview Select Committee on 25 January 2019.
- stated that the changes to children's centres were part of wider changes in Children's Services following the judgement of Ofsted.
- informed Members that, according to the National Audit Office, areas where children's centres were closed did not see a subsequent rise in safeguarding cases.
- that there was a need to change how services were provided.
- that more trust was needed between the council and its partners.
- highlighted that progress was being made by not relying on the council's reserves to balance the budget.
- stated that residents did not want gesture politics.
- highlighted concerns related to the closure of recycling centres in Surrey and its impact on residents.
- highlighted that the opposition had not tabled an alternative budget.
- that they felt positive with the changes related to extra care accommodation.
- raised concern with the treatment of grants to disabled people and stated that they were essential to some residents.
- highlighted concerns that the changes to bus services would have a negative impact on residents.
- highlighted that the Highways Service was not a statutory service.
- that the council needed to ensure it met the needs of its most vulnerable residents.
- that sufficient communications were needed to explain the reasoning for the closer of multiple children's centres and Community Recycling Centres (CRCs).

The Leader of the Council made the following comments in response:

- he recognised the challenges the council faced.
- that all services should demonstrate the highest standards.
- that optimisation of the property portfolio was a priority.
- he was looking to reduce the council's operational buildings from 300 to 100.
- there was a need to improve the select committee and scrutiny process.
- he understood concerns related to the cost of interim management and that he hoped to be less dependent on them in the future.
- that it was important for all Members to engage as the transformation programme unfolds.

After the debate the Chairman called the recommendations, which included the council tax precept proposals, and a recorded vote was taken.

The following Members voted for it:

Ms Azad, Mr Bennison, Mrs Bramhall, Mr Brett-Warburton, Mr Carasco, Mr Chapman, Mrs Clack, Mrs Curran, Mr Deach, Mr Ellwood, Mr Tim Evans, Mr Few, Mr Furey, Mr Furniss, Mr Gardner, Mr Goodman, Miss Griffiths, Dr Grant-Duff, Mr Gulati, Mr Hall, Mrs Hammond, Mr Harmer, Mr Harris, Mr Hawkins, Miss Heath, Mr Hussain, Mrs Iles, Mr Islam, Mr Kemp, Rachael Lake, Mrs Lewis, Mr McIntosh, Mr Mansfield, Mr Martin, Mrs Mooney, Ms Morley, Mrs Moseley, Mrs Mountain, Mrs Muir, Mr Nuti, Mr Oliver, Mr O'Reilly, Dr Povey, Mr Ramsdale, Mrs Rush, Mr Samuels, Mrs Steeds, Dr Szanto, Mr Taylor, Ms Turner-Stewart, Mr Walsh, Mr Witham, Mrs Young

And the following Members voted against it:

Mr Beckett, Miss Boote, Mr Botten, Mr Cooksey, Mr Darby, Mr Essex, Mr Robert Evans, Mr Foster, Mr Goodwin, Mrs Goodwin, Mr Kington, Mrs Mason, Mrs Rivers, Mr Spence, Mr Townsend, Mrs Watson, Mrs White.

The following Members abstained:

Mr Harrison, Mr MacLeod, Mr Mallett.

Therefore, it was:

RESOLVED:

That the following important features of the revenue and capital budget be noted:

1. The Executive Director of Finance's statutory conclusions in his Section 25 statement. (**Annex A**)

Proposed budget: That the following revenue and capital budget decisions be approved:

2. the net revenue budget requirement be set at £886.2m (net cost of services after service specific government grants) for 2019/20 (**Annex A**), subject to confirmation of the Final Local Government Financial Settlement
3. the total council tax funding requirement be set at £731.6m for 2019/20. This is an increase in the level of the council tax of 2.99% (**Annex A**).
4. noted that for the purpose of section 52ZB of the Local Government Finance Act 1992, the council formally determines that the increase in council tax is not such as to trigger a referendum.
5. that the Surrey County Council precept for Band D council tax be set at £1,453.50, which represents a 2.99% up-lift. This is a rise of 81p a week from 2018/19's precept of £1,411.29. This includes £102.39 for the Adult Social Care Precept, which remains at the same rate as last year.

6. the Council Tax for each category of dwelling as set out in the table below

| Council Tax Band | 2018/19 £ | 2019/20 £ |
|------------------|--------------|--------------|
| Band A | 940.86 | £969.00 |
| Band B | 1,097.67 | £1,130.50 |
| Band C | 1,254.48 | £1,292.00 |
| Band D | 1,411.29 | £1,453.50 |
| Band E | 1,724.91 | £1,776.51 |
| Band F | 2,038.53 | £2,099.51 |
| Band G | 2,352.15 | £2,422.51 |
| Band H | 2,822.58 | £2,907.01 |

7. the payment for each billing authority, including any balances on the collection fund, will be as set out in **Annex B**.
8. that powers be delegated to the Leader and the Executive Director of Finance to finalise budget proposals and recommendations to County Council, updated to take into account new information in the Final Local Government Financial Settlement.
9. the Flexible Use of Capital Receipts Policy for 2019/20 to meet the statutory guidelines for the use of capital receipts to fund the transformation and reform of services (**Annex 3**)
10. the application of a further £7.2m in the current 2018/19 financial year to fund the transformation under the capital receipt flexibilities policy (**Annex 3**).
11. the use of £16.3m in the 2019/20 financial year, to fund the transformation under the capital receipt flexibilities policy (**Annex 3**).
12. that the underlying balance on the general fund remains set at £21.3m as at 1 April 2019.
13. the Total Schools Budget of £492.9m to meet the council's statutory requirement on schools funding. (**Annex 1**).
14. the overall indicative budget envelopes for Executive Directorates and individual services for the 2019/20 budget (**Annex 1**).
15. noted the indicative budget envelopes for 2020-24 (**Annex 1**).
16. the £413.8m indicative five year capital programme, with £129.2m capital investment in 2019/20 (**Annex 1**) and requested business cases for further capital investment to increase SEND school places in Surrey and assess viability of bringing more residential care of children and adults in house.

Capital Strategy: That the following be approved:

17. The Capital and Investment Strategy for 2019-24 (**Annex 4**)
18. The policy for making a prudent level of revenue provision for the repayment of debt (the Minimum Revenue Provisions policy) (**Annex 4a**)
19. That the increase of £0.1m in the council tax collection fund surplus be included within the Contingency Budget.

7/19 MEMBERS' QUESTION TIME [Item 7]

Notice of nine questions had been received. The questions and replies were published in a supplementary agenda on 4 February 2019.

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

(Q1) Mr Robert Evans asked the Leader of the Council if the council had received any updates from central government relating to Brexit preparation and if there was any cooperating between councils to collaborate on the matter. The Leader confirmed that there were discussions regarding collaborative work at a recent meeting on the South East 7 Councils. It was further stated that there was little guidance from Central Government on Brexit preparation.

(Q2) Mrs Angela Goodwin asked Cabinet if they would be willing to lead the way by putting the council forward for the carers' accreditation assessment in order to show that it was an inclusive place for staff who are, or will become, carers. The Cabinet Member for Adults agreed to provide a response outside the meeting.

(Q4) Mr Jonathan Essex asked the Cabinet Member for Environment and Waste if the relaunch of the Surrey Energy and Sustainability Partnership would be held in public and if it would include the agreement of its priorities relating to environmental sustainability in Surrey. The Cabinet Member stated that the council took environmental sustainability seriously and that the service had been informed that robust targets were required. The Cabinet Member further stated that he would confirm outside of the meeting whether the partnership would be meeting in public.

(Q5) Mr Robert Evans asked the Cabinet Member for Highways for confirmation on the annual number of filled potholes that required further repair after damage. The Cabinet Member confirmed that each pothole was issued with a two year warranty period and agreed to provide a specific response outside the meeting.

(Q7) Mr Jonathan Essex asked the Cabinet Member for Environment and Waste if the council would meet the ambitions of the Surrey Cycling and Walking Strategy and if the service responsible for cycling was impacted by the recruitment freeze. The Cabinet Member confirmed that the council was committed to promoting cycling in the county while also promoting other forms of public transport. It was further noted that officer posts were considered on a case by case basis and that roles may continue but be reframed and adapted.

(Q9) Mr Jonathan Essex asked the Cabinet Member for Corporate Support if Julian Wain was currently employed as an Interim Programme Director for Asset and Place Strategy. The Cabinet Member agreed to provide a response outside of the meeting.

8/19 STATEMENTS BY MEMBERS [Item 8]

Mrs Jan Mason made a statement raising concern over the lack of service at The Edge youth centre in Watersedge, Epsom over the last 18 months.

9/19 APPOINTMENT OF INTERIM MONITORING OFFICER [Item 9]

RESOLVED:

It was agreed that Geoff Wild be appointed as Interim Monitoring Officer from 5 February 2019.

10/19 REPORT OF THE CABINET [Item 10]

The Leader of the Council presented the report of the Cabinet meetings held on 18 December 2018 and 29 January 2019. It was noted that the papers for this item were included in the main agenda on page 249 and in the supplementary agenda circulated on 1 February 2019 on page 5.

Reports for Information/ Discussion

A. Local Government Ombudsman

During discussion of this item, a Member stated that they felt it was important for Cabinet Members to take responsibility for failures within their respective portfolios. The Leader of the Council confirmed that making sure the appropriate Cabinet Member was sighted on any future Ombudsman investigations would give them the opportunity to take steps to prevent the recurrence of any failures..

Recommendations on Policy Framework Documents

B. Admission Arrangements for Surrey's Community and Voluntary Controlled Schools, The Coordinated Schemes that will apply to all Schools for September 2020 and Surrey's Relevant Area.

RESOLVED:

That the admission arrangements for community and voluntary controlled schools and co-ordinated schemes for September 2020 be approved as set out in the submitted Cabinet report from 29 January 2019.

C. Revenue And Capital Budget 2019/20 and Key Financial Strategies to 2023/24

Noted.

Reports for Information/ Discussion

D. Transformation Proposals – Delivering Better Services for Residents

Noted

**E. Quarterly Report On Decisions Taken Under Special Urgency
Arrangements: 1 December – 1 February 2019**

Council noted that one urgent decision had been taken by the Leader of the Council on 1 February 2019.

RESOLVED:

That the reports of the meetings of the Cabinet held on 18 December 2018 and 29 January 2019 be adopted.

11/19 REPORT OF THE MEMBER CONDUCT PANEL [Item 11]

RESOLVED:

Noted

12/19 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: 12.00 pm]

Chairman

County Council speech

5 February 2019

Mr Chairman and members, let me begin by thanking the great many residents and partners who took the time to respond to the Council's consultation and engagement exercise.

Over twenty eight thousand responses were received on the five service areas that were consulted on and whilst of course there was a mixture of views, we have listened very carefully to the feedback.

That's why Cabinet last week removed the proposal to close four community recycling centres pending a thorough review of our waste and recycling service.

This will allow us to pick up the details in the Government's recent waste strategy – which was only released after we had begun the consultations. I am grateful to Dr Povey who has agreed to chair a cross party working group to look at all of the options.

However, there can be no doubt that these remain extremely challenging times. The impact of austerity has meant that local government has lost 60% of its funding since 2010 and this Council has had to use over £80m of its reserves since 2014 to supplement its revenue budget.

Mr Chairman, in truth we have not done enough in the past to ensure our finances are sustainable and this is now a major piece of work – but I am determined that we will put the council's finances on a solid footing as quickly as possible. This financial year we will have delivered £106m of savings as our transformation programmes start to take shape, and we will not have had to rely on our very limited reserves to achieve a balanced budget.

But given the pressures the county faces and the financial challenges that need addressing we are left with no choice but to recommend an increase in council tax by 2.99% for the municipal year 2019/20.

It gives neither me nor indeed any of us any pleasure in making this recommendation, particularly as Surrey residents pay some of the

highest Council tax in the country, but it is my genuine hope that we will get to a position in the future where we can limit further increases.

Mr Chairman, I read the funding settlement with interest.

Having worked so closely and productively with our District and Borough partners over the past 12 months to make a success of the Business Rates Retention pilot and promote economic growth, we were disappointed that Surrey was not chosen as one of the authorities to pilot the scheme in year 2.

However, I was pleased that common sense prevailed in relation to the elimination of negative revenue support grant, which on any view would have been unfair and inequitable.

Mr Chairman, none of us in this chamber want to see a reduction in services, but there can be no doubt that we need to radically re-design the way in which we deliver them.

Whilst we now have a strategy in place that will ensure the council has a sustainable financial plan, the main catalyst for the consultations was **not** financial, but to provide better outcomes, particularly within Children's Services, where we are behind the curve compared to neighbouring authorities.

I know there has been widespread concern about the closure of Children's Centres but the truth is that the proposals approved by Cabinet last week will help us to better target support to the most vulnerable and most in need.

Research has told us that many of the most vulnerable in our communities do not currently use Children's Centres so our proposals will allow us to take the service to them and visit people in their homes. There are many other authorities who have implemented a very similar structure to their children's services with extremely positive results for children and families. To that extent we are following an established path and will need to work closely with our partners to make sure no one is left behind.

Looking forward, Mr Chairman, there will be a second round of consultations later in the year, which will focus on how we can improve the way in which we deliver our library and bus services.

It is vital that we look at and understand what alternative proposals in each place would look like on a case by case basis. That is why we have already started to engage with our District and Borough Partners as there cannot and should never be a one size fits all approach to how our services are delivered.

And it is also vital that as many services as possible are delivered in partnership. This will not only ensure we provide residents with value for money but also that we provide more efficient and seamless services to the people of Surrey.

There are already a number of examples such as:

- The ten year plan for health and wellbeing in Surrey which we shall shortly publish, setting out how we can work together with our local communities to transform outcomes across Surrey. This is largely thanks to unprecedented levels of collaboration.
- The integrated approach to delivering a youth strategy with Woking Borough Council, as agreed through the Woking Joint Committee, which aims to improve young people's emotional wellbeing and mental health whilst supporting the transition from adolescence to adulthood.
- And the SHAPE board, which has come together with a number of public authorities to think more creatively about publicly-owned assets across the county.

Mr Chairman, in my eight weeks as Leader I have been humbled by numerous messages of support and encouragement.

I have enjoyed getting out and meeting residents, staff, partners, MPs – and even opposition groups!

And one thing is absolutely clear: we all have the welfare of Surrey residents at heart.

I strongly encourage all of us as elected members to make residents aware of the outcome of the first phase of consultations, and promote

the second phase when it begins. Each of us has a unique place at the heart of our communities and your voice will be vital as we go through a period of significant change. But with that voice comes a responsibility to represent the authority within those communities.

Some double-hatters amongst us face district and borough elections in May and many more of us will be out on the doorstep supporting colleagues over the next 90 days.

This provides an excellent opportunity to listen to residents' concerns and their ideas for how services can be delivered. It also provides an opportunity for us to inform them about the work we have already started to improve services for those most in need of our support and to look for solutions that will enhance services for everyone.

Mr Chairman, we all signed up to the 2030 Vision that Surrey will be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, contribute to their community, and no one is left behind.

I am confident that this budget, and more particularly the transformation programmes that sit beneath it, will take us one step closer to achieving that vision and I therefore commend this budget to members.

Thank you.



OFFICER REPORT TO COUNCIL
19 March 2019

SURREY PAY POLICY STATEMENT 2019/2020

KEY ISSUE / DECISION:

The approval of the Pay Policy Statement for the period 2019/2020.

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 County Council with effect from 1 April each year.
2. The Statement has been produced 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. 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.
3. The main points that must be covered in the Statement include:
 - the remuneration of Chief Officers;
 - the responsibilities of Surrey County Council's (SCC) remuneration committee (the People, Performance and Development Committee) for determining the terms on which Chief Officers are employed; and
 - the Council's current policies on equal pay, redundancy and severance.
4. A copy of the Pay Policy Statement which reflects the 2019/2020 Surrey Pay settlement effective from 1 April 2019 is attached as Annex 1.

5. Please note that this has been written as though it has already been agreed by County Council.

Governance

6. 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.

| |
|----------------------------------|
| Surrey Pay Review 2019/20 |
|----------------------------------|

7. This Pay Policy Statement reflects the outcome of collective bargaining with the Council's recognised Trade Unions for bargaining purposes (UNISON and GMB) following a review of Surrey Pay terms and conditions. This incorporated a fundamental review of Surrey Pay following introduction of the current pay model in 2016 as well as a number of changes to the overall reward package.
8. Following formal consultation, agreement was reached with the Trade Unions on a new pay model, with both UNISON and GMB members voting in favour of the pay settlement; (94% and 73% respectively).
9. The Council's PPDC subsequently approved a new Surrey Pay Collective Agreement to be implemented with effect from 1 April 2019.
10. The new pay model applies to to all staff on Surrey Pay terms and conditions, both in schools and non-schools.

Pay Multiple

11. The Hutton Review of Fair Pay in the Public Sector 2011 recommended that all organisations delivering public services should be required to 'track, publish and explain their pay multiples over time'. This approach aims to hold public sector organisations to account for their remuneration policy and in particular, how that policy applies to the highest paid employee, and to be able to demonstrate a fair and effective reward strategy.

SCC Pay Multiple

12. As a result of the Hutton review, every public body is required to publish in its Pay Policy Statement (and monitor) the multiple of top to median pay.

13. Table 1 demonstrates SCC's pay multiple over the last few years, with a current ratio of approximately 8.1:1.

Table 1: SCC Pay Multiple: median to highest salaries

| Year | Median Salary | Highest Salary | Ratio |
|-------------|----------------------|-----------------------|--------------|
| 2019/2020 | £27,099 | £220,000 | 8.1:1 |
| 2018/2019 | £25,821 | £220,000 | 8.5:1 |
| 2017/2018 | £22,872 | £232,683 | 10:1 |
| 2016/2017 | £25,328 | £232,683 | 9.19:1 |

Publication of the Pay Policy Statement

14. Following approval by County Council, the Pay Policy Statement 2019/20 will be published on the Council's website.

15. The published Pay Policy Statement will include hyperlinks to:

- (i) 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.
- (ii) Additional documents on the Council's website including:
 - Equal Pay Statement;
 - Gender Pay Gap report; and
 - Surrey Pay rates.

RECOMMENDATION:

16. That Council agrees the Pay Policy Statement for 2019/2020

Lead / Contact Officer:

Jackie Foglietta, Director of HR & OD
Tel: 020 8213 2619

Sources / Background papers:

Surrey County Council Pay Policy Statement 2019/2020.

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SURREY COUNTY COUNCIL
PAY POLICY STATEMENT 2019-2020

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1. Introduction

This Pay Policy Statement was approved by a meeting of the full County Council on 19 March 2019 and is effective from 1 April 2019. 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 include:

- Fire fighters; whose pay and conditions 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 below. Full details of 2019/20 pay bands can be found in Annex 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.

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. As at 1 April 2019 this equates to £16,894 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 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 Ratios April 2019

The minimum Surrey Pay salary is the bottom of grade PS1/2: £16,894 per annum, which equates to £9.00 per hour, compared to the statutory National Living Wage of £8.21 per hour for those aged 25 years and over (April 2019) and the "UK Living Wage", of £9.00 per hour for those living outside London, which is advocated by the Living Wage Foundation (November 2018).

Based on salaries paid with effect from 1 April 2019 it is estimated that the Council will have the following ratios between the median earnings across the organisation and the highest paid employee.

| Surrey Pay Salary Ratios April 2019 – March 2020 | | |
|---|------------------|-----------------------------|
| Salary | Amount per annum | Ratio to the highest salary |
| Highest Basic Salary | £220, 000 | n/a |
| Median Basic Salary | £27,099 | 8.1:1 |

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 publishes information on its website detailing Surrey Pay ranges, expenditure over £500 and contracts with a value of £50,000 or more.

To continue this commitment, 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 the lowest grade to Chief Officers, including the Chief Executive, on the highest grades.

Newly appointed or promoted staff are normally appointed to the minimum salary on a grade unless there is clear business reason to appoint at a higher salary within the grade range.

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 be supported by a business case, approved by the Director of HR & Organisational Development in conjunction with the Chair of the PPD Committee in the case of Chief Officers, or by the Director of HR & Organisational Development under delegated powers.

8. Remuneration for Chief Officers

Chief Officers are appointed within the leadership pay model at a spot salary within the appropriate pay band range.

Annual salary reviews for Chief Officers will take into account any generally agreed adjustments to senior management pay rates (if any) as determined by PPDC. For 2019-20 there is no salary increase for those in the leadership pay model.

Details of the remuneration paid to all members of the Council's Leadership Team are available in the Council's [Annual Statement of Accounts](#).

9. Remuneration for employees who are not Chief Officers

i. **Surrey Pay staff**

Surrey Pay comprises pay bands PS1/2 to PS14 and pay bands for senior managers PS15 to Chief Executive.

Surrey Pay roles are aligned to a defined pay model as follows:

- Spot Salary Pay model
- Job Family Pay Model
- Career Pay Model
- Leadership Pay Model

Surrey Pay is reviewed annually to come into effect from 1 April each year.

From 1 April 2019 revised fixed pay points have been introduced within existing grades and staff will progress through the fixed pay points for their grade until the maximum of the grade is reached.

From 1 April 2020 onwards any increases to the Surrey Pay points as part of the annual pay review will take into account the NJC pay award for local government for Surrey Pay grades 1/2 to 14 and the JNC pay award for Chief Officers pay for local authorities for Surrey Pay grades 15 and above.

Individual pay progression will be subject to:

- Staff being in post at their current grade level on 1 October (or the first working day of the week) in the previous year.
- Performance in the role, and
- Scope being available within the individual pay grade until the top of the grade is reached.

ii. **Apprentices**

The Council has a standalone apprenticeship grade that is separate from Surrey Pay main grades. This enables consistent apprenticeship pay grades to be applied across all services including those that have differing pay structures.

iii. **Commercial Services Education Catering**

PPDC has approved entry salary levels for Commercial Services staff above the grade minimum.

iv. **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 at that time and provided for a performance related progression (PRP) arrangement. For 2019/20 the pay bands have been uplifted by 2.5%. The value of the PRP payment is 2% across the pay band and a 2% non-consolidated payment (NCP) for exceptional performance.

v. 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 2019/2020. A 2.5% performance-related pay progression will be applied to staff employed on Buckinghamshire County Council terms and conditions with effect from 1 July 2019, subject to successful performance and available headroom with the pay range.

In addition, in accordance with their terms and conditions:

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

vi. Tutors - Surrey Arts and Community Learning & Skills

Tutors within Surrey Arts and Community Learning & 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 2018, there was no pay increase for Community Learning and Skills Tutors.
- For the pay year commencing 1 September 2018, there was no pay increase for Surrey Arts Tutors.

vii. 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. This is currently set at £34,986 per annum.

viii. 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 following pay ranges apply with effect from 1 September 2018:

Agreed nationally:

- An uplift of 3.5% to the minimum and maximum of the unqualified pay range and main pay range.
- An uplift of 2% to the minimum and maximum of the upper pay range, leading practitioner pay range and all allowances.
- An uplift of 1.5% to the minimum and maximum of the leadership pay ranges.

Agreed locally:

Except for those on the minimum of their respective pay ranges, the PPD Committee agreed:

- All teachers receive a 1% increase in their salary with effect from 1 September 2018.

In addition to the above and as agreed locally, teachers are eligible for pay progression, subject to performance and scope within their pay range, as follows:

- A 1% increase, subject to a 'successful' appraisal rating, or
- A 2% pay increase, subject to an 'exceptional' appraisal rating

Local decisions on pay are reviewed annually and take into account affordability and 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.

In addition, a non-consolidated payment (NCP) is available to recognise exceptional performance.

iii Travel and Expenses

Where authorised to do so, employees are entitled to be reimbursed for additional mileage they incur whilst discharging their official duties. The rate of reimbursement will depend on the mileage incurred. Employees who have to use public transport to travel for business travel are entitled to reclaim the additional costs of the transport under the council's expenses policy. 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.

11. Remuneration - Contract for Services

The Council encourages the direct employment of staff and pays them via the payroll system. In circumstances where it is more appropriate to engage people on a contract for services the Council follows HMRC guidelines to ensure that the correct employment status is identified.

When a need arises for an 'interim' appointment, recruitment is normally secured via the Council's temporary staffing agency frameworks. Individuals contracted via an agency will in most instances be paid at a rate consistent with the pay of directly employed staff performing a comparable role. The Council will consider any relevant market factors to support payment of a premium rate necessary to secure appropriate levels of skills and expertise.

12. Early Retirement and Severance

The Council's terms for granting redundancy 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.

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.



Surrey Pay Bands 2019/2020

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Surrey Pay

Applies to all schools and non-schools based Surrey Pay staff.

Table 1 - Job Family Pay Bands – effective from 1 April 2019

| Job Family | Pay Model | Grade Name | Minimum Point | Point | Point | Point | Point | Maximum Point |
|--|----------------------|-----------------------|----------------------|---------|---------|---------|---------|---------------|
| | | | 1 | 2 | 3 | 4 | 5 | 6 |
| <ul style="list-style-type: none"> • Business Functions • Public Engagement • Regulation & Technical • Operational Services • Personal Care & Support • Children Learning & Educational Support (CLES) | Job Family Pay Model | PS1/2 | £16,894 | | | | | |
| | | PS3 | £17,316 | £17,779 | £18,242 | | | |
| | | PS4 | £18,698 | £19,072 | £19,453 | £19,843 | £20,239 | £20,653 |
| | | PS5 | £21,169 | £21,593 | £22,025 | £22,465 | £22,914 | £23,367 |
| | | PS6 | £23,951 | £24,430 | £24,919 | £25,417 | £25,926 | £26,438 |
| | | PS7 | £27,099 | £27,641 | £28,194 | £28,758 | £29,333 | £29,912 |
| | | PS8 | £30,660 | £31,273 | £31,898 | £32,536 | £33,187 | £33,842 |
| | | PS9 | £34,688 | £35,382 | £36,089 | £36,811 | £37,547 | £38,476 |
| | | PS10 | £39,438 | £40,227 | £41,031 | £41,852 | £42,689 | £43,744 |
| | | PS11 | £44,838 | £45,959 | £47,108 | £48,285 | £49,492 | £50,711 |
| | | PS12 | £51,979 | £53,278 | £54,610 | £55,975 | £57,375 | £58,788 |
| | | PS13 | £60,258 | £61,764 | £63,308 | £64,891 | £66,513 | £68,151 |
| | | PS14 | £69,855 | £71,601 | £73,391 | £75,226 | £77,107 | £79,006 |
| | | Leadership Job Family | Leadership Pay Model | PS15 | £79,389 | | | |
| 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 April 2019

| Job Family | Pay Model | Grade Name | Pay Point | Salary |
|------------------|------------------|------------|-----------|---------|
| Social Wellbeing | Career Pay Model | PS8SC | | £32,251 |
| | | PS9SC | Point 1 | £34,688 |
| | | | Point 2 | £35,951 |
| | | | Point 3 | £37,213 |
| | | | Point 4 | £38,476 |
| | | PS10SC | Point 1 | £39,438 |
| | | | Point 2 | £40,873 |
| | | | Point 3 | £42,309 |
| | | | Point 4 | £43,744 |
| | | PS11SC | Point 1 | £44,838 |
| | | | Point 2 | £46,796 |
| | | | Point 3 | £48,754 |
| | | | Point 4 | £50,711 |
| | | PS12SC | Point 1 | £51,979 |
| | | | Point 2 | £53,432 |
| | | | Point 3 | £55,702 |
| | | | Point 4 | £58,788 |

*Applies to all Social Workers and Occupational Therapists.

Career pay bands

Table 3: Highways, Transport & Environment – effective from 1 April 2019

Scheme 1: PS5HT - PS7*

| Job Family | Pay Model | Grade | Point | Salary |
|--------------------------|-----------------------|-------|---------|---------|
| Regulation and Technical | HT&E Career Pay Model | PS5HT | Point 1 | £21,169 |
| | | | Point 2 | £22,268 |
| | | PS6HT | Point 1 | £23,951 |
| | | | Point 2 | £23,195 |
| | Job Family Pay Model | PS7 | Point 1 | £27,099 |
| | | | Point 2 | £27,641 |
| | | | Point 3 | £28,194 |
| | | | Point 4 | £28,758 |
| | | | Point 5 | £29,333 |
| | | | Point 6 | £29,912 |

Scheme 2: PS6HT – PS8*

| Job Family | Pay Model | Grade | Point | Salary |
|--------------------------|-----------------------|-------|---------|---------|
| Regulation and Technical | HT&E Career Pay Model | PS6HT | Point 1 | £23,951 |
| | | | Point 2 | £23,195 |
| | | PS7HT | Point 1 | £27,099 |
| | | | Point 2 | £28,506 |
| | Job Family Pay Model | PS8 | Point 1 | £30,660 |
| | | | Point 2 | £31,273 |
| | | | Point 3 | £31,898 |
| | | | Point 4 | £32,536 |
| | | | Point 5 | £33,187 |
| | | | Point 6 | £33,842 |

Scheme 3 PS7HT - PS9*

| Job Family | Pay Model | Grade | Point | Salary |
|--------------------------|-----------------------|-------|---------|---------|
| Regulation and Technical | HT&E Career Pay Model | PS7HT | Point 1 | £27,099 |
| | | | Point 2 | £28,506 |
| | | PS8HT | Point 1 | £30,660 |
| | | | Point 2 | £32,251 |
| | Job Family Pay Model | PS9 | Point 1 | £34,688 |
| | | | Point 2 | £35,382 |
| | | | Point 3 | £36,089 |
| | | | Point 4 | £36,811 |
| | | | Point 5 | £37,547 |
| | | | Point 6 | £38,476 |

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

Table 4: Commercial Services Education Catering - effective from 1 April 2019

| Position | Grade | Pay Point | Starting Salary |
|--|--------|-----------|-----------------|
| Catering / Servery Assistant | PS 1/2 | N/A | £16,894 |
| Cook - Primary / Secondary & Smart | | | |
| Caterer - Primary Small | PS 3 | Point 1 | £17,316 |
| Caterer - Primary Medium | PS 3 | Point 2 | £17,779 |
| Deputy Caterer - Primary / Secondary Large | | | |
| Caterer - Primary Large | PS 3 | Point 3 | £18,242 |
| Caterer (Secondary Small) | PS 4 | Point 2 | £19,072 |
| Caterer Primary - Very Complex | PS 4 | Point 3 | £19,453 |

Table 5: South East Shared Services (SESS) regional Surrey Pay bands effective from 1 April 2019

| Grade | Title | Minimum | Midpoint | Maximum |
|-------|-------------------------------|---------|----------|---------|
| 5 | Pension Administrator Level 1 | £17,174 | N/A | £19,219 |
| 6 | Pension Administrator Level 2 | £19,220 | | £21,781 |
| 5/6 | Administrator | £17,174 | £18,706 | £21,781 |
| 7 | Senior Administrator | £19,731 | £22,806 | £25,881 |
| 8 | Hub Leader | £23,831 | £26,906 | £29,981 |
| 9,10 | Team Leader or Manager | £27,931 | £31,006 | £34,081 |
| 11 | Manager | £32,031 | £35,106 | £38,181 |
| 12,13 | Senior Manager | £37,156 | £40,231 | £43,306 |

Table 6: Political Assistants

| Grade | Salary |
|---------|---------|
| PS9(PA) | £34,986 |

Table 7: Community Learning & Skills Tutors - 1 September 2018

| Role Level | Surrey Pay Grade | Basic Hourly Rates | Total incl. hourly rate & preparation allowance* | Total incl. 14% AL |
|--|------------------|--------------------|--|--------------------|
| Adult Learning Standard (ALS) | PS7 | £14.44 | £20.43 | £23.29 |
| Community courses which are non-qualification based. | | | | |
| Adult Learning Higher (ALH) | PS8 | £17.33 | £24.52 | £27.95 |
| Accredited courses which are qualification based | | | | |
| Adult Learning Top (ALT) | PS9 | £18.77 | £26.56 | £30.28 |
| Highly specialist subject areas (N.B this is a new role) | | | | |

**Preparation allowance of 41.5%*

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

Table 8: Surrey Arts Tutors - 1 September 2018

| Role Level | Surrey Pay Grade | Pay point | Basic Hourly Rates | Basic hourly rate plus preparation & travel allowance * | Total incl. 14% AL |
|--|------------------|-----------|--------------------|---|--------------------|
| Unqualified Instrumental Music Teacher (Job profile being finalised) | PS7 | 1 | £14.36 | £20.97 | £23.81 |
| Qualified Instrumental Music Teacher | PS8 | 2 | £15.11 | £22.06 | £25.06 |
| Assistant Teacher for the whole class | | 3 | £15.80 | £23.07 | £26.20 |
| Curriculum Lead | | 4 | £16.74 | £24.44 | £27.75 |
| Group Ensemble Conductor | PS9 | 5 | £17.86 | £26.07 | £29.61 |
| Lead Teacher for whole class | | 6 | £19.74 | £28.82 | £32.72 |

**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 9: Apprenticeship and internship pay rates – effective from 1 April 2019

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

¹£15,412 per annum for apprentices aged 25 years payable from their 25th birthday.

Table 10: Former Buckinghamshire County Council trading standards pay settlement effective from 1 July 2019

| 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 |

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**OFFICER REPORT TO COUNCIL**

19 March 2019

A thriving community of children and young people in Surrey**A strategy for their emotional wellbeing and mental health****KEY ISSUE/DECISION:**

The strategy details the vision and ambition for children's emotional wellbeing and mental health in Surrey. It replaces the previous strategy which expired in 2017. It has been approved by Health and Wellbeing Board. Council is asked to approve the strategy.

BACKGROUND:

1. The previous strategy for children's mental health expired in 2017.
2. A programme to transform the service was agreed by council as part of the Family Resilience transformation programme business case.
3. The whole-system strategy lays out the vision and ambitions guiding the transformation of services and cultures around emotional wellbeing and mental health. It has been developed with children, young people and their families, as well as a broad range of professionals. It recommends the adoption of the THRIVE framework developed by the Anna Freud Centre.
4. The strategy was approved by the Health and Wellbeing Board on 7 March 2019.

RECOMMENDATIONS:

It is recommended that "A thriving community of children and young people in Surrey. A strategy for their emotional wellbeing and mental health" is approved.

Lead/Contact Officers:

Alix Cordell

Email: Alix.Cordell@surreycc.gov.uk**Sources/background papers:**

Annex 1

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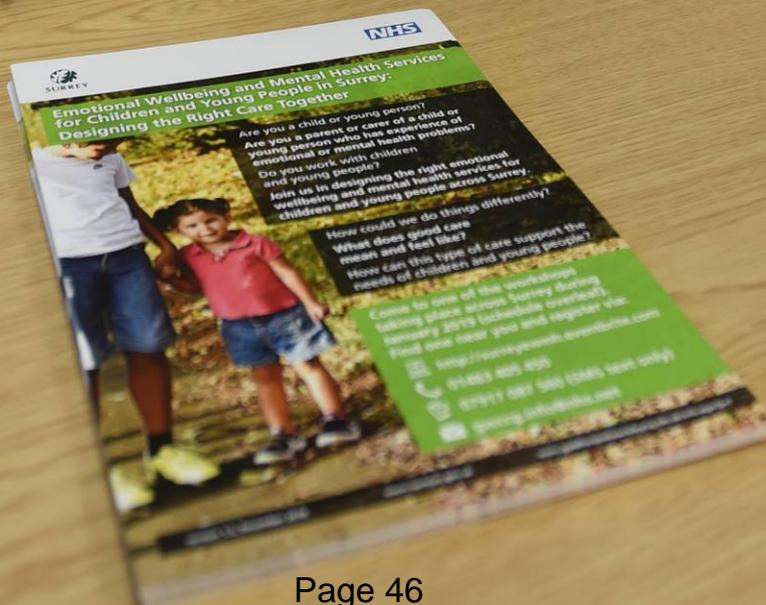
A thriving community of children and young people in Surrey



A strategy for
their emotional
wellbeing and
mental health

2019 – 2022

version 9, February 2019



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Building on our strengths and addressing our challenges to help more young people like Freya

Whenever I tell my story it generally starts with 'I was always an anxious child'. For as long as I can remember I've gone through periods of having panic attacks and everyone just treated them as part of my personality and said it would settle down after a while, which it did until I turned sixteen. I began having multiple panic attacks a day, and even though I somehow always managed to make it into school, all I could focus on was the absolute terror.

Around this time, my mood was getting lower and lower and I began hurting myself as a way to cope. I was always very secretive about it, as I was about most things regarding my mental health, and this continued for another few months.

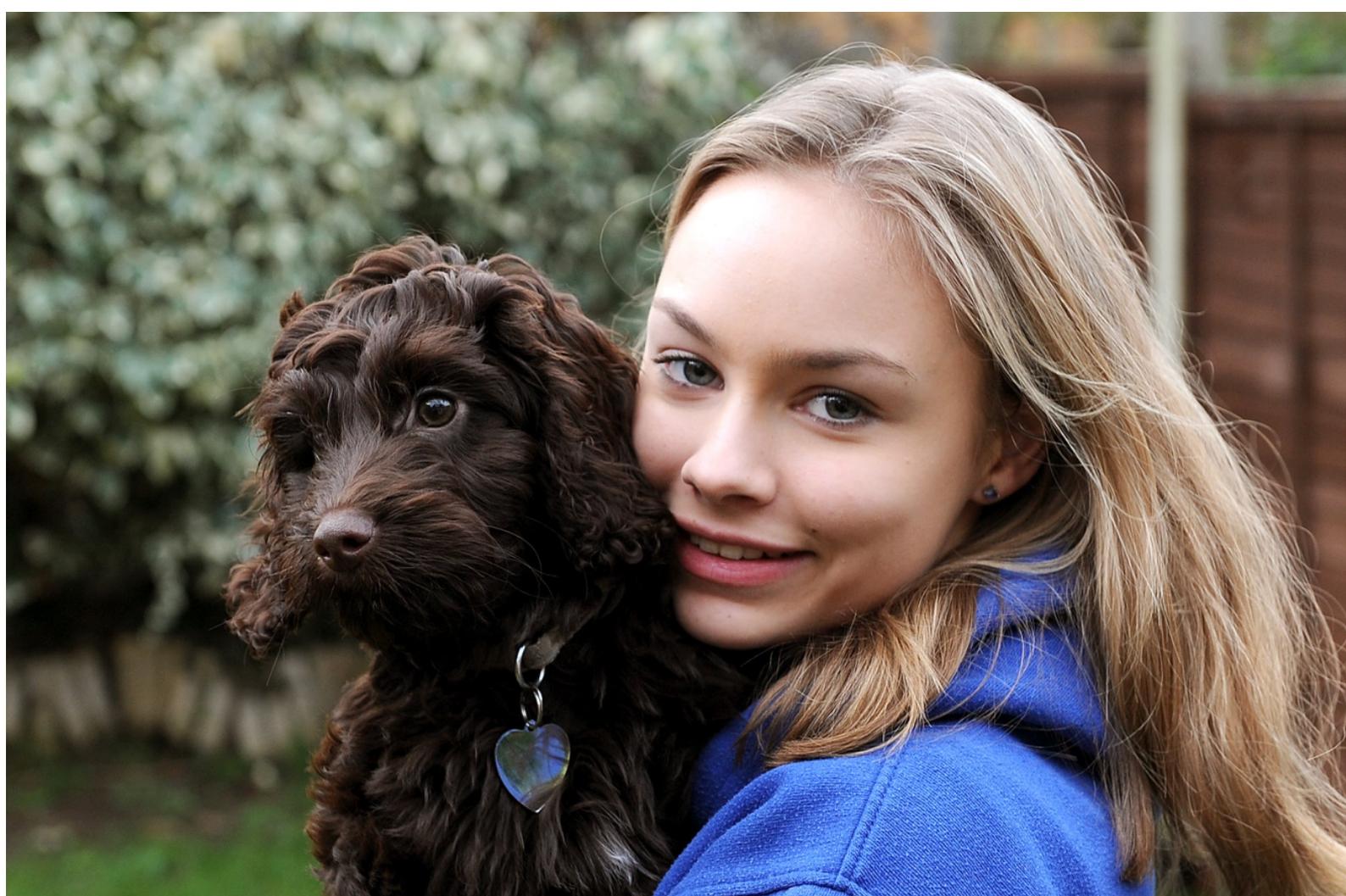
I decided to try going to the GP as I knew I couldn't keep going on the way I was. I was with the GP for three minutes, during which time she referred me to a website which, in her own words 'probably isn't very good'. It wasn't a great start to my recovery journey, and it took a good few months after that for me to even attempt to open-up again.

By this point I was struggling with anxiety, OCD, depression and an eating disorder. OCD tendencies I'd had for all my life were getting worse and much more frequent.

Eventually, I managed to speak to one of my teachers at school who was incredible and so understanding. She shared with me some of her own experiences and with her support, I met a mental health outreach nurse who I worked with for about a month. She referred me into the main body of CAMHS where I was put on the waiting list. After eight months, with some support provided along the way, I was allocated a psychologist who worked with me for a year, and quite literally saved my life.

She was the first person I felt able to open-up to about my eating disorder, and I was able to tell her about plans I had made to take my life. I not only managed to sit my A levels but passed them with good enough grades to get into my first choice University. After taking a gap year, I can happily say that I love being at University. I have been transferred to services there, and I know that even though I've come very far, I do still have a fair way to go, but overall, I'm so different to the girl I was four years ago.

I'm so grateful to everyone who's played a part in my journey, and I am genuinely looking forward to seeing what the future holds. I've got some amazing friends and have managed to get onto the highest-level competitive cheerleading team, and I'm looking forward to a life that is no longer dominated by mental illness.



What my experiences have taught me about providing emotional wellbeing and mental health support to children and young people:

- having workers who can show empathy to children and young people and let them know that they aren't alone, that people do care, and that there is hope, is so important
- that services need to recognise that a one size fits all approach won't work, and instead a personalised, adapted approach will be so much more effective and helpful – care should be adaptable, flexible and person centred
- having a say in my care was very important to me – making care plans and safety plans is definitely a good idea
- earlier interventions and preventative care should be prioritised over curative care

1. A call to action

Working together as a system, Surrey County Council, the Surrey Clinical Commissioning Groups (CCGs), schools, voluntary sector organisations and community groups are committed to supporting children and young people to have the best start in life at home, in school, with friends and in their community. A fundamental element of having this best start is their emotional wellbeing and mental health. In the words of children and young people:

‘I want to feel loved by friends, family and adults in my life’

‘I want to have hope that my life can get better’

‘I want to have fun’

‘I want someone to help me change difficult things in my life’

‘I want to have coping strategies for when I am feeling anxious’

In the recently developed Children & Young People’s Emotional Wellbeing & Mental Health Charter, set out below, children and young people have described what they want.

Children & Young People’s Charter

- ❖ I need to know that the right support is there when I need it, that I can access it quickly and that it is age appropriate. It should improve my emotional wellbeing and mental health
- ❖ I want the stigma around my mental health issues to be reduced because this will help me and my family to enjoy more positive mental health, be more resilient and manage challenges more independently
- ❖ I want to have more control over decisions that impact my emotional wellbeing and mental health and any care I receive
- ❖ I want to be able to access the best information and advice to support my emotional wellbeing and mental health. I want my family and people who look after me to be able to do the same
- ❖ I need support as soon as I start to feel like I’m struggling to cope with my emotions or mental health issues. I want to be able to access support in a way that suits me
- ❖ I only want to tell my story to the people looking after me once
- ❖ I need to be able to access support as quickly as possible when I feel like I am in crisis and I want to be able to access that support locally, within my community
- ❖ I worry about what will happen to my support when I reach adulthood. To make it easier for me I need to know that when I move into adulthood I will not lose my support
- ❖ I want the people who are supporting me to be competent and confident in supporting my emotional wellbeing and mental health

We have recently completed a series of engagement events where children and young people and their families, teachers, GPs, social workers and care professionals came together with wider stakeholders to tell us more about what is important to them. Five themes emerged from these workshops – with the Charter, these will underpin our plans. In developing this strategy, we as Surrey County Council and the Surrey CCGs build on the ambitions we describe in Surrey 2030 Plan, set out our partnership and our ambitions to shape a different culture, support and services for children and young people in Surrey. This is a whole system response to a whole system challenge – not just a commissioning strategy for SCC and the CCGs.

We will be integrating care and ensuring that emotional wellbeing and mental health are prioritised equally to the physical health needs of children and young people.

1.1. Our pledge

To the children and young people of Surrey, to the parents, carers and friends in Surrey, to our community and to the committed teachers, social care professionals, health professionals and army of volunteers... we have listened to your feedback and we will focus on:

- Early intervention and community support
- Collaborative working
- Creating a navigable system
- Communication with children, young people and parents
- Environmental design

Finally, this strategy is not the last word on this topic, but rather the start of a conversation – a document that sets out a new direction of travel and something we can build on and evolve as we learn more and co-design the future together.

Mr Tim Oliver, Co-Chair
Cabinet Member for People, Surrey County Council

Dr Elango Vijaykumar, Co-Chair
Clinical Chair, NHS East Surrey Clinical Commissioning Group

2. Background and context

In 2018 Surrey County Council and the Surrey CCGs recognised that children and young people were not getting the emotional wellbeing and mental health support they need to make the best start in life and fulfil their potential.

In this section of the Strategy we outline the:

- background within which we have written this strategy
- national picture
- local picture
- our local partnership
- our transformation programme
- the scope of the Strategy

2.1. Background

In early 2018, we heard and listened to feedback from children and young people, their families and carers, their friends and from professionals working alongside children and young people. It pointed to significant gaps in the support available and services provided for children and young people. Feedback highlighted long waits and delays, a lack of clarity of referral routes and pathways, a lack of appropriate support for those with complex and enduring needs, a perceived lack of listening and professional respect, inequality of access for those who are more vulnerable or from disadvantaged groups and poorly managed transition to adult services.

Since then, we have reflected deeply on this feedback, and what it means for our future approach to the emotional wellbeing and mental health of children and young people in Surrey.

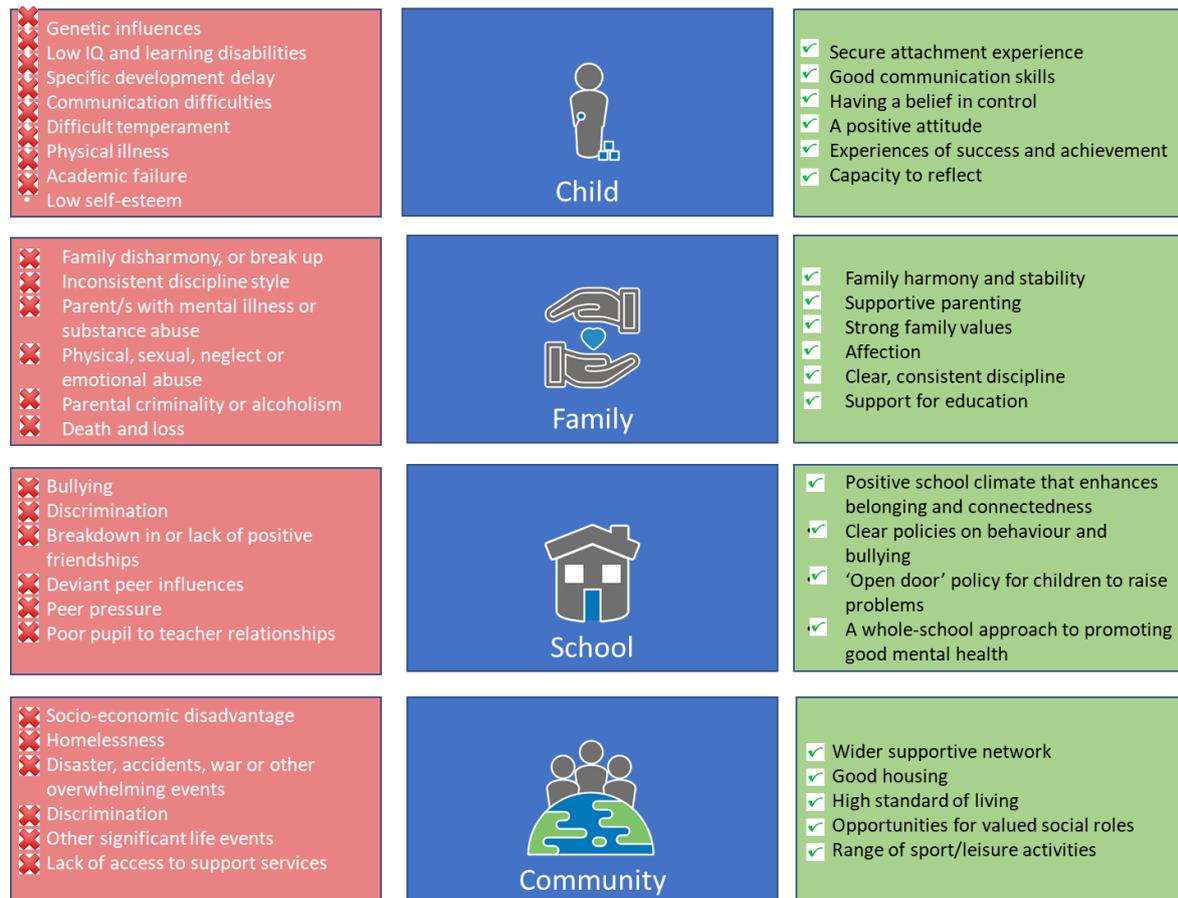
In this document we collectively take responsibility for these challenges, accept that both immediate and longer-term action is required and commit to driving through the positive transformation that is necessary to do better for children and young people in Surrey.

It is important to note that there are services that received very positive feedback and we will retain and build on these strengths in the future.

2.2. The national picture

Mental ill-health can affect us all – directly, in our families and communities, or as friends, colleagues or employers. It is impacted by many things – trauma and difficult life experiences, stigma and marginalisation, problems with relationships, unhealthy lifestyles, bereavement, employment, social media, housing and the environment. A person can develop poor mental health at any stage of their life; however key factors can increase the likelihood of this happening. Figure 1 highlights key risk factors that can impact both positively and negatively on a child and young person’s resilience and emotional wellbeing.

Figure 1 – Risk and Protective Factors for Children and Young People’s Mental Health



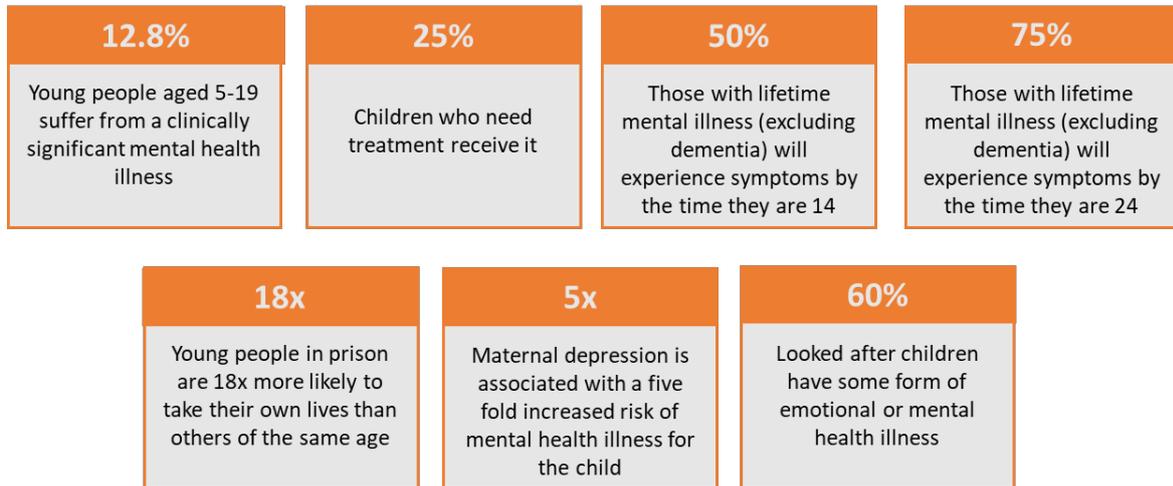
1

¹ Source: The Mental Health of Children and Young People in England, Public Health England (2016)

2.2.1. What the national statistics say

The national data points to increasing demands for emotional wellbeing and mental health support for children and young people.

Figure 2 – National statistics



2

2.2.2. National strategy

In response to the national data and population needs, policy makers have prioritised mental health and have published a number of documents within which they set the agenda of emotional wellbeing and mental health support for children and young people. These include:

- NHS 10 Year Long-Term Plan and funding settlement
- Future in Mind
- Mental Health Forward View
- Transformation Children and Young People Mental Health: Green Paper
- CQC national review of Children and Adolescent Mental Health services (CAMHS)

² NHS Clinical Commissioners, Defragmenting CAMHS – commissioning the children and young people’s mental health system

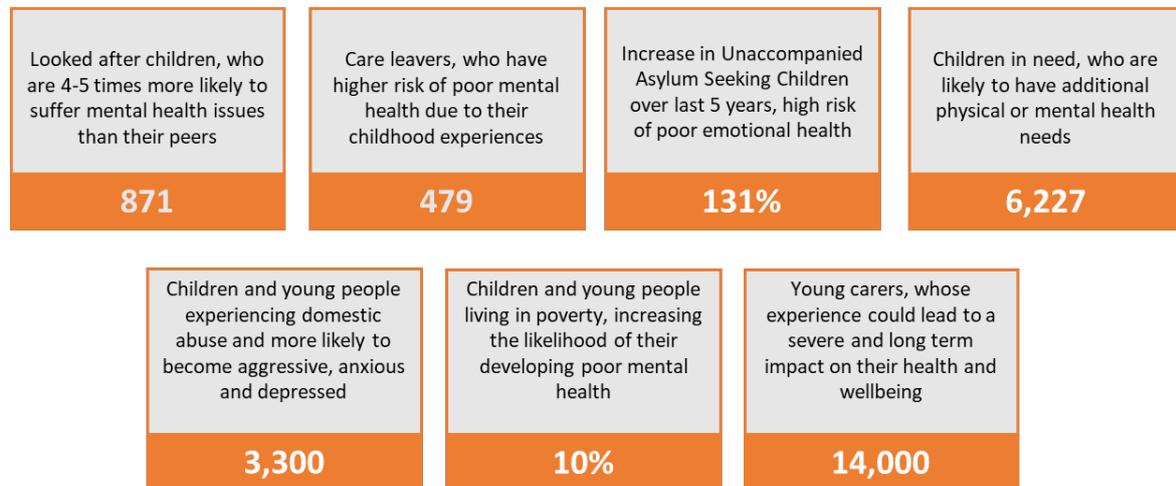
2.3. The local picture

Children and young people in Surrey face the same challenges as children around England. We know about their specific needs and have developed strategies with those in mind.

2.3.1. What the local statistics say

Using local data, we know that there are 287,600 children and young people aged 0-19 living in Surrey and it is expected that there will be a 14% increase in children aged between 10-14 years between now and 2022.

Figure 3 – local statistics



3

With a projected growth in the population of Surrey's children and young people and a greater awareness of the need for good emotional wellbeing and mental health, it is anticipated that there will be an increase in demand for emotional wellbeing support and services across 2019-2022.

³ Joint Emotional Wellbeing & Mental Health Needs Assessment for Children and Young People in Surrey (2017), Surrey County Council

2.3.2. Local strategy

There are several local strategies and initiatives to which we have aligned this strategy, particularly the wider and developing Children’s Strategy for Surrey. The long-list of strategies we have built on include:

Figure 4 – local strategies and programmes

| | | | | |
|--------------------------------|---------------------------|-----------------------------|----------------------------------|--------------------------------|
| Children’s Strategy | Surrey 2030 | Healthy Schools | Domestic Abuse Strategy | SEND and Learning Difficulties |
| Suicide Prevention Strategy | Substance Misuse Strategy | Child Exploitation Strategy | First 1,000 days and First Steps | End of life strategies |
| CAMHS Transformation Programme | Adverse Child Experiences | Time to Change | Attachment training | Active Surrey |

2.3.3. What does this mean for children and young people and care professionals in Surrey?

These statistics are brought to life when listening to children, young people, families and carers, teachers and schools, GPs, social care, the voluntary sector and wider care professionals across Surrey. They talk of children, young people and families in crisis, the pressures of social media and educational demands, drugs and alcohol and the shortages of resources across the whole system. They speak of children and young children struggling to cope with their everyday lives, but also of those where acute needs demand timely, responsive and integrated specialist support. They particularly highlight the need for preventative interventions and early help to build the resilience of families and empower and equip children and young people to manage their own emotional wellbeing and mental health, alongside the need for reliable and coherent acute and risk support and services.

2.4. Our local partnership

In response to the statistics set out above, and the feedback we have received from children, young people, parents and carers and care professionals in Surrey, Surrey County Council and Surrey CCGs have formed a partnership with local organisations and groups to drive through transformation of emotional wellbeing and mental health for children and young people. Figure 5 outlines this partnership.

Figure 5 – Our partners across Surrey



2.5. Our transformation programme

The partnership outlined above, and driven by Surrey County Council and Surrey CCGs, has launched an extensive programme of work to design and deliver a coordinated whole system transformation programme. Figure 6 below highlights the key phases of that journey.

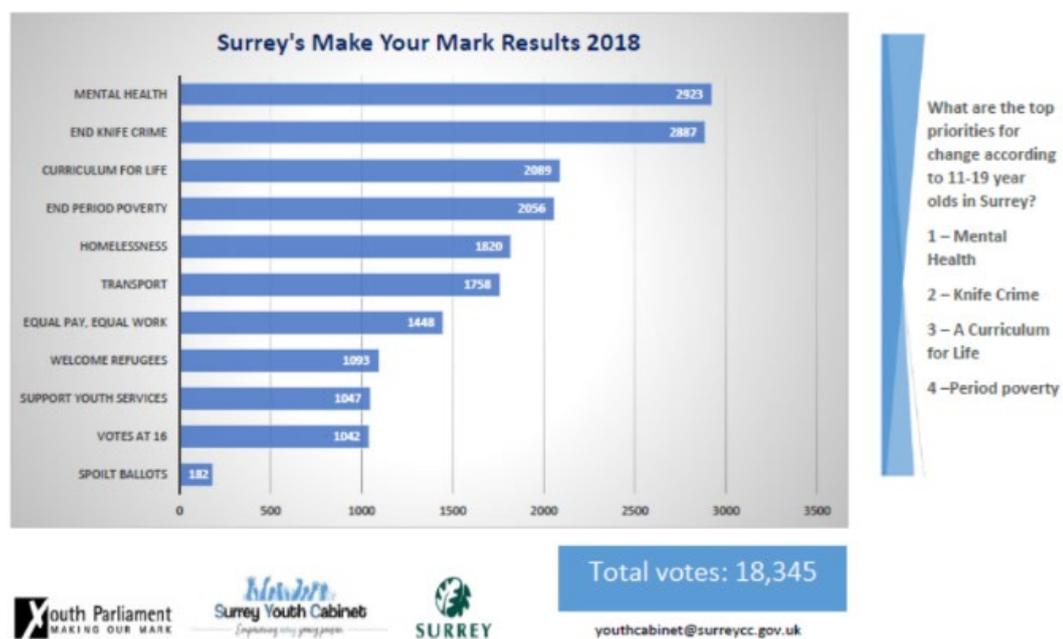
Figure 6 – Our transformation programme



2.6. Phase 1: Listening and learning

During Phase 1 we:

- worked with children and young people, their families and carers to develop the Charter (see page 7) which outlines what local children and young people have said they want to see from us
- listened to the feedback from Youth Cabinet who asked young people to vote on the key issues that they think will help to improve their lives. In Surrey, mental health was voted as the top priority for change by the young people that voted



- engaged schools to understand their lived experience of the needs of children and young people and of working with the current children and adolescent mental health services
- worked with the provider of children and adolescent mental health services in Surrey to tackle access to services and improve communication and processes between schools and GPs – access to services remains challenging
- commissioned an independent review of the service to establish the reasons behind the challenges being faced and identify where and how the service needs to be improved
- focused on improving our services through the Surrey Children & Adolescent Mental Health Service Transformation Plan⁴ which is updated annually and seeks to implement projects that will make a real difference to the lives of children, young people their families and carers experiencing mental health issues
- launched a pilot to trial the development of locality teams to build our expertise and learning about how we can work together to meet the needs of children and young people
- carried out a series of workshops with a range of key stakeholders, including children, young people, parents, carers and people who work with children and young people – the themes from these workshops underpin this strategy

This document sets out ambitions to co-design and deliver a new model with the people of Surrey in Phases 2, 3 and 4 of the Transformation Programme.

⁴ Surrey Child and Mental Health Whole System Transformation Plan (October 2018), Surrey County Council: <https://www.surreyi.gov.uk/dataset/camhs-transformation-plan-refresh>

2.7. The scope of our strategy

2.7.1. Local services in scope

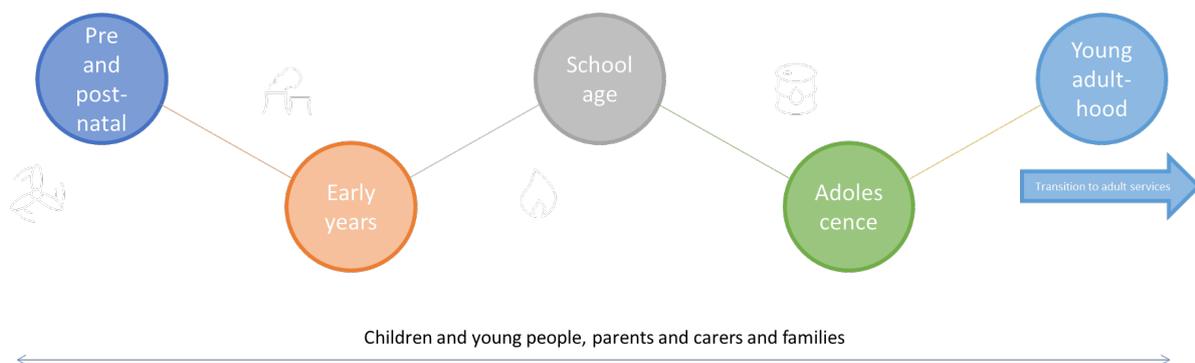
The services in scope of the Strategy are those from our partnership organisations and groups – including CAMHS practitioners, schools, social care, general practice and wider healthcare, the police, teams such as health visitors and family support workers, voluntary sector groups, hospices and those that represent children and young people and their families. We will build on these foundations and the strengths of our community; their deep expertise and experience will be critical to the successful delivery of our ambitions.

2.7.2. A life course approach

We will take a life course approach when designing support and services for children and young people. In the diagram below, we set the scope of this strategy and our ambition to build a culture of emotional wellbeing through pre-natal care into young adulthood. It will support all children, including those who are vulnerable, those in care and care leavers. Young people are not automatically ready to access adult services at 18 so our ambition will be to support them through transition up to the age of 25.

The Strategy is also focused on supporting parents and carers. If parents aren't thriving, their children will not thrive. As set out above, this strategy builds upon our 'First 1,000 Days' approach and seeks to support families with attachment and help parents to be confident and independent.

Figure 7 – A life course approach





3. The future of emotional wellbeing and mental health for children and young people in Surrey

In this section of the Strategy we set out our ambition for the emotional wellbeing and mental health of children and young people in Surrey.

“The crisis that we have with children and young people’s mental health is not going to be solved in consulting rooms and clinical settings across our county.

“It will be solved in communities – in schools, in families, in friendship groups, in youth clubs, in charities. It will be solved by changes in attitudes, in cultures, in beliefs and behaviours – not just in the young people themselves, but in their parents, their teachers, their friends and their medical staff. It will be solved by young people having access to and making use of healthy coping strategies – exercise, peer support, long-term bond with a trusted adult, mindfulness – and avoiding unhealthy coping strategies – substance abuse, violence, abusive relationships, poor eating habits.

“We – local authorities, health services, parents, police, schools, charities – must truly work in partnership with young people to understand their lives and address the underlying causes together.”

Voluntary Sector partner

Our ambitions are to:

- Develop a new **culture** around children and young people’s emotional wellbeing and mental health that promotes resilience, whilst ensuring access to specialist services when needed.
- Develop how we **support** children and young people with their emotional wellbeing and mental health.
- Develop appropriate emotional wellbeing and mental health **services** for children and young people.

3.1. Vision

In Surrey we have a vision:

“To develop a culture of emotional wellbeing and mental health support for children and families that is based on strengthening early intervention and prevention and building resilience. We will listen to and work in partnership with our community to give children and young people the best start in life”

3.2. The principles underpinning our strategy

In response to the national and local challenges, the Children and Young People’s Charter and the feedback from recent engagement events, we have developed a series of guiding principles for this strategy – they will nurture a new culture and the design and delivery of support and services.



Figure 8 – Our principles

| Early intervention and community support | Collaborative working | Creating a navigable system | Communication with children, young people and parents | Environmental design |
|---|---|--|--|---|
| <i>“It is so much better to build a fence at the top of a cliff than run an ambulance [service] at the bottom.”</i> | <i>“You do not pass the baton until there is someone to take it.”</i> | <i>‘Toolkits and tips for children and young people to take away’</i> | <i>‘Networks enable [my] voice to be heard in the services that [I] access which is empowering’</i> | <i>‘Welcoming, friendly environment and does not feel like a clinical setting’</i> |
| <p>We will focus on prevention and early action to promote resilience among children, young people their families and carers, whilst ensuring access to appropriate specialist care if needed and during times of crisis</p> <p>We will empower children and young people to be the custodians of their own emotional wellbeing and mental health</p> <p>We will focus on supporting children to support themselves</p> | <p>We will collaborate, integrate and be accountable – we will break down organisational and professional boundaries</p> <p>We will listen to and respect one another</p> <p>We will provide continuity of care and make space for professionals to come together</p> <p>We will support children and young people into adulthood, transitioning smoothly into adult services</p> | <p>Information for everyone will be simple to access, navigate and signpost</p> <p>We will provide evidence-based information that inspires confidence</p> <p>We will provide tools for self-care and resilience, as well as recovery</p> <p>We will build a system that is effective, systematic and makes the best use of resource</p> | <p>We will achieve better outcomes and learn by listening to and treating children and young people as individuals, putting them at the heart the service</p> <p>We will work with the whole family to support a community of confident, resilient and independent parents and siblings – we will set out what they can expect from us</p> <p>We will support parents, siblings, carers and friends to look after their own emotional well-being and mental health</p> | <p>We will provide support and services as locally and flexibly, minimising travel as much as possible</p> <p>We will make environments where care is provided child and young person friendly</p> <p>We will build on community strengths and assets</p> |

3.3. Choosing the right model for Surrey – The THRIVE framework

There are many models upon which we could base our strategy. Long-term, quantifiable evidence is limited in this area – with NHS England currently carrying out a national review to fill the vacuum of evidence available.

Having considered the models that are available, the evidence about where they have been used successfully and the needs of our community, we propose to base our strategy on the THRIVE framework. It balances the needs to provide good quality early intervention and resilience-building to tackle issues early, with the need for some children to access more specialist or medicalised care. We have also noted that the THRIVE framework is being promoted by national organisations like NHS Clinical Commissioners and implemented by some schools and Children’s Centres in Surrey with success.

The THRIVE framework was developed by the Tavistock and Portman NHS Foundation Trust and the Anna Freud Centre, in consultation with children, families and service providers (see here for more information <http://www.implementingthrive.org>). The key features of the model are:

- It outlines groups of children and young people and the sort of support they may need, drawing a clear distinction between support and treatment (services).
- It focuses on a wish to build on individual and community strengths wherever possible and to ensure children and families are active decision makers in the process of choosing the right interventions.
- It has been successfully used in other parts of England to shape a positive culture and support and services for children and young people’s emotional wellbeing and mental health.
- Its structure is closely aligned with what we are trying to achieve in Surrey.

Figure 9 outlines how we will apply THRIVE segments to meet the needs of our children and young people and the table thereafter sets out what it might mean in Surrey.

Figure 9 – The THRIVE Framework in Surrey



Each element of the THRIVE framework is described in more detail in the following tables 1 to 5.

Table 1 – The THRIVE Framework in Surrey: Thriving

| THRIVE segment: Thriving – prevention and promotion | | |
|--|--|--|
| Who | What | Examples |
| <p>The THRIVE framework suggests that everyone, including those thriving in the community, should receive community initiatives that support mental wellness, emotional wellbeing and resilience of the whole population. This requires rigorous understanding of the environmental causes of potential harm to children and young people’s psychological health, and the active application of strategies to try to reduce or remove these as far as possible before they affect a child’s emotional wellbeing: primary prevention.</p> | <p>Depending on the age of the child or young person, this will mean providing access to early intervention and prevention through schools, colleges and children’s centres, health visitors, school nurses, GPs, helplines and websites for support.</p> <p>We will provide early support to referrers in schools and general practice.</p> | <ul style="list-style-type: none"> • Developing and disseminating clear and easy navigable public health messages for children, young people and their families regarding emotional wellbeing and mental health (e.g. on the use of social media). • Listening events to understand underlying pressures driving low emotional wellbeing. • Ensuring that promotion and prevention are linked to wider strategies in Surrey, for example domestic abuse and substance misuse strategies. • Providing a rolling programme of core training on emotional wellbeing and mental health of children and young people that reflects age and need (e.g. self-help mental health days for children and young people in schools, attachment, bereavement, drug awareness programmes, resilient families, foster carers). • Working with schools to ensure they get early help. |

Table 2 – The THRIVE Framework in Surrey: Getting advice

| THRIVE segment: Getting advice and signposting | | |
|--|--|--|
| Who | What | Examples |
| <p>Some children and young people seek advice when adjusting to life circumstances with mild or temporary difficulties. These children are choosing to manage their own health and/or are on the road to recovery. Families, carers and care professionals seek advice on behalf of children and young people.</p> | <p>Depending on the age of the child or young person, this will mean providing access to early intervention and prevention through schools, colleges and children’s centres, health visitors, school nurses, GPs, helplines and websites for support.</p> <p>We will provide early support to referrers in schools and general practice.</p> | <ul style="list-style-type: none"> • Providing easy access to children, young people and their families to advice, including to hard to reach groups. • Building system-wide leadership across Surrey to ensure ‘getting advice’ is embedded across our County and integrated into local services and processes through community networks • Working with schools to ensure they get early help. • Developing a ‘no wrong front door’ approach that signposts and navigates easy access to information, support and services – for example a single point of access. • Looking forward, the options to develop local hubs in/around primary care, by providing some training and resource in/to primary e.g. through links into the Primary Care Networks, developing GPs with a special interest in ADHD, linked to the specialist team. |

Table 3 – The THRIVE Framework in Surrey: Getting help

| THRIVE segment: Getting help | | |
|---|--|---|
| Who | What | Examples |
| <p>Children and young people sometimes need help to meet challenges which would benefit from focused evidence-based treatments. These would have clear aims and criteria for assessing whether these needs have been met.</p> | <p>Support and services to children and young people will be provided through community counselling, hospices and bereavement services, counselling and mentoring in schools, education psychologists, education support centres, targeted youth support teams, family support and support to referrers.</p> | <ul style="list-style-type: none"> • Ensuring there is a clear route to ‘getting help’ for children, young people, their families and referrers. • Providing outcome-based care. • Providing a wide variety of limited, goal focussed, evidence based ‘talking therapies’ for a range of needs (typically mild to moderate in nature) in a range of community based, school and health locations, and via remote access (e.g. Improving Access to Psychological Therapies for children and young people). • Access to on-line information, advice and counselling. • Ensuring vulnerable groups are represented at the levels expected for the local population. • Developing a core phase-specific offer to schools including a named mental health link person. • Access to telephone advice for referrers. • Providing supervision across the system to support wider practitioners. |

Table 4 – The THRIVE Framework in Surrey: Getting more help

| THRIVE segment: Getting more help | | |
|--|--|--|
| Who | What | Examples |
| <p>Some children and young people have mental health conditions (e.g. psychosis, eating disorders). These children may require extensive and short and/or long-term from care professionals.</p> | <p>Support and services will be provided to children and young people including multi-disciplinary working in a community setting to meet more severe, complex and enduring mental health needs. This includes eating disorder services.</p> | <ul style="list-style-type: none"> • Making support simple and easy to navigate and focused on outcomes. • Ensure there is a clear route to ‘getting more help’ that is integrated with the other groupings, focusing on robust pathways that enable a flexible response to need. • Providing goal focussed evidence-based treatment for a range of more complex or severe presenting needs in a range of community based, school and health locations, and via remote access e.g. skype/online. This will include systemic interventions and pharmacological interventions, multi-agency care planning and management of risk, including intensive home-based treatment when required. • Locality teams working in the local community, to include educational psychology/CAMHS, social care and health multi-agency expertise). • Embedding IAPT principles within the pathway with a focus on developing a culture of service user engagement and participation, consistent and embedded use of routine and goal-based outcome measures and the use of evidence-based interventions. • Aligning with crisis pathways where a young person who is already ‘getting more help’ requires a response due to crisis. This should, wherever possible, be provided by the staff currently working with them and in line with national access and waiting time standards. |

Table 5 – The THRIVE Framework in Surrey: Getting risk support

| THRIVE segment: Getting risk support | | |
|--|--|--|
| Who | What | Examples |
| <p>Some children and young people find themselves unable to benefit from evidence-based treatments but remain a significant risk or concern and can be supported by a multi-agency team. These children and young people can go into crisis but are not able at the time to make use of the help offered or the help offered has not made a difference. These may be children and young people with emerging personality disorders, on-going issues that have not yet responded to treatments or those that fail to attend appointments.</p> | <p>Support and services included here will include specialised crisis support and day and inpatient units, where children and young people with more severe mental health problems can be assessed and treated.</p> <p>It will also include crisis support services, linked to national services that support children and young people during times of crisis</p> | <ul style="list-style-type: none"> • Developing robust integrated pathways across multiple agencies and that they that are embedded within the early help, safeguarding and social care frameworks, and include close working with education. • Ensuring that vulnerable children and young people, those in care and care leavers have access to timely support and can influence the care they receive through joint care planning. • Providing specialised risk support close to the child or young person’s home and where they can build local and personal support networks. • Exploring co-location of staff to facilitate joint working and robust shared processes. • Agreeing clear criteria for when a young person would benefit from ‘risk support’. • Providing consultation and indirect support to children’s services to enable informed decisions about the most appropriate THRIVE grouping for a young person. • Endeavouring to work across partners to provide a ‘team around the professional’ approach that supports partners to support the young person/family and enables shared management of risk. • Working with colleagues across early help, education, social care and health to identify with young people and their family who is best placed to be the young person’s key person. • Working with partners to develop a joint approach to young person and family centred care planning. This should include care planning with the young person/family to identify how best to keep themselves safe and what to do in a crisis. |

3.4. How do we know we're having an impact?

Our key focus is to improve the lives of children and young people in Surrey by supporting them to achieve the best possible outcomes for their emotional wellbeing and mental health. To this end, we will continually monitor and evaluate the outcomes being set and achieved by children and young people and the performance of the support and services we provide - adjusting when necessary to ensure we do achieve these outcomes. Below we set out the elements of the Charter as outcomes and illustrate how we might measure our collective success.

Table 6 – Demonstrating and measuring outcomes

| Principle | Measurable |
|---|--|
| I need support as soon as I start to feel like I'm struggling to cope with my emotions or mental health issues. I want to be able to access support in a way that suits me | <ul style="list-style-type: none"> • Do partners in the whole system feel equipped to support prevention and early action? • What early help information, support and services are we providing? • How many contacts seeking support are repeats? • Are presentations for specialist care reducing? |
| I want the stigma around my mental health issues to be reduced because this will help me and my family to enjoy more positive mental health, be more resilient and manage challenges more independently | <ul style="list-style-type: none"> • Do children and young people report a reduction in stigma? • Do children and young people report increase access to support with more community services that 'normalise' access? • Do families report that they feel supported? |
| I want to have more control over decisions that impact my emotional wellbeing and mental health and any care I receive | <ul style="list-style-type: none"> • Are children and young people reporting a feeling of ownership of their own emotional wellbeing and mental health? • Are children and young people reporting that they are involved in their own care planning? • Are children and young people reporting that they feel support is designed around their needs? |
| I want to be able to access the best information and advice to support my emotional wellbeing and mental health. I want my family and people who look after me to be able to do the same | <ul style="list-style-type: none"> • What information is available to children, young people, their families and partners? • Is this information available face-to-face, as well as on websites and on paper? • How often and where is that information accessed? • Are children and young people, families and carers and referrers providing positive feedback on the information available? |

| Principle | Measurable |
|--|--|
| I need to know that the right support is there when I need it, that I can access it quickly and that it is age appropriate. It should improve my emotional wellbeing and mental health | <ul style="list-style-type: none"> • Are children and young people reporting improved outcomes? • How many children and young people have a crisis care plan in place? • What are the range of services available to children and young people with different needs and different ages? |
| I only want to tell my story to the people looking after me once | <ul style="list-style-type: none"> • Are children and young people reporting a more seamless experience? • Are there reduced handovers between care professionals, organisations and teams? • Does the care pathway allow time for the clinician to review and familiarise with patient care records and plans? |
| I need to be able to access support as quickly as possible when I feel like I am in crisis and I want to be able to access that support locally, within my community | <ul style="list-style-type: none"> • Access (different service user groups, timeliness, times and location) • Are support and services provided across the county and using community assets? • Are service users reporting ease of access to services? |
| I worry about what will happen to my support when I reach adulthood. To make it easier for me I need to know that when I move into adulthood, I will not lose my support | <ul style="list-style-type: none"> • Are children, young people and their families reporting a positive experience of transition to adult services? • Are pathways aligned with clear transition plans from 18-25 and into adult services? |
| I want the people who are supporting me to be competent and confident in supporting my emotional wellbeing and mental health | <ul style="list-style-type: none"> • Is service user experience of staff, support and services positive? |

Practical measures for monitoring our performance against these outcomes will be reviewed routinely with our stakeholders.

4. How we will work differently to deliver the Strategy

To successfully put this strategy into action we need to act and to work differently. We will create a culture and environment where we will take collective responsibility for thinking creatively about how we use our resources to provide better outcomes for children and young people.

- **We will build on community assets** – schools, healthcare providers, the voluntary sector and existing community projects are the best mechanism to deliver a new approach. They have the reach and are looking for support. We want to ensure that young people experiencing problems are nurtured when they need it, in the places that they hang out – schools, youth organisations, at home – by people they can have long-term trusting relationships with – friends, other young people experiencing similar problems, home school link workers, youth workers, teachers, parents, etc. We want to help front-line practitioners in schools and the voluntary sector to have the time, confidence and capabilities to do this. Many schools and voluntary sector organisations have expressed a desire to work with their peers to develop new ideas, to ask questions, to share best practice, to learn from failures. We will support schools and voluntary organisations to do this.
- **We will share our knowledge, expertise and experience to lead the system through its transformation** – there must be strong leadership across all the partner organisations and teams. As individuals and as leaders we must fully acknowledge the importance of good emotional wellbeing and mental health for children and young people and their parents and carers, get behind this strategy and organise ourselves around it. We must share our collective expertise, knowledge and experience to ensure its successful delivery.
- **We will commit our resources to facilitating support and services that are efficient and provide value for money** – financial resources are not limitless and as a system, we already invest more in emotional wellbeing and mental health services and support for young people than the national average. In the future we will combine our resources effectively to deliver a real transformation in the emotional wellbeing and mental health of our children and young people.
- **We will develop a skilled, stable and flexible workforce** – we know that national and local care systems are challenged by a lack of skills and that services are running with persistent vacancies in key positions. We will work together to build a workforce that:
 - is skilled and competent and can provide thoughtful support and services to children, young people and their families and carers
 - values prevention, early intervention and specialist services
 - will work in partnership with different professional groups and organisations

- is flexible and adaptive and accessible to children, young people and their families and carers
- is diverse and effectively supported and has access to education and support when they need it, so they can best support children, young people and their families and carers
- **We will make representative and responsive decisions and will systematically involve and communicate with all our stakeholders** – genuine and ongoing engagement with our community will mean that we consistently understand what is going on in the lives of children and young people and how best we can meet their needs effectively. We will foster involvement and open communication across a range of channels including our governance structures, social media, workshops and events to embed codesign in transformation and day-to-day decisions on support and services.
- We will use our collective estate to enable children and young people to access services close to home and in settings that are familiar – we will use our estate to ensure children and young people can easily access care, support and services when and where they need it, support services being provided in local settings, support partnership working across different individuals, teams and organisations and to support the use of enabling technology.
- **We will develop our digital infrastructure** – we will continue to invest in our digital infrastructure to utilise the latest technologies so that children and young people can access support and services in ways that suit them best; to integrate services; to communicate better with parents and carers as well as children and young people. We will also use technology to support timely access to evidence and information to establish whether we are meeting the outcomes we are aiming for.
- **We will develop structures and contracts that enable the delivery of this strategy, rather than hinder it** – ultimately, we will build in simplicity – and not complexity – for all our stakeholders and make our environment as easy to navigate as possible. We will adopt a clearly structured and coherent commissioning approach that:
 - is aligned to our wider strategies to integrate planning and services
 - is aligned to the national direction of travel
 - will deliver value and support an outcome-based approach
 - delivers innovative contracting and organisational forms to better integrate services
 - will embed a robust monitoring and evaluation framework that supports continual improvement

5. How can you get involved?

We are committed to this strategy being part of a wider conversation with the community of Surrey on this important topic. We want people to open-up and to share, we want to encourage engagement and to co-design the future with you.

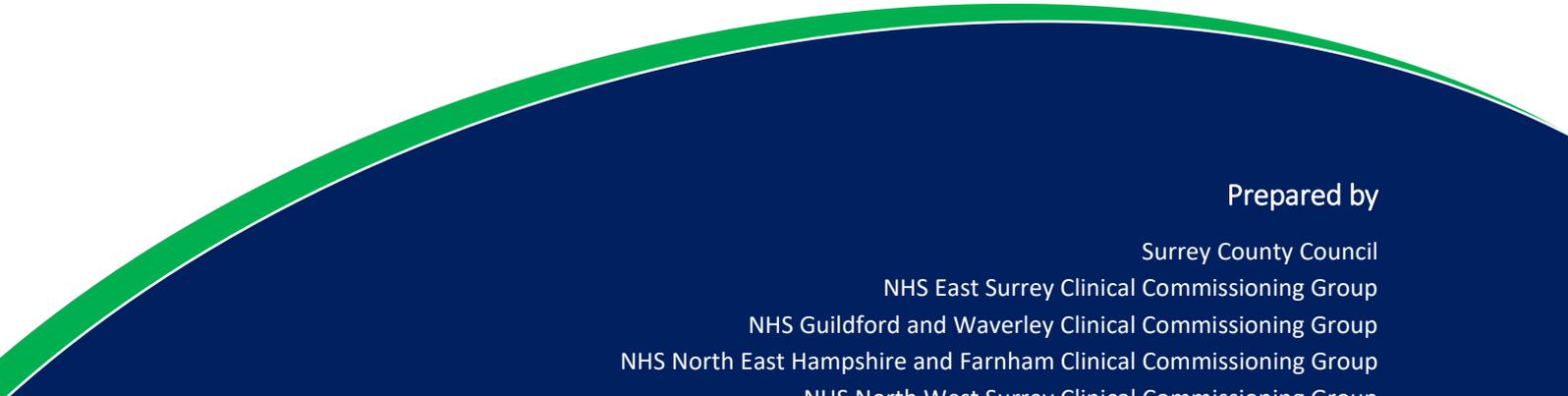
- We will keep listening to you
- We will involve you by embedding co-design in our transformation programme and service design
- We will continue to work with the CYA network as an active and engaged partner and representative of children, young people and their families
- We will keep our website up-to-date on progress and practical information about how to get involved
- We will continue to work collaboratively
- We will dedicate resource to engaging with you and involving you
- We will build on existing networks and create new ones for you to get involved
- We will build long-term relationships with children and young people, their families, voluntary sector, schools and community groups
- We will actively seek to stay up-to-date on the underlying pressures driving emotional wellbeing in Surrey



6. Glossary

- **Emotional wellbeing:** Emotional health is an important part of overall health. People who are emotionally healthy are in control of their thoughts, feelings, and behaviours. They can cope with life's challenges
- **Mental health:** A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to his or her community⁵
- **CAMHS:** Children and adolescent mental health service

⁵ World Health Organisation (2007)



Prepared by

Surrey County Council
NHS East Surrey Clinical Commissioning Group
NHS Guildford and Waverley Clinical Commissioning Group
NHS North East Hampshire and Farnham Clinical Commissioning Group
NHS North West Surrey Clinical Commissioning Group
NHS Surrey Downs Clinical Commissioning Group
NHS Surrey Heath Clinical Commissioning Group

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County Council Meeting – 19 March 2019

REPORT OF THE CABINET

The Cabinet met on 26 February 2019.

In accordance with the Constitution, Members can ask questions of the appropriate Cabinet Member, seek clarification or make a statement on any of these issues without giving notice.

The minutes containing the individual decisions for 26 February meeting is included within the agenda at item 12. 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 (Monday 18 March 2019).

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. SURREY PERFORMING ARTS LIBRARY- EVALUATION OF NEWSPAL BUSINESS PLAN

The Cabinet considered a report that summarised the NewSPAL business plan evaluation and the reasons for the recommendations. Surrey Performing Arts Library (SPAL) was a specialist and non-statutory service. The collection, developed over several decades, played a significant role in supporting the cultural life of the county. As such, the Council must exercise due diligence and have regard to its future well-being.

It had previously been identified that full savings from SPAL and additional benefits could potentially be delivered if the SPAL collection and its operation were transferred to a new charity, NewSPAL. NewSPAL was developed by interested users and stakeholders (such as Making Music and Friends of SPAL) as a distinct organisation and registered with the Charity Commission in January 2018. The charity has no connection with Surrey County Council. The new form of governance would enable the organisation to develop its own clear identity and attract funding and support that would not be possible if the SPAL remained part of the Council.

The Cabinet AGREED:

1. That NewSPAL use the current SPAL collection and equipment, to offer a Performing Arts Library service to the public be approved.
2. That authority be delegated to the Director of Education, Lifelong Learning and Culture in consultation with the Cabinet Member for All Age Learning to finalise the phased transfer of the collection and equipment on a conditional basis for a transitional period in anticipation of a final unconditional transfer and gifting of the collection and equipment.

3. That the responsible officer agree a set of performance measures with NewSPAL throughout the transition period in order to evaluate progress and performance and inform the final decision by the Council on the transfer.
4. That approval be given for officers to report on progress to the Cabinet Member for All Age Learning and set a deadline for completion of the lease negotiations between NewSPAL and Woking Borough Council that is appropriate with the transition period.
5. That approval is given to the responsible officer to report annually on progress towards the final transfer to the Cabinet Member for All Age Learning.
6. That Cabinet will review progress in the Summer of 2021 with the final decision on unconditional transfer and gifting of the collection and equipment to be taken by the Cabinet at the end of the transitional period.

B. SURREY COUNTY COUNCIL PREPARATIONS FOR EXITING THE EUROPEAN UNION (BREXIT)

The Cabinet considered an update report on the ongoing work the Council was undertaking to prepare for all eventualities of Brexit. The council's preparations aimed to mitigate any potential implications for the county – particularly in the immediate and short term – and support residents, communities and organisations. Using the Ministry for Housing, Communities and Local Government preparedness checklist as a framework, the report detailed the work that has been undertaken by the Council. It also showed the partnership work that had taken place with central government, neighbouring counties, boroughs and districts, health partners, local enterprise partnerships and the chamber of commerce. A further update would be provided in March or April depending on the outcome of Brexit.

Full details are contained within the published agenda report and annex.

The Cabinet AGREED:

That the current position of the council's preparations, including the plans and preparations that were expected to be implemented by Friday 29 March 2019 (expected date for Britain's formal withdrawal from the European Union) was endorsed.

**Mr Tim Oliver, Leader of the Council
26 February 2019**

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 26 FEBRUARY 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 |
| *Ms Charlotte Morley | *Mrs Julie Iles |
| *Mrs Sinead Mooney | *Mr Matt Furniss |
| *Mr Mel Few | *Ms Denise Turner-Stewart |

Deputy Cabinet Members:

| | |
|-----------------------|------------------------|
| *Mrs Natalie Bramhall | *Mr Wyatt Ramsdale |
| *Mr Cameron McIntosh | *Miss Alison Griffiths |

* = Present

PART ONE
IN PUBLIC

14/19 APOLOGIES FOR ABSENCE [Item 1]

There were none.

15/19 MINUTES OF PREVIOUS MEETING: 29 JANUARY 2019 [Item 2]

The Minutes of the meeting held on 29 January 2019 were approved as a correct record and signed by the Chairman.

16/19 DECLARATIONS OF INTEREST [Item 3]

There were none.

17/19 MEMBERS' QUESTIONS [Item 4a]

There was one question from Mr Chris Botten. This and the response are attached as annex 1.

18/19 PUBLIC QUESTIONS [Item 4b]

There was one question from Mr John Oliver. This and the response are attached as annex 2.

As a supplementary question Mr Oliver requested further assurance that the trail would be completed to which the Cabinet Member for Environment & Waste explained the history of the trail being part of the business plans and that it would be completed when funds became available.

19/19 PETITIONS [Item 4c]

There were two petitions.

Ms Blaylock presented the petition relating to Countryside Parking and made the following points:

- Asked for various information to be released on whether the Council were on track in relation to charges and if not to scrap the charges
- Asked what improvement were going to be made and where: the Council should know by now what would be affordable
- She spoke of the large number of people signing in protest against the charges

The Cabinet Member for Environment & Waste stated that most of the points raised were covered in the written response tabled. He further explained that it was intended data would be published in September 2019.

Mr Bryant presented the petition regarding the Surrey Fire & Rescue Service and made the following points:

- There was much public concern about cuts to the fire and rescue service
- He understood that Esher fire station would not be closing but had not received formal notification of this
- He requested that the Council invest in the service and not deny a full contingent of fire officers and equipment needed

The Cabinet Member for Community Safety, Fire & Resilience as well as the Leader of the Council encouraged petitioners to contribute to the consultation starting in March 2019.

Details of the petitions and written Cabinet responses are attached as annex 3.

20/19 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

21/19 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

22/19 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS/ INVESTMENT BOARD TAKEN SINCE THE LAST CABINET MEETING [Item 6]

RESOLVED:

That the exempt decision taken by the Leader be noted.

Reason for Decision:

The reasons for recommendations were as laid out in the submitted Part 2 Report.

23/19 COMMISSIONING OF DEMENTIA NAVIGATORS SERVICE [Item 7]

The Cabinet Member for Adults & Public Health presented a report which described how the Council currently commissioned a Dementia Navigators service from The Alzheimer's Society which provided vital support to Surrey residents following a diagnosis of dementia. The current contract would end on 31 May 2019. The report also set out recommendations arising from work on options for the provision of the Dementia Navigators service and outlined the outcome of market engagement and a competitive procurement process which was carried out in order to select a supplier to deliver the service when the current contract ceases.

A few Members highlighted the social value aspects contained in the Part 2 report. It was agreed that this information should have been in the Part 1 report and made public and is attached as annex 4.

The Leader explained that a Surrey wide health plan was soon to be consulted on and that this venture would play a key part in providing outcomes of that plan.

RESOLVED:

1. That the award of contract for the provision of Dementia Navigators to The Alzheimer's Society be agreed. This would enable a new contract to commence from 1 June 2019 and enable a smooth transition when the current contract ends on 31 May 2019.
2. That the new contract will be in place for two years with the option to extend up to a further 24 months was noted. The new contract will end on 31 May 2021, however if both extension years were used, the contract will end on 31 May 2023. This service would be delivered county wide and to North East Hants & Farnham.

Reasons for Decision:

The existing Dementia Navigators contract will expire on 31 May 2019. A competitive tender process in compliance with the requirements of Public Contract Regulations and Procurement Standing Orders had been completed. The recommended supplier offered overall best value for money in the procurement process.

The proposal supports the Council's strategic obligation to deliver the Dementia Strategy commissioning intentions and the award of this contract would enable uninterrupted provision of the service and enable the Council to improve and meet objectives of providing service users with vital assistance following a diagnosis of dementia, showing how to access support & services available. It also reduced the likelihood of carer breakdown and alleviate some of the risks associated with supporting people who were living with dementia at home and in their local community. This contract would also

generate benefits for Surrey and North East Hants & Farnham residents, as it would deliver an estimated £17,514 in Social Value.

24/19 SURREY PERFORMING ARTS LIBRARY- EVALUATION OF NEWSPAL BUSINESS PLAN [Item 8]

The Cabinet Member for All-Age Learning presented a report that summarised the NewSPAL business plan evaluation and the reasons for the recommendations. She stated that Surrey Performing Arts Library (SPAL) was a specialist and non-statutory service. The collection, developed over several decades, played a significant role in supporting the cultural life of the county. As such, the Council must exercise due diligence and have regard to its future well-being.

It had previously been identified that full savings from SPAL and additional benefits could potentially be delivered if the SPAL collection and its operation were transferred to a new charity, NewSPAL. NewSPAL was developed by interested users and stakeholders (such as Making Music and Friends of SPAL) as a distinct organisation and registered with the Charity Commission in January 2018. The charity has no connection with Surrey County Council. The new form of governance would enable the organisation to develop its own clear identity and attract funding and support that would not be possible if the SPAL remained part of the Council.

Re-worded and amended recommendations were tabled in order to provide more clarity.

Several Members praised NewSPAL for progress and wished them luck in this venture.

RESOLVED:

1. That NewSPAL use the current SPAL collection and equipment, to offer a Performing Arts Library service to the public be approved.
2. That authority be delegated to the Director of Education, Lifelong Learning and Culture in consultation with the Cabinet Member for All Age Learning to finalise the phased transfer of the collection and equipment on a conditional basis for a transitional period in anticipation of a final unconditional transfer and gifting of the collection and equipment.
3. That the responsible officer agree a set of performance measures with NewSPAL throughout the transition period in order to evaluate progress and performance and inform the final decision by the Council on the transfer.
4. That approval be given for officers to report on progress to the Cabinet Member for All Age Learning and set a deadline for completion of the lease negotiations between NewSPAL and Woking Borough Council that is appropriate with the transition period.
5. That approval is given to the responsible officer to report annually on progress towards the final transfer to the Cabinet Member for All Age Learning.

6. That Cabinet will review progress in the Summer of 2021 with the final decision on unconditional transfer and gifting of the collection and equipment to be taken by the Cabinet at the end of the transitional period.

Reasons for Decision:

The public consultation on options for the future for the Surrey Performing Arts Library, carried out in 2017, indicated a strong level of public support for an independent future for the service which would provide new opportunities for development and funding streams not currently available.

NewSPAL's proposals had received expressions of support from potential users. They had presented a business plan which on evaluation by officers was seen to be capable of delivering an independent future, keeping the collection available to the public and helping preserve part of a national network of performing arts libraries. The viability of the new operating model will be tested during the two-three year transition period before the Cabinet is asked to consider a final transfer.

Officers will agree a set of performance measures and milestones with NewSPAL for the transition period to ensure that options for the future of the collection can be brought back to SCC should NewSPAL meet barriers that they cannot overcome. The recent public consultation on NewSPALs service offer has indicated a high level of support for NewSPAL taking on the service - with respondents stating they would use the new service as often as they use the current service. This level of support extends to the potential new location of Woking and any other location should Woking not materialise.

25/19 AGILE WORKFORCE DEVICE PROCUREMENT [Item 9]

The Cabinet Member for Corporate Support presented a report which sought approval to delegate authority to award framework call-off contract(s) for the provision of end user computer devices and associated services and to place orders during the life of the contract(s). She explained the Agile Workforce project had been commissioned under the Council's Transformation Programme to support culture change within services, provision of equipment for smarter working, maximise the use of property portfolio and reduce unproductive time for staff. It was anticipated that a minimum 2:1 person to desk ratio was required for future working structures.

The Cabinet Member for Adults explained how this would be beneficial to various groups of service users.

RESOLVED:

That delegated authority be granted to the Executive Director for Customers, Digital and Transformation in consultation with the Leader of the Council and Cabinet Member for Corporate Support to award framework call-off contract(s) for end user computer devices and associated services following the successful delivery of the procurement project.

Reasons for Decision:

To speed up the process of acquisition and deployment of devices by reducing the time taken to conduct a compliant procurement leading to the award of contract and the raising of purchase orders.

The device selection and procurement processes are underway but will not be completed in time for the February or March Cabinet Meetings. Time will be lost if the approval of contract award(s) has to wait until the April Cabinet meeting with a best case contract start date of the 15 May. With this delegated approval being sought the Surrey contract could commence as early as 10 April 2019.

The timescale driver is twofold:

There is an opportunity for the Council to join East Sussex County Council (ESCC) and Brighton & Hove City Council (BHCC) in an Orbis-wide device and services procurement. The Council would benefit from advantageous pricing achieved through the economies of scale from a 20,000 device procurement, double the size of a Surrey County Council only procurement; and

There is an urgency to commence deployment of new equipment as part of the Agile Workforce project, a key enabler within the Transformation Programme.

26/19 MICROSOFT ENTERPRISE LICENSE AGREEMENT RENEWALS [Item 10]

The Cabinet Member for Corporate Support introduced a report that explained the current contract for Microsoft software licence agreements would expire during May and June 2019. These licenses provided Council employees with access to software productivity packages such as Word, Excel, Email, Calendar and Skype. The licencing also covered IT infrastructure elements used in the delivery of business applications to the organisation. The report set out recommendations arising from work on options for the provision of Microsoft Enterprise License Agreement Renewals and outlined a competitive procurement process which was carried out in order to select a supplier to deliver the service.

RESOLVED:

That the award of contract for the provision Microsoft Enterprise License Agreement Renewals to Phoenix Software Limited be approved.

Reasons for Decision:

The three existing Surrey Microsoft agreements expire on 31 May 2019 and 30 June 2019. A competitive mini-competition process in compliance with the requirements of Public Contract Regulations and Procurement Standing Orders had been completed. The recommended supplier offered overall best value for money in the procurement process.

The recommendation to award this contract in February 2019 would enable the Council to remain compliant with their Microsoft licensing requirements.

By awarding the contract and committing to the new agreements before 31 March 2019 the Council would avoid the October 2018 price rise and any further price rises prior to the commencement of the new agreements. This action would avoid the October price rise of £79,000 per annum, £237,000 over the three year term of the new agreements.

27/19 SURREY COUNTY COUNCIL PREPARATIONS FOR EXITING THE EUROPEAN UNION (BREXIT) [Item 11]

The Deputy Leader presented an update report on the ongoing work the Council was undertaking to prepare for all eventualities of Brexit. The council's preparations aimed to mitigate any potential implications for the county – particularly in the immediate and short term – and support residents, communities and organisations. Using the Ministry for Housing, Communities and Local Government preparedness checklist as a framework, the report detailed the work that has been undertaken by the Council. It also showed the partnership work that had taken place with central government, neighbouring counties, boroughs and districts, health partners, local enterprise partnerships and the chamber of commerce. A further update would be provided in March or April depending on the outcome of Brexit.

RESOLVED:

That the current position of the council's preparations, including the plans and preparations that were expected to be implemented by Friday 29 March 2019 (expected date for Britain's formal withdrawal from the European Union) was endorsed.

Reason for Decision:

Brexit carries a number of potential possibilities and implications for the county. Surrey County Council has a responsibility to prepare for all eventualities, particularly those which pose negative implications for residents, communities and organisations. The council's ongoing work outlines how it will ensure the necessary plans and preparations are in place to mitigate any potential immediate and short term implications and provide support and assurance where possible.

28/19 MONTHLY BUDGET MONITORING REPORT [Item 12]

The Cabinet Member for Finance introduced a report that summarised the most significant issues for the Council's 2018/19 financial position as at 31 December 2018 for both revenue and capital budgets. He explained how the new method of reporting was much improved with real time data and reported that the use of reserves had greatly reduced. He praised the efforts of staff in getting to this point that would see an expected balanced budget by period 12.

The Deputy Leader congratulated the Cabinet Member for Finance and officers in achieving a good stable base from which to deliver next year's budget.

The Leader thanked the Cabinet Member and Strategic Director for Finance on simplifying the report which was much easier to read. He also explained that Cabinet Members had ownership of their own service area budgets. He

went on to say that although transformation was unsettling, staff had remained focussed.

RESOLVED:

1. That the Council's overall revenue and capital budget positions as at 31 December 2018 be noted:
 - £4.6m forecast total draw down reserves;
 - £16.7m forecast underspend against the original 2018/19 budget; and
 - £124m forecast service capital programme outturn against £132m budget.
2. That all Cabinet Members had confirmed their service's forecast for the year as shown in the revenue table within the submitted report was noted.

Reason for Decision:

This report was presented to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval of any necessary actions.

29/19 EXCLUSION OF THE PUBLIC [Item 13]

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

30/19 COMMISSIONING OF DEMENTIA NAVIGATORS SERVICE [Item 14]

The Cabinet Member for Adults & Public Health introduced the Part 2 annex 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).

It was agreed that the Social Value information contained within the Part 2 report should have been made public in the Part 1 report. That information is attached as annex 4.

RESOLVED:

See Minute 23/19.

Reason for Decision:

See Minute 23/19.

31/19 AGILE WORKFORCE DEVICE PROCUREMENT [Item 15]

The Cabinet Member for Corporate Support introduced the Part 2 annex 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 25/19.

Reason for Decision:

See Minute 25/19.

32/19 MICROSOFT ENTERPRISE LICENSE AGREEMENT RENEWALS [Item 16]

The Cabinet Member for Corporate Support introduced the Part 2 annex 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 26/19.

Reason for Decision:

See Minute 26/19.

33/19 PUBLICITY FOR PART 2 ITEMS [Item 17]

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

Meeting closed at 2.53 pm

Chairman

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CABINET – 26 February 2019**PROCEDURAL MATTERS****Members Questions****Question (1) Chris Botten (Caterham Hill):**

Last year the Council withdrew funding from a scheme in Tandridge which supports people in order to prevent social isolation. Does the Cabinet see that prevention of social isolation is a way of preventing or delaying the need for adult social care packages, and will it look to commissioning schemes which actively work to prevent reliance on Adult Social Care?

Reply:

Adult Social Care is committed to supporting services that provide preventative approaches that increase and maintain independence, and prevent, reduce and delay the need for support; this duty is explicit within the Care Act. Adult Social Care continues to work with providers and the voluntary sector to ensure these services are available for our residents.

Our strength based approach is an opportunity to develop our relationship with the voluntary, community and faith sector to provide the most appropriate offer including the prevention of social isolation. We are also working closely with health colleagues to ensure that a preventative approach is adopted to help people live healthy, active and independent lives.

Mrs Sinead Mooney
Cabinet Member for Adults & Public Health
26 February 2019

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CABINET – 26 February 2019

PROCEDURAL MATTERS

Public Questions

Question 1: Mr John Oliver, Local Resident

In pursuance of its statutory responsibility to improve the health and wellbeing of its residents, and with particular regard to the Surrey Countryside Estate, what initiatives are planned by the Council and its contractor/lessee, Surrey Wildlife Trust, in the next 12 months to improve access to the Estate for those who find it physically or mentally difficult to access? For example, and not confined to this example, the difficulties for people who find it impossible to cope with the current parking charge regime, which depends on the use of modern technology?

Reply:

The Council is well aware of the importance of ensuring all residents of Surrey are able to access the open spaces for health and wellbeing. The Countryside Estate is managed to ensure that can happen as much as possible taking into account the nature of the landscape. The Countryside is open to all on foot and in some cases on horseback and bicycle. In order to ensure we keep access as available as possible we are not charging at all sites and have over 15 car parks where charges are not levied. Signage and access routes are made as accessible as possible and we have people with disabilities represented on our Countryside Access Forum to advise us on any issues. However we cannot predict all issues that may occur and any problems anyone has in accessing the countryside, understanding signage or paying for parking can be reported to us and we can respond to those issues as they occur. Not charging blue badge holders does ensure they can continue to park for free in the car parks where we charge and we also arrange vehicular access to key viewpoints where this is specifically requested.

The service has worked hard to balance the budget during challenging times for the Council. The introduction of car parking charges has enable us to resurface the car parks which had become unsafe, and we are planning to resurface the trail at Newlands Corner and install dementia friendly signage over the next year.

The Countryside Estate twenty five year strategy to be launched in May 2019 will include focus on access to the countryside for the elderly and those with disabilities, this will only be possible by raising revenue including car parking charges.

Mr Mike Goodman
Cabinet Member for Environment & Waste
26 February 2019

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CABINET

Tuesday 26 February 2019

RESPONSES TO PETITIONS

The Petition concerning 'Car Parking Charges on Countryside Estate'

It states: "We the undersigned petition Surrey County Council to scrap parking charges at our countryside car parks"

Submitted by Deanne Blaylock representing Surrey Live

Signatures: 4532

Response:

The Countryside Estate includes such sites are Norbury Park, Newlands Corner, Ockham and Wisley, Chobham Common, Shere Woodlands, Sheepleas and Staffhurst Wood. This range of sites covers around 2,500 hectares of the County and along with the access agreement areas of Puttenham Common, Albury Estate, Friday Street and around Leith Hill, provides open access for the public. That access is free but the land has to be managed to ensure it is safe for the public to access, provides facilities that promote that access and encourage everyone to make use of those sites for their health and wellbeing.

In addition over 70% of the Estate is designated for its conservation value. Managing this land effectively has become a challenge even with volunteer groups helping and grants made available for specific projects. This has led Surrey County Council and Surrey Wildlife Trust to look at other forms of income that can ensure the countryside is conserved and enhanced for the future.

Free access will be maintained at all our sites, while charging people to park their cars. That income can then be used to maintain those facilities, provide new facilities and manage the paths around the sites.

Other organisations have been charging for parking for many years and this brings the SCC Estate into line with those organisations, for example the National Trust, Forestry Commission at Alice Holt, and neighbouring County Councils such as Hampshire and Kent.

We have introduced charges to the busiest car parks with particular attractions for visitors, for example views, café, toilets, popular walking areas. Parking charges apply in 16 car parks while the remaining 15 are free. In addition car parks on sites specifically established to draw dog walkers away from the Thames Basin Heaths SPA (Special Protection Area) designated for their ground nesting birds, remain free or free for at least the first 2 hours.

Prior to introducing parking charges a business plan was drawn up making allowances for a drop in numbers in year one, given an expectation that some people would try and avoid paying, and that there would be teething problems with the system.

Car numbers were initially impacted by vandalism, particularly at Newlands Corner, where, in conjunction with a campaign to encourage people to stay away from the car park, numbers using the car park reduced. We have also had a number of illegal traveller

incursions at Chobham Common. As a consequence the meters has been changed to make it more difficult to abuse and vandalise, unfortunately traveller incursions have continued on Chobham Common.

Car Parking charges will go live at Salt Box Road and Whitmoor Common in the Spring of 2019.

Despite these challenges vehicle numbers across Surrey with the exception of Norbury Park should exceed the expected figures for the first year.

The counters at the car parks have enabled us to record the actual car visits for October till December 2018, we have then annualised these figures to project a total year figure knowing that numbers in the summer will be higher. Despite this assumption it still shows visits above the anticipated level.

These figures estimate for a full year the following car visits:

81,772 for Ockham and Wisley (only vehicles arriving in the period 07.00 to 21.00), The figure used in the Business Plan was 78,689 (These estimates do not include those people staying for less than 20 minutes)

97,960 for Chobham, the figure used in the Business Plan was 96,787

For Newlands the recorded figures for the three month period, October to December which was 47,197 for Newlands Corner against a Business plan figure for this period of 45,781.

I am pleased that over 600 season tickets have been purchased which is double the number in the business plan and represents good value for residents.

We have reviewed our budgeted costs and have been able to make savings against the original plan.

Any new scheme will have its challenges and initial problems and no one would expect the figures for the first few months to reflect a whole year of operation.

However we expect to achieve the net income budget after the first year of operation and this will be used on the Countryside Estate, to maintain the car parks, provide further information and waymarked trails, improve the surface of paths and make them more accessible and provide clear viewpoints, such as the recent work at Newlands Corner. It will also contribute in the years ahead to deliver the Council's 25 year Countryside Estate Strategy that we will launch later this year.

Car Parking charges are just one of a number of funding streams used to protect and improve the countryside, others include income from the Council's extensive property on the Countryside Estate, income from a number of events including weddings, filming, wood sales, and one off events and activities.

Mr Mike Goodman

Cabinet Member for Environment & Waste

26 February 2019

The Petition concerning 'Cuts to Surrey Fire & Rescue Service – Esher Fire Station'

It states: "The enclosed petition is signed by Esher & Walton Constituency residents and shows the strengths of feeling against the cuts and the proposed closure of Esher Fire Station. Residents are extremely worried about the lack of fire services and the potential danger to the public in Surrey, which not only puts them at risk but also the firefighters' own lives. The Esher & Walton Constituency Labour Party are asking that you reconsider your proposals for the safety of all. This is a matter of great importance for those of us who care about each other's safety."

Submitted by Jamal Ajjane representing Esher & Walton Constituency

Signatures: 637

Response:

On 4 March 2019 the Council will be launching a public consultation about our plans to transform Surrey Fire and Rescue Service. Petitioners are encouraged to contribute to the consultation and findings will be published in due course.

Ms Denise Turner-Stewart

Cabinet Member for Community Safety, Fire & Resilience

26 February 2019

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Cabinet
26 February 2019

Minutes 23/19 and 30/19 - Commissioning of Dementia Navigators Service - (text from Part 2 report made public)

Social Justice Evaluation

1. Social value amount is identified using the Orbis Social Value Measurement Charter (for procurements over £100k). Commitment is as specified in the tender submission from the provider and will be monitored during contract management to ensure the provider delivers. The £17k commitment is calculated as below:

| Benefit value and description | Details on how it will be achieved by provider |
|---|---|
| <p>Economy</p> <p>Benefit Description: Work experience opportunities offered to local people.</p> <p>Based on per person aged 14 to 19+ yr old. Beneficiaries must reside within the boundaries of the contracting authority, value based on 2 weeks work experience. For further information read Supplier Guide to Delivering Employment and Skills.</p> <p>Benefit Value: £995 x 2 = £1,990.00</p> | <p>We will link with local schools to develop an appropriate work experience plan to students to shadow Dementia Navigators. We will monitor this by recording the number of students who join us and how long they work with us for.</p> |
| <p>Economy</p> <p>Benefit Description: Job opportunities offered to local long term unemployed.</p> <p>Beneficiaries must reside within the boundaries of the contracting authority. Value is calculated on a per annum basis therefore individuals must be offered full time employment for a period of 1 year for this KPI to be achieved. For further information read Supplier Guide to Delivering Employment and Skills.</p> <p>Benefit Value: £15,386.00</p> | <p>We will advertise with the local job centres, specifically asking to be highlighted to those long term unemployed. We will aim to recruit at least 1 person subject to normal recruitment policies and processes.</p> |

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|---|---|
| <p>Innovation</p> <p>Benefit Description: Local volunteering initiatives.</p> <p>To view requests from local voluntary and community groups in Surrey visit Surrey's Social Value Marketplace to enquire about opportunities in East Sussex email.</p> <p>Benefit Value: £13.80 x 10 = £138.00</p> | <p>We will advertise opportunities through the Social value marketplace and monitor how many hours people volunteer for via this network.</p> |
|---|---|