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Agenda and Reports

for the meeting of

THE COUNTY COUNCIL

to be held on

10 DECEMBER 2019

(i)

County Hall
Kingston upon Thames
Surrey

Friday, 29 November 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, 10 December 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. Reverend Dr Mark Wakelin, from Epsom Methodist Church 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 amelia.christopher@surreycc.gov.uk

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Amelia Christopher on 020 8213 2838.

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

To confirm the minutes of the meeting of the Council held on 8 October 2019.

(Pages 7
- 34)

(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

- Please do take a look at the Chairman and Vice-Chairman notice boards (situated outside their offices) which provides pictorial information about recent visits and activities.

Recent visits and events

- **Chairman's Volunteers' Reception** – last month saw the fifth Volunteers' Awards evening since its inception, celebrating those who work tirelessly in their communities for the benefit of local residents. It was truly inspiring, humbling and heart-warming.

Details of the next Volunteers' Reception, which will be held in the spring, will be sent shortly from my office and I invite each of you to nominate at least one volunteer from your area who is deserving of an award.

- **Remembrance** – Members and staff of Surrey County Council came together to remember and commemorate those who fought for our freedoms, those who lost their lives and those who continue to fight for our country and freedoms today.

- **Long Service Awards** – We celebrated the loyalty, dedication and hard work of colleagues with 25 and 40 years of service to Surrey County Council. It was a wonderful afternoon full of celebration.
- I would like to wish everyone a safe, healthy and happy Christmas and I look forward to seeing you all in 2020.

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 Wednesday 4 December 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 Monday 9 December 2019).

8 ORIGINAL MOTIONS

None received.

9 ORGANISATION STRATEGY 2020-2025 AND THE NEXT PHASE OF TRANSFORMATION

(Pages
35 - 78)

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

10 MEMBER DEVELOPMENT STRATEGY

(Pages
79 - 116)

To review the Member Development Strategy and agree suggested changes from the Member Development Steering Group.

- | | | |
|-----------|--|-------------------------|
| 11 | SURREY'S GREENER FUTURE TASK AND FINISH GROUP REPORT | (Pages
117 -
122) |
| | For Council to adopt the Call for Action and to agree to the development of a zero carbon strategy and action plan. | |
| 12 | REPORT OF THE CABINET | (Pages
123 -
164) |
| | To receive the report of the meeting of the Cabinet held on 29 October 2019 and 26 November 2019. | |
| 13 | MINUTES OF CABINET MEETINGS | (Pages
165 -
188) |
| | 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 Monday 9 December 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

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MINUTES OF THE MEETING OF THE COUNTY COUNCIL HELD AT THE COUNCIL CHAMBER, COUNTY HALL, KINGSTON UPON THAMES, KT1 2DN ON 8 OCTOBER 2019 COMMENCING AT 10.00 AM, THE COUNCIL BEING CONSTITUTED AS FOLLOWS:

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

	Mary Angell		Naz Islam
	Ayesha Azad		Colin Kemp
	Nikki Barton		Eber Kington
*	John Beckett		Graham Knight
	Mike Bennison		Rachael I. Lake
*	Amanda Boote		Yvonna Lay
	Chris Botten		David Lee
*	Liz Bowes		Mary Lewis
	Natalie Bramhall		Andy MacLeod
	Mark Brett-Warburton		Ernest Mallett MBE
	Ben Carasco		David Mansfield
	Bill Chapman		Peter Martin
	Stephen Cooksey		Jan Mason
	Clare Curran		Cameron McIntosh
	Nick Darby		Sinead Mooney
	Paul Deach		Charlotte Morley
*	Graham Ellwood	*	Marsha Moseley
	Jonathan Essex	*	Tina Mountain
	Robert Evans		Bernie Muir
	Tim Evans		Mark Nuti
	Mel Few		John O'Reilly
	Will Forster		Tim Oliver
*	John Furey		Andrew Povey
	Matt Furniss		Wyatt Ramsdale
	Bob Gardner	*	Penny Rivers
	Mike Goodman	*	Becky Rush
	Angela Goodwin		Stephen Spence
	David Goodwin		Lesley Steeds
	Zully Grant-Duff	*	Peter Szanto
*	Alison Griffiths		Keith Taylor
	Ken Gulati		Barbara Thomson
	Tim Hall	*	Rose Thorn
	Kay Hammond		Chris Townsend
	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
	Julie Iles		

*absent

58/19 APOLOGIES FOR ABSENCE [Item 1]

Apologies have been received from Mr Beckett, Amanda Boote, Mr Ellwood, Mr Furey, Mrs Moseley, Mrs Rivers, Mr Szanto, Mrs Thorn, Mrs White and Mrs Young.

59/19 MINUTES [Item 2]

The minutes of the meeting of the County Council held on 9 July 2019 were submitted, confirmed and signed.

60/19 DECLARATIONS OF INTEREST [Item 3]

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

61/19 CHAIRMAN'S ANNOUNCEMENTS [Item 4]

The Chairman:

- Highlighted to Members that the Chairman's Announcements were located in the agenda front sheet.
- Welcomed Paul Evans, the new Director of Law and Governance and Monitoring Officer to his first Council meeting and on behalf of the Council thanked Geoff Wild for his work as Monitoring Officer.

62/19 PUBLIC PETITION [Item 5]

The petition regarding Surrey County Council's plans to leave seven major fire appliances un-crewed at night had received 13,048 signatures via the Council's e-petition facility and on behalf of the lead petitioner Mr Paul Couchman, Mr Lee Belsten from the Fire Brigades Union and Save Our Services in Surrey, was invited to address the meeting.

He made the following points:

- Asked the Cabinet Member for Community Safety, Fire and Resilience to explain why the petition was dismissed as having a 'narrow focus'.
- The petition was not 'out of context' as it was based on question six of the consultation which stated 'to what extent do you disagree/agree with the Surrey Fire and Rescue Service maintain the number of fire stations and fire engines in Surrey but changing how Banstead, Egham, Camberley are crewed at night?'. To which only 18% of the 1,687 respondents agreed with the question.
- Not one on-call fire engine could consistently achieve the response standard that the Cabinet Member had outlined previously. The current average across all on-call fire stations was 49% compared to the targeted response standard of 80%.
- The low response figures was due to many on-call firefighters being mobilised from their homes which took an average of 6-8 minutes to get to stations before deployment.
- The average response standard was 75% across the County based on twenty wholtime fire engines, two variably crewed fire engines and up

to ten on-call fire engines. The response standard could not be maintained nor improved with seven less fire appliances and the plans would not make Surrey safer.

In addition to the Cabinet Member for Community Safety, Fire and Resilience's response in the supplementary agenda, she made the following comments:

- Thanked Mr Couchman and Mr Belsten for the petition.
- Praised the work of the cross-party Surrey Fire and Rescue Service Transformation Working Group and the Communities, Environment and Highways Select Committee on the Making Surrey Safer Plan – the Council's Integrated Risk Management Plan (IRMP) which was approved by Cabinet
- The petition focussed on a small part of plan, not taking into consideration the increase in community and business safety activities through ensuring live saving prevention work.
- As the fire authority, the Council was required by law to produce an IRMP, the last was published in 2016 and risks have since changed. Surrey's roads were carrying double the national average of traffic, there was an increased risk of flooding, an ageing population, drug and alcohol dependency and around 85,000 premises were covered by Surrey's fire legislation - including care homes.
- The new risks were included in the Community Risk Profile (CRP) based on ten years of predicted and five years of current data, towards a more accurate model of risks within the Making Surrey Safer Plan. The CRP was externally and rigorously verified by the National Fire Chief's Council through an assurance panel with a wide range of stakeholders and organisations.
- The Council removed £6 million of savings targets in autumn 2018, following the appointment of Surrey's Chief Fire Officer to re-model the service and to address the findings of the 2018 HMICFRS inspection to meet new legislation following the Grenfell tragedy and to work on prevention and protection.
- Approximately £1 million of additional funding was provided by the Council to support the transformation of the Surrey Fire and Rescue Service.
- A twelve-week public consultation on the service which ended in May 2019 and of the 1,800 respondents many were broadly supportive of the proposals.
- The Council would maintain and meet the response standard, with the first appliance responding to incidents within ten minutes and the second within fifteen minutes for 80% of the time.
- Resources were re-aligned to cover greater risks in the day-time, shifting capacity from the night-time and Surrey's current fire stations would be maintained. Detailed modelling showed that twenty fire engines were needed in the day and sixteen at night; instead the Council would have twenty-five in the day, thirty on weekend days and twenty-three at night.
- Crew availability would be increased at Haslemere and Walton, cover would be changed at Camberley, Fordbridge, Guildford and Woking to one appliance at night from two. Egham, Banstead and Painshill where cover would come from a neighbouring station.
- An increased number of on-call firefighters would be achieved through enlarging the qualifying catchment area and making the role more

accessible. Some incidents would be charged for, such as false fire alarms and animal incidents.

- New work practices, continually evolving technology and increased training since March 2019, saw improved day-time response rates by fifty to sixty-four seconds and night-time responses by fifty-five to eighty-eight seconds. Lastly, 82 new firefighters had been employed since September 2018.
- Urged the Council to support the recommendation as follows: That the Council notes that Cabinet approved the Making Surrey Safer Plan and that Members will continue working with the Fire and Rescue Service during its implementation.

Members made the following points:

- Greater public safety information was welcomed but would not mitigate the risks of having reduced cover and many residents were not broadly supportive of the reduction.
- If the changes were not financially driven, the Council should listen to the firefighters and professionals on the frontline, - as Members were not experts on fire matters - that increasing the response time after an emergency and the reduction in fire appliances would increase the risks to lives.
- The Council was not dismissive of residents' concerns and it must note the HMICFRS report in 2018 which outlined concerns over the ability of the Surrey Fire and Rescue Service in keeping people safe and the efficient use of its resources.
- The Surrey Fire and Rescue Service Transformation Working Group noted the decline by a third in the number of firefighters since 2011 and produce a unanimously agreed report recommending that more firefighters were recruited by 2020 and performance would be rigorously monitored.
- The removal of the seven fire appliances would be a saving of £2 million and it was queried where that money would be spent.
- Removing those fire appliances would increase the time it would take to respond to the average fire in Surrey, increasing the risks to lives and the damage caused. A Member asked that the ratio between prevention time and risks be quantified.

In accordance with Standing Order 28.1, Mr Robert Evans requested a recorded vote to be taken on the recommendation within the Cabinet Member's response to the petition. The Chairman agreed to Mr Evans' request.

The following Members voted for it:

Mrs Angell, Ms Azad, Mrs Bramhall, Mr Brett-Warburton, Mr Carasco, Dr Chapman, Mrs Clack, Mrs Curran, Mr Deach, Mr Tim Evans, Mr Few, Mr Furniss, Mr Goodman, 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, Mr Knight, Rachael I. Lake, Mrs Lay, Mrs Lewis, Mr McIntosh, Mr Mansfield, Mr Martin, Mrs Mooney, Ms Morley, Mrs Muir, Mr Nuti, Mr Oliver, Mr O'Reilly, Dr Povey, Mr Ramsdale, Mr Samuels, Mrs Steeds, Mr Taylor, Ms Thomson, Ms Turner-Stewart, Mr Walsh, Mr Witham.

And the following Members voted against it:

Mr Bennison, Mr Cooksey, Mr Essex, Mr Robert Evans, Mr Forster, Mr Goodwin, Mrs Goodwin, Mr Harrison, Mr Lee, Mr MacLeod, Mr Mallett, Mrs Mason, Mr Spence, Mr Townsend, Mrs Watson.

The following Members abstained:

Mr Botten, Mr Darby, Mr Gardner, Mr Kington.

Therefore the recommendation was supported by 47 votes to 15 against and 4 abstentions.

RESOLVED:

That the Council noted that Cabinet approved the Making Surrey Safer Plan and that Members would continue working with the Fire and Rescue Service during its implementation.

63/19 LEADER'S STATEMENT [Item 6]

10:36am Mrs Barton arrived

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

Members raised the following topics:

- Praised the Council's work in establishing the new extended bus route for secondary school pupils in the Dittons which saved children an extra walk and this had been achieved through partnership work.
- Highlighted 'inadequate' ratings by Ofsted concerning Children's Services and the adverse Value for Money (VfM) judgement issued by the Council's external auditors over the Council's inefficient use of resources across services for the year ending in March 2019.
- The Council must ensure the Nolan Principles were upheld, it would be useful to see how transparency was implemented by the Council in its governance changes.
- School place planning was the Council's weakest approach to infrastructure delivery, but the new approach to the commissioning of SEND services and the roll out of the Family Centres programme was welcomed.
- The Council's property portfolio remained underutilised and the Council must address the planned expansion of Gatwick and Heathrow airports more holistically to address residents' concerns.
- The surplus land used to help communities to overcome challenges, must be reconciled with housing developers evicting social enterprises and community clubs.
- Was supportive of the Council's move out of County Hall and into Surrey, and noted that the retention of all Community Recycling Centres was positive.
- With regards to the 'Climate Emergency', there had been productive discussions by Highways and the Deputy Leader on reducing air pollution in Farnham. Farnham Herald's 'Cut the Pollution' campaign

taking place on the 25 October 2019 with Jeremy Hunt, Member of Parliament, was highlighted to Members.

- Sought clarification on whether the move towards an agile workforce could be delivered through the Council's current IT system.
- That mental health was an important part of the Council's transformation programme and required greater integration across the portfolios. The recent launch of the 'Every Mind Matters' campaign by Public Health England was welcomed and it would be a useful tool within the Council's transformation programme if its stakeholders, service providers, charities and those needing mental health support were consulted.

64/19 MEMBERS' QUESTION TIME [Item 7]

Questions:

Notice of eleven questions had been received. The questions and replies were published in a supplementary agenda on 7 October 2019.

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

(Q1) Mr Chris Townsend asked the Cabinet Member for Children, Young People and Families for greater accuracy of the six month time frame for the process of ensuring 'open access' youth services. He also wanted more information with regards to the recommissioning of the level 2 Early Help 0-19 area of need.

Mr Harrison asked whether by making buildings available to voluntary sectors, it was the Council's intention to charge rent as voluntary sectors could use that money to fund youth workers instead.

Mr Harris stated that despite turbulent times for youth services, a new youth group called MYTI was formed by passionate people in his local division. He asked whether the Cabinet Member for Children, Young People and Families shared his belief of the need to create a 'field of dreams' through partnerships. That is was also important to encourage interim officers to take advantage of the knowledge of local Members on youth services and to get involved.

Dr Povey questioned whether youth buildings would be subsidised where the County Council did not own the buildings and it had to pay rent to local parish councils for their use.

The Cabinet Member for Children, Young People and Families thanked the Members for their questions and informed the Council that they were only four of fourteen Members on the briefing on youth services in Easter. Officers worked on a restructure to get the Targeted Youth Support and Specialist Safeguarding Adolescents Teams right, before the Universal Youth Work and Early Help 0-19 areas of need and statutory obligation of the Council were addressed. The report on the recommissioning of Early Help 0-19 was recently passed through Cabinet, lead providers across districts and boroughs would provide greater coherence and clarity as outlined by the previous Ofsted report. A consultation on Universal Youth Work would run in parallel with the Libraries consultation. This would be held within multiple districts and boroughs and would incorporate many sectors and organisations, to review how the Council's

buildings could be given free of charge. The consultation will be done area by area from November and a formal decision would be made in May on the local based provisions, with current short-term solutions in different youth centres.

(Q2) Mr Eber Kington was disappointed with the response not touching upon the specific issue of urban trees and asked the Cabinet Member for Environment and Waste if he was aware that Highways officers at the September 2019 Epsom and Ewell Local Committee were not proactive or positive as to explaining why more trees could not be planted in Surrey's urban areas.

Mr Essex asked whether a draft of the Council's tree planting policy could be circulated earlier than December, to ensure that the right trees could be ordered.

Mr MacLeod asked what could be done about the cutting of ailing trees to one metre high and whether there could be a commitment by housing developers to plant a tree for every house built.

As Cabinet Member for Highways, Mr Furniss asked the Cabinet Member whether he agreed that the Council's partnership work with the Royal Horticultural Society on the best species of trees to plant was an alternative to direct engineering methods.

Mr Harmer asked the Cabinet Member whether he agreed that the strength of the carbon dioxide (CO₂) was concentrated in urban areas so trees should be planted there. He also asked whether he planned to acquire saplings for urban areas, as rural areas were oversaturated with those saplings.

Mr Hawkins asked that from a planning perspective, careful regard for what is planted and where would be considered going forward and that there was a problem in his division to mitigate uprooted pavements.

The Cabinet Member for Environment and Waste stated that a strategy for finding the right trees for the future took time and the Council were working with Kew Gardens on this. He would also look at including the encouragement of developers to plant more trees into the strategy. Trees were being planted, the Leader of the Council and Chairman of the Council recently planted a tree at the Surrey Hills Wood Fair – at the Cranleigh Showground. Last weekend 611 trees were given to Surrey residents to plant. He hoped that the draft tree planting strategy would be available by November and noted that after forty years each tree would sequester one tonne of carbon dioxide.

(Q3) Mr Nick Darby asked the Leader of the Council how rent would be considered on the question of net savings to the Council when it moves from County Hall.

Mr Bennison queried what would happen to the paintings and furniture with the move from County Hall.

Mr Harrison questioned whether the Council were looking into freehold sites as a long-term solution.

The Leader of the Council stated that the building the Council was currently in negotiations for would be freehold and that the Council were paying business

rates to Kingston Council – which would be eliminated with the move back into Surrey. The moveable assets would be taken.

(Q5) Mr Will Forster asked the Leader of the Council to back the Vehicle Emissions (Idling Penalties) Bill as soon as possible to improve air quality now.

The Leader of the Council replied that the Council were currently working on improving air quality and noted that there was a public health initiative in schools last year on that. He commented that presently, the Bill was short of detail but may include potential fines for vehicle idling outside schools. However, the Leader noted that the Bill must focus on the causes of atmospheric pollution and promote education, rather than being a revenue raising exercise.

(Q6) Mrs Nikki Barton asked the Cabinet Member for Community Safety, Fire and Resilience about how the Making Surrey Safer Plan for 2020 – 2023 strategy, could be reconciled with there being ‘no guarantee of the availability of either whole time or on-call staff’. It would take over two years to train on-call staff and there was already a shortage of resources.

The Cabinet Member for Community Safety, Fire and Resilience stated that she had given a detailed account of recruitment earlier in her petition response. The number of on-call firefighters would be increased through the two on-call new starter courses before April 2020, as outlined in the written question response. There would also be an upcoming independent evaluation led by the previous Chief Fire and Rescue Adviser for England, Sir Ken Knight.

(Q7) Mr Stephen Cooksey asked the Cabinet Member for Finance if a contract had been awarded for the work on the further education building in Dorking and if there was a start date.

The Cabinet Member for Finance stated that there would be work on the site by the end of December 2019.

(Q8) Mr Eber Kington asked the Leader of the Council if he would ensure that emails sent by Cabinet Members reporting the details of inspection reports would be an unedited list of progress made and that areas of continuing concern would be highlighted with no exclusions. Furthermore, if he could advise Members of the service areas that would be of significant concern if inspected that day.

Mrs Lewis asked if the Leader of the Council would agree that one way that Members could be better informed was to attend the member briefings held regularly, as attendance had been low for recent briefings concerning both children’s and youth services. She noted that when letters went out on substantial progress made, - such as the Children’s Single Point of Access (C-SPA) - they acted as enablers for change across services. She also asked whether there was a good balance between praising officers on their work - through the positive feedback from one monitoring visit - and being realistic about future areas for improvement concerning children’s services.

The Leader of the Council stated that the Cabinet regularly updated Members on the current work in progress, there was a Transformation Programme and the four select committees, working groups and member briefings ensured transparency and facilitated Member engagement.

(Q10) Mr Eber Kington asked the Leader of the Council why he was reluctant to have the senior management paid cost centre monitored annually by a specific committee.

Mr Essex asked if the Leader of the Council could confirm the senior posts were full-time, or if not how many were interim.

The Leader of the Council stated that there was no lack of transparency as the People, Performance and Development Committee (PPDC) was responsible for determining the policy on pay, contractual terms and the conditions of employment for all staff. It was not the place of elected Members to instruct the Chief Executive on the employment or expenditure of her offices and senior salaries were published on the Council's website. The Council ensured that a commercial rate was paid to attract good quality staff. There was a significant reduction of interim senior posts, but he would come back to the Member with an accurate answer.

Cabinet Member Briefings:

These were also published with the supplementary on 7 October 2019.

There were no comments made by Members.

65/19 STATEMENTS BY MEMBERS [Item 8]

There were none.

66/19 ORIGINAL MOTIONS [Item 9]

Item 9 (i)

Under Standing Order 12.3 the Council agreed to debate this motion.
Under Standing Order 12.1 Mr Chris Botten moved:

an amendment to the motion set out in the agenda for this meeting in his own name, as follows: (with additional words in bold/underlined and any deletions crossed through)

This council notes:

With concern that, **owing to Government policy**, Surrey residents who pay for their own elderly care significantly subsidise the residents who rely on County to pay for their care. This is a result of an unjust and inequitable funding regime which is itself a result of inadequate government funding. It further notes with concern that the proposal for the coming financial year in the local government funding settlement appears to allow councils to raise a precept on residents to cover the funding gap.

This approach is deeply flawed; it perpetuates the injustice of the current system, asking those who have savings to subsidise the care of those who don't, and it is a sticking plaster to cover up the failure of successive governments to bring forward a sustainable and equitable solution to the problem of social care funding.

Therefore resolves that:

- I. This council accordingly calls on the government to bring forward urgently a sustainable solution so that councils can restore equity and enable a sustainable market for social care provision in Surrey and across the country.
- II. The Cabinet is ~~called upon to publish the business case it promised in February~~ **asked to consider examining the possibility of in-house provision and/or new approaches to commissioning adult social care which can manage the market more effectively** ~~the possibility of the Council entering the market as a provider of adult social care, since that move could stabilise a fragile market,~~ **to** potentially re-balance some of the inequities of a for profit environment, and secure quality against the significant risk of the impact of Brexit on the local workforce.
- III. This Council further requests that Cllr Sinead Mooney, the cabinet member for adults and public health, seek an urgent meeting with Caroline Dinenage MP, the minister of state in the department for Health and Social Care.

Members agreed to debate the amended motion and therefore it became a substantive motion.

Mr Botten made the following points:

- He thanked Mrs Mooney, the Cabinet Member for Adults and Public Health for her support in the reformulation of the amendment.
- He commented that there was a shortage of money in the country and county for support in adult social care; that placed providers and service-users at risk. He praised officers despite the challenging market and noted staffing was vulnerable due to Brexit uncertainty.
- The iniquity of the rationing of the National Health Service (NHS) continuing care was scandalous and often hidden. It was wrong that the Council and residents had to face the consequences of that rationing.
- He highlighted the 'triple bereavement' as a result of the ageing population - the loss of a loved one to dementia, the loss of the loved one and the loss of their home.
- He called upon the Government with support of the Council to enact significant policy changes regarding the care of ageing populations for the long-term. The 2% precept rise would not address the inequities and the inequities in adult social care.
- It was wrong that the ease of getting packages of continuing care was geographically determined.

The motion was formally seconded by Mrs Goodwin, who made the following comments:

- She outlined a recent visit to a care home where she was informed by a gentleman that the process of securing care for a loved one was traumatic. It was financially focussed without empathy.

- That the Government must have the courage to provide an equitable social care policy and stop short-term funding to allow local authorities to plan for future care provision.

Two Members made the following points:

- That there was an injustice in the funding of adult social care as the Council subsidised care by a third less for those who could not afford it, compared to those who could self-fund it.
- When social care was contracted out of the Council the cost per hour halved, noting that services brought in-house were not always less expensive.

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

Therefore, it was **RESOLVED** that:

This council notes:

With concern that, owing to Government policy, Surrey residents who pay for their own elderly care significantly subsidise the residents who rely on County to pay for their care. This is a result of an unjust and inequitable funding regime which is itself a result of inadequate government funding. It further notes with concern that the proposal for the coming financial year in the local government funding settlement appears to allow councils to raise a precept on residents to cover the funding gap.

This approach is deeply flawed; it perpetuates the injustice of the current system, asking those who have savings to subsidise the care of those who don't, and it is a sticking plaster to cover up the failure of successive governments to bring forward a sustainable and equitable solution to the problem of social care funding.

Therefore resolves that:

- I. This council accordingly calls on the government to bring forward urgently a sustainable solution so that councils can restore equity and enable a sustainable market for social care provision in Surrey and across the country.
- II. The Cabinet is asked to consider examining the possibility of in-house provision and/or new approaches to commissioning adult social care which can manage the market more effectively, to potentially re-balance some of the inequities of a for profit environment, and secure quality against the significant risk of the impact of Brexit on the local workforce.
- III. This Council further requests that Cllr Sinead Mooney, the cabinet member for adults and public health, seek an urgent meeting with Caroline Dinenage MP, the minister of state in the department for Health and Social Care.

Item 9 (ii)

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

Under Standing Order 12.1 Mr Robert Evans moved:

This council notes:

This Council has previously noted that both Heathrow and Gatwick airports make vital contributions to the continuing success of Surrey's economy and Surrey County Council now takes note of Heathrow's Airport Expansion document, dated June 2019 and the associated community consultations events.

Council welcomes Councillor Kemp's letter to Heathrow dated 9 September 2019, highlighting the many serious concerns and discrepancies in Heathrow's latest position.

Surrey County Council also notes the serious reservations on airport expansion now being registered by an increasing number of councils, around Heathrow airport, in particular Spelthorne Council which recently voted to send a strong message to Heathrow Airport Limited, stating that its masterplan for expansion now presents "significant issues" for residents of Spelthorne, concluding that it could only support the expansion and third runway if the council's 15 demands laid out last year are met, including compensation for those people whose properties are worst affected.

Council is dismayed that neither the Government nor the aviation industry have shown any intention to invest in road or rail connections and that far from reducing congestion, the current proposals will inevitably increase overcrowding on Surrey's roads and put undue pressure on communities, especially those near Heathrow. Council believes that unless and until the surface access links, delivering improved public and active transport links to the airport are implemented, there must be no increase in the current 480,000 flights a year.

Furthermore Council is concerned that large areas of Green Belt in the north of Spelthorne, proposed to include around 220 Hectares of green space, will be sacrificed. Heathrow Airport Limited, by their own admission, set out that the proposed Heathrow plan will adversely affect many people's health by a deterioration in air quality due to 'dust and vehicle emissions' as well as totally unacceptable increases in noise pollution.

Finally, the proposed expansion, without any curbs on flying elsewhere, will exceed the carbon budget for aviation set out in the 2015 final report from the Government's Airports Commission, let alone the more stringent targets now committed to by the Government, Surrey County Council and many other local authorities.

At its meeting on 16 July 2013, Surrey County Council agreed that 'expansion at either airport would require the environmental and surface access issues involved to be satisfactorily addressed.' Council called on 'Government and the aviation industry to prioritise investment in road and rail connections to the airports to reduce congestion and overcrowding.'

On 6 December 2016 Council reiterated its view that any expansion 'requires the environmental and surface access issues involved to be

satisfactorily addressed,' adding that the Council 'considers that the proposals and commitments, including on surface access, that have so far been made by the airport and by the Government associated with the preferred approach to expansion at Heathrow are inadequate. In particular they give neither confidence that the necessary measures will be prioritised nor that adequate funding will be committed.'

This council therefore agrees:

- I. To suspend its unqualified support for Heathrow expansion and seek meetings with the Secretary of State for Transport and Heathrow Airport Limited to register these concerns and demand that plans are finalised and funding secured for vastly improved surface access to the airport and sufficient safeguards on air quality, noise pollution, night flights, protection of the Green Belt and compensation for residents, most seriously affected.
- II. That expansion of Heathrow is not consistent with either the Council or the Government's declaration of a climate emergency, and the need to now reduce carbon emissions to zero.
- III. And additionally agrees to support Hillingdon, Wandsworth, Richmond, Hammersmith & Fulham and Windsor & Maidenhead councils in seeking a judicial review of these plans on the grounds of air quality, climate change, noise pollution and surface transport access.

Mr R Evans made the following points:

- The motion concerned the lives of Surrey's residents and future generations and if supported would be a bold stance by the Council signalling its commitment against airport expansion.
- The Heathrow Airport Expansion document of June 2019, ignored the Council's requests over expansion. It had not taken into consideration the Council's long-standing concerns over its expansion, with reference to previous motions in July 2013 and December 2016, a recent member briefing in July 2019 and at road shows on the matter.
- Heathrow's expansion would see years of disruption up till 2050. There would be increased congestion, vehicle pollution, and construction traffic in surrounding boroughs and districts such as Spelthorne.
- The largest car park in the world would be built at Stanwell with 24,000 car spaces, having a knock on effect to the M25, open spaces would be lost, rivers diverted and residents were not to be compensated.
- The Heathrow Airport Expansion document did not include the provision of modern and direct rail links - bypassing London - and both the Government and Heathrow must be held to account on that.

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

Seven Members made the following points:

- The Council's position had not changed since it last debated Heathrow expansion in a motion in October 2018. A key part of the motion focused

on the need for the Government to prioritise infrastructure before a third runway was built – primarily a Southern Rail link.

- On behalf of the Council, the Deputy Leader had submitted the comprehensive response – outlining ten concerns of the Council – to Heathrow Airport Limited, on the Statutory Heathrow Airport Expansion Consultation.
- The Leader of the Council had recently met the Secretary of State for Transport, Grant Shapps and with the Cabinet Member for Environment and Waste, he will meet the Parliamentary Under Secretary of State, Paul Maynard who had responsibility for Aviation.
- The Council was still awaiting the modelling information from Heathrow on its expansion and both the provision of Southern Rail and the removal of the 220 hectares of green belt to the north of Spelthorne were still to be resolved.
- The Council had declared a 'Climate Emergency', reflecting the Government's target of net zero carbon emissions by 2050 which was challenging but achievable.
- The Council was awaiting the results of the judicial review sent to the Court of Appeal challenging the Government's support of Heathrow expansion.
- The Council will continue to challenge and engage with Heathrow directly and through the Heathrow Strategic Planning Group (HSPG).
- A further motion would have to be considered in the future if the Council's concerns within its response to the Statutory Heathrow Airport Expansion Consultation were not satisfactorily addressed.
- Residents' ability to cope with expansion had not been taken into consideration especially concerning minor roads in rural areas, where small villages received substantial vehicle movements funnelled through to Gatwick Airport.
- Contrary to the motion, the Council had never had 'unqualified support' for Heathrow expansion nor Gatwick. The Council since July 2013 had not supported expansion and had called for the right infrastructure beforehand.
- That Heathrow expansion was an ill-thought-out expensive project which would cause environmental damage and exacerbate existing issues such as the high cost and shortage of housing and road congestion.
- If Southern Rail access was proposed by Heathrow, there would need to be consideration over the change in capacity that would affect the current commuter lines in Guildford and Woking to London.
- That the right place for airport expansion was in the Thames Estuary. Although a substantial number of Surrey residents were employed at Heathrow, expansion was not sustainable in the centre of populations.

Mr Botten moved an amendment, which was formally seconded by Mr Harmer.

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

This council notes:

This Council has previously noted that both Heathrow and Gatwick airports make vital contributions to the continuing success of Surrey's economy and Surrey County Council now takes note of Heathrow's Airport Expansion

document, dated June 2019 and the associated community consultations events.

Council welcomes Councillor Kemp's letter to Heathrow dated 9 September 2019, highlighting the many serious concerns and discrepancies in Heathrow's latest position.

Surrey County Council also notes the serious reservations on airport expansion now being registered by an increasing number of councils, around Heathrow airport, in particular Spelthorne Council which recently voted to send a strong message to Heathrow Airport Limited, stating that its masterplan for expansion now presents "significant issues" for residents of Spelthorne, concluding that it could only support the expansion and third runway if the council's 15 demands laid out last year are met, including compensation for those people whose properties are worst affected.

Council is dismayed that neither the Government nor the aviation industry have shown any intention to invest in road or rail connections and that far from reducing congestion, the current proposals will inevitably increase overcrowding on Surrey's roads and put undue pressure on communities, especially those near Heathrow. Council believes that unless and until the surface access links, delivering improved public and active transport links to the airport are implemented, there must be no increase in the current 480,000 flights a year.

Furthermore Council is concerned that large areas of Green Belt in the north of Spelthorne, proposed to include around 220 Hectares of green space, will be sacrificed. Heathrow Airport Limited, by their own admission, set out that the proposed Heathrow plan will adversely affect many people's health by a deterioration in air quality due to 'dust and vehicle emissions' as well as totally unacceptable increases in noise pollution.

Finally, the proposed expansion, without any curbs on flying elsewhere, will exceed the carbon budget for aviation set out in the 2015 final report from the Government's Airports Commission, let alone the more stringent targets now committed to by the Government, Surrey County Council and many other local authorities.

At its meeting on 16 July 2013, Surrey County Council agreed that 'expansion at either airport would require the environmental and surface access issues involved to be satisfactorily addressed.' Council called on 'Government and the aviation industry to prioritise investment in road and rail connections to the airports to reduce congestion and overcrowding.'

On 6 December 2016 Council reiterated its view that any expansion 'requires the environmental and surface access issues involved to be satisfactorily addressed,' adding that the Council 'considers that the proposals and commitments, including on surface access, that have so far been made by the airport and by the Government associated with the preferred approach to expansion at Heathrow are inadequate. In particular they give neither confidence that the necessary measures will be prioritised nor that adequate funding will be committed.'

This council therefore agrees:

- I. ~~To suspend its unqualified support for Heathrow expansion and seek meetings with the Secretary of State for Transport and Heathrow Airport Limited to register these concerns and demand that plans are finalised and funding secured for vastly improved surface access to the airport and sufficient safeguards on air quality, noise pollution, night flights, protection of the Green Belt and compensation for residents, most seriously affected.~~
- II. That expansion of Heathrow is not consistent with either the Council or the Government's declaration of a climate emergency, and the need to now reduce carbon emissions to zero.
- III. ~~And additionally agrees to support Hillingdon, Wandsworth, Richmond, Hammersmith & Fulham and Windsor & Maidenhead councils in seeking a judicial review of these plans on the grounds of air quality, climate change, noise pollution and surface transport access.~~

The Leader of the Council called for the meeting to be adjourned to discuss the amendment. It was adjourned at 12:15pm

The meeting reconvened at 12:23pm

Mr R Evans accepted the amendment and therefore it became the substantive motion.

Mr Essex, the seconder of the motion, made the following comments:

- The Council's response to Heathrow Airport Limited pandered towards their rhetoric of building the runway first and then having the infrastructure and transport links implemented later.
- The Council must be more firm than its response to the Statutory Heathrow Airport Expansion Consultation. One condition within the response called for the Development Consent Order (DCO) to limit air traffic movements to no more than 600,000 a year until both the Western and Southern Rail infrastructures were in place. That meant 120,000 flights a year would occur before the public transport bet.
- Since last debate on this in October 2018, the Council had declared a 'Climate Emergency', but the Council's position on Heathrow was to wait. The Council must avoid 'constructive ambiguity' and have a clear strategy to act on the emergency.
- Noted the Government's Committee on Climate which called for the halving of the Government's aviation growth plans.

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

- At a Meeting with Heathrow on their road show where he challenged a representative on the rail links, he stated that the third runway should be built first before rail links were discussed/built.
- The Council must not be ambiguous on their position for its demand on better transport links in Surrey to ease congestion and therefore pollution addressing climate change.

The Leader of the Council called for a separate vote on each point of the substantive motion and the Chairman agreed.

The first point of the amended motion was put to a vote and received unanimous support.

The second point of the amended motion was put to a vote with 18 Members voting for, 38 against and 8 abstentions.

Mr Bennison declared a non-pecuniary interest as some members of his family worked at Heathrow Airport.

Therefore it was **RESOLVED** that:

This council notes:

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Council welcomes Councillor Kemp's letter to Heathrow dated 9 September 2019, highlighting the many serious concerns and discrepancies in Heathrow's latest position.

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- II. That expansion of Heathrow is not consistent with either the Council or the Government's declaration of a climate emergency, and the need to now reduce carbon emissions to zero.

Item 9 (iii)

Mr Hall agreed to withdraw his motion.

67/19 APPOINTMENT OF INDEPENDENT REMUNERATION PANEL [Item 10]

The Leader of the Council introduced the report.

RESOLVED:

1. That the Council ratified the appointments of the Independent Remuneration Panel members for a three year term.
2. That the Council ratified the remuneration of the Independent Remuneration Panel members.
3. That the Council reviewed and approved the Terms of Reference of the Independent Remuneration Panel.

68/19 APPOINTMENT OF LOCAL COMMITTEE VICE-CHAIRMAN [Item 11]

The Leader introduced the report and stated the change was due to Mr Bennison no longer being a Conservative Party member.

Mr Bennison made a statement.

RESOLVED:

That Rachael I. Lake was duly elected as the Vice-Chairman of the Elmbridge Local Committee for 2019/20.

69/19 UPDATES TO THE CONSTITUTION [Item 12]

The Leader of the Council introduced the report and in response to Mr Botten's earlier call for transparency, he would ensure that changes to the Council's constitution would be clearly articulated to Council.

Mr Kington noted the rapid change of the increase in the Council's financial 'key decision' threshold which was doubled to £1 million and was concerned that the rationale was due to taking decisions at an increasing pace. He asked the Leader of the Council to submit a report at the end of the financial year to the relevant scrutiny committee outlining the frequency of use of taking key decisions above the current £500,000 threshold.

In response, the Leader stated that the decision to change the threshold was not done in isolation from the relevant Cabinet Member. He agreed to provide information to the relevant select committees on an annual basis listing the decisions taken between £500,000 and the £1 million threshold level.

RESOLVED:

1. that the County Council agrees to increase the Council's financial 'key decision' threshold to £1,000,000;
2. that the amendments agreed by the Leader to the Scheme of Delegation be noted.
3. That the Director of Law and Governance be authorised to make the necessary changes to the Council's Scheme of Delegation and the Constitution be updated accordingly.

70/19 CHANGES TO CABINET PORTFOLIOS [Item 13]

The Leader of the Council thanked Mr McIntosh and Mr Ramsdale for their contributions as Deputy Cabinet Members. He noted that Mr Nuti had joined as a Deputy Cabinet Member. The changes were to balance out the workload across portfolios, in particular the Environment and Waste portfolio.

RESOLVED:

The Council noted the Leader's changes to the Cabinet Portfolios.

71/19 REPORT OF THE CABINET [Item 14]

The Leader presented the report of the Cabinet meeting held on 16 July 2019 and 24 September 2019.

Reports for Decision:

- A. Updated Statement of Community Involvement.

Reports for Information/Discussion:

- B. Proposal to charge maintained schools for the cost of conversion to become an academy school
- C. Creation of a new specialist centre at Worplesdon Primary School in partnership with Freemantles School
- D. Proposal to enter into a Local Education Partnership with Schools Alliance for Excellence
- E. Children's Improvement Update
- F. Providing Council Tax Relief for Surrey's Care Leavers
- G. Making Surrey Safer – Our Plan 2020-2023
- H. School Place Planning: Strategy for Specialist Placements
- I. Surrey County Council's response to statutory consultation on Heathrow Airport expansion

In response to Mr R Evans' question, the Leader of the Council agreed that the response to the Statutory Heathrow Airport Expansion Consultation would be reported to Council.

- J. Quarterly report on decisions taken under special urgency arrangements: 29 June to 27 September 2019

RESOLVED:

1. That the report of the meetings of the Cabinet held on 16 July 2019 and 24 September 2019 be adopted.
2. That Council adopted the revised Statement of Community Involvement (SCI).
3. County Council noted that there had been two urgent decisions in that quarter.

72/19 MINUTES OF CABINET MEETINGS [Item 15]

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

[Meeting ended at: 12.38 pm]

Chairman

No one can deny that we are in the midst of unprecedented uncertainty on a national level in this country.

However, here in Surrey, after some years of huge challenge, upheaval and difficult decisions, we are looking to the future with renewed optimism and energy.

We have set ourselves an ambitious programme of transformational change within this County Council that both reflects the challenges and opportunities of the modern age, and that will allow us to make better choices and to invest for the future generations of this great County.

MCTR

We are on course to fulfil our ambition of moving closer to residents in the coming year, and I expect to be in a position to announce the new location of County Hall later this month; this will enable us to operate as a true civic heart within the County of Surrey.

This will enable us to drive our modernisation agenda, for all us within the organisation to be more efficient, effective and tech-savvy for the benefit of our residents and set us on course to be one of the leading councils in the country.

RAISING THE BAR

We have moved quickly and effectively to address the historic poor performance of this organisation.

We are now raising the bar.

Our transformation programme is ambitious. At Cabinet later this month we will report back on what has been achieved to

date as well as setting out what we will doing in the next phase. Whilst there is more to do, key services have already had plans effectively agreed and delivered and they are making a real difference to people's lives.

Children's Services has shown some genuine improvements and although we are by no means there yet, we are hopeful that 'inadequate' ratings will be a thing of the past when we re-inspected by OFSTED next year.

Just last month Cabinet agreed plans to modernise the Surrey Fire & Rescue service to make it fit for the future, including investing more money and recruiting more firefighters, upscaling prevention work and delivering a more mobile and dynamic response.

Her Majesty's inspectorate, who identified much of the service as inadequate nearly a year ago, have been impressed with our plans and I'm confident the next inspection will be altogether more positive.

GREENER FUTURE

We are now starting to put detail around our vision for a Greener Future.

Committing to leading by example in reducing our carbon emissions, protecting and enhancing our countryside, improving air quality and working in partnership to face the climate emergency head on will be a positive contribution from this County to what is a global issue.

Let's address and implement things that we can do locally but let's all take on the challenge together; the future of the planet is everybody's collective responsibility and we must all do more.

Part of this Greener Future work is of course recycling and I was pleased to confirm at Cabinet last month that all of our CRCs will remain open and accessible for residents.

Although we are the third best performing council of our kind in the whole country that is still not good enough. We must do even more.

Small changes can make the biggest difference.

As an organisation we must make it as easy as possible for residents to recycle more of their waste, and residents must step up and take every opportunity to make a difference.

BUDGET

Mr Chairman, over the coming weeks we will be finalising detailed proposals around our budget for 2020-21 and I will be presenting a budget statement at the November council meeting.

We have had to take some difficult decisions over the past couple of years to address the budget deficit but with a clear focus on efficiency, innovative thinking and dedication of our staff, I believe we can now consider ourselves a stable and sustainable council, ready for the future.

This will enable us to make better choices; to invest in our residents as well as the next generation.

Even with constrained funding we have still been able to carry out more than 50,000 road repairs a year, create hundreds of apprenticeships, reduce the amount of council tax paid by care leavers, secure hundreds of millions of pounds in funding from government and other stakeholders for infrastructure and housing across the county, as well as continuing to deliver the services that residents depend on day in, day out.

Looking forward, as our services modernise and reach more and more people in different ways, we are determined to invest in the county's future. That is why:

- We will be committing hundreds of millions of pounds to protecting homes from flooding as we start the Surrey Flood alleviation scheme next year
- We will be investing even more in our 3000 thousand miles of roads and pavements to ensure people can get around smoothly and safely
- We will be announcing a series of initiatives to tackle the climate emergency and to protect our environment for future generations as the work of the Environment Commission we established starts to mature.

Alongside all of this, we must remember that the majority of council tax goes on protecting and supporting the most vulnerable residents of Surrey, through Adult Social Care, Looked After Children and those with Special educational needs and disabilities.

Surrey County Council spends over £1 million every single day looking after our adult residents that need our support and half a million each day on our children.

The government's proposed 2% precept on council tax for Adult Social Care will go some way to helping meet those ever increasing costs, however it is a tiny fraction of the costs involved.

We should never forget that it is our legal and more particularly our moral duty, to care for the most vulnerable in society and I will not let down those residents who need us most.

As a transparent and responsible authority we must share with our residents what we are doing on their behalf and with their money.

So going forward we will set out a series of commitments - a guarantee to do things that are relevant to residents and by which they can judge our performance.

We will build up these commitments over time - and indeed I would welcome any **realistic** suggestions from any member - but these will include:-

- planting at least one tree for every one of our 1.2 million residents and I was very pleased to plant the first Oak with the Chairman last Saturday
- boosting our local economy by setting up a £50m community grant fund to improve our High Streets

- providing surplus space in Surrey County Council buildings for free use by voluntary and charitable organisations
- considering conversion of any surplus council owned land to public allotments to produce food for foodbanks
- and, as mentioned earlier, delivering the budget savings we need to enable this council to remain on a sound financial footing so that we can meet the challenges of the future

The full list will be set out in the Cabinet paper later this month.

Finally Mr Chairman, I completely recognise that there is still much to do to improve the way in which we support our residents.

However, we are creating a solid foundation on which to build a prosperous and exciting future.

Stabilising our finances.

Driving out inefficiencies.

Creating a more agile workforce.

Improving our partnership with key organisations across the County.

Being more transparent with our residents.

Supporting communities to overcome challenges and grasp opportunities.

I believe, and I am sure all members will agree, we are making swift and effective progress, that enables us to deliver great quality services, to support those who need our help the most, whilst delivering value for money for Surrey residents now and well into the future.

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OFFICER REPORT TO COUNCIL

ORGANISATION STRATEGY 2020-2025 AND NEXT PHASE OF TRANSFORMATION

KEY ISSUE/DECISION:

This report reaffirms how the council plans to contribute towards achieving the outcomes in the Community Vision for Surrey in 2030 (Community Vision for Surrey) over the medium term. Surrey County Council's Organisation Strategy (Strategy) was originally approved by Council on 13 November 2018. Since then, the strategic environment has continued to shift over the past 12 months. The Strategy has therefore been updated to amplify the actions this Council will take to address new challenges and opportunities that have emerged over the last 12 months.

The report also previews the next phase of the council's transformation programme, and how it could support the focus areas identified in the Strategy.

By approving the updated Strategy, the Council is reaffirming its commitment to the council's strategic approach, and recognises the change in emphasis in the Strategy so the organisation can adapt to its current context. Finally, Council would be endorsing the priorities and key objectives that will be followed for the medium term.

The Organisation Strategy provides a clear sense of the council's direction for staff, members, residents, partner organisations and businesses. As part of the council's Policy Framework (as set out in the Constitution) the Organisation Strategy must be approved by Council.

BACKGROUND:

1. When the Organisation Strategy 2019 – 2023 was agreed last year, we had just agreed a new Community Vision for Surrey in 2030 (Vision) with stakeholders - a shared set of outcomes to inspire partners, staff, Members and residents as we work to improve the lives of people who live, work and study in Surrey. The Strategy defined how we would contribute to making it a reality, and would help us target activity to address shortcomings in our performance, finance and culture.
2. We have made significant steps forward in improving service performance and stabilising our finances over the last year. Our clear strategic focus helped us take decisions to transform the organisation at scale and pace to secure better outcomes for residents and develop a council that is fit for the future. An Impact Statement (Annex A) reflects some of our progress and achievements from the past year.

3. A number of issues are emerging in a very complex, uncertain and rapidly changing strategic environment. This is made up of a number of factors, such as uncertainty on the outcomes of the UK's negotiations to leave the EU, delays to urgent policy reforms, such as the Local Government Fair Funding Review, and increasing urgency to tackle climate change. We also still continue to face the twin pressures of rising demand for our services and pressure on resources.
4. We are confident that we can respond to these issues, and we will also capitalise on our strengths and opportunities, such as our high performing £40 billion economy, emerging new and exciting technologies, and our plans to move to a new civic heart to support our workforce to work in a truly agile way.

Organisation Strategy 2020-2025

5. This context has informed the refreshed Organisation Strategy (Annex B and summarised version in Annex C). A number of the core elements of the document are unchanged from the version agreed in October 2018. It still confirms how we will contribute to the Vision for Surrey. It now also aligns with the new [Surrey Health and Wellbeing Strategy](#) - the partnership strategy that supports the Vision by tackling key health and wellbeing priorities for the county.
6. We remain focused on creating better lives, a better place and a county where no-one is left behind. In practice, this means our focus should be on two key objectives: improving the quality of residents' lives and reducing the inequality in life expectancy that exists across the county.
7. To deliver on these objectives, and strengthen our unique role as democratic champion for all residents in Surrey, the refreshed strategy for 2020 - 2025 emphasises:
 - **Tackling inequality** - Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy
 - **Boosting independence** – Helping residents help themselves and each other within their community
 - **More joined up health and social care** – Integrating health and council services so residents get more effective, efficient and seamless services
 - **Delivering a greener future** – Tackling the causes of climate change and become a carbon neutral county as soon as possible
 - **Embracing Surrey's diversity** – Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity
 - **Partnership** – Working with residents, businesses, partners and communities to collectively meet challenges and take opportunities
 - **Supporting the local economy** – Investing in the infrastructure Surrey needs to build a strong and resilient local economy

- **Digital revolution** – Identifying and utilising the latest technology to ensure Surrey has the best tools to thrive in the modern world
8. These complement other existing priorities, such as continued work on embedding our Family Resilience approach and ensuring people can access health and care services at the right time and place.
 9. The strategy puts us in a very strong position to look ahead to the next five years with renewed energy and optimism. It positions us well to deliver our ambitious agenda and sets a course for the next phase of our transformation journey.

Next phase of transformation

10. Over the last year we have made good progress in delivering the far reaching and ambitious transformation programme that was agreed by Council and launched in November 2018.
11. It has stabilised the organisation by addressing immediate financial and performance challenges and has started to fundamentally reform the organisation so we can deliver the best possible outcomes for residents and achieve the Vision.
12. At its heart is the need to develop very different service models and approaches, so that we are working with our residents and partners in new ways, helping to prevent problems earlier and better supporting residents and communities to be independent.
13. Different approaches have now been applied in key service areas and we are seeing the positive impact this can have for residents. For example:
 - In Adult Social Care we have introduced a new strength-based practice approach changing the conversation with residents to focus on their strengths, and being clearer about the role of the council in supporting people. This, along with other changes, is helping to prevent problems earlier and better support residents and communities to be independent. The principle of supporting independence is also central to the work of the newly established specialist team for people with Learning Disabilities and Autism.
 - In Children's Services, the Effective Family Resilience Model is now providing a framework for working differently with partners to support families and children as soon as problems emerge. This includes a new Children's Academy that has been established to attract, train and support the staff, from across multiple agencies, who will put the new approach into practice. We have also established a Single Point of Access (C-SPA) service to direct children and families to the right help as quickly as possible. These changes are improving services for children with the encouraging progress being made reflected in feedback from Ofsted and the Department for Education appointed commissioner.¹

¹ Safeguarding of Children In Surrey, Report to Children, Families, Lifelong Learning and Culture Select Committee, 12 September 2019

14. The relevant Select Committees have considered progress on specific projects and will continue to help shape our transformational agenda and scrutinise progress.
15. We must continue to flex and adapt our programme to ensure the Council meets its strategic objectives and effectively responds to the changing operating environment, so we have committed to review and, as necessary, refresh it regularly.
16. The next refresh is reasonably significant given that existing work is nearing completion, there are new priorities and that, as a Council, we are in a different place to this time last year. This refresh will be guided and informed by the progress we have made, our restated ambitions in our Organisation Strategy, and the changing context in which we operate.
17. Although we are refreshing the programme, a range of existing projects and programmes will continue so that we deliver the planned savings for 2020/21. In the next phase, we will set the foundations to add further value, make positive impacts for residents and drive service improvement for the medium to longer term, stretching out beyond 2021. Focusing on this will support the delivery of savings and cost containment for 2021/22 and future years.
18. We will transition from our current programme to the next phase between now and January 2020. We will consider the existing services, programmes and initiatives and where we need to further focus our transformation efforts, investment and capabilities to deliver improved outcomes. In doing this we must continue to shift from a collection of individual organisations and services tackling single issues towards collective system-wide responses designed around people's needs. We are consciously moving towards a place-based approach to better align service activity and public resource around the needs of people and places.
19. We know that complex issues, such as climate change, mobility and care, can only be tackled through joint effort among all public organisations, voluntary, community and faith (VCF) sector, academia, businesses, and, critically, communities themselves. The projects that we have begun to develop in these areas will also need to be brought into our overall programme. This will include continuing to work ever more closely through Surrey Heartlands with our health system colleagues and delivering on joint transformation objectives.
20. Officers will lead the detailed development of the refreshed programme, which will be reviewed by Cabinet and Council alongside the MTFs in January and February 2020. This will include any proposed changes in investment required to deliver transformation.

Consultation and Engagement

21. Since we agreed the original Organisation Strategy last year, we have engaged partners and residents in continued discussions about the county's future strategic direction and how we can improve outcomes for residents. Changes to the Organisation Strategy, and emerging thinking for the next phase of transformation, have been shaped based on collective

understanding with partners on the challenges and opportunities we need to respond to.

22. Over the summer of 2019, Cabinet and the Corporate Leadership Team have used this knowledge, among other things, to discuss and agree the future strategic direction for the council. This was supported by officers across the council to develop thinking and shaping of the council's future strategy and transformation plans. In addition, members have been more widely engaged in the shaping of the Organisation Strategy, including through Corporate Overview Select Committee (COSC) reviewing the Community Vision for Surrey and corporate Full Business Cases at their meeting on 20 September 2018, and the Organisation Strategy on 25 October 2018.

Risk management

23. The Organisation Strategy is a wholesale and significant document that defines our contribution to the Vision. There is a risk that the scale of change needed to implement and deliver the plans that support it is too complex, and the pace too fast.
24. To mitigate this, we will continue our approach to integrated planning, so our transformation plans, budget, workforce and digital strategies and service plans align with the Organisation Strategy and with each other.
25. The transformation programme is a major undertaking, which is far reaching and ambitious. We will continue to use the governance and assurance mechanisms in place, co-ordinated through the Transformation Support Unit, to track delivery and manage the risks associated with the programme. As part of the refresh of the programme the assurance arrangements will be further developed and re-stated.

Ensuring value for money

26. We take an integrated approach to our strategic and financial planning. This enables us to better target our resources, be more efficient, contain the demands which our services are under, and transform the council in order to deliver improved value for money.
27. As part of the development of an outcomes-based accountability framework for the Organisation Strategy, we are selecting performance measures that capture how we are providing value for money. We will also work with all our partners, including district and borough councils, other public bodies, the VCF sector and businesses to create the best value for every pound we spend.
28. The development of an outcomes based performance management framework to monitor our progress in delivering the Organisation Strategy will also help us demonstrate that we are providing value for money in the services we deliver.
29. We will work with all our partners, including district and borough councils, other public bodies, the VCF and businesses to create the best value for every pound we spend. The council understands how important it is to work

alongside partners and our commitment to a refreshed approach to working in partnership is outlined in the Organisation Strategy (Annex 1).

Equality and Diversity

30. There are no direct equality implications arising from the Organisation Strategy. A key strategic principle at the heart of the strategy is to 'focus on ensuring no-one is left behind'. This commits us to working with some of the most vulnerable people in Surrey, and their communities, to help them break down the barriers they face and access opportunities that improve their quality of life and reduce inequalities in life expectancy.
31. When approving the Organisation Strategy, the Cabinet and Council must comply with the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010 (Equality Act) which requires it to have due regard to:
 - "eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it."
32. As the next phase of transformation emerges over the coming months, Equality Impact Assessments may be needed depending on the nature of the changes proposed through the transformation programmes, and their impacts on residents and staff. These will be presented to Cabinet as and when decisions on these programmes are required.

Next steps

33. If the recommendation below is agreed, the next steps are:
 - The Organisation Strategy will be published on the council's website
 - The refreshed transformation programme will be developed and presented to Cabinet on 28 January 2020 and then to the meeting of Full Council on 4 February 2020, alongside the MTFs, for approval.

RECOMMENDATIONS:

Council is asked to approve the Surrey County Council Organisation Strategy 2020 – 2025 (Annex B), which sets out how the council will work with residents and partners to contribute to the achievement of the Community Vision for Surrey in 2030. It sets out priority areas the council will focus on over the next five years.

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Annexes:

Annex A Surrey County Council Autumn Impact Statement

Annex B Surrey County Council Organisation Strategy 2020 – 2025

Annex C Surrey County Council Organisation Strategy 2020 – 2025 one page version

Sources/background papers:

[A Community Vision for Surrey in 2030](#), Report to Council 9 October 2018

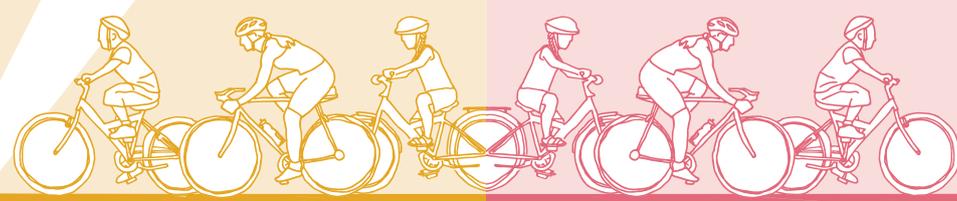
[Delivering the Community Vision for Surrey in 2030: Working with partners and residents](#), Report to Council 21 May 2019

[Safeguarding of Children In Surrey](#), Report to Children, Families, Lifelong Learning and Culture Select Committee, 12 September 2019

Surrey Health and Wellbeing Strategy, available at

https://www.healthysurrey.org.uk/_data/assets/pdf_file/0007/197530/Surrey-Health-and-Wellbeing-Strategy-FINALV2.pdf

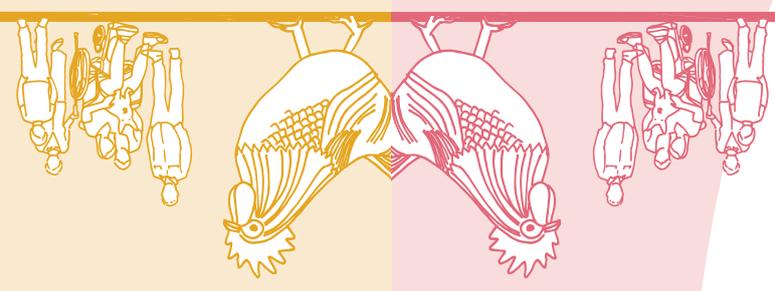
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SURREY COUNTY COUNCIL

**IMPACT
STATEMENT
2019**

REFLECTING ON THE PAST YEAR



We are creating a solid foundation on which to build a prosperous and exciting future for Surrey and the county council by ensuring that we as a council are as efficient and effective as we should be and transform our services so they can be in the best place to deliver our 2030 ambitions. Here are some examples of our work and highlights that are beginning to make a positive impact on Surrey - the people and the place.



FOR PEOPLE

We are supporting children and young people in Surrey to be safe and feel safe and confident by improving and strengthening our support for those that are vulnerable, at risk or in care. This was confirmed by a positive Ofsted monitoring report in June.

We also launched a Children's Services Academy in January 2019 so more people who work with children and families will improve their outcomes through consistent practice and closer partnership working.

We are developing more education, skills and employment opportunities closer to home for children and young people with special educational needs and disabilities by agreeing plans to create 883 additional specialist school places over the next four years.

We have supported more people to get the right health and social care at the right time and place by cutting waiting times by almost 11% over the past year for older people being discharged from hospital.

We have also agreed plans to deliver 725 specially adapted homes so more older people can live independently. This will mean that by 2028, we aim to have over 1,150 of these properties available.

We are ensuring this council achieves value for money for residents and is sustainable and fit for the future, having delivered £106m in efficiencies in 2018/19 with no call on our limited reserves.



FOR PLACE

We are creating cleaner, greener communities in Surrey and aim to exceed our current ranking as the 3rd best council in the UK for recycling. We have kept all of our community recycling facilities open to help residents contribute.

We are supporting more residents to feel safe in their communities, having carried out nearly 5,000 Safe and Well Visits to reduce the risk of fire in the homes of Surrey's more vulnerable residents.

We have also saved them around £776,000 by tackling unfair trading practices, scams, rogue traders and serious organised crime across the county.

We continue to work on making journeys easier, more predictable and safer in Surrey having carried out more than 50,000 road repairs over the past year and supporting residents to make over 7.5 million bus journeys in 2018/19.

We are helping businesses in Surrey thrive by securing hundreds of millions of pounds from government and other stakeholders for infrastructure across the county, including £95 million for Woking town centre.

We are supporting more residents have a place to call home by making over 14.6 hectares of land on our estate – equivalent to just over 17 football pitches - available for building new homes.

We are supporting our communities to have the infrastructure they need by connecting 5,270 more properties across the county to faster broadband in 2018/19.



LOOKING FORWARD

We are making swift and effective progress, enabling us to deliver great quality services, support and value for money for Surrey residents now and well into the future. But we know there is more to be done if we are to achieve our ambitions. In the coming weeks and months we will be bringing forward initiatives, setting out plans and agreeing budgets to support them.

We will:

- commit hundreds of millions of pounds to protecting homes from flooding as we start the Surrey Flood alleviation scheme next year
- invest even more in our 3,000 miles of roads and pavements to ensure people can get around smoothly and safely
- help tackle the climate emergency and protect our environment for future generations, becoming a carbon-neutral council as soon as possible
- plant at least one tree for every one of our 1.2 million residents
- boost our local economy by setting up a £50m community grant fund to improve our High Streets
- provide surplus space in Surrey County Council buildings for free use by voluntary organisations
- consider conversion of any surplus council-owned land to public allotments to produce food for foodbanks

In addition to these specific commitments, in order to continue our journey of doing better for Surrey people, we will be giving greater weight in the coming year to:

- Tackling inequality - Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy
- Supporting independence – Helping residents help themselves and each other within their community
- More joined up health and social care – Integrating health and council services so they're more effective, efficient and seamless for residents
- Creating a greener future – Tackling the causes of climate change and become a carbon neutral county as soon as possible
- Embracing Surrey's diversity – Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity for everyone
- Partnership – Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities
- Supporting the local economy – Investing in the infrastructure Surrey needs to build a strong and resilient economy
- Digital revolution - Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive





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ORGANISATION STRATEGY

2020 – 2025

Version 1.3 - October 2019



FOREWORD

I am delighted to introduce this strategy which sets out our contribution to the Community Vision for Surrey in 2030. The Vision is a collective ambition to make Surrey a uniquely special place for people to live and learn, and where no one is left behind.

Since I became Leader last year, we have made tremendous progress to put solid foundations in place to begin transforming the council.

We are looking to the future with renewed optimism and energy.

We are now raising the bar. We have set ourselves an ambitious programme of transformational change within this county council that both reflects the challenges and opportunities of the modern age, and supports investment in the future generations of this great county.

Our relationships with partners go from strength to strength, such as the significant progress we have made with our health partners around the greater integration of health and social care services, reflected through the unprecedented collaboration in developing Surrey's Health and Wellbeing Strategy.

However, our work is never finished and we are doing more to achieve our collective aspirations for the county.

Along with other local authorities across the UK, we are in the midst of unprecedented uncertainty on a national level. I now feel we have the foundation and capability to respond and adapt to ensure the county is thriving and fit for the future.

That is why we have adopted a proactive approach that focuses on:

- Working with partners and residents to strengthen and improve what we do and be more resilient to future challenges.
- Improving how we engage with residents, working in a more agile way and embedding the council in the heart of our communities.
- Tackling inequality of life expectancy and improving quality of life for everyone to ensure no one is left behind.

I want Surrey County Council to be recognised as the leading county council in England, fit for the future and raising the bar in terms of the quality of outcomes we can secure with residents. We are in a strong position to create new opportunities and take advantage of those available to us in order to achieve that goal.

- We are being proactive in tackling the climate emergency and will lead by example through a practical and proactive response. Through our work, and by working with partners and residents, we aim to become a carbon-neutral county as soon as possible and create a greener future for the county.
- We will support residents' independence and help them to help themselves and each other within their communities.
- We will make the most of digital technology to change how we work and innovate and improve our services to help Surrey and its residents thrive.
- We will work with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy.
- We will focus on stronger partnerships with residents, businesses, partners and communities to collectively meet challenges and take opportunities.
- We will speed up plans with partners to join up health and social care by integrating services so residents get more effective, efficient and seamless services.
- We will support the local economy to be strong and resilient, by investing in the infrastructure Surrey needs.
- We will embrace diversity in Surrey to ensure the county is a place full of opportunity for everyone by recognising the benefits of a diverse population and workforce.

I look forward to working with you – residents, partners, Members and staff – to support the Vision and the people of this county to maximise their potential, and achieve a better quality of life for all.

Tim Oliver

Leader of the Council

OUR ORGANISATION STRATEGY IS OUR RESPONSE TO AND CONTRIBUTION TOWARDS THE COMMUNITY VISION FOR SURREY IN 2030

We share in a long term vision for Surrey and we will work alongside residents and partners to realise it. This is our plan for how, over the next five years, we will work towards achieving the outcomes in the Vision and focus on making a real difference to residents' lives.

OUR PURPOSE AND ROLES

Everyone has a role in delivering the Community Vision for Surrey. Collectively as partners we need to work better together and each of us has an individual responsibility to contribute to achieving the outcomes that Surrey's residents deserve – this includes us at Surrey County Council. This is demonstrated within the Surrey Health & Wellbeing Strategy which represents collaborative working to address the root causes of poor health and wellbeing, address inequality of life expectancy and improve quality of life. We have a democratic mandate to represent and be a champion for all residents, and to deliver the best possible outcomes we can. We will focus on supporting the most vulnerable people in our communities and those who do not have the means or resources to help themselves. This will involve truly understanding residents' needs, involving them as early as possible in service design and decision making, and using our resources in the most effective and efficient way. But as the resources available to us become more and more stretched, the way we deliver will need to take multiple forms.

- Sometimes we will be the organisation delivering a service
- Sometimes we will do this alongside other agencies

- Sometimes we will pay another organisation or business to deliver services
- And sometimes we will make resources and support available for communities to help themselves.

Against each of the outcomes in the Community Vision for Surrey in 2030, we have set out our priority deliverables - centred on the themes of People, Place and Organisation – and we will be held to account for our contribution the Vision. We have also set out our strategic principles and themes that are important to us, which will drive our focus and approach over the next five years.

A COMMUNITY VISION FOR SURREY IN 2030

In the summer of 2018, many people provided their views about what they wanted Surrey to be like as a place to live in 2030. Residents, council staff, businesses, universities and organisations from the public, voluntary, community and faith sectors talked about what they valued and what their hopes were for the future. The result of this engagement was the shared Community Vision for Surrey in 2030 (the Vision).

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

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

Our ambitions for people are:

- **Children and young people are safe and feel safe and confident**
- **Everyone benefits from education, skills and employment opportunities that help them succeed in life**
- **Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing**
- **Everyone gets the health and social care support and information they need at the right time and place**
- **Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life**

Our ambitions for our place are:

- **Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities**
- **Journeys across the county are easier, more predictable and safer**
- **Everyone has a place they can call home, with appropriate housing for all**
- **Businesses in Surrey thrive**
- **Well connected communities, with effective infrastructure, that grow sustainably**

STRATEGIC CONTEXT

As a place, Surrey has a range of unique features and qualities that can create different challenges and opportunities. The statistics below set these in context.

<p>Population Surrey has a population 1.19 million and is the twelfth most populous English county By 2030 expected to be 1.26 million</p> <p>Growing ageing population by 2030 over 22% of residents will be aged 65 and over By 2030 47% of residents aged 65 and over will be living in a care home</p> <p>The current population is largely healthy and active Upwards trend in life expectancy for men and women</p>	<p>Education and skills More than 380 schools in Surrey serving around 157,000 children and young people of compulsory school age</p> <p>Good performing schools 94% Surrey schools good or outstanding highest in the South East</p> <p>Highly qualified workforce Over 50% of working age population (16 – 64 year olds) hold a degree-level qualification</p> <p>Over 50% of people leave for study and do not return for employment - significantly higher than the National average</p>
<p>Health and wellbeing Increasing demands on services for vulnerable adults and children + children with additional needs</p> <p>Affluent with pockets of social deprivation that has increased between 2010 and 2015 25 most deprived neighbourhoods in Surrey are also within the third most deprived areas in the country</p> <p>Increased food bank usage 2 in 5 emergency food supplies are for children</p>	<p>Housing Increasingly expensive housing</p> <p>Average house price £430,000 increase of 35% over the last 4 years Markedly less affordable housing than other areas in the South East</p> <p>Growing need for affordable housing especially for residents on low incomes</p> <p>Increasing homelessness and fuel poverty</p>
<p>Crime Rising crime Number of crimes recorded second highest rate in the South East</p> <p>Greater than regional average increase in recorded burglary, criminal damage and drug offences and significant increases in robbery and violent crime.</p> <p>Domestic abuse is a growing problem 3,837 [2015/16] New referrals to domestic abuse outreach services</p> <p>Domestic abuse factors in 1/3 of child protection plans [2015 review]</p>	<p>Environment and Infrastructure Surrey's road network is a high priority topic for residents</p> <p>Surrey has one of the busiest road networks in the country, which carry double the national average and have the greatest average delay on the roads out of all counties</p> <p>Greener roads CO2 levels across the whole of Surrey's road network have been falling year-on-year since 2005</p> <p>Tonnage of waste collection risen almost every year and increase in total household waste being recycled</p> <p>Residents have good access to woodland spaces</p>
<p>Economy A strong economy worth £40 billion, which grew by 23% between 2010 and 2017 - in line with economic growth in the South.</p> <p>High and increasing earnings with a high disposable household income £27,865 per head per year</p> <p>An attractive and popular place for businesses Number of business per 10,000 population in Surrey has increased by c.37% between 2010 and 2017.</p> <p>Falling employment rate lower unemployment rate than the South East since 2004.</p>	

OUR FOCUS FOR THE NEXT FIVE YEARS - STRATEGIC PRINCIPLES

Surrey the place and the context within which the council, other public and voluntary, community and faith sector partners and businesses operate has significantly changed over the last decade and will continue to do so. Some of the main challenges include population changes, rising demand for services and support, government policy changes, funding reductions and the impact of continued financial constraints.

Evidence tells us that while many residents and businesses thrive in Surrey, not everyone has the same opportunities to flourish. Surrey is an affluent county and this image often masks the problems that some residents face, such as domestic abuse, homelessness and mental health issues. As we respond to these challenges we will:

- **Focus on ensuring no one is left behind**

We want the people of Surrey to live longer, healthier lives, however we know that some residents experience a poorer quality of life than their neighbours, and this isn't good enough. We believe that people should be supported to look after themselves and those they care for, so we want to work alongside them and their communities to help break down the barriers they face and support them to access opportunities that will improve their quality of life and start well, live well and age well. This means focusing our support on the most vulnerable people in communities and those who do not have the means or resources to help themselves through services that are responsive to Surrey's diverse population. We believe the best measure of the difference we make is through residents' life expectancy and we will work to improve this through early intervention and prevention initiatives, as well as creating the conditions for more opportunities for communities to participate in Surrey. To help achieve this, we will continue to strive for greater health and social care integration with partners. The new Health & Wellbeing Strategy symbolises this shift to greater collaboration between key stakeholders and a collective commitment to improve health and wellbeing to ensure no one is left behind.

- **Take a fresh approach to working in partnership**

The Vision is a shared one – the council has a key role to play but cannot deliver it alone. Partnership provides the key to unlocking the strengths inherent in communities, businesses, public and civic life through sharing skills, insights and experiences to enable us to make changes. Partners across the county face multiple, complex and, in some cases, interrelated challenges, including demographic changes, rising service demand, government policy changes and uncertainty, and reducing resources. Through the engagement work on the Vision, partners identified both where

partnerships were working well and how we needed to change and improve the way we work together. This resulted in a co-designed Partnership Commitment (see **Annex A**) that has been approved and adopted by partners countywide. This re-affirmed a collective commitment to build on existing partnerships and extend and enhance them for the benefit of Surrey residents. As partners, we will work together to deliver the best possible outcomes for people in Surrey. This will involve joining up and innovating in new ways and taking a fresh, place-based approach to leadership.

- **Support people to help themselves and each other**

Individuals and communities lead better, more fulfilling lives the more they help themselves and each other and remain independent for as long as possible. With other public sector organisations, the voluntary, community and faith sector and residents we have been exploring how residents and communities can become more resilient and self-sustaining. This is centred around social action – working with communities to identify practical solutions for improving their own outcomes and those of others - and ‘community participation’ comprised of a genuine drive and appetite for communities to help themselves, particularly the more vulnerable people, and improve their quality of life. We want to change residents’ perception of the council, so they view us as an organisation that supports and works with them to enable community-led ideas, initiatives and projects. With partners, we will continue to explore how to better empower our communities and establish the conditions in Surrey to enable communities to flourish.

- **Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges.**

Residents have told us that they want public sector organisations in Surrey to be better at listening to their needs and concerns through more meaningful engagement with local communities in decision-making processes. We are changing the way we design and shape our services to ensure the right people - including residents - have a more central role in service delivery. For example, to respond to the climate emergency, we established the Surrey Greener Future Design Challenge. The project puts residents and communities at the heart of design and delivery as it aims to develop community-based ideas that will tackle climate change and bring communities together. We will continue to explore new ways to work in partnership and determine what we can do collectively to improve outcomes.

OUR CONTRIBUTION TO THE COMMUNITY VISION FOR SURREY IN 2030: STRATEGIC ACTIVITY

To be able to contribute to making the Community Vision for Surrey in 2030 a success, our role has to fundamentally change. We do not expect a major injection of funding from Government any time soon, so it is clear that we will be unable to continue doing all the things we have done to this point. We need to prioritise those outcomes that matter most to residents and will have the biggest impact on improving people's quality of life. We will focus on carrying out a smaller number of activities, but in a more effective way.

Our contribution also does not mean we will simply deliver services - our democratic mandate and place leadership role for the county puts us in a unique position. We can use this to support communities to help themselves and increase their responsibility for making their own lives better, or to work with Government and local partners to develop solutions together to improve life in the county. Given the limits on our resources, we also need to work smarter and put ourselves on a sustainable footing. We will organise our money, people and other resources in ways which improve outcomes for residents and focus on where it makes sense for us to do so. We will also make our decisions based on the best evidence available, so we are able to maximise the benefits for residents from every single pound of income we get.

CHILDREN AND YOUNG PEOPLE ARE SAFE AND FEEL SAFE AND CONFIDENT

We have a key role in supporting children, young people and families to get the best outcomes in life. In Surrey, we believe that every child should have the opportunity to reach their potential and that children are best supported to grow and achieve within their own families.

By working together with our partners, we will develop flexible services that are responsive to children's and families' needs and provide the right level of help at the right time. This will shift focus away from managing short-term crises, towards effective help and support for children, young people and their families at an earlier stage. The key to success is to make sure the voices of our children, young people and families are heard so they can shape how we work with them to get the best results.

We have taken some important steps to improve our practice and will continue our improvement as we work towards establishing outstanding services.

We will:

- Work in partnership to embed Effective Family Resilience in Surrey, which will strengthen protection and safeguarding, and use the full spectrum of services to intervene as early as possible
- Work with partners to better our Universal Services and Early Help offer to promote and improve the wellbeing and welfare of children and young people
- Focus on earlier intervention and prevention to offer help and meet needs at the earliest opportunity which will reduce the demand on high cost, high need interventions
- Provide practical advice that builds resilience for children, young people, families and carers, which will enable them to make positive choices and resolve their own difficulties before accessing services
- Ensure children and their families' needs are met by confident practitioners trained in 'Motivational Interviewing' and who use evidence-based interventions
- Improve the quality of foster care and its availability to ensure looked after children and young people are able to remain in Surrey and receive the support and stability they need
- Embed the early improvements in our caseload management across all our safeguarding services to ensure all practitioners have the capacity to support and meet the needs of children, young people and families
- Work in partnership to focus on children's first 1000 days to ensure they have the best possible start to life, enabling them to develop, thrive and be happy

EVERYONE BENEFITS FROM EDUCATION, SKILLS AND EMPLOYMENT OPPORTUNITIES THAT HELP THEM SUCCEED IN LIFE

Surrey is fortunate to have a well-educated working age population - over half are qualified to degree level - a range of high performing schools and a good employment rate. These good news stories can mask the experiences of some people in Surrey who have fewer opportunities, and are less likely to be employed, have good levels of skills or qualifications or doing well at school. We are committed to supporting all residents to maximise their education and employment opportunities so no one is left behind.

We will:

- Work with schools and other educational settings to support all children and young people to achieve their full potential
- Support improvement of outcomes for children and young people with special educational needs and disabilities and those who are 'disadvantaged'
- Help prepare people of all ages for employment by working with partners to offer opportunities to return to learning to improve skills through volunteering, work experience or apprenticeship opportunities. This also includes improving access to careers and training information, mentoring opportunities, advice and guidance
- Develop a targeted recruitment approach for apprenticeships for looked after children, care leavers and young people not in education, employment or training to include work experience and pre-apprenticeship style programmes
- Promote and inspire science, technology, engineering and maths (STEM) training and career opportunities to fill future gaps in key sectors of Surrey's economy
- Promote our libraries, heritage, arts services and outdoor learning as places to learn and gain knowledge and skills¹³ for children, young people and adults

EVERYONE LIVES HEALTHY, ACTIVE AND FULFILLING LIVES AND MAKES GOOD CHOICES ABOUT THEIR WELLBEING

Helping residents to stay healthy and well is key to improving residents' quality of life and tackling inequality of life expectancy. The Surrey Health & Wellbeing Strategy describes our ambition with partners to improve health outcomes in the county through an approach centred around prevention and about creating healthy and proactive people who take ownership of their health. We commission services based on evidence, targeting the greatest health and wellbeing needs to secure better health outcomes for the population. Our services are likely to be well recognised by residents, such as stopping smoking services, programmes to promote physical activity, responsible drinking and our sexual health services.

We will:

- Work with partners to address the wider determinants of health such as housing, the built environment, air quality and healthy workplaces that impact on the physical and emotional wellbeing outcomes of residents
- Provide public health information to enable people to make decisions about their health and emotional wellbeing that are based on what is effective and what is available locally to support them
- Improve the life chances of our residents with a key focus on the most vulnerable by supporting them to make healthier lifestyle choices, reduce loneliness and help them actively contribute to their communities
- Work with residents and partners to develop shared prevention projects that encourage lifelong, healthier lifestyle choices
- Work with partners in the cultural sector and outdoor learning to provide opportunities for people to improve their health and wellbeing through creative and active programmes

EVERYONE GETS THE HEALTH AND SOCIAL CARE SUPPORT AND INFORMATION THEY NEED AT THE RIGHT TIME AND PLACE

Surrey's population is growing rapidly, with more people living longer and consistently high birth rates. We have a responsibility to respond to the growing shared health and care needs that come with these population changes while taking into account increasing complexity in resident needs. We will accelerate the integration of health and social care to deliver services that secure the best possible outcomes. We will also use a strengths-based approach, we focus on what is most important to people, recognise their strengths and networks, help them to stay connected to their communities and feel safe.

We will:

- Build upon the strengths and resources people have in their family, friends and community to help themselves and each other
- Work with partners to accelerate the integration of health and social care so residents are served by an efficient, effective system that improves their outcomes
- Implement new service models in our learning disability, mental health and reablement services to support people to live independently
- Make the best use of technology, work with communities to grow preventative services and look for innovative solutions to secure better outcomes for people
- Work with our health and community partners to support people to live independently, prevent admission to hospital and support people to return home

COMMUNITIES ARE WELCOMING AND SUPPORTIVE, ESPECIALLY OF THOSE MOST IN NEED, AND PEOPLE FEEL ABLE TO CONTRIBUTE TO COMMUNITY LIFE

We will:

- Work better with public, voluntary, community and faith sector partners to help support local communities and the well-being of residents
- Support communities to be resilient by providing them with information and resources to be responsive to their local needs and issues
- Work with partners and residents to establish conditions in the county that better empower and enable communities to develop inclusive projects and initiatives that respond to local needs and issues, particularly for the most vulnerable
- Work with partners to enable communities and residents to have a more active role in decision making and delivery within the local community
- Ensure that the design and delivery of our libraries and cultural services provide opportunities for community involvement and participation.

We will focus our support on the most vulnerable people in communities, and those who do not have the means or resources to help themselves, to ensure no one is left behind. Residents feel a strong sense of community in their local area, with people from different backgrounds enjoying their communities together. We see our role as supporting communities to help themselves, and together with partners and residents we all share a responsibility to maintain community spirit by fostering an inclusive and secure place for everyone.

RESIDENTS LIVE IN CLEAN, SAFE AND GREEN COMMUNITIES WHERE PEOPLE AND ORGANISATIONS EMBRACE THEIR ENVIRONMENTAL RESPONSIBILITIES

Residents say they value living in Surrey as it is clean, has a number of open, green spaces, including some Areas of Outstanding Natural Beauty, and feels safe. They are clear that they want these aspects of Surrey to be preserved for future generations, pollution to be minimised and for Surrey to continue being a county with a low crime rate. We declared a climate emergency in July 2019, and have started to work towards Surrey becoming a carbon-neutral county, and we will work with people and organisations in Surrey to help them fulfil their responsibilities for being mindful of their impact on their local environment and helping their communities feel safer.

We will:

- Work with partners and residents to minimise the amount of waste sent to landfill, reduce the usage of single use plastics, and increase recycling
- Facilitate the planting of new trees in Surrey to meet the council's pledge of 1.2m new trees by 2030 and improve access to the countryside while conserving and protecting its biodiversity and working towards its financial stability. This includes encouraging residents to use and care for Surrey's green spaces, which will enable them to experience the subsequent benefits around physical activity and improved mental health and emotional wellbeing
- Lead Surrey's response to the 'climate emergency', including improving local air quality, and achieve carbon neutrality as soon as possible. We will also work with residents and partners to reduce carbon emissions from all sources in the county and reducing our own carbon footprint further through rationalisation of our operational and non-operational estates, and supporting agile ways of working across our workforce
- Work with partners to make Surrey a safer place to live, work, travel and do business. We will protect residents from harm both physically and financially through our prevention and protection work by effectively preparing for and responding to emergencies. We will do this by further enhancing road safety, tackling rogue traders, and other deceptive, unsafe, and illegal practices, which will help communities feel safer and more resilient as a result
- Work with partners to tackle serious and organised crime, domestic abuse, modern slavery, human trafficking, radicalisation and terrorism

JOURNEYS ACROSS THE COUNTY ARE EASIER, MORE PREDICTABLE AND SAFER

Surrey has some of the busiest transport infrastructure in the country. We are responsible for 3,300 miles of roads, which are well used with a rising trend of vehicles registered within the county, rising volumes of traffic and higher than average daily traffic flow. While 62% of residents commute by car, Surrey is served by a busy rail network, with main and branch lines connecting London to the South East and South West running through Surrey.

We have a role in maintaining Surrey's transport infrastructure to enable residents to travel as freely and easily as possible. This includes working within partnerships, such as Transport for the South East, to influence and support investments in greener transport infrastructure, such as electric vehicle charging and LED street lighting, as well as building reciprocal relationships with local people to help influence behaviour and help them make considered choices about the way they choose to travel.

We will:

- Encourage our workforce, partners and residents to use low-carbon, environmentally sustainable means of transport, and actively support our residents and business to switch to low and ultra-low emission vehicles, including company vehicle fleets and bus services
- Maintain Surrey's highway network and work with third party utility companies who work on Surrey's roads to minimise disruption to residents
- Engage with key stakeholders to encourage greater use of, and investment in, sustainable transport so that people may travel to / within the county more safely, quickly, easily and efficiently, no matter how they choose to travel
- Collaborate with public transport providers, district and borough councils, highways enforcement, Surrey Police and the voluntary, community and faith sector to help support those who are physically and financially unable to provide their own transport

BUSINESSES IN SURREY THRIVE

We will:

- Help to ensure that Surrey's young people and adults have the qualifications and skills required by local businesses and employers - particularly in growing sectors - to enable them to have successful and stimulating careers now and in the future
- Work in partnership to improve connectivity both within Surrey and between strategically important hubs. We will also improve the place offer of Surrey's towns and maximise the potential of Surrey's economic assets to build on Surrey's established reputation as a place for businesses to invest and prosper
- Continue to work with Local Enterprise Partnerships, districts and boroughs, universities, businesses and other partners to promote economic growth. In particular, drive towards achieving the strategic principles of Surrey's 2050 Place Ambition and making the case for additional investment in the county
- Encourage businesses to use their resources to create social value in the communities where they are based
- Work with Surrey Police and wider partners under the Modern Slavery Act 2015 to boost awareness and identify and defend against workplace exploitation within our organisation, our sub-contractors and partners or supply chains

Surrey has a strong economy with highly skilled residents contributing significantly to the national economy. The county is attractive to business, with a high proportion of active enterprises providing higher than average earnings and disposable household income. Surrey is uniquely positioned between international airports, Heathrow and Gatwick, and hosts some of the world's leading companies. While Surrey's economy is strong it has above national average skills gaps and skills shortages, and without some investment and interventions, growth in Surrey will slow down significantly.

Economic growth in Surrey improves the health and wellbeing of residents and general living standards. We will encourage Surrey's businesses to think about how to deliver social value. This means people using their own resources to make positive changes to the lives of others in their local area. We will encourage them to do things now for the longer term benefit and use their skills and time to deliver social value to communities.

With partners, we will play our part in targeted strategic development, helping to upskill residents and continuing to attract, incentivise and support high growth industries within the county. We also have a responsibility to safeguard people against workplace exploitation through our duties to work with partners to tackle modern slavery.

EVERYONE HAS A PLACE THEY CAN CALL HOME, WITH APPROPRIATE HOUSING FOR ALL

Surrey is a growing county and people value the opportunity to live here. Everyone deserves to have a place to call home and residents are clear that the county needs more affordable and social housing, while maintaining its green spaces and natural assets. Alongside partners we have a role in the provision of housing for vulnerable residents, such as supported accommodation.

By working with partners, our role is to help facilitate the county's housing needs – which means enabling housing growth, developing the infrastructure to support this and maintaining spaces that residents cherish.

We will:

- Work with partners to deliver more housing options for vulnerable residents (such as extra care accommodation) and key sector workers (such as health and care, education and emergency services) to ensure their housing demands and needs are met
- Work collaboratively within and across the council and with partners to identify wider opportunities to benefit Surrey's communities within the context of asset strategy and planning
- Work with partners to support economic growth across Surrey to assist in local place shaping in growing communities

WELL CONNECTED COMMUNITIES WITH EFFECTIVE INFRASTRUCTURE, THAT GROW SUSTAINABLY

Surrey has an array of different communities, some of which are more connected – physically and digitally – and possess more available infrastructure than others. As our economy grows, we have a responsibility to develop Surrey’s communities, ensuring they all experience modern connectivity and accessible infrastructure that supports them. This includes 5G connectivity, schools, transport, retail and health services. This will ensure communities can continue to prosper and have the support to enable them to develop. Where communities are being regenerated, we will work with everybody in the area to create opportunities for people to both contribute and benefit from the changes in a way that makes the growth sustainable. At the same time, we will work to preserve the distinctiveness of individual communities.

We will:

- Work with industry leaders and partners to transition to a ‘green economy’ for Surrey and to ensure communities have the available opportunities to contribute and benefit from the changes that growth brings
- Work towards the roll out of 5G networks across the county to ensure better digital connectivity and facilitate accessible infrastructure across rural areas
- Work better with partners to develop existing infrastructure such as community facilities, schools, retail, transport, health services and other public sector services
- Work with developers, partners and funding bodies to improve and grow Surrey’s transport and digital infrastructure so that it meets the needs of growing communities
- Focus investment on strategic infrastructure in areas where it can unlock development opportunities and/or better and more sustainable connectivity

HOW WE WILL TRANSFORM AS A COUNCIL:

We need to transform our organisation and its culture to successfully deliver our contribution to the Community Vision for Surrey in 2030 within the resources we have available.

We have established an ambitious transformation programme designed to fundamentally reform the function, form and focus of the council so we can add more value, make greater impact and improve services so they deliver the best possible long-term outcomes for residents, balance our budget and better manage demand. This programme set the foundations for change including stronger leadership, governance, project discipline, assurance and change management, and has enabled us to accelerate our approach.

We are continuing to purposefully redesign the council and how things are done so there is the capacity and capability to succeed now and in the future.

Our focus areas are...

Financial management

Our objective is to be a financially sustainable council with a strong culture of financial management, accountability and evidence-based decision-making across the organisation. It sets out the overall framework within which the council manages its financial resources and supports the delivery of the council's priorities and the Vision.

We will spend our money in the most efficient and effective ways, so we can have the greatest impact on improving people's quality of life and ensure we provide the best value for money to our residents.

Over recent years the council has continued to achieve significant savings. During 2018/19 we moved the organisation away from a planned use of reserves to balance the budget, to instead slightly increasing our reserves. We have sustained this and set a budget for 2019/20 without the planned use of reserves.

Looking forward there are significant proposals to change the way that councils are funded. We are also likely to see more of a whole system approach to funding, such as integrated care systems with the NHS. While heading in the right direction, there is still a lot to do to secure the medium-term sustainability of the council's finances.

We will ensure that our managers have greater financial awareness and confidence so that they better understand our economic context and are able to consider the financial impact in decisions. We will support this by establishing a Finance Academy and embedding business partnering to better support and advise managers.

Our culture

Our organisational culture directly affects our performance and ability to deliver the best possible outcomes and value for residents.

As the council's role and impact changes, how we think and behave as an organisation also needs to adapt and develop. We are shifting our culture towards one that is agile, outward-looking, collaborative, open and focused. We want to develop a culture of inclusion, nurturing talent, promoting diversity and creating connected employee communities.

We will develop new patterns of thinking and working that reflect the modern society in which we operate and enable the organisation to effectively adapt, change and perform sustainably, in line with the Vision.

Our people

Our people are crucial to the successful delivery of our residents' priorities.

We will ensure everyone has a thorough understanding of our role and will develop a collective sense of purpose. We are already carrying out ground-breaking work with health and other partners and will continue focusing on working together, building and strengthening relationships between residents, communities and partner organisations and developing a shared sense of responsibility in delivering the outcomes for our residents and communities.

Our People Workforce Strategy sets out how we will develop the capacity and capability of our workforce to enable us to achieve our priorities. We will transform and modernise our ways of working and be more agile to meet our future challenges. We will have a highly productive and motivated workforce which is collaborative, flexible and mobile and able to work effectively anywhere, anytime and with anyone.

We will continue to focus on becoming an organisation with a strong reputation for being a truly great place to work and will develop a compelling employer brand that enables us to attract and retain the best people.

Digital council

Digital innovations are reshaping our society, economy, culture and lifestyle. We must transform how our organisation operates, interacts with customers and delivers services to meet the demands and needs of a digital society.

Being digital is intrinsic to our transformation and inherent to the delivery of our services. It means that we are able to leverage digital technologies, expertise and infrastructure to help us transform our organisation and services to deliver the outcomes for the people and place of Surrey.

To do this we need to cultivate a digital culture within the council and in everything we do. We will develop our digital capabilities and invest in digital technologies that will help drive transformation and whole system change and reshape how local services are designed and delivered to help meet the challenges of the future.

Data and insight

Data is a vital asset with the power to transform the way we see the world, and our ability to change it. It has a crucial role in designing, delivering and transforming our services to improve outcomes, drive efficiencies, and achieve greater collaboration.

We must become more data-driven and further develop our understanding of the people and places in Surrey, where needs are located and how we are collectively responding to those needs.

We will improve the way we use our data and our analytical capabilities to better manage our performance and develop greater intelligence about demand and the needs of the residents, communities and places. With partners, we will use data to help predict future demand for services and design and deliver preventative solutions.

We will better share data and intelligence across our organisation and with partners, embracing digital technology to help achieve greater alignment, increase transparency and shared understanding. This will support more accurate and efficient evidence-led decision-making, more effectively meet needs and allocate resources where they will have the biggest impact.

Customer experience

We will get better at seeing things from a resident's perspective, giving customers a more consistent experience while reducing costs. We will support the most vulnerable people in our communities and will encourage and enable increased independence where it is appropriate to do so.

Currently, customers must transact, interact and get information from us a number of times and in different ways. We will create an improved customer experience by streamlining and simplifying this to a single point of contact where appropriate. This will help us get things right first time more often, as well as help shape demand for our services by proactively providing advice and information at an early stage.

We will also continue to make better use of technology to improve online self-serve options, as well as explore opportunities to deliver services differently. By encouraging and empowering those people that can to access our services online at times and places that suit them, we will free up capacity to support those that need us the most.

We will actively engage with our customers to understand their differing current and future needs and the challenges they face, so we can deliver our services in a way that puts them first and enhances their experience of dealing with us.

Commissioning

We believe commissioning – how resources are used to meet residents' needs – should be about the right people coming together to first understand the issue (what's the need and what are the capabilities of the people or place) and then working together to decide what we can do to collectively to improve outcomes. It is about how we bring together all possible resources within communities, the council and partner organisations around an identified need.

We have now developed our strategic commissioning framework which provides a single approach to how we use resources to meet residents' needs across the council. This framework is supporting joined up working across a number of key public service areas, including transport, social value, climate change, and health and social care integration.

We will continue to develop our strategic commissioning approach as we learn from this work, providing a template for the council and its partners to work together to achieve the ambitions of the Vision and improve outcomes for residents.

Property

We own a broad range of assets, including land and buildings, where we operate the council, deliver services, and that provide us with income. Our use of these assets will change as we transform how we operate and re-design services for the people and place of Surrey. We need to be located in the most appropriate places and have more efficient, multi-use operational properties to best deliver and support services.

We are developing modern, agile ways of working to enable our workforce to be more mobile and work effectively anywhere. This will support us in getting closer to our residents and customers, developing our relationships with them and better understanding their needs.

We will continue to review our assets and property needs and will aim to consolidate and rationalise the assets we own to reduce revenue costs and increase revenue income.

We will collaborate with partners in transforming services and places, working with them to understand local priorities and identify opportunities to join up across organisations, consolidate services, co-locate and create multi-functional properties. This will enable us to better locate services and make them more accessible.

In addition we will work in partnership with district and borough councils to assist in local place shaping, support economic growth and ensure housing demand and needs are met.

Governance

We want to adopt a fresh approach to governance which replaces the current traditional models and processes in favour of processes that support swift and effective decision making.

We will minimise levels of bureaucracy and stop processes that slow down decision making by making sure the right people are involved at the right time and producing better outcomes in decision making. This involves providing officers at all levels with greater autonomy accompanied by more accountability.

As a democratic organisation we will increase transparency by fostering genuine and meaningful involvement from residents and partners in decision making processes.

MEASURING SUCCESS

Success is determined by the collective ability of public sector organisations, the voluntary, community and faith sector, businesses and residents to achieve the outcomes set out in the Community Vision for Surrey. Each individual organisation has a responsibility to contribute towards achieving the outcomes, but success will be a result of our combined efforts. Knowing if we are making the progress we all want to see will rely upon transparent and accountable performance monitoring.

We will publish success measures annually which clearly track our performance and delivery towards the vision outcomes. We will develop an outcomes based performance framework with indicators that will track and monitor our progress. Every individual in the council should be able to link their daily work back to the deliverables set out in this strategy and the Vision for Surrey.

Scrutiny will be an important part of the process to ensure we remain on track. This will be internal through the council's scrutiny processes but also through the inclusion of partners and residents in our performance monitoring process to ensure a comprehensive evaluation of progress.

ANNEX A – PARTNERSHIP COMMITMENT

We are here for the people of Surrey. Together we're unlocking the county's strengths in communities, businesses, public organisations and the voluntary, community and faith sector. Through sharing ideas, skills and resources we will create the future we all want to see, and deliver the Community Vision for Surrey in 2030 together.

We will be...

Ambitious

We're creative and innovative in our thinking and approach, and we adopt a future and forward thinking attitude.

We take pride in what we all do, and inspire each other. Every partner is respected and has an equal right to be heard and involved in decisions affecting them.

We're flexible with each other, residents and communities, to think creatively about tackling issues in new ways.

Empowering

We'll seek to involve everyone in the design of solutions and we actively encourage people and organisations to participate in community activity.

We work together to grow active and participatory communities that feel a genuine sense of ownership and responsibility for the people and environment around them.

We'll engage with residents and communities earlier, giving voice to new and underrepresented ideas.

Open

We put trust at the foundation of every partnership – openness, transparency and honesty are important to us.

We champion openness and sharing quality and consistent data and insights in order to secure better outcomes for residents.

We're open to new ideas and doing things differently, and we'll support each other to work in new ways.

OUR FOCUS FOR THE NEXT 5 YEARS 2020 - 2025

We are changing and improving what the Council does and how it delivers services to reflect the ways in which our residents and communities now live their lives. We are now a year into our transformation to become a leading council. We are ambitious about our future and here we outline where our focus lies in the years ahead.

Tackling inequality

Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy for everyone.



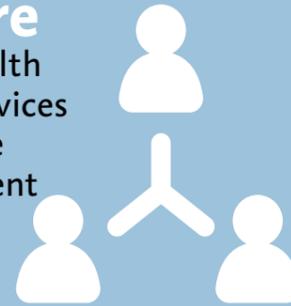
Supporting independence

Helping residents help themselves and each other within their community.



More joined up health and social care

Integrating health and council services so they're more effective, efficient and seamless for residents.



Creating a greener future

Tackling the causes of climate change and become a carbon-neutral county as soon as possible.



Embracing Surrey's diversity

Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity.



Partnership

Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities.



Supporting the local economy

Investing in the infrastructure Surrey needs to build a strong and resilient economy.



Digital revolution

Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.



OUR VALUES: we care about -



our residents



being excellent



being open



working together



respecting others

THE PRINCIPLES GUIDING OUR WORK:

1 Focus on ensuring no one is left behind

2 Take a fresh approach to working in partnership

3 Support people to help themselves and each other

4 Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges

To read a full list of our achievements from the past year and to read our Organisational Strategy in full, please go to www.surreycc.gov.uk

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OFFICER REPORT TO COUNCIL

MEMBER DEVELOPMENT STRATEGY REVIEW

KEY ISSUE/DECISION:

1. To review the Member Development Strategy and agree suggested changes from the Member Development Steering Group.

BACKGROUND:

2. In March 2011, the County Council approved an Elected Member Development Strategy. It was agreed that the strategy would be reviewed every other year, with updates coming to the council in 2013, 2015 and 2017. Accordingly, Member Development Steering Group (chaired by the Deputy Leader) have reviewed the strategy ready for approval at County Council.

STRATEGY REVIEW

3. The Member Services Manager has reviewed the strategy, taking into account a number of relevant documents. These include recommendations from the SEE Charter Plus review of Member Development at Surrey County Council (SCC), the Cratus review of the Member Briefing Programme at SCC and the results of the recent Member Development survey. Relevant council policy has also been taken into account such as the Partnership Commitment, the announcement of the Climate Emergency and the council's Moving Closer to Residents policy.
4. Suggested changes to the strategy are included in the strategy (**attached**) as tracked changes. A summary of the key changes have also been detailed below:

INCREASING ENGAGEMENT

5. Both the Charter Plus and Cratus reviews recommended that methods to increase engagement in member development activity should be explored. The current average attendance at member development events is just under 1/3 of members. A new sub-section of the strategy has been included, detailing how the council will look to increase this figure. This includes:
 - a. Hosting member development sessions at a wider range of venues, reducing the travel and time commitments for councillors attending.

- b. Increasing online access to training through supporting members to use skype, improving the usability of member portal and ensuring that members can be recognised for participating in training remotely.
- c. Playing a stronger role in quality assuring member briefing and training sessions, so that councillors feel that time invested in development at SCC is time well spent.

MEMBER 1-1s

- 6. Member 1-1s were introduced after the 2017 election to support councillors in identifying training and development needs. These sessions received good feedback from members who participated and it is suggested that they are now relaunched and embedded as business as usual. This was the first recommendation of the Charter Plus review, which cited member 1-1s as a key way of engaging councillors in development activity.
- 7. The revised strategy commits the council to offering every member a 1-1 within 6 months of joining the council and then annually thereafter. As well as providing the opportunity to discuss training and development needs, the scope of the 1-1s will be widened so that members have the opportunity to discuss difficult community or casework issues with officers, who can signpost councillors to services/organisations who can assist. The member 1-1s will be led either the Member Services Manager or a colleague from the Democratic Services or Community Partnerships Senior Management Teams.

COMMUNITY LEADERSHIP ROLE

- 8. The strategy also includes a Learning and Development Plan which sets out what member development activity will be offered across the four year term (**appendix 1 of the strategy**). This framework has been revised and one of the key additions is the introduction of a new 'Community Leadership' module as part of the induction.
- 9. The introduction of this module is in line with SCC's 'Partnership Commitment' (approved by Council in May 2019) which set out how the council intends to work successfully with partners and enable residents to play a greater role in improving their communities
- 10. County councillors can play a key role in supporting the delivering of the Partnership Commitment. For example, they can act as an interface between their local area and the council, using their knowledge to facilitate effective communication between the two. They can also support local organisations and residents to problem solve, and empower them to help themselves and each other at a neighbourhood level.
- 11. Many members will already possess many key community leadership skills – in fact, their natural aptitude in this area may be what has driven to become a

councillor. However, others will benefit from training and development to support them in fulfilling their community leadership role.

12. Therefore, it is proposed that a Community Leadership module forms an integral part of the next induction programme. This module should include training on areas such as handling resident casework, facilitation/negotiation skills and community engagement. Other complimentary courses could include social media skills, personal resilience and public speaking.
13. Training resources will be developed in conjunction with colleagues at the LGA and Mark Palmer, Development Director at South East Employers who has supported member development at the council over a number of years. Through employing a variety of training methods, such as classroom training, e-learning and distance learning workbooks, this additional provision should be provided within the existing the member development budget of £20k.

PROTOCOL FOR EXTERNAL TRAINING COURSES

14. A protocol (**appendix 3 of the strategy**) is currently in place whereby external training applications are approved by the Member Services Manager in conjunction with the Chairman of the Member Development Steering Group and the Monitoring Officer. It is suggested that this process is streamlined so that approvals are made by the Member Services Manager, with the Chairman of the MDSG and Monitoring Officer only consulted on training applications which are declined. A summary of all training applications will be shared with the MDSG on a quarterly basis to ensure that the process is fair and transparent.

ROLE PROFILE

15. The County Councillor role profiles (**appendix 2 of the strategy**) have been amended so that they reflect current council terminology. Additional emphasis has been placed on a member's community leadership role in the general County Councillor role profile.

RECOMMENDATIONS:

16. That the revised Member Development Strategy is approved by County Council.

Lead/Contact Officers: Rachel Basham, Member Services Manager, Democratic Services

Sources/background papers:

Elected Member Development Strategy (Revised November 2019)

Elected Member Development Strategy – Appendix 1 (Four Year Learning and Development Plan)
Elected Member Development Strategy – Appendix 2 (Councillor Role Profiles)
Elected Member Development Strategy – Appendix 3 (Protocol for Elected Member Attendance at External Training and Conferences)

SURREY COUNTY COUNCIL:

ELECTED MEMBER DEVELOPMENT STRATEGY

1 INTRODUCTION

- 1.1 Elected Members have a vital role in establishing and maintaining the strategic direction of Surrey County Council. They support the Council, by acting as Community Leaders, to achieve our corporate priorities.
- 1.2 The purpose of this document is to set out the County Council's approach to Member development and how the approach is to be achieved.
- 1.3 The aim of this elected Member Development Strategy is to provide Members with an outline of development activities open to them, which will support them in their role as a County Councillor throughout their term of office.

2 MEMBER DEVELOPMENT STEERING GROUP

- 2.1 The Member Development Steering Group (MDSG) is Member led, and includes Members from a cross-section of political groups. It is supported by [Member Services Manager](#) ~~the Senior Manager, Leadership and Member Support in Democratic Services~~, who can provide guidance on learning and development. While the officers are responsible for the administration of member development, the Steering Group ensures that the proposed programme of activities meets Members' needs and that events are scheduled and commissioned appropriately and effectively.
- 2.2 The terms of reference of the Steering Group are as follows:
 1. To be champions for, and promote the development of, Members.
 2. To keep the Members' Development Strategy relevant and up to date.
 3. To take a leading role in helping the authority to maintain [a high standard of Member Development and support which continues to meet the Elected Member Development Charter status and to achieve](#) ~~the Elected Member Development Charter status and to achieve~~ Charter Plus status.
 4. To review and consider [Member](#) training and development needs with a view to producing comprehensive induction and ongoing training and development programmes.
 5. To monitor the expenditure of the dedicated Member Development budget.

3 IDENTIFYING MEMBER DEVELOPMENT NEEDS

- 3.1 ~~Every Member will be offered a As of May 2017, every Member will be offered a Member 1-1 session~~ [Personal Development conversation](#) on an annual basis, with the first to take place within ~~six~~6 months of joining the Council. The purpose of this meeting will be for the Member to identify any training, development or support needs that they would like to address. [Advice can also be provided on progressing casework](#)

[and community initiatives.](#) The meeting will take place with a member of the Democratic Services [or Community Partnerships](#) Senior Management team who will be able to signpost the Member to suitable training and development opportunities [or support.](#)

- 3.2 Members who wish to sit on certain committees (such as Planning and Regulatory Committee) must have undertaken the relevant training beforehand to ensure they are compliant with the legislation.
- 3.3 Democratic Services keep a record of all the learning and development activities attended by each Member.

4 LEARNING AND DEVELOPMENT PLAN

- 4.1 The MDSG have agreed a Learning and Development plan for each year of the four year Council term. The plan sets out what type of training and development a Member might expect to undertake in each year of the Council term.
- 4.2 At least one day a month is specified as a 'Member Development Day' and these dates are published in advance in the online calendar. Wherever possible, these dates will be used for training and development events and efforts will be made to avoid scheduling other Member meetings at the same time.
- 4.3 Administrative support for member development will be provided by Democratic Services.
- 4.4 The agreed Learning and Development Programme for the four-year term of the council is attached at **Appendix 1**. There are some training activities that all elected Members are expected to undertake, which are:
 - Member induction
 - Code of Conduct training
 - Committee relevant training e.g. planning legislation, induction sessions
 - Role-specific training prior to commencing certain roles, e.g. chairing skills
 - Scrutiny
 - Corporate Parenting.

5 MEETING MEMBER DEVELOPMENT NEEDS

- 5.1 Currently, a variety of approaches is taken to meeting Members' collective and individual development needs.
- 5.2 These include:

Role specific training: In addition to a generic role description for a Surrey County Councillor, the County Council has agreed role descriptions for all posts that receive a special responsibility allowance. These are attached as **Appendix 2**.

- 5.3 Role specific skills and knowledge are delivered through a variety of methods. For example, training sessions are offered to Committee Chairman in Chairing skills whilst Cabinet Members are offered the opportunity to attend LGA Leadership Academy events.

- 5.4 **Training on corporate initiatives and strategies:** Keeping Members informed and up to date is one of the essential outcomes for Member development. A programme of seminars is organised throughout the year to brief and engage Members on key issues. The subject of each seminar is determined either by Member request or by a service identifying a need due to changes in corporate initiatives. The MDSG considers the seminar programme at each of its meetings. The dates for these seminars are set at the start of the council year to ensure Members are able to plan to attend.
- 5.5 **Generic skills development:** Generic skills development and awareness training and drop in sessions are offered to Members on subjects such as IT, finance etc throughout the year. IT skills are particularly important in order to ensure that Members are able to play a full role in modern organisations. Officers will look for themes from [Member 1-1s Personal Development conversations](#) to help identify where generic skills training may be useful.
- 5.6 **Induction:** It is essential that new Members are provided with the opportunity to take on board knowledge and skills that they need for their roles within the council as soon as possible after their election. Member induction covers key corporate themes, initiatives and departmental overviews and introductions. [In 2021, we will launch a new module of induction focussed on Community Leadership. In 2017, there will also be a focus on preparing Councillors to operate effectively in their divisions.](#)
- 5.7 In addition, pre-election events will be held aimed at informing prospective councillors about the role of a Member and the County Council's current challenges and priorities, as well as information about the support that can be offered by officers and established political groups once elected.
- 5.8 Members who are elected at by-elections will be offered a tailored induction plan, as those Members do not have the benefit of the full programme that follows the scheduled County Council elections.
- 5.9 At any time during their term of office, when newly appointed as a member of a particular board, committee or to the Cabinet, Democratic Services will make arrangements to enable all county councillors to receive an induction that sets out the information they need in order to perform the role.
- 5.10 **Personal development:** It is up to each individual Councillor to take responsibility for their own individual development. Where skills or knowledge gaps are identified through a [Member 1-1 Personal Development conversation](#), Officers can advise on possible training activities which could meet the development need.
- 5.11 Members are encouraged to consider different approaches to their development, including: requesting a one to one with an appropriate officer, undertaking site visits, discussing a matter with a more experienced Member, carrying out some personal research or attending an external event.
- 5.12 **Individual support:** Where appropriate and where business needs allow, individual needs may be met on a 1:1 basis, for example, with [IT computer](#) skills or for Members with specific learning requirements.
- 5.13 All Members who are standing down at a scheduled election will be invited to complete an exit interview questionnaire in order to share their reflections on their term of office. An analysis of the responses to the exit interviews is shared with the

Member Development Steering Group, to agree [any suggestions for improvement](#).~~any corrective actions and suggestions.~~

- 5.14 When planning events, consideration will be given to the need to accommodate the other commitments that Members have as far as possible. Alternative timings will be provided if possible and training materials will be made available online.
- 5.15 Where possible, the council will seek to offer training and development opportunities with other local authorities and partner organisations and provide joint training activities where appropriate.

6 EXTERNAL DEVELOPMENT ACTIVITIES

- 6.1 Information about events organised by accredited training organisations will be ~~circulated to Members throughout the year, advertised via the monthly Learning and Development update which is circulated to Members electronically.~~ Members can apply to attend external training courses by completing an application form.
- 6.2 Attendance on any external learning and development event is subject to the prior agreement of ~~the Member Services Manager. A summary of all external training course attendances will be shared with the MDSG on a quarterly basis. the Director for Legal, Democratic and Cultural Services in consultation with the Chairman of the MDSG.~~ Members are expected to share their learning from these events and training materials will be circulated where appropriate.
- 6.3 The MDSG has agreed a protocol for Members' attendance at learning and development events attached at **Appendix 3.**

7 MEMBER PORTAL ~~OTHER SUPPORT~~

- 7.1 ~~From May 2017, Members will have access to a Member Portal which provides them with online access to training and development materials, their own dedicated SharePoint site which will be used as a way of sharing, and signposting to, useful information to support them in their role.~~ Presentations and other training materials shared at briefings ~~are~~ will be posted on the site, for those Members who are unable to attend events in person. ~~The site also links to Surrey i, where Members can access corporate and community information about the county, including specific information for each division. The Member will be reviewed ahead of the 2021 election with the aim of improving usability and increasing engagement in online training.~~

8 BUDGET FOR MEMBER LEARNING AND DEVELOPMENT

- 8.1 An allocated budget is set aside each year for Member Development from the overall Democratic Services budget. This is intended to meet the cost of the annual learning and development programme. The budget is managed by the [Member Services Manager](#) ~~Democratic Services Lead Manager~~ but monitored by the MDSG [on a quarterly basis at each meeting.](#)
- ~~8.2 The MDSG has agreed a protocol for Members' attendance at learning and development events attached at **Appendix 3.**~~

9 EVALUATING MEMBER LEARNING AND DEVELOPMENT

- 9.1 Attenders at learning and development activities held in-house are requested to complete an online evaluation form to establish the effectiveness of the activity and to ensure that it is fit for purpose. Members attending external learning and development events are also asked to complete an online evaluation form, to inform decisions about future attendance by other Members.
- 9.2 The views of Members will also be sought regularly through Member 1-1 Personal Development conversations. A ~~mid-term~~ Member survey will take place mid-term place in 2019, the results of which will be reported to the Member Development Steering Group.

10 INCREASING MEMBER ENGAGEMENT IN TRAINING ACTIVITY

- 10.1 The council is committed to engaging as many councillors as possible in Member development activity. Over the next two years, Democratic Services will try and increase engagement from Members by:
- o Hosting member development sessions at a wider range of venues, reducing the travel and time commitments for councillors attending.
 - o Increasing online access to training through supporting members to use skype, improving the usability of member portal and ensuring that members can be recognised for participating in training remotely.
 - o Playing a stronger role in quality assuring all member briefings and training sessions so that councillors feel that time invested in development at SCC is time well spent.

110 SOUTH EAST EMPLOYERS ELECTED MEMBER DEVELOPMENT CHARTER

- 110.1 The authority was awarded Charter status in October 2011, and this was renewed in April 2015. In April 2019, the authority achieved Charter Plus status. The MDSG has committed to achieving Charter Plus status after the May 2017 elections. The MDSG is committed to continuing to meet the requirements of Charter Scheme for Member Development.

124 STRATEGY REVIEW

- 124.1 This Strategy will also be reviewed every other year. The MDSG will take the lead on reviewing the strategy and will recommend any proposed changes it considers necessary. The Strategy will be submitted to Council for approval.

Colin Kemp~~Denise Le Gal~~
Deputy Leader~~Cabinet Member for Business Services~~

November 2019~~March 2017~~

Next review due: November 2021~~March 2019~~ and every other year thereafter

Appendices:

Appendix 1: Four year learning and development programme

Appendix 2: Member role profiles including required skills/development

Appendix 3: Protocol for Elected Member Attendance at External Courses and Conferences,
and application form

Surrey County Council Members' Development Framework

Year One – Induction and familiarisation	Year Two – Bedding in and drilling down	Year Three – Consolidation and forward planning	Year Four – Setting the scene for the next Council
<p>Thorough Induction Programme for new and returning members to enable them to become effective county councillors (and to update returning members) to run throughout the year: from May to December, including:</p> <ul style="list-style-type: none"> • Introduction to the Council's priorities, policies, services and structures • Understanding how the Council works, including committee processes <u>and scrutiny skills.</u> • Meeting key officers • <u>Statutory and Regulatory training such as Code of Conduct, Equalities and Diversity and Local Government Finance.</u> • <u>Community Leadership Skills such as handling casework, facilitation and negotiation, community engagement and social media skills.</u> • <u>Code of Conduct and key organisational issues</u> 	<p>Further skills training and information to enable councillors to remain effective members. Priority topics identified for the year through <u>Member 1-1s personal development conversations, for example may include:</u></p> <ul style="list-style-type: none"> • Personal skills • Media skills • Effective meetings • Scrutiny skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p>	<p>Advanced skills training and information to enable councillors to remain effective members. Priority topics identified for the year through <u>Member 1-1s personal development conversations may include:</u></p> <ul style="list-style-type: none"> • Personal skills • Media skills • Effective meetings • Scrutiny skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p>	<p>Advanced skills training and information to enable councillors to remain effective members. Priority topics identified for the year through <u>Member 1-1s personal development conversations may include:</u></p> <ul style="list-style-type: none"> • Personal skills • Media skills • Effective meetings • Scrutiny skills • Chairmanship • Speed Reading • Successful networking • Community leadership <p>Courses, refresher sessions and briefings will be offered on topics such as Finance, committee chairing, Corporate Parenting and Equalities & Diversity.</p> <p><u>Pilot courses may be offered in this year to gather feedback and help prepare for the next Council induction.</u></p>

<ul style="list-style-type: none"> • Chairing Skills • Local Government Finance • Overview and Scrutiny principles • Introduction to Equality & Diversity issues • Corporate Parenting • <u>Opportunities to meet key strategic and local staff</u> Meet key local staff, including from Highways, Libraries, Children's Service, Adult Services • Visits to key Council services, eg Contact Centre, Merrow. 			
<ul style="list-style-type: none"> • Overview of work and remit of each committee, followed by more detailed subject briefings for Committee members to enable them to undertake their duties 	<p>Briefings for Committee members to enable them to undertake their duties</p>	<p>Briefings for Committee members to enable them to undertake their duties</p>	<p>Briefings for Committee members to enable them to undertake their duties</p>
<p>Chairing skills for new and returning Committee Chairmen, including specific course for Select Committee chairmen and</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen (for new Chairmen)</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen (refresher for all Chairmen)</p>	<p>Chairing skills for Committee Chairmen and Vice-Chairmen (for new Chairmen)</p>

vice-chairmen			
<p>Seminars on current issues, for example:</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections • Business and budget planning • Briefings from key partners 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections • Finance and statement of accounts • Briefings from key partners 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections • Finance and statement of accounts • Briefings from key partners 	<p>Seminars on current issues, eg</p> <ul style="list-style-type: none"> • Changes to service provision • Major planning issues • Inspections • Finance and statement of accounts • Briefings from key partners
<p>Members' Basic Skills IT training:</p> <ul style="list-style-type: none"> • Office 365 – email and calendar • S-Net and internet • Members IT drop in sessions 	Members IT drop in sessions	Members' IT drop in sessions	Members' IT drop in sessions
Access to seminar presentations and handouts on the Member Portal Sharepoint	Access to seminar presentations and handouts on the Member PortalSharepoint	Access to seminar presentations and handouts on the Member PortalSharepoint	Access to seminar presentations and handouts on the Member Portal. Sharepoint
			Exit Survey for members who are standing down
			'How to Become a Councillor' information available

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MEMBER ROLE PROFILES

The Surrey County Councillor

Purpose:

- To represent the needs and interests of the division for which the Councillor was elected.
- To act as Community Leaders, working as a facilitator with residents and partners to achieve community aims.
- To engage with the people of Surrey, particularly those in under-represented groups, and ensure their views are heard by the Council.
- To participate in a range of Member level and partnership boards and committees, to assist the Council in reaching informed and balanced decisions.

Key Duties and Responsibilities:

1. To assist with enquiries on behalf of residentsconstituents, representing their interests whilst supporting them to be self-reliant where possible.
2. To help ensure that the needs of residentslocal communities are understood by the Council, and and that actions are taken to support them.that the needs of local communities are taken into account when making decisions.
3. To offer vision and direction to local groups, acting as facilitator that empowers the community to work together to address problems and achieve common goals.
2. —
- 3.4. _____ To participate fully in Council, Local/Joint Committees and any other board or committees which the Councillor is appointed to.
- 4.5. _____ To represent the Council on outside bodies to which they are appointed.
- 5.6. _____ To gain a good working knowledge of the Council's strategic priorities and service areas, and to work effectively with Officers to support the successful delivery of these priorities.
- 6.7. _____ To fulfil the responsibilities as 'corporate parent' of Looked After Children, accepting responsibility for children in the Council's care.
- 7.8. _____ To take responsibility for their own personal development, attending training and development opportunities where appropriate.
- 8.9. _____ To promote and uphold the council's policy regarding equalities and diversity.

Key Personal Attributes, Skills and knowledge:

- All councillors should demonstrate the seven principles of public life, also known as the 'Nolan Principles'. They are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- The ability to engage and work with a wide range of people, and as part of a team.
- The ability to communicate with a wide range of people, to listen and be empathetic.
- The ability to use IT to carry out their role.
- The ability to speak confidently in public and present reasoned arguments.
- A good knowledge of their own local area and issues, as well as of Countywide priorities and services.

The Leader

(This role profile identifies responsibilities for the Leader of the Council that are in addition to those of a County Councillor and Cabinet Member)

Purpose:

- To provide effective political leadership and strategic direction for the Council.
- To ensure effective corporate governance.
- To act as the political spokesperson for the Council.

Key Duties and Responsibilities

1. To provide leadership to the Council and its political administration.
2. To appoint a Deputy Leader and up to eight other Cabinet Members, and designate appropriate portfolios.
3. To retain or delegate executive functions to Cabinet, Cabinet Members, committees, individual local Members and officers.
4. To lead an effective Cabinet, taking responsibility for its forward work programme and chairing meetings in line with the Constitution.
5. To lead the development of local, regional and national partnerships, including Central Government.
6. To have overall responsibility for the fiscal and financial management of the Council.
7. To liaise regularly with the Chief Executive and senior officers on all issues relating to the operation of the Council.
8. To ensure effective corporate governance, including working with opposition groups to seek to achieve, where possible, cross-party co-operation.
9. To champion, and engage in, Member development.

Key Personal Attributes, Skills and knowledge:

- Effective leadership skills.
- The ability to chair meetings and facilitate open discussion.
- A good understanding of the public sector and how different tiers of government can work effectively together.
- Political knowledge and awareness.
- A clear understanding of the operation of the Council.
- Business and financial acumen, including the ability to understand and manage the Council's budget.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

The Deputy Leader

(This role profile identifies responsibilities for the Leader of the Council that are in addition to those of a county councillor and Cabinet Member)

Purpose:

- To fulfil the duties of the Leader in his or her absence.
- To assist the Leader in specific duties as required.

Key Duties and Responsibilities – see those of the Leader.

Key Personal Attributes, Skills and Knowledge – see those of the Leader.

Chairman of the Council

(This role profile identifies responsibilities for the Chairman of the Council that are in addition to those of a county councillor)

Purpose:

- To provide effective civic and ceremonial leadership to the Council.
- To chair County Council meetings and ensure its business is carried out efficiently and in line with the Constitution.
- To promote and maintain high standards of conduct from Members.

Key Duties and Responsibilities

1. To act as an ambassador for the Council and Surrey itself.
2. To attend and represent Surrey at civic and ceremonial occasions, acting on behalf of the whole Council in a non-partisan manner.
3. To uphold and promote the Council's Constitution, working with Officers to ensure that it is regularly reviewed and continues to meet its purpose.
4. To preside over meetings of the Council, acting impartially to ensure that its business is carried out efficiently and in line with the Constitution.
5. To promote community engagement and encourage active citizenship within Surrey.
6. To perform official openings or presentations throughout the county.
7. To host diplomatic visits to the Council.
8. To chair the Member Conduct Panel, handling complaints against Members in line with the constitution.
9. To chair the Surrey Civilian-Military Partnership Board, fostering closer relationships with the armed forces.

Key Personal Attributes, Skills and Knowledge

- A clear understanding of the operation of the Council, including an understanding of the Constitution, in particular Standing Orders.
- To promote and uphold the seven principles of public life – acting as a role model to other Councillors.
- A good knowledge of, and interest in, the whole of the county.
- The ability to chair meetings and facilitate open discussion.
- The ability to work effectively with Council officers, the public, the media and outside organisations.
- The ability to engage effectively with a variety of different groups and people.

Vice-Chairman of the Council

(This role profile identifies responsibilities for the Chairman of the Council that are in addition to those of a county councillor)

Purpose:

- To support the Chairman of the Council in providing effective civic and ceremonial leadership to the Council.
- To chair County Council meetings in the Chairman's absence and ensure its business is carried out efficiently and in line with the Constitution.
- To promote and maintain high standards of conduct from Members

Key Duties and Responsibilities – see those of the Chairman of the Council.

Key Personal Attributes, Skills and Knowledge – see those of the Chairman of the Council.

Cabinet Member

(This role profile identifies responsibilities for a Cabinet Member that are in addition to those of a county councillor)

Purpose:

- To provide collective and individual leadership as part of the Cabinet.
- To undertake lead responsibility and be accountable for allocated portfolios.

Key Duties and Responsibilities

1. To exercise delegated powers in accordance with the Constitution.
2. To attend Cabinet meetings and take collective responsibility for decisions taken.
3. To act as a lead Member for a particular portfolio as delegated by the Leader, working closely with the relevant [Executive Directors](#)~~Strategic Directors~~ to ensure that the portfolio supports the delivery of the Council's strategic priorities.
4. To monitor performance and budgets within the portfolio, working closely with the relevant [Executive](#)~~Strategic~~ Directors to ensure targets are met.
5. To positively promote the portfolio, acting as a spokesperson in the media as required.
6. To keep Members updated on significant developments within their portfolio, and contribute to the Council's scrutiny process by attending meetings on request.
7. To participate in regional and national networks relevant to the portfolio.

Key Personal Attributes, Skills and Knowledge

- Leadership skills.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of their relevant portfolio.
- An understanding of the Council budget, particularly that of the relevant portfolio.
- Political knowledge and awareness.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

Deputy Cabinet Member~~Cabinet Associate~~

(This role profile identifies responsibilities for a Deputy Cabinet Member~~Cabinet Associate~~ that are in addition to those of a county councillor)

Purpose:

- To provide support and assistance to the Cabinet.
- To contribute effectively towards the strategic direction of the Council.
- To assist Cabinet Members with the effective leadership of their portfolios.

Key Duties and Responsibilities

1. To assist, support and advise the relevant Cabinet Member(s) in the exercise of his or her responsibilities.
2. To lead on specific policy areas at the request of the relevant Cabinet Member and/or Leader.
3. To carry out tasks as agreed on behalf of the relevant Cabinet Member.
4. In the absence of the Cabinet Member, to answer questions and speak at meetings of the Council on matters relating to the allocated portfolio area(s).
5. To substitute for Cabinet Members at meetings, briefings and events as appropriate.
6. To handle media interviews and enquiries on behalf of the Cabinet Member(s) in his/her absence.

Key Personal Attributes, Skills and Knowledge

- Leadership skills.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of their relevant portfolio.
- An understanding of the Council budget, particularly that of the relevant portfolio.
- Political knowledge and awareness.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

Scrutiny Chairman

(This role profile identifies responsibilities for Scrutiny Chairmen that are in addition to those of a county councillor)

Purpose:

- To support the continuous improvement of the Council, by leading the work of a [Select Committee/Scrutiny Board/Committee](#).
- To chair meetings of the [Select Scrutiny Board/Committee](#) in line with the Council's Constitution.

Key Duties and Responsibilities

1. To chair meetings of the [Select Scrutiny Board/Committee](#) in compliance with the Council's Constitution and in line with its terms of reference.
2. To lead the [Select Scrutiny Board/Committee](#) in developing an effective forward work programme.
3. To engage with relevant service users and stakeholder groups, ensuring that the [Select Scrutiny Board/Committee](#) reviews issues of public interest within its terms of reference.
4. To engage all Members in the work of the [Scrutiny Board/Select Committee](#), allowing for robust debate that leads to constructive recommendations.
5. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil the scrutiny role effectively.
6. To develop constructive relationships with the relevant Cabinet Portfolio holders and [Executive Directors/Strategic Directors](#) in the area that the [Board/Committee](#) scrutinises.
7. To co-ordinate the [Board's/Committee's](#) work with the Chairmen of other [Scrutiny Boards/Committees](#), avoiding duplication and taking a flexible approach to cross-cutting issues.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of the area that the Board/Committee is responsible for scrutinising.
- An understanding of the council budget.

Scrutiny Vice-Chairman

(This role profile identifies responsibilities for a Scrutiny Vice-Chairman that are in addition to those of a county councillor)

Purpose:

- To support the Chairman in providing direction and leadership to the [Select Committee/Scrutiny Board](#)/Committee, ensuring that it fulfils its terms of reference.
- To support the Chairman in chairing effective meetings of the [Selecterutiny Board](#)/Committee.
- To fulfil the responsibilities of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Chairman of the Scrutiny Board/Committee.

Key Personal Attributes, Skills and Knowledge – see those of the Chairman of the Council.

Chairman of Planning and Regulatory Committee

(This role profile identifies responsibilities for a Chairman of Planning and Regulatory Committee that are in addition to those of a county councillor)

Purpose

- To provide leadership and direction to the work of the committee, and to ensure compliance with the Surrey Code of Best Practice in Planning Procedures.
- To chair committee meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference.
- To demonstrate to the public, applicants and objectors, fair and open decision-making on behalf of the committee.

Key Duties and Responsibilities

1. To lead the committee, in consultation with officers, in prioritising its work and setting meeting agendas.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. To ensure that Members appointed to the committee fully understand the committee's work and receive training in planning procedures as specified by the Council.
4. To engage all members of the committee, ensuring that it takes clear and unambiguous decisions based on sound planning considerations.
5. To facilitate participation in meetings by the public and their representatives in accordance with Standing Orders.
6. To represent the committee at public inquiries held into appeals against decisions made by the committee.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- A good understanding of planning legislation and procedures.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.

Vice-Chairman of the Planning and Regulatory Committee

(This role profile identifies responsibilities for a Vice-Chairman of Planning and Regulatory Committee that are in addition to those of a county councillor)

Purpose

- To work with the Chairman to provide leadership and direction to the work of the Committee, and to help ensure compliance with the Surrey Code of Best Practice in Planning Procedures.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Chairman of the Planning and Regulatory Committee.

Key Personal Attributes, Skills and Knowledge – see those of the Chairman of the Planning and Regulatory Committee.

Chairman of the Audit and Governance Committee

Purpose

- To provide leadership and direction to the work of the committee, contributing to the continuous improvement of the Council's services through the full range of its work.
- To chair committee meetings and ensure the committee fulfils its terms of reference.

Key Duties and Responsibilities

1. To lead the Audit and Governance Committee in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference and meets the standards of best practice set out in the CIPFA Guidance for Audit Committees.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive recommendations.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the committee's business.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of the area for which the committee is responsible for.
- A good understanding of the council budget.

Vice-Chairman of the Audit and Governance Committee

Purpose

- To work with the Chairman to provide leadership and direction to the work of the Committee.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Chairman of the Planning and Regulatory Committee.

Key Personal Attributes, Skills and Knowledge – see those of the Chairman of the Planning and Regulatory Committee.

Local/Joint Committee Chairman

Purpose

- To provide leadership, direction to the work and ensure a positive resident experience of the committee,
- To contribute to the continuous improvement of the Council's services in the area which it serves.
- To chair committee meetings and ensure the committee achieves its terms of reference, representing the committee with wider SCC teams and members
- To act as a community leader and encourage partnership working.

Key Duties and Responsibilities

1. To lead the Local/Joint Committee in working as a team and setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, and where applicable the Local/Joint Committee's, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive recommendations and decisions.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Leader, Chief Executive, and other officers, local committee chairmen and Cabinet Members regarding the management of the committee's business, advocating for the committee as appropriate.
6. To encourage public participation in Committee meetings, hearing questions and petitions as appropriate.
7. To be consulted by the Community Partnerships Team in respect of the approval of grants from Members' revenue allocations and in accordance with any conditions or criteria imposed by the Council or the relevant Local/Joint Committee.
8. To share best practice across the county in relation to the work to the local/joint committee

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- Commitment to improving the resident experience of the committee / council
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to build and work as part of an effective team.
- A good understanding of the Council and the local area which the committee serves.
- An understanding of the budget.

Local/Joint Committee Vice-Chairman

Purpose

- To work with the Chairman to provide leadership, direction to the work and ensure a positive resident experience of the committee.
- To support the Chairman in chairing committee meetings and ensure the committee achieves its terms of reference, representing the committee with wider council teams and members
To support the Chairman in encouraging local committee members in their community leadership roles
- To fulfil the duties of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Local/Joint Committee Chairman.

Key Personal Attributes, Skills and Knowledge – see those of the Local/Joint Committee Chairman.

Chairman of the Pension Fund Committee

Purpose

- To provide leadership and direction to the work of the committee.
- To chair committee meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference.

Key Duties and Responsibilities

1. To lead the Pension Fund Committee in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive decision making.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Fund Board, the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the committee's business.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to understand complex financial information, and to develop a good understanding of pensions management.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council and its budget.

Vice-Chairman of the Pension Fund Committee

Purpose

- To work with the Chairman to provide leadership and direction to the work of the Committee.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Pension Fund Committee Chairman.

Key Personal Attributes, Skills and Knowledge – see those of the Pension Fund Committee Chairman.

Chairman of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board

Purpose

- To provide leadership and direction to the work of these Boards.
- To chair board meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference.

Key Duties and Responsibilities

1. To lead the Surrey Local Pension Fund Board and Surrey Firefighters' Pension Board in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of these Boards, allowing for robust debate that leads to constructive decision making.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Pension Fund Committee, the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the boards' business.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to understand complex financial information, and to develop a good understanding of pensions management.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council and its budget.

Vice-Chairman of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board

Purpose

- To work with the Chairman to provide leadership and direction to the work of these Boards.
- To support the Chairman in chairing board meetings and ensure the committee achieves its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

Key Duties and Responsibilities – see those of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board Chairman.

Key Personal Attributes, Skills and Knowledge – see those of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board Chairman.

Lead Member for Scrutiny of the Police and Crime Commissioner

Purpose

- To provide leadership and direction to the work of the Surrey Police and Crime Panel.
- To chair committee meetings in line with the panel's constitution, and to ensure that the committee fulfils its terms of reference.

Key Duties and Responsibilities

1. To lead the Surrey Police and Crime Panel in setting an effective forward work programme.
2. To chair meetings as appropriate in accordance with the panel's constitution, ensuring it fulfils its terms of reference.
3. To engage all members of the panel, allowing for robust debate that leads to constructive recommendations.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Police and Crime Commissioner, their office and the Chief Constable.

Key Personal Attributes, Skills and Knowledge

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of policing and community safety issues.

Opposition Group Leader

(This role profile identifies responsibilities for an Opposition Group Leader that are in addition to those of a county councillor)

Purpose

- To be the principal spokesperson for members of their own political group.
- To ensure efficient sharing of information within the group
- To ensure effective and constructive opposition to the Council's majority group, in line with the Council's Constitution.

Key Duties and Responsibilities

1. To establish and represent the views of the group on policy issues.
2. To act as principal spokesperson for the group.
3. To nominate members of his/her group to serve on committees, scrutiny boards and outside bodies.
4. To foster effective communication with the other political groups.
5. To champion and participate in Member development activities.

Key Personal Attributes, Skills and Knowledge

- Leadership skills.
- The ability to work as part of an effective team.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- A good understanding of the Council.
- Political knowledge and awareness.
- The ability to work effectively with Council officers, the public, the media and outside organisations

PROTOCOL FOR ELECTED MEMBER ATTENDANCE AT EXTERNAL COURSES AND CONFERENCES

Application for external course or conference

- Any Member wishing to attend an external conference or course must complete an application form and return it to the Business Support Team in Democratic Services. The application must detail the reasons for attending the course or conference and how it will help them in their role as an elected member.
- All applications for external courses or conferences must be agreed by the [Member Services Manager. If an application is turned down, the Director for Law and Governance and Chairman of the Member Development Steering Group will be consulted. A list of external training applications will be presented to the Member Development Steering Group on a quarterly basis for transparency.](#) ~~Lead Manager – Democratic Services, in consultation with the Chairman of the Member Development Steering Group.~~
- The course/conference must have been identified within a Member's [1-1 Personal Development conversation](#) or as a learning and development need for the position they hold at the county council.
- The event must be of reasonable cost according to the budget set aside for training and development for members and should be clearly linked to the county council's corporate objectives.
- The event must be offered by an accredited training body, such as the Local Government Association and should not be organised by any political group.
- A maximum of two places should be offered on any course unless specifically authorised by the ~~Member Services Manager~~ [Lead Manager – Democratic Services](#), following consultation with the Chairman of the Member Development Steering Group. If any external event attracts more than two applications for attendance, places are likely to be prioritised in order of relevance to the role of the applicant, date of submitting the application and the number of previous courses attended.
- Members will be asked to cascade any learning or training materials to other Members where possible. Following the event, members must complete a feedback form and return it to ~~Legal and~~ Democratic Services.

Travel to external course of conference

- Members may claim travel expenses for journeys undertaken in relation to any of the approved duties. Members should, where possible, use a means of transport that is of the lowest cost to the council.
- For further information on entitlement to Travelling and Subsistence Allowances, please refer to the current Members' Allowances Scheme.

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



Name:	
Event Title:	
Date:	
Venue:	
Cost:	
Hotel Required	

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

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

Please return this form to [Rachel Basham, Member Services Manager](#)
[Sinclair](#)
Democratic Services, Room 122, County Hall.

PLEASE NOTE: Terms and conditions of registration on FREE events usually incurs a cancellation charge or Full payment, if there is non-attendance at the event or cancellation is after the deadline date.



OFFICER REPORT TO COUNCIL

SURREY'S GREENER FUTURE – CALL FOR ACTION

KEY ISSUE/DECISION:

For council to adopt the Surrey's Greener Future Task Group's Call for Action and to agree to the development of a zero carbon strategy and action plan.

BACKGROUND:

1. A cross-party Task Group was established by the Communities, Highways and Environment Select Committee in July 2019 responding to Surrey County Council's declaration of a climate emergency, to identify actions the council needs to take to achieve net zero carbon emissions as soon as possible. The task group agreed to consider the role residents need to play in their local community and the wider impact of other public sector organisations and the private sector on the county's environment to develop a system-wide position.
2. The membership of the Task Group was agreed as the following:
 - Andy MacLeod (Chairman)
 - Paul Deach
 - Jonathan Essex
 - Becky Rush
 - Fiona White
 - John O'Reilly (ex-officio)

Nikki Barton subsequently joined the task group in October 2019 and due to time commitments, Fiona White was unable to continue on the task group.

3. The Task Group met numerous times, hearing evidence from a diverse range of stakeholders in an effort to understand the full range of issues that contribute to climate change. The task group was also keen to consult residents to gain an understanding of their concerns for Surrey in relation to climate change and to gain a resident perspective on how the Council itself can work to reach net zero carbon.

4. Various methods were used to engage with stakeholders, starting with an open call for evidence which ran from 14 August 2019 to 15 September 2019 and received 142 responses via the survey with 15 responses sent to the democratic services email, making a total of 157 responses. Out of the survey responses, 19 (13.38%) responded as an organisation and the remaining 123 as individuals.
5. Following the call for evidence, the Task Group undertook a series of witness sessions, focussing on three key groups:
 - Council officers with a key role within the themes above
 - External Experts working in this field
 - Councils identified as leading the way in tackling elements of climate change
6. The Task Group's approach utilised five key themes:
 - Energy;
 - Buildings, development and infrastructure;
 - Waste, resources and the circular economy;
 - Agriculture, forestry and other land use; and
 - Transport.
7. The work culminated in recommendations that have been supported by Cabinet (**Annex 2**) and a Call for Action (**Annex 1**).

RECOMMENDATIONS:

1. That council notes the task group report and the Cabinet Member's response to their recommendations;
2. Adopts the Call for Action (**Annex 1**); and
3. Agrees to the development of a zero carbon strategy and action plan.

Lead/Contact Officers: Ross Pike, Committees Business Manager

Sources/background papers:

- Annex 1: Surrey's Greener Future - Call for Action
- Annex 2: Cabinet Member for Waste and Environment's response to the Task Group Report
- Surrey's Greener Future Task Group report available here:
<https://mycouncil.surreycc.gov.uk/documents/s64341/CEHSC%20Forward%20Plan%20141119.pdf>

Surrey County Council Action	Action with partners and communities
<ol style="list-style-type: none"> 1. Ensure climate change is at the centre of the work we do through organisation-wide integration of climate change practices supported through training and engagement. 2. Be zero carbon across our organisational emissions by 2030. 3. All SCC's electricity delivered through a green energy supplier by 2020. Switch energy suppliers to a green tariff for gas. 4. Ensure the council's vehicle fleet will be zero emissions in the medium term. 5. Introduce a zero emission bus fleet across Surrey by 2030 6. We will use our procurement practices and influence across our supply chain to require and incentivise environmentally responsible commissioning 7. Work with pension funds and other investors to divest from fossil fuels and increase investment in energy efficiency, renewable energy, low carbon transport and low carbon heat solutions. 8. Work with staff to drive behavioural changes that help reduce business emissions, for example, reducing mileage travelled in private transport. 	<ol style="list-style-type: none"> 9. Commit to set long term targets (five-years) to reduce both the County's Scope 1, and 2 emissions, and measure and report on these annually 10. Commit to measure and report Scope 3 emissions annually, with an ambition to consider approaches to reduce or offset. 11. Establish effective engagement practices to ensure our strategy is co-designed and delivered with partners, businesses and residents across Surrey. 12. Continue to push for national level action to redirect investments and introduce market mechanisms that deliver changes that avoid negative outcomes for residents and help to support informed choices 13. Improve our communications and engagement on climate change to support ongoing changes in resident behaviour e.g. travel choices, dietary choices and build public acceptance 14. Improve public transport links and active travel infrastructure to reduce car use. 15. Further develop our EV strategy to enable electric transport with infrastructure and incentives 16. Work towards all new developments being zero carbon and leaving the natural environment and biodiversity in a better state than before. 17. Develop a land-use strategy for Surrey focused on increasing green spaces, woodland cover in line with national targets and sustainable farming practices. 18. Develop our approach to engaging residents and businesses to refocus on reducing consumption and production of waste as a priority, supported by increased reuse and recycling.

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CABINET 26 NOVEMBER 2019

**CABINET RESPONSE TO SURREY'S GREENER FUTURE TASK GROUP REPORT
(Communities, Environment & Highways Select Committee)**

Recommendations of the Surrey's Greener Future Task Group

It is recommended that Cabinet:

1. Endorses the Call For Action (Annex 1) that is recommended to council for approval
2. Considers the full range of opportunities identified in the Select Committee report and agrees that these are taken forward as part of the wider strategy development to test the deliverability
3. Includes sufficient investment within the Medium Financial Term Strategy to support climate change programmes and initiatives, reviewing this on an annual basis
4. Supports the proposal that the council works together with Districts and Boroughs through the Surrey Environment Partnership to develop and deliver a joint zero carbon strategy and action plan, to be approved by April 2020
5. Agrees that the council continue to support the emerging Surrey Climate Commission
6. Under chairmanship of the Cabinet Member for Environment & Waste sets up a Member Reference Group to take the work forward and develop a zero carbon climate strategy
7. Supports a call for increased powers and resources to enable local authorities to lead on delivering on the commitment for the UK to be net zero by 2050 and asks officers to build a case for change with clear asks for the new government

Andy MacLeod
Chairman of the Surrey's Greener Future Task Group

Cabinet Response:

The Cabinet would like to thank the Greener Future Task Group for its detailed and important report and the very thorough work which sits behind it.

The Cabinet supports the Call for Action, in particular statement 2, which sets out the ambition to be zero carbon across our own organisational emissions by 2030. While this will be challenging, it is within our abilities to deliver this target and it will send an important message to our residents and partners that we are committed to taking serious action against climate change.

The report will form the basis of Surrey's climate change strategy which, in conjunction with the districts and boroughs, businesses, residents and other partners, we will launch in April 2020. To ensure our collective approach is effective, we are working with the Surrey Climate Commission and University of Surrey to set a baseline of emissions that we can then monitor and report against each year.

While we are developing a comprehensive strategy, Surrey County Council has already allocated funding and resources to take action to tackle climate change, however the scale of change will require financial support and direction from Government to enable the Council to deliver our ambitious target for Surrey to be carbon neutral by 2050. We will also test new and emerging financing models where appropriate.

Cabinet welcomes the creation of a cross party Member Reference Group to support the next stage of strategy development. In order to ensure that the strategy achieves the zero

carbon target, it is now essential that the recommendations set out in Annex 1 of the report are reviewed, analysed, consulted upon and costed. Beneath the strategy will sit an action plan which will include the initiatives that we will deliver alongside our partners. This action plan will include targets and timescales and will be measured and updated annually.

It is noted that the issue of culture change sits behind many of the statements in the Call for Action. The Cabinet believes that this is crucial and acknowledges the importance of involving our residents and communities in the co-design and delivery of the strategy, building upon the success of the Greener Future Design Challenge.

Council Members have a key role in involving residents and communities in this crucial work, and in developing the right collective response to climate change. It is therefore important that all councillors have the opportunity to engage with, and understand, this broad and complex issue.

Finally, Cabinet recognises that the issue and impacts of climate change are far reaching and will affect all of the areas which fall under the Council's control and many aspects of our resident's lives. It is not possible to act upon climate change in isolation and therefore work is already being undertaken to link the Greener Future work with Surrey's Health and Wellbeing Strategy and the Community 2030 Vision.

**Reply from Mr Mike Goodman,
Cabinet Member for Environment & Waste
26 November 2019**

*County Council Meeting – 10 December 2019***REPORT OF THE CABINET**

The Cabinet met on 29 October and 26 November 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 29 October and 26 November meetings are included within the agenda at Item 13. 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, 9 December 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 DECISION

A. MOVING CLOSER TO RESIDENTS: DELIVERING OUR AMBITION

At its meeting on 26 November Cabinet discussed the attached report (Appendix A) that sets out details of the Moving Closer to Residents Programme and which names Midas House, Woking as the best option for the 'Civic Heart'. The report sets out the reasons and terms for acquiring Midas House which Cabinet agreed unanimously. Endorsement is sought from full Council that acquirement of Midas House is sought on the terms as set out in the report.

The Cabinet AGREED:

1. That the importance of this programme to our successful transformation plans and delivery of the Community Vision 2030 and Organisation Strategy be noted.
2. That, subject to Council approval, the acquisition of Midas House, Woking on the terms set out in this report as the County Council's new Civic Heart be approved.
3. That subject to full Council approval of the acquisition of Midas House, Woking on the terms set out in the submitted report, authority be delegated for the completion of the requisite legal processes and documentation relating to the acquisition of Midas House, in accordance with the Heads of terms set out to the Executive Director for Transformation, Partnerships and Prosperity, in consultation with the Leader of the Council.
4. That the establishment of a Member Task Group to support the planning and design of Civic spaces and functions, including for full Council meetings and associated Member facilities be approved.
5. That a design and build contractor for fitting out the new Civic Heart in order to facilitate modern, agile working practices be procured.
6. That the importance of supporting staff through the implementation of more agile working practices and move from County Hall, Kingston to a Civic Heart in Woking and the need for a change management programme to ensure a

positive outcome for them, with a similar programme tailored to Members' was acknowledged.

7. That the investment in the information and digital technology required to effectively support agile working, as contained in the capital programme, with a roadmap for implementation presented to Cabinet in February 2019 be endorsed.

Cabinet RECOMMENDS that Council:

Approve the acquisition of Midas House, Woking on the terms set out in the attached report as the County Council's new Civic Heart.

Reason for Decision:

The council had a commitment to being closer to residents in all that it does and to enable new, modern ways of working for the council. The Moving Closer to Residents (MCTR) programme of rolling out agile working across the council was underpinned and advanced by confirmation of a new Civic Heart premises at Midas House, Woking. The MCTR work was not simply about acquiring a building and making a value for money judgement on the associated costs, alone. The programme will deliver on a range of other benefits – including demonstrable productivity improvements from better use of technology, reduced travel costs, new talent pools and attracting new staff, contributing to our carbon neutral ambitions; plus a number of important non-quantifiable benefits, including advancing the shift in organisational culture.

B. ORGANISATION STRATEGY 2020-2025 AND THE NEXT PHASE OF TRANSFORMATION

At its meeting on 29 October Cabinet discussed a report that described how the Council had a substantial and significant role in supporting the Community Vision for Surrey in 2030. The Organisation Strategy, originally agreed by Cabinet in October 2018, defined how the council would contribute to the Vision, but the strategic environment had continued to shift over the last 12 months. Therefore, the refreshed Organisation Strategy has been updated to amplify the actions taken to address new challenges and opportunities that have emerged over the last 12 months, and previews thinking on how the next phase of transformation supported this.

Cabinet AGREED:

To make the following recommendation to Council.

Cabinet RECOMMENDS that Council:

Approve the Surrey County Council Organisation Strategy 2020-2025 (as reported at Item 9 on Council agenda).

Reason for Decision:

The refreshed Organisation Strategy reaffirms our commitment to the Community Vision for Surrey in 2030. It also sets out a roadmap for our audaciously ambitious agenda and how we will respond the complex and rapidly changing context we are working in with renewed energy and optimism. Delivering on these ambitions

and priorities will in part be through the next phase of our forward-looking and ambitious transformation programme.

REPORTS FOR INFORMATION / DISCUSSION

At its meeting on 26 November, Cabinet considered the following:-

C. Review of Charges for Parking in Countryside Estate Car Parks

Cabinet discussed a report that reviewed the introduction of car park charging at the five busiest country sites, equating to 15 of the 30 car parks across the countryside estate to generate new investment in Surrey's countryside. This review had shown that despite making a small surplus the first year of operations had not delivered the significant contribution as expected. The motivation for the decision made in 2017 to charge was to make income for the management of the countryside estate. However, the council now had more flexibility and there was a real desire to promote the health and wellbeing of residents. It was emphasised that Newlands Corner was outside of this report as it was privately owned.

Cabinet AGREED:

1. That the removal of all charges relating to parking at all Countryside Estate car parks currently managed under lease by Surrey Wildlife Trust, with effect from 1 April 2020 be agreed.
2. That authority be delegated to the Executive Director of Highways, Transport and Environment, in consultation with the Cabinet Member for Community Safety, Fire and Resilience, the development and implementation of a plan to deliver recommendation 1.
3. That proposals be developed for the introduction of a voluntary payment scheme be agreed.

D. Libraries: Our Next Phase

Cabinet considered a report that sought approval of a new strategy for Libraries and Cultural Services and a new model for library services following a comprehensive consultation in early 2019. Initially, a programme of co-design would take place at a local level with stakeholders including district and borough councils, other partners and local people. This would identify the opportunities to modernise library services in the places that they are delivered, and in line with the new library model. The specific proposals that would be developed through this process would then be, where necessary, consulted upon to ensure that the full impact of any proposed change was understood, and the perspective of local people taken into account before any final decision for change was taken. It was also confirmed that a good appointment had been made to the post of Head of Library Service.

Cabinet AGREED:

1. That the Library and Cultural Services strategy and future model for the library service was approved.
2. That authority be delegated to the Executive Director for Children, Life Long Learning and Culture to work with the Cabinet Member for All-Age Learning to proceed to consultation where necessary over the next 12 – 18 months, as

and when the specific proposals for each area become clearer following a process of co-design with local people and key stakeholders.

E. QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 29 JUNE to 27 SEPTEMBER 2019

The Cabinet is required under the Constitution to report to Council on a quarterly basis the details of decisions taken by the Cabinet and Cabinet Members under the general exception arrangements set out in Standing Order 55 of the Constitution. This occurs where a decision is required on a matter that is not contained within the Leader's Forward Plan (Notice of Decisions). Where a decision on such matters could not reasonably be delayed, the Chairman of the appropriate Select Committee must be notified.

The Cabinet RECOMMENDS that the County Council notes that there has been no urgent decision in this quarter.

**Mr Tim Oliver, Leader of the Council
29 November 2019**

SURREY COUNTY COUNCIL

CABINET

DATE: 26 NOVEMBER 2019

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

LEAD OFFICER: MICHAEL COUGHLIN, EXECUTIVE DIRECTOR OF TRANSFORMATION, PARTNERSHIPS AND PROSPERITY

SUBJECT: MOVING CLOSER TO RESIDENTS: DELIVERING OUR AMBITION



SUMMARY OF ISSUE:

The Moving Closer to Residents programme, enabling our staff to work in more agile ways and seeing the Council locate its 'Civic Heart' in Surrey, is a fundamental part of the Council's overall transformation and modernisation plans. Along with improving services to residents and securing efficiencies, these will ensure we are an employer of choice, attracting the best talent in an increasingly competitive labour market. (The Council is also the only County Council whose headquarters are not actually in the County the Council serves).

In April, Cabinet endorsed the principles for moving closer to the residents of Surrey, with a primary focus on agile working for staff and Members, meaning that work can be done anywhere, at any time and with anyone. As working practices change across all sectors it is increasingly important that we keep pace and match others in the public and private sectors who offer this way of working in order to support effective recruitment of talented staff.

Based on an assessment of various locations, Cabinet agreed that a new 'Civic Heart' should be established in either Woking or Guildford in premises that would support modern, agile working practices to enable greater and more effective and efficient services, innovation and collaboration.

The Moving Closer to Residents Programme Board have progressed key work-streams (see Annex A) related to the above. A key enabler of the future progress of the agile programme is the securing of a premises for the Civic Heart, which this report confirms as Midas House, Woking.

RECOMMENDATIONS:

Cabinet is asked to:

1. Note the importance of this programme to our successful transformation plans and delivery of the Community Vision 2030 and Organisation Strategy.
2. Approve, subject to Council approval, the acquisition of Midas House, Woking on the terms set out in this report as the County Council's new Civic Heart.
3. Subject to full Council approval of the acquisition of Midas House, Woking on the terms set out in this report, delegate authority for the completion of the requisite legal processes and documentation relating to the acquisition of Midas House, in

accordance with the Heads of terms set out to the Executive Director for Transformation, Partnerships and Prosperity, in consultation with the Leader of the Council.

4. Approve the establishment of a Member Task Group to support the planning and design of Civic spaces and functions, including for full Council meetings and associated Member facilities
5. Grant approval to procure a design and build contractor for fitting out the new Civic Heart in order to facilitate modern, agile working practices
6. Acknowledge the importance of supporting staff through the implementation of more agile working practices and move from County Hall, Kingston to a Civic Heart in Woking and the need for a change management programme to ensure a positive outcome for them, with a similar programme tailored to Members' needs
7. Endorse the investment in the information and digital technology required to effectively support agile working, as contained in the capital programme, with a roadmap for implementation presented to Cabinet in February 2019.

REASON FOR RECOMMENDATIONS:

The council has a commitment to being closer to residents in all that it does and to enable new, modern ways of working for the council. The Moving Closer to Residents (MCTR) programme of rolling out agile working across the council is underpinned and advanced by confirmation of a new Civic Heart premises at Midas House, Woking.

The MCTR work is not simply about acquiring a building and making a value for money judgement on the associated costs, alone. The programme will deliver on a range of other benefits – including demonstrable productivity improvements from better use of technology, reduced travel costs, new talent pools and attracting new staff, contributing to our carbon neutral ambitions; plus a number of important non-quantifiable benefits, including advancing the shift in organisational culture.

DETAILS:

Background

1. The council is committed to creating the conditions for improving the lives and outcomes for the people that live, work and study within Surrey. The Community Vision for Surrey 2030 and the council's Organisation Strategy envisage a different and much improved relationship and connectivity between residents and the council.
2. Changing and improving our relationship with and 'getting closer' to residents, partners, service users and customers is an underlying principle of the improvements being made at the council. The council and its workforce are being enabled and encouraged to work in more agile, flexible ways that will result in staff being less dependent on fixed desks and therefore able to physically spend more time with those stakeholders wherever they are e.g. their homes and communities, and/or working out of local, agile offices.

3. Significant work has been undertaken in recent months to enable more staff to work in more agile ways, including defining different workstyles, specifying different device needs and communicating and engaging with staff on what agile means in practice and its implications.
4. The Agile Workforce programme addresses the key factors (technology, collaboration platforms, devices and behaviours) related to achieving this aim. Agile working supports culture change across the council to make use of new working practices for service delivery. The core IT enablers for this will be the extension of mobile equipment across council services for all staff, not just those based from the Civic Heart. This will require enhancements to the IT infrastructure such as network capacity, increased use of WiFi, implementation of Gov WiFi and the ability for more councillors and officers to securely connect to IT services (extended VPN). Modern software tools will support greater collaboration and connectivity between individuals, services, partner organisations and residents. Staff working in the community are being provided with enhanced tablet IT equipment and mobile apps relevant to their role. An adoption and training programme is supporting the transition to new ways of working making best use of the IT tools available.
5. Some teams may require specific solutions to support service delivery in a mobile environment. We will be working with those teams to understand their requirements and developing cases for individual technology where appropriate.
6. A significant investment in the above is allowed for in the capital programme, which will fund infrastructure, devices, support and additional resources to ensure that programme roll-out timescales are met.
7. A key consequence of the work enables the council to vacate County Hall, Kingston and to establish a smaller 'headquarters' in Surrey from which Members and staff can work in a more flexible way, as fewer staff require fixed-desk accommodation for all their working hours.
8. County Hall is not fit-for-purpose for modern, agile ways of working. It is inefficient, as occupation has dropped to, on average, 43% of capacity over the last 10 years. It costs in the order of £1.9m each year to run and maintain, due to its age, condition and energy inefficiency. Furthermore, it is not in Surrey. In light of our modern, agile working ambitions, it is unsustainable as the headquarters of the council. As a consequence an extensive and thorough search for suitable premises to accommodate a 'Civic Heart', comprising the political and democratic functions of the council, key central support services and senior leadership, was initiated. The non-financial key criteria for assessing potential Civic Heart premises, include:
 - a. **Setting and arrival** – the building's setting, location and how welcome staff, visitors and residents feel when arriving at the building,
 - b. **Accessible and enabling collaboration** – a building that is easy to move around inside, enabling people to connect more and collaborate better with a wider range of colleagues
 - c. **Enabling Agile** - a workspace that lend itself to modern, agile design, reflecting new ways of working and supporting people working effectively and efficiently – in a range of tasks and activities, including a modern flexible-use space for meetings of full council

- d. **Sustainable** – contributing to the council’s reduced carbon footprint objectives and sustainable travel objectives
 - e. **Healthy, inclusive and safe** - focused on staff and residents’ **well-being** and recognising diversity of needs, approach and expectations
 - f. **Ambitious and Innovative** – that exceeds expectations, supports innovation, creativity and commitment to deliver excellence
9. The council appointed a panel of specialist property agents who conducted a comprehensive search of suitable buildings in Surrey, drawing upon the assessment criteria outlined above.
 10. Some 18 buildings were reviewed in the agreed target locations of Guildford and Woking, with 10 being considered more fully. The market for buildings that met or were close to meeting the above criteria is limited and an opportunistic approach was necessary, with buildings coming on to the market being reviewed and considered for further exploration at different times.

Midas House, Woking

11. Following the assessment of various opportunities in Guildford and Woking, it has been concluded that Midas House is the preferred option. It is ideally positioned with excellent road and rail links, making this an attractive place to work, both within the county and those who will commute from London.
12. As the Civic Heart for the council, Midas House will provide modern spaces, facilities and support for elected Members. Dedicated areas of the building will be ear-marked for Members’ use, private rooms will be available for political group and other Member meetings and booths and private work stations will provide privacy for Members’ more sensitive work. There will also be an adaptable, flexible, accessible and modern space for use as a council chamber, emphasising its importance in the life of the Council and local democracy when being so used, while also being available at other times, subject to availability, for partners, private sector and other meetings.
13. The importance and seriousness of creating a new Civic Heart and democratic centre for the County Council and those Members serving on it is fully recognised. It is acknowledged that doing so is likely to raise some issues, concerns and potentially challenges for elected Members. Support through the Democratic Services team, IT&D team, Member development programme and sessions and the key role of the Member Development Working Group, will be supplemented by a proposed Member MCTR Woking Group to contribute to the planning and design of the Civic spaces in Midas House to ensure they are fit for purpose for a modern, agile, accessible County Council.
14. Midas House offers us the opportunity to create a truly agile working space, realising the ambitions of our agile transformation programme and promoting new ways of working for the benefit of both staff and residents. Initial office space planning and design work has confirmed that it can accommodate 820 staff at any one time, thereby allowing up to 1640 staff to be based there on a 1:2 work setting ratio. This will enable all County Hall staff to be based from Midas House (with Fairmount House providing additional capacity for a further 300 if location preference is an issue).

15. As a purpose-built modern facility, Midas House will help us reduce our carbon footprint (in comparison to County Hall) and its proximity to excellent public transport links is aligned to our green travel agenda. It has provision for cycle parking, showers and changing facilities, encouraging more staff to cycle to work, enabling a healthier, fitter and active workforce. Its location in Woking is within easy reach of the amenities and attractions of the town centre, as well as being close to local parkland and green spaces.
16. Midas House is served by 150 on-site parking spaces. Through an arrangement with Woking Borough Council, we will secure annual parking rights to supplement these spaces in town centre car parks, sufficient to meet the periodic Member and regular parking needs of key staff using the Civic Heart as a base.
17. Midas House is owned freehold by Woking Borough Council (WBC) and currently has three office tenants in occupation, along with two commercial tenants based on the ground floor with frontages at street level. WBC are negotiating with the office tenants to secure vacant possession for Surrey County Council by May 2020. Heads of Terms for its acquisition have been agreed, such that subject to full Council approval, negotiations, further due diligence and legal agreements can be undertaken and entered into to finalising the council's acquisition. A summary of the Heads of Terms is at Annex B.
18. Subject to Council approval to progress, Midas House will be acquired in January 2020 with occupation by an initial phase of staff commencing from summer 2020.
19. In order to meet the council's aspirations to begin to base staff at Midas House from summer 2020, the council will continue with the appointment of the current external specialist professional team to prepare the design packages for the building works. This includes fitting out and refurbishing the new Civic Heart to develop an optimum agile working environment. The lead consultant will engage directly with the wider specialist consultants for and on behalf of the council. The continuation of this appointment will maintain consistency and will continue to advance the work programme. Additionally, the selection of a specialist building contractor who has demonstrable evidence of similar work may take some time. Therefore, Cabinet are asked to grant approval to procure a design and build contractor to ascertain their capacity to deliver within the timescales.

Staffing implications

20. The move from County Hall inevitably raises some staffing issues and brings some related challenges, with attrition being a key risk. Clarity over future work base locations for teams and individuals has enabled us to undertake detailed workforce analysis, e.g. the number of staff currently located at County Hall assessed against future work base and home location/travel to work method, split by pay grade and agile workstyle. This is enabling us to more accurately predict the cost of transitional work base relocation as well as to more accurately assess attrition rates.
21. There are several changes to employment terms & conditions attached to the shift to agile working and the move from County Hall, namely:
 - Proposed changes to the council's contractual Work base Relocation Grant to align with the principles of agile working; these have been endorsed by People, Performance & Development Committee and are now within the package of proposals forming SCC 2020/21 pay negotiations with the Trades Unions.

- The current mobility clause within employment contracts is being revised to reflect the council's agile working philosophy, resulting in a need for the majority of staff to travel to and work from different locations other than their designated workbase.*
- A new Agile Working Policy. This will take into account the learning from other organisations who have already made the shift to agile working and will incorporate a range of policy and guidance, providing a holistic approach to supporting managers and staff in adopting agile ways of working. The Framework will feature elements such as agile working principles, agile workstyles, benefits to agile working and links to relevant Health & Safety information, as well as support and tools to help managers and staff to develop the skills and confidence required to make the new ways of working a reality.

(The ability for an employer to move an employee's workbase is subject to the test of "reasonableness", e.g. staff with caring responsibilities may claim that a longer commute deems a new location unreasonable and that they are therefore effectively redundant. Although the actions summarised above, alongside extensive staff engagement activity, should help to mitigate this, it remains a risk).

22. Agile working is a central to our culture change. The office space planning and design described is a key feature of the culture change we are striving for and of the retention of existing and attracting new talent, in the context of competing with London for the best people. To achieve the cultural change necessary to make Surrey County Council the leading county council, we need to inspire people and compete with the best by providing a working environment that is in keeping with the expectations of today's workforce. Midas House provides the opportunity to do this.
23. In addition, improving the diversity of our workforce is a key objective. According to census results, Woking has the most diverse population in Surrey, with 16.4% Black and Minority Ethnic compared to 9.6% in Surrey overall. This presents a positive opportunity to accelerate our efforts to have a workforce truly representative of our communities.

CONSULTATION AND ENGAGEMENT:

24. Communications and early engagement opportunities for staff, partners, trade unions and media took place earlier this year in the shape of Jive blogs, trade union meetings, staff listening and engagement events and a travel survey. All-staff communications confirming the location has been followed up with a series of staff roadshows, and a new schedule of staff engagement events is planned to start from mid-November.
25. Additionally, broader communications will be supported by formal consultation with staff and the trade unions in respect of proposed changes to employment related terms and conditions.
26. We will engage Business Change resources to work with individuals and teams early in the New Year on their specific transition arrangements, as a phased programme is rolled out, aligned with the fitting out of Midas House.
27. As part of our agile working programme and the need to keep Members and staff properly informed throughout the various phases of the work, the opportunity will be taken to bring forward plans to improve our intranet offer.

RISK MANAGEMENT AND IMPLICATIONS:

28. The major risks to the programme and some high-level mitigations, are summarised below (for financial risk see the financial implications section):

- Higher than anticipated staff attrition, impacting service delivery and quality and cost implications. *Mitigation: Engaging with staff, explaining benefits. Revised WBRG. Strategic workforce planning, targeted recruiting local to Woking. Time activity to minimise capacity/capability gaps. Potential additional interims for transition period. Alternative base location for key services.*
- IT delays and/or issues (e.g. unified comms and roll out of devices) impacting staff experience of new ways of working, affecting culture change, staff morale and service delivery. *Mitigation: IT infrastructure review commissioned, forward plan, third-party resources brought in to add capacity.*
- Staff have insufficient adoption, understanding and comfort with agile working, affecting culture change, staff morale and service delivery. *Mitigation: Staff engagement and listening events, training and support initiatives, peer group support networks. AGILE champions. Clarity on programme of work that services need to make the changes happen.*
- Collective impact of change initiatives - location move, agile ways of working, new equipment, culture, etc. affecting operational effectiveness, delivery of benefits, ability to embed ways of working. *Mitigation: Phased introduction of agile and new equipment/tools/software prior to location move. Focus on priority staff (determined by impact & move timing). Portfolio Management to actively and independently access multiple work streams and key dependencies.*
- Insufficient understanding amongst managers of agile and transition arrangements *Mitigation: Specific engagement, awareness, support and development activities for managers*
- SCC reputation damaged, e.g. by non-delivery of programme, services affected unduly, or challenge to decisions. *Mitigation: Clarity and transparency on business case, value for money, benefits for residents, Members and staff re and risks. Strong communications plan and robust change control management.*

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

Capital

29. Midas House has been offered to the County Council at a cost of £25.3m. (This is comprised of Woking Borough Council's acquisition cost of £23.9m plus the reimbursement of like-for-like associated fees, duties and costs of £1.4m).

30. Additional investment is required to fit out the building to meet our agile office space design specification, including IT, Audio Visual, furniture, signage, etc.

31. There will be some minimal spend on Fairmount House in Leatherhead so that it can accommodate some staff from County Hall.

Revenue

32. The move to Midas House will generate revenue savings and incur some costs, with the net position being, by 2022/23, an annual recurring cost reduction of £600,000. Savings will be secured primarily through reduced energy and maintenance costs. Additional costs will primarily relate to work-based relocation grant payments to staff.

Key financial risks

33. There are a number of financial risks associated with the acquisition of Midas House:
- Some costs are unpredictable, e.g. fit-out, IT, work base relocation payments, etc. Figures are being refined and firmed up as further details become known, and substantial contingencies have been allowed for in the programme budget
 - Notwithstanding Woking Borough Council's clear commitment to ensuring vacant possession, if this is compromised, it may generate additional costs (or a cause delay to the programme)
 - This project relies upon the wider capital programme achieving receipts from asset disposals that are not part of this business case.

SECTION 151 OFFICER COMMENTARY

34. The Council's financial outlook has improved materially over the past twelve months. Reserves are higher than was anticipated by the previous Medium-Term Financial Plan, the track record of delivery is stronger, and for 2020/21 at least, the funding outlook is more positive than has been typical in recent years. Beyond that is more uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

35. The Section 151 Officer supports the analysis, conclusions and funding proposals set out in the Financial and Value for Money Implications section of this report.

36. In addition to supporting work towards delivering our Organisational Strategy and the Community Vision, the recommended course of action will result in ongoing annual revenue savings and address a previously unquantified future financial liability relating to the Council's corporate office estate. The outcome will be factored into the Medium-Term Financial Strategy, and if a different course of action is pursued instead then the costs now quantified will need to be reflected instead.

LEGAL IMPLICATIONS – MONITORING OFFICER

37. The Council is under a general duty in Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The business case set out in this report is intended to satisfy this requirement.

38. The Council is empowered by Section 120 of the Local Government Act 1972 to acquire land for the purposes of any of its functions. Acquisition of the freehold interest in Midas House is deemed, after an internal evaluation of the Council's estate and a search of the market through external agents, to be the optimum property for the delivery of the Council's new Civic Heart, including its democratic and associated back-office functions.
39. In appointing a contractor to undertake the fit-out works of the building, the Council must comply with its own Procurement and Contracts Standing Orders and the Public Contracts Regulations 2015. Cabinet is therefore asked to grant Approval to Procure for these fit out works with the award decision being taken by the Executive Director in due course, subject to the final cost being within a 5% margin of the estimated budget.
40. The public sector equality duty contained in Section 149 of the Equality Act 2010 applies to the decision to be made by Cabinet in this report. This duty requires the Cabinet to have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations between such groups, and eliminate any unlawful discrimination. These matters were reviewed as part of an equality impact assessment (EIA) and the outcomes are summarised in the Equalities and Diversity section below. Cabinet's attention is specifically drawn to the EIA, including both the positive and negative impacts identified.
41. Cabinet is under a fiduciary duty to local residents in utilising public monies and in considering this business case Cabinet Members will want to satisfy themselves that it represents an appropriate use of the Council's limited resources.

EQUALITIES AND DIVERSITY

42. Moving closer to residents will have positive impacts for the residents and partners that the council serves and works with. The introduction of Agile working across the council and the county will impact on all council staff.
43. The council have undertaken a thorough Equality Impact Assessment that comprises of a comprehensive analysis of implications for both staff and residents (see Annex C).

WHAT HAPPENS NEXT:

44. Subject to Cabinet and full Council approval, the MCTR Programme Board will progress and accelerate the agile working programme, including the detailed migration arrangements for staff who will have the new Civil Heart as their base. This work will complement the upcoming Workforce Strategy which will be implemented by February 2020. The migration process will include:
 - Detailed plans per each staff team, setting out the agile working practices and offices bases to which they will be assigned,
 - Continuing to work up a more detailed workspace and office layout designs, including setting up a cross-party Member Working Group
 - Fitting out the new building.
 45. The Programme Board anticipate the occupation of Midas House to begin from August 2020.
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Contact Officer:

Michael Coughlin, Executive Director for Transformation, Partnerships and Prosperity.

Annexes:

A: MCTR Programme Board – Workstreams

B: Summary Heads of Terms

C: Equality Impact Assessment

Sources/background papers:

- Report to Cabinet, Tuesday 30 April 2019, Moving Closer to Residents
 - Report to Cabinet, Tuesday 24 September 2019, Moving Closer to Residents: A Workforce For The Future
 - Organisation Strategy 2020 – 2025, Surrey County Council
 - Our People Strategy 2019 – 2023, Surrey County Council
-

MCTR Programme Board: Workstreams

The Programme Board identified and initiated preliminary work against each of the following work-streams that were agreed by Cabinet in April:

- a. Collaborating with the Agile Workforce Programme Team to develop the Agile working principles for all elected members and staff, bringing them closer to residents for more of the time
 - b. Determining and implementing the workforce policies and practices required to be in place and issues to be addressed to effectively support staff through the introduction of more agile working and the move of office base from Kingston to Working
 - c. Determining the form and location of the new Civic Heart and the principles for re-purposing the County Hall complex, including options for disposal.
 - d. Professional and expert financial, legal and property advice and support required for the successful delivery of the programme.
 - e. Ensuring that the council's IT infrastructure has the capability and capacity to support increased Agile working within a revised property portfolio.
 - f. Office space planning, based on the view of requiring fewer desks as a result of Agile working, and supporting the relocation of elected members and staff to new locations.
 - g. Office accommodation options and solutions, based on the above, at the existing council hubs (Quadrant Court, Consort House and Fairmount House) and district and borough council offices (already shared with some Surrey County Council staff).
 - h. Elected member, staff, district and borough and partner communications and engagement.
-

SUMMARY HEADS OF TERMS

Property: Midas House, 62 Goldsworth Road, Woking, Surrey. GU21 6LQ

Tenure: Freehold with vacant possession of offices, retail units at ground floor subject to existing tenancies

Vendor: Woking Borough Council

Vacant possession of offices: Timescales for delivering vacant possession to be agreed between the parties, either to coincide with completion or on a pre-agreed timescale. SCC may take early occupation of vacant parts of the building for nil rent. This will be documented by tenancy at will. Any outgoings will be met by SCC.

Price: £25,299,868.22

Tenant relocation costs: SCC to meet the reasonable costs incurred by WBC in relocating existing office tenants. Costs are to cover physical relocation and related costs, which are subject to SCC approval by SCC acting reasonably

Legal costs: SCC to pay WBC's reasonable legal costs

EIA Title	Moving Closer to Residents Programme			
Did you use the EIA Screening Tool? (Please tick or specify)	Yes		No	

1. Explaining the matter being assessed

What policy, function or service change are you assessing?	<p>Moving closer to residents (MCTR): - Moving the council into the county and closer to the residents of Surrey, and leaving the County Hall complex (in Kingston), including the selection of a new Civic Heart. Reviewing council staff work bases, and relocating our people to other premises within the council's estate, in order to better meet service needs / provide more accessible services, have greater awareness of local issues and work closer with our partners.</p> <p>This will entail relocation of the c.1, 500 people who currently work in County Hall. Where possible the staff will be relocated to either the new Civic Heart, now named as Midas House, Woking, or existing hub/satellite locations. In conjunction with the move, work is being undertaken to better equip staff to work in a more agile way and to introduce new ways of working across multiple work locations. This will require a shift in thinking and clear understanding of how to set programmes of work and measure outputs. There is an Agile Workforce EIA that details the key working principles for agile and underpins the work being done in this area.</p>
Why does this EIA need to be completed?	<p>To ensure that we have considered the impact the MCTR Programme will have on our communities and staff. It will help ensure that any negative consequences for people protected under the Equality Act 2010, caused by changes to services, policies and functions, are minimised and opportunities for promoting fairness and respect are maximised.</p> <p>In addition to this it will provide a record of how we applied 'due regard' when considering changes to services, functions or policies.</p>
Who is affected by the proposals outlined above?	<p>Staff and Organisation: New contractual base, new ways of working, outcomes focus, change to organisational culture and leadership/management approach to support new ways of working.</p> <p>Mobile solutions, move towards more flexible and agile working, change in Council property use, increased digital procedures, increased online collaboration, greater amounts of information being available electronically.</p>

<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p>By relocating into Surrey we will be amongst our residents and will experience first-hand what is really needed to support each of the outcomes of the Community Vision 2030. By adopting more agile ways of working we will be able to increase our efficiency, effectiveness and responsiveness to change.</p>		
<p>Are there any specific geographies in Surrey where this will make an impact? (Please tick or specify)</p>	County Wide	*	Runnymede
	Elmbridge		Spelthorne
	Epsom and Ewell		Surrey Heath
	Guildford		Tandridge
	Mole Valley		Waverley
	Reigate and Banstead		Woking
	Not Applicable		
	<p>County Divisions (please specify if appropriate):</p>		
<p>Briefly list what evidence you have gathered on the impact of your proposals?</p>	<p>Engagement: The project has commenced engagement with:</p> <ul style="list-style-type: none"> • SCC Staff • SCC Leadership Teams • SCC Members • District & Boroughs <p><u>Specific events include:</u></p> <ul style="list-style-type: none"> • The Council's Equality Inclusion & Wellbeing team • Michael Coughlin' Blog informing staff of the programme and at list of FAQs • Staff listening sessions – Executive Directors over June, July and September 2019 • Future Service needs workshop (lead by Executive Directors and Property Leads). <p>The project will take an iterative approach and engage with all staff as plans progress and when the new equipment and technologies are deployed.</p> <p>Corporate Strategy & Performance</p> <ul style="list-style-type: none"> • To measure benefits realisation against Agile Workforce target savings and benefits, for example reduction in travel costs, property overheads, improved productivity and effectiveness. <p>Staff culture and skills</p> <ul style="list-style-type: none"> • Staff surveying: To understand how Surrey County Council staff are using agile working resources, how capable and confident they feel in using digital technology. 		

2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please refer to the EIA guidance if you are unclear as to what this is.

AGE & DISABILITY

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner	
The opportunities to improve access to information, resource allocation and improved staff productivity as part of an enhanced agile working capability is intended to improve the service that the Council staff provides to service users in their home or in the community.	No concrete evidence to date. Evidence will be built up by monitoring proof of concept implementations with front line staff / teams and monitoring community work wait time statistics.		Encourage communities of practice/ super users / staff peer groups to provide support staff development and maintain momentum	Ongoing as changes are implemented	Agile Lead	

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

RACE

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
Risk of losing diversity in our workforce as drawing from a less diverse pool	Postcode analysis to identify London postcodes		Ensure recruitment campaigns appeal to a diverse pool of candidates		Link with Recruitment Team	Tom Holmwood (Head of Recruitment)
The new Civic Heart will be moving to the most diverse borough in the county, presenting an opportunity to accelerate our efforts to have a workforce representative of our communities.	Census data finds Woking is comprised of 16.4% BAME compared to 9.6% in Surrey overall.		Ensure recruitment campaigns appeal to a diverse pool of candidates		Link with Recruitment Team	Tom Holmwood (Head of Recruitment)

**What other changes is the council planning/already in place that may affect the same groups of residents?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted.

CARERS (protected by association)

What information (data) do you have on affected service users/residents with this characteristic?

Details on the service users/residents that could be affected. Try and be as specific as possible.

Impacts (Please tick or specify)	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The opportunities to improve access to information, resource allocation and improved staff productivity as part of an	No concrete evidence to date. Evidence will be built up by monitoring proof of concept implementations		Encourage communities of practice/ super users / staff peer groups to provide support staff		Ongoing as changes are implemented	Agile Lead

Equality Impact Assessment

enhanced agile working capability is intended to improve the service that the Council staff provides to service users and their carers in their home or in the community.	with front line staff / teams and monitoring community work wait time statistics	development and maintain momentum		
<p>What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of</p> <p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p> <p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

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3. Staff

AGE		
<p>What information do you have on the affected staff with this characteristic?</p> <p><i>Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible</i></p> <p>County Hall staff profile:.</p>		
Age	County Hall staff profile	Overall SCC profile
13 - 19	0.91%	0.74%

20 - 24	6.66%	3.98%
25 - 29	9.76%	7.50%
30 - 34	10.74%	9.93%
35 - 39	13.62%	11.07%
40 - 44	10.67%	12.25%
45 - 49	11.72%	12.87%
50 - 54	14.07%	14.74%
55 - 59	11.80%	13.69%
60 - 64	7.94%	8.47%
65 - 69	1.82%	3.15%
70 - 74	0.23%	1.04%
75 +	0.08%	0.56%

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
<p>There could be a negative impact for some older members of staff who may struggle with adapting to new ways of working.</p> <p>With the average age of the workforce being 48yrs, there may be multiple caring responsibilities, including for children and ageing parents. This may make the ability to be more flexible and mobile difficult.</p>	<p>Potential negative impact is based on anecdotal feedback. There is no concrete evidence of this to date, but the project will build up an evidence base during the implementation through staff engagement</p>		<p>With an aging workforce we need to ensure all buildings are equipped with adjustable chairs etc to suit all needs.</p> <p>To avoid increase in muscular skeletal issues prevention work is needed – home DSE self-assessments to be promoted</p> <p>Negative impacts maybe offset by the project’s drive to</p>		<p>Link with Health & Safety Team</p> <p>Ongoing as changes are implemented</p>	<p>Paul Booker Head of Health and Safety)</p> <p>Agile Lead</p>

		<p>provide an improved IT user experience for software</p> <p>Encourage communities of practice / super users / staff peer groups to provide informal support where required</p>		
<p>The workforce located in County Hall is proportionally younger than the overall workforce. It is suspected that younger employees are lower earners and may experience a disproportional impact due travel and relocation costs.</p> <p>Moving to a more modern building may be more attractive for young people. This may improve recruitment prospects.</p>	<p>Workforce age profile</p> <p>Further work is required to assess the cost implications on employees</p>	<p>Increasing the number of young people working for the council is a recognised priority and actions are in place to address this</p> <p>Encouraging agile ways working among all staff to reduce the need to travel</p>	Ongoing	<p>Tom Holmwood (Head of Recruitment)</p> <p>Agile Lead</p>
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

DISABILITY

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

County Hall staff profile:.

Disability Analysis

Disabled 3.48%

Disability / Role Analysis

Disabled Front Line Staff 4.05%
 Disabled Team Leaders 3.80%
 Disabled Middle Mgr 2.99%
 Disabled Senior Mgr 3.13%
 Disabled Leadership 0.00%

Impacts	Positive		Negative		Both	
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
This proposal will provide more flexibility for staff with disabilities. For example, the ability to work from any location, including		Flexible working is already a recognised contributor to provision of reasonable adjustments.	Explore accessibility technologies as part of the implementation.		Ongoing as changes are implemented	Agile Lead

<p>home, may contribute to a reasonable adjustment where a staff member with a disability has difficulty working at a particular location or carrying out certain duties because of his/her disability. This is dependent upon the circumstance of each case and operational / business needs.</p> <p>An increase in the adoption of IT collaboration tools across the organisation may increase choice, flexibility and accessibility for staff with disabilities.</p> <p>There may be opportunities to take advantage of additional accessibility technologies.</p>	<p>Some employees of the council already make use of accessibility tools when interacting with the organisation's IT systems.</p> <p>The project will build up the evidence base during the implementation through staff engagement.</p>	<p>During the rollout of new equipment and technology and disability specific software. Ask staff to identify where they have a disability, ensure requirements are understood, that devices need their needs and seek to make reasonable adjustments</p> <p>Accessibility of new devices will be tested during proof of concept and findings included in any tender documentation. Assess new equipment and technology for accessibility and test with a variety of staff</p> <p>As part of office space co-design, work with Property to take in consideration those staff who will require reasonable adjustments in their physical workplaces</p>		
<p>This proposal may not meet the needs of certain staff members with disabilities or reasonable adjustments in physical workplaces.</p> <p>A greater reliance on technology for interaction may require additional personal accessibility software to enable effective use</p>	<p>It will be difficult for managers to be aware of changing behaviour patterns (in relation to mental health issues)</p>			

<p>by staff with a physical or sensory impairment.</p> <p>Due to reduced access in some locations specific equipment will need to be issued to disabled staff. In some cases this may not be portable so fixed desks will need to be established.</p> <p>A variety of kit needs to be available and there be the facility to order specialist equipment e.g. larger lap tops with bigger screens.</p> <p>Likelihood of increased social isolation, which is a factor for negatively impacting mental health issues.</p> <p>Increased muscular skeletal issues from home working (not having an adequate workstation set up). There will be a need to ensure DSE self-assessments are undertaken</p>		<p>Ensure HR Wellbeing Team provide pro-active interventions including EAP support</p>	<p>By April 2020</p>	<p>Catherine Edwards</p>
<p>Disabled Parking and blue badge</p>				
<p>PEEPs Personal Emergency Evacuation Plan), these are made for disabled people in fire and other emergency situations</p>			<p>Facilities management</p>	

**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

PREGNANCY & MATERNITY

What information do you have on the affected staff with this characteristic?

*Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic.
Try and be as specific as possible.*

Impacts	Positive		Negative		Both	
Impacts identified		Supporting evidence	How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The proposal will enable staff to work more in a more agile way during pregnancy.		Flexible working is already a recognised contributor to supporting pregnancy and maternity needs.	The project will build up the evidence base during the implementation through staff engagement.		Ongoing as changes are implemented	MCTR Working Group
It may difficult to maintain the high levels of mobility needed with have an increase in sites and the need to work more flexibly.						

<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

RACE
<p>What information do you have on the affected staff with this characteristic?</p>
<p><i>Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.</i></p>

County Hall Staff - Ethnicity Breakdown	
Ethnicity Analysis	Count of Staff
BME	12.99%
London	8.91%
Non-London	4.08%
Non-Bme	74.47%
London	31.04%
Non-London	43.43%
Not Known	12.54%
London	6.80%
Non-London	5.74%
Grand Total	100.00%

Region	BAME %
Surrey	9.6
Elmbridge	9.7
Epsom and Ewell	14.1
Guildford	9.1
Mole Valley	4.9
Reigate and Banstead	9.4
Runnymede	11.0
Spelthorne	12.7
Surrey Heath	9.8
Tandridge	6.2
Waverley	4.0
Woking	16.4

Impacts	Positive	Negative	Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>The majority of our BME staff are London based and may not be willing to increase their travel time as a result of the move into Surrey.</p> <p>Risk of losing diversity in our workforce as drawing from a less diverse pool.</p>		<p>Ensure recruitment campaigns appeal to a diverse pool of candidates</p> <p>Make working in Surrey a more attractive proposition – impact on talent pipeline and increase in attrition rates</p>	<p>Link with Recruitment Team</p>	<p>Tom Holmwood (Head of Recruitment)</p>

Equality Impact Assessment

The new Civic Heart will be moving to the most diverse borough in the county, presenting an opportunity to accelerate our efforts to have a workforce representative of our communities.		Ensure recruitment campaigns appeal to a diverse pool of candidates	Link with Recruitment Team	Tom Holmwood (Head of Recruitment)
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**What other changes is the council planning that may affect the same groups of staff?
Are there any dependencies decisions makers need to be aware of**

If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.

Any negative impacts that cannot be mitigated? Please identify impact and explain why

Identifies negative impacts that can't be mitigated, together with evidence.

RELIGION & BELIEF

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner		

Equality Impact Assessment

<p>The ability to work from any location and at any time has the potential to allow staff to work during a religious festival that they do not observe and where their office is closed. This is dependent upon, national bank-holidays, local policy and the circumstance of each case and operational / business needs.</p>	<p>The project will build up the evidence base during the implementation through staff engagement.</p>	<p>Engage with staff as we advance the programme and capture and concerns</p>	<p>Ongoing as changes are implemented</p>	<p>MCTR Working Group</p>
<p>Concern that not all sites will have pray facilities available. Also the catering available may not suit all needs.</p>	<p>As above</p>			
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				
<p><i>Identifies negative impacts that can't be mitigated, together with evidence.</i></p>				

GENDER

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
45% of staff are women that work part time. They are often primary carers and as the average age of staff is 48yrs their caring responsibilities may be intergenerational. Therefore there may be difficulties in managing the competing demands of working more flexibility/with greater mobility. Also depending upon how access to desk space is administered this group may miss out on hot desks due to a later start time.	Hotdesk system that does not allow block booking		Formal relaxation of start and finish times core hours 10-12 and 2-4 pm. Managers guidance on supporting staff with caring needs , Flexible working, Agile Working		Link with HR Policy Team By April 2020	Julie Smyth
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p> <p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p> <p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>						

Identifies negative impacts that can't be mitigated, together with evidence.

CARERS (protected by association)

What information do you have on the affected staff with this characteristic?

Please include data or evidence to detail how a policy/service/function change could impact on staff with this characteristic. Try and be as specific as possible.

Impacts	Positive		Negative		Both	
Impacts identified	Supporting evidence		How will you maximise positive/minimise negative impacts?		When will this be implemented by?	Owner
The proposal will enable members of staff who have caring responsibilities to work flexibly and to better balance their job with their carer responsibilities. For example a carer will be able to work more flexibly (i.e. avoid travel or work from home).	The project will build up the evidence base during the implementation through staff engagement.		Engage with staff as we advance the programme and capture any concerns		ongoing	MCTR Working Group
Therefore there may be difficulties for staff who are carers in managing the competing demands of working more flexibility/with greater	Hotdesk system that does not allow block booking		Formal relaxation of start and finish times core hours 10-12 and 2-4 pm. Managers guidance on supporting staff with caring needs ,		Link with HR Policy Team By April 2020	Julie Smyth

<p>mobility. Also depending upon how access to desk space is administered this group may miss out on hot desks due to a later start time.</p>		<p>Flexible working, Agile Working</p>		
<p>There could be a negative impact for staff who would prefer not to work from home due to their caring circumstances.</p> <p>Due to a variation in commuting times to reach different sites, time management may become an issue and conflict with caring requirements.</p> <p>The potential for an “always available” culture that could arise from an increase in agile working could negatively impact staff with caring responsibilities.</p> <p>There could be a negative impact for some staff in terms of training and familiarisation with new equipment and technology.</p>	<p>The project will build up the evidence base during the implementation through staff engagement and individual consultation.</p>	<p>Formal relaxation of start and finish times, core hours 10 – 12 and 2 – 4pm. Link to Agile Framework and supporting policies.</p> <p>Agree working patterns with managers</p>	<p>Link with HR Policy Team</p> <p>By April 2020</p>	<p>Julie Smyth</p>
<p>What other changes is the council planning that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>				
<p><i>If so, please detail your awareness of whether this will exacerbate impacts for those with protected characteristics and the mitigating actions that will be taken to limit the cumulative impacts of these changes.</i></p>				
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>				

Equality Impact Assessment

Identifies negative impacts that can't be mitigated, together with evidence.

You will need to repeat the box below (copy and paste) for each of the protected characteristics likely to be impacted

4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
None at present, will be assessed through future engagement	

5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation in the in the blank box below.

Outcome Number	Description	Tick
Outcome One	No major change to the policy/service/function required. This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	
Outcome Two	Adjust the policy/service/function to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	Continue the policy/service/function despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> • Sufficient plans to stop or minimise the negative impact • Mitigating actions for any remaining negative impacts plans to monitor the actual impact. 	*
Outcome Four	Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination (For guidance on what is unlawful discrimination, refer to the Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act concerning employment, goods and services and equal pay, available here).	
<i>Please use the box on the right to explain the rationale for your recommendation</i>	<p>The move into Surrey is intended to secure a number of benefits, with a significant driver being changing the culture of the Council, in part through facilitating new ways of working.</p> <p>The MCTR & Agile Workforce projects will also identify savings and benefits outside of the Service Transformation projects, for example:</p> <ul style="list-style-type: none"> • Reduction in travel costs • Reduction in property overheads • Reduction in paper and postal costs • Reduction in time spent on administrative tasks and travel • Increase in staff productivity and effectiveness • Improved morale, inclusion and wellbeing 	



Appendix 1

Data Operations Management Information & Business Analytics	
Equalities & Diversity Monitoring - Green Sheet	
May 2018	
Surrey County Council	County Hall, Kingston Staff
Workforce	
Employees	1322
Employments	1322
FTE	1245.95
Salary Analysis	
Lower Quartile	11.80%
Median (IQR)	62.93%
Upper Quartile	25.26%
Role Analysis	
Front Line Staff (PS1-7)	27.99%
Team Leaders (PS8-9)	25.87%
Middle Mgr (PS10-12)	32.90%
Senior Mgr (PS13-15)	12.10%
Leadership (PS16+)	1.13%
Contracts	
Permanent	91.07%
Temporary	7.34%
Bank	0.08%
Apprentices	1.36%
Full Time / Part Time	
FT Female	42.21%
PT Female	16.94%
FT Male	38.35%
PT Male	2.50%
Gender	
Female	59.15%
Male	40.85%
Gender / Role Analysis	
Female Front Line Staff	68.11%
Female Team Leaders	62.87%
Female Middle Mgr	52.87%
Female Senior Mgr	46.88%
Female Leadership	66.67%
Age	

Equality Impact Assessment

13 - 19	0.91%
20 - 24	6.66%
25 - 29	9.76%
30 - 34	10.74%
35 - 39	13.62%
40 - 44	10.67%
45 - 49	11.72%
50 - 54	14.07%
55 - 59	11.80%
60 - 64	7.94%
65 - 69	1.82%
70 - 74	0.23%
75 +	0.08%

Disability Analysis

Disabled	3.48%
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Disability / Role Analysis

Disabled Front Line Staff	4.05%
Disabled Team Leaders	3.80%
Disabled Middle Mgr	2.99%
Disabled Senior Mgr	3.13%
Disabled Leadership	0.00%

Ethnicity

Black and Minority Ethnic	12.93%
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Ethnicity / Role Analysis

BME Front Line Staff	15.14%
BME Team Leaders	13.74%
BME Middle Mgr	13.79%
BME Senior Mgr	5.00%
BME Leadership	0.00%

Religion

Buddhist	0.23%
Christian - all faiths	32.45%
Hindu	2.65%
Jewish	0.00%
Muslim	2.87%
Sikh	0.83%
Any other Faith/Religion	0.61%
No Faith / Religion	33.66%
Prefer Not to Say	4.39%
Not Stated	22.31%

Sexual Orientation

Bisexual	0.83%
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Equality Impact Assessment

Gay Man	0.68%
Heterosexual	65.43%
Lesbian	0.83%
Prefer Not to Say	22.77%
Not Stated	9.46%

6a. Version Control

Version Number	Purpose/Change	Author	Date

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

	Name	Date approved
Approved by*	<i>Head of Service</i>	08.11.19
	<i>Executive Director</i>	
	<i>Cabinet Member</i>	
	<i>Directorate Equality Group</i>	

EIA Author	Joanna Morris
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*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

6c. EIA Team

Name	Job Title	Organisation	Team Role

If you would like this information in large print, Braille, on CD or in another language please contact us on:

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: contactcentre@surreycc.gov.uk

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 29 OCTOBER 2019 AT 2.00 PM
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,
SURREY KT1 2DN.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr Tim Oliver (Chairman)	*Mr Mike Goodman
*Mr Colin Kemp (Vice-Chairman)	*Mrs Mary Lewis
*Dr Zully Grant-Duff	*Mrs Julie Iles
*Mrs Sinead Mooney	*Mr Matt Furniss
Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

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

* = Present

Members in attendance:

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

**PART ONE
IN PUBLIC**

166/19 APOLOGIES FOR ABSENCE [Item 1]

An apology was received from Mr Mel Few.

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

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

168/19 DECLARATIONS OF INTEREST [Item 3]

There were none.

169/19 MEMBERS' QUESTIONS [Item 4a]

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

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

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

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

170/19 PUBLIC QUESTIONS [Item 4b]

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

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

171/19 PETITIONS [Item 4c]

There were none.

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

There were none.

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

There were none.

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

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

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

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

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

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

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

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

RESOLVED:

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

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

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

Reason for Decision:

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

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

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

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

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

RESOLVED:

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

Cabinet RECOMMENDATION to County Council:

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

Reason for Decision:

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

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

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

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

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- Journeys across the county are easier, more predictable and safer
- Well connected communities with effective infrastructure that grow sustainably

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

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

RESOLVED:

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

Reason for Decision:

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

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

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

182/19 EXCLUSION OF THE PUBLIC [Item 14]

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

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

The Cabinet Member for All-Age Learning introduced this Part 2 report that contained information which was exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

RESOLVED:

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

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

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

Reason for decision:

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

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

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

The Cabinet Member for Adults & Public Health introduced this Part 2 report that contained information which was exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

RESOLVED:

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

See [Exempt Minute E-13-19].

Reason for decision:

See Minute 176/19.

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

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

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

RESOLVED:

See Minute 180/19.

Reason for decision:

See Minute 180/19.

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

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

RESOLVED:

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

Meeting closed at 4.00 pm

Chairman

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 26 NOVEMBER 2019 AT 2.00 PM
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,
SURREY KT1 2DN.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr Tim Oliver (Chairman)	*Mr Mike Goodman
*Mr Colin Kemp (Vice-Chairman)	*Mrs Mary Lewis
*Dr Zully Grant-Duff	*Mrs Julie Iles
*Mrs Sinead Mooney	*Mr Matt Furniss
*Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

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

* = Present

Members in attendance:

Mr Chris Botten (Caterham Hill)
Mr Jonathan Essex (Redhill East)
Mr Will Forster (Woking South)
Mr John O'Reilly (Hersham)
Mr Andy MacLeod (Farnham Central)
Mr Chris Townsend (Ashtead)
Mrs Hazel Watson (Dorking Hills)
Mr Nick Darby (The Dittons)

**PART ONE
IN PUBLIC**

187/19 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies for absence.

188/19 MINUTES OF PREVIOUS MEETING: 29 OCTOBER 2019 [Item 2]

The minutes of the meeting held on 29 October 2019 were agreed as a correct record.

189/19 DECLARATIONS OF INTEREST [Item 3]

Mr Colin Kemp declared a non-pecuniary interest in relation to '*Moving Closer to Residents*' (items 10 and 14 on the agenda), as he was part of the Executive on Woking Borough Council.

190/19 MEMBERS' QUESTIONS [Item 4a]

There was one question from Mr Chris Botten. This and the Cabinet response was published as a supplement to the agenda.

Mr Botten did not offer a supplementary question but gave thanks to the Cabinet Member for all his efforts.

191/19 PUBLIC QUESTIONS [Item 4b]

There was one question from Mr Ian Thirlwell. This and the Cabinet response was published as a supplement to the agenda. There was no supplementary question.

192/19 PETITIONS [Item 4c]

There were none.

193/19 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

194/19 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

Two reports were received from:

- a) **Moving Closer to Residents Task Group** (Resources & Performance Select Committee) – linked to items 10 & 14 on the agenda.
- b) **Surrey's Greener Future Task Group** (Communities, Environment & Highways Select Committee).

The Cabinet response to the reports was published in the supplementary agenda.

The items were discussed in reverse order.

b) Surrey's Greener Future Task Group

Mr John O'Reilly, Chairman of the Communities, Environment & Highways Select Committee commended the report to Cabinet. Mr Andy MacLeod, Chairman of the Greener Future Task Group described some of the ways in which the Task Group had worked together, and sought evidence, which he thought had worked very well. He also gave examples of the most useful witnesses

Mr Jonathan Essex, who was also part of the Task Group, explained how this was only the foundation work and that much more was needed to be done in order to meet the scale of the challenge. He called for a plan be set out describing the scale of the challenge and funds needed in order to address those challenges. He also wanted this to move beyond the emissions of council buildings and services.

In response the Cabinet Member for Environment & Waste spoke of the need to work with the government on developing a clear national strategy and action plan as Surrey County could not do it alone and referred the Members to the Cabinet response to the report.

a) Moving Closer to Residents Task Group

Mr Will Forster, Chairman of the Task Group, presented the report and asked when the independent valuation would be available. He also spoke of the need to support staff properly and that lessons should be learned from other councils who had taken on agile working. He also sought assurance that proceeds from the sale of County Hall would cover the cost of the refit of the new building

The Leader of the Council responded that the independent valuation was expected by 9 December when it would go to the Task Group. He also reiterated that agile working not so much about moving to Woking but more on flexibility and agility and there would be support for staff. He went on to say that advice had been taken from other councils and a Member Reference Group had been set up and that there were other benefits to the move apart from capital receipts such as reduction in carbon footprint and the cost of running the building.

195/19 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]

RESOLVED:

That the decisions taken by Cabinet Members / Investment Board since the last meeting as set out in Annex 1 to the submitted report be noted.

Reason for Decision:

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

196/19 LIBRARIES: OUR NEXT PHASE [Item 7]

The Cabinet Member for All-Age Learning introduced a report that sought approval of a new strategy for the Libraries and Cultural Services and a new model for library services following a comprehensive consultation in early 2019 on strategic principles. Initially, a programme of co-design would take place at a local level with stakeholders including district and borough councils, other partners and local people. This would identify the opportunities to modernise library services in the places that they are delivered, and in line with the new library model. The specific proposals that would be developed through this process would then be, where necessary, consulted upon to ensure that the full impact of any proposed change was understood, and the perspective of local people taken into account before any final decision for change was taken.

Mr Chris Townsend addressed the meeting and spoke of a library in his area that was owned by the NHS and had heard that the NHS wanted the building back and sought confirmation of this as he had not seen anything in writing.

The Cabinet Member for All-Age Learning confirmed that this was the case and that the Leader of Mole Valley District Council had been part of the conversation around this and that she would invite Mr Townsend to a meeting to discuss this. Mr Townsend again sought confirmation from the Leader of the Council as he had not seen anything in writing. The Leader of the Council confirmed that he would seek clarification at a meeting of the Integrated Care Systems Board which he chaired.

Mr Jonathan Essex also addressed the meeting and sought clarification on what the proposals meant in practice and which libraries were in which group as well as the size of the different categories of libraries. The Cabinet Member for All-Age Learning spoke of the full Member briefing where she had presented a slide show that was available to view on the Members portal for those that could not attend.

Several Members spoke in favour of the proposals and in response to a specific question about recruitment of a new Head of Library Service the Cabinet Member for All-Age Learning confirmed that a good appointment had been made.

RESOLVED:

1. That the Library and Cultural Services strategy and future model for the library service was approved.
2. That authority be delegated to the Executive Director for Children, Life Long Learning and Culture to work with the Cabinet Member for All-Age Learning to proceed to consultation where necessary over the next 12 – 18 months, as and when the specific proposals for each area become clearer following a process of co-design with local people and key stakeholders.

The decision was unanimous.

Reason for decision:

Surrey County Council established its strategic principles for the delivery of Library and Cultural services in January 2019, following a comprehensive consultation exercise. Concurrently, the Council had additionally developed a new organisational strategy, 'Vision 2030', setting out the priorities for Surrey County Council and the outcomes it is sought to achieve. Using both of these, a detailed community profile had been prepared through 2019. It was clear that the way in which people were using libraries was changing. There was a pattern of falling usage amongst the adult population, with fewer regular users borrowing more books, while usage amongst children was growing. We must also look beyond how libraries respond to demand reactively, and consider whether they can make a greater contribution, proactively, to Surrey's corporate priorities. Within this context we have developed a new strategy which seeks to set a direction for the modernisation of our Libraries and Cultural Services which maximises their contribution to the priorities of the Vision 2030 and ensures that we continue to deliver our statutory responsibility to provide "a comprehensive and efficient library service for all persons desirous to make use there of", as set out in Section 7 of the Public Libraries and Museum Act 1964.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

197/19 FAMILY RESILIENCE - UNIVERSAL YOUTH OFFER [Item 8]

The Cabinet Member for Children, Young People & Families introduced a report that sought agreement to consult on whether Surrey County Council delivers universal open access youth work and to enable the voluntary, community and faith sector to use the youth centres at little or no cost.

Mr Chris Townsend addressed the meeting and asked who was to be consulted and what questions would be asked during the six week consultation that would take place over the Christmas and New Year period. The Cabinet Member for Children, Young People & Families referred to the report that showed discussions were already taking place with some organisations that had expressed an interest in providing youth activities. Discussions had already started with borough and district councils. She also confirmed that buildings with long leases would also be in scope. She went on to say that service officers were consulting with young people all the time and that there was a User Voice and Participations service that were experts at getting the opinions and feedback from young people.

RESOLVED:

1. To undertake public consultation on whether Surrey County Council enables the voluntary community and faith sector to use the youth centres for the benefit of young people at little or no cost be agreed.
2. To consult on whether Surrey County Council delivers universal open access youth work be agreed.
3. That authority be delegated to the Executive Director Children, Lifelong Learning and Culture to work with Cabinet member for Children, Young People and Families to agree and implement the local solutions following the conclusion of the consultation.

The decision was unanimous.

Reason for decision:

Transforming the existing universal youth work model and improving the access to youth centres required formal consultation. The options and solutions for each youth centre needed to be considered at a local level as part of the local engagement during the consultation.

[The decisions on this item can be called in by the Children, Families, Lifelong Learning & Culture Select Committee]

Mr Mike Goodman left the room for a few minutes during discussion on this item.

198/19 REVIEW OF CHARGES FOR PARKING IN COUNTRYSIDE ESTATE CAR PARKS [Item 9]

The Cabinet Member for Community Safety, Fire & Resilience introduced a report that reviewed the introduction of car park charging at the five busiest country sites, equating to 15 of the 30 car parks across the countryside estate

to generate new investment in Surrey's countryside. This review had shown that despite making a small surplus the first year of operations had not delivered the significant contribution as expected.

Mrs Hazel Watson addressed the meeting and welcomed the proposal to stop charging and that the charges were putting people off of visiting the countryside. She also spoke of her prediction of the fall in numbers attending the car parks and that visitors were parking outside in resident areas rather than pay as well as the wasted money putting charging in place. The Leader of the council responded that the proposals were scrutinised back in 2017 by the select committee and that with the exception of one abstention made a unanimous decision to support. He also spoke of the motivation for the decision which was to make income for the management of the countryside estate. However, the council now had more flexibility and there was a real desire to promote the health and wellbeing of residents.

The Cabinet Member for Highways confirmed that inactive machines could be reused in the parking service.

The Deputy Leader reiterated points made by the Leader in that the council was in a different place in 2017 when the decision was made and that the focus now was on the health and wellbeing of residents of which access to the countryside was a part of that. He also emphasised that Newlands Corner was outside of this report as it was privately owned.

RESOLVED:

1. That the removal of all charges relating to parking at all Countryside Estate car parks currently managed under lease by Surrey Wildlife Trust, with effect from 1 April 2020 be agreed.
2. That authority be delegated to the Executive Director of Highways, Transport and Environment, in consultation with the Cabinet Member for Community Safety, Fire and Resilience, the development and implementation of a plan to deliver recommendation 1.
3. That proposals be developed for the introduction of a voluntary payment scheme be agreed.

The decision was unanimous.

Reason for decision:

The Countryside Estate service operated 15 car parks across the county, where charges were made for parking to residents and visitors wishing to access the countryside. Following the implementation of the charges in July 2018 it was agreed that a review of the impact of car park charging would be undertaken after 12 months of operation. This review has concluded that the original policy of charging visitors to park when visiting the countryside estate had not delivered the significant financial contribution and was no longer aligned with the council's overarching Vision 2030.

[The decisions on this item can be called in by the Communities, Environment and Highways Select Committee]

199/19 MOVING CLOSER TO RESIDENTS: DELIVERING OUR AMBITION [Item 10]

The Leader of the council introduced a report that described the principles for the council's headquarters to move closer to the residents of Surrey, with a primary focus on agile working for staff and Members. This meant that work could be done anywhere, at any time and with anyone. As working practices changed across all sectors it was increasingly important to keep pace and match others in the public and private sectors who offered this way of working in order to support effective recruitment of talented staff. Cabinet had agreed that a new 'Civic Heart' should be established in either Woking or Guildford in premises that would support modern, agile working practices to enable greater and more effective and efficient services, innovation and collaboration. A key enabler of the future progress of the agile programme was to secure premises for the Civic Heart, which this report confirmed as Midas House, Woking. The Leader went on to talk about some of the risks highlighted in the report, namely the level of staff attrition, IT and support for staff with agile working.

RESOLVED:

1. That the importance of this programme to our successful transformation plans and delivery of the Community Vision 2030 and Organisation Strategy be noted.
2. That, subject to Council approval, the acquisition of Midas House, Woking on the terms set out in this report as the County Council's new Civic Heart be approved.
3. That subject to full Council approval of the acquisition of Midas House, Woking on the terms set out in the submitted report, authority be delegated for the completion of the requisite legal processes and documentation relating to the acquisition of Midas House, in accordance with the Heads of terms set out to the Executive Director for Transformation, Partnerships and Prosperity, in consultation with the Leader of the Council.
4. That the establishment of a Member Task Group to support the planning and design of Civic spaces and functions, including for full Council meetings and associated Member facilities be approved.
5. That a design and build contractor for fitting out the new Civic Heart in order to facilitate modern, agile working practices be procured.
6. That the importance of supporting staff through the implementation of more agile working practices and move from County Hall, Kingston to a Civic Heart in Woking and the need for a change management programme to ensure a positive outcome for them, with a similar programme tailored to Members' was acknowledged.
7. That the investment in the information and digital technology required to effectively support agile working, as contained in the capital programme, with a roadmap for implementation presented to Cabinet in February 2019 be endorsed.

The decision was unanimous.

Recommendation to County Council:

To approve the acquisition of Midas House, Woking on the terms set out in the submitted report as the County Council's new Civic Heart.

Reason for decision:

The council had a commitment to being closer to residents in all that it does and to enable new, modern ways of working for the council. The Moving Closer to Residents (MCTR) programme of rolling out agile working across the council was underpinned and advanced by confirmation of a new Civic Heart premises at Midas House, Woking. The MCTR work was not simply about acquiring a building and making a value for money judgement on the associated costs, alone. The programme will deliver on a range of other benefits – including demonstrable productivity improvements from better use of technology, reduced travel costs, new talent pools and attracting new staff, contributing to our carbon neutral ambitions; plus a number of important non-quantifiable benefits, including advancing the shift in organisational culture.

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

200/19 2019/20 MONTH 6 (SEPTEMBER) FINANCIAL REPORT [Item 11]

The Cabinet Member for Finance introduced the month six monitoring report that provided the details of the County Council's 2019/20 financial position as at 30 September 2019 (M6) for revenue and capital budgets, the expected outlook for the remainder of the financial year and also as a quarter-end report. It also included Treasury Management and Debt. The Cabinet Member also highlighted some of the challenges that were being addressed.

The Leader of the Council spoke of continuing progress and the hard work of officers and Members to get the council into a better financial position.

RESOLVED:

1. That the highway repairs expenditure be funded from capital was approved.
2. That the School funding increase (c£7.3m) due to Teacher Pension contribution grant and Teachers Pay grants from the Department for Education was approved.
3. That procurement of new fire appliances could proceed was authorised.
4. That the Council's forecast revenue and capital budget positions for the year was noted.

The decision was unanimous.

Reason for decision:

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

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

201/19 REGULATION OF INVESTIGATORY POWERS ACT 2000 - UPDATED CORPORATE POLICY AND PROTOCOL [Item 12]

The Cabinet Member for Corporate Support introduced a report that sought agreement of an updated Policy and Protocol on the use of the Regulation of Investigatory Powers Act 2000 (RIPA) by Surrey County Council services. The update included changes on how services access communications data, changes recommended during an inspection of Surrey County Council's use of RIPA earlier this year and sought agreement for future changes to the policy to be made by the relevant Cabinet Member using delegated powers.

RESOLVED:

1. That the proposed new Corporate Policy and Protocol on the application of the Regulation of Investigatory Powers Act 2000 was endorsed.
2. That authority be delegated to the Cabinet Member for Community Safety Fire and Resilience in consultation with the relevant Director to approve the Corporate Policy and Protocol on the use of the Regulation of Investigatory Powers Act 2000 and any subsequent changes to this and that the Director of Law and Governance be authorised to make the necessary changes to the Council's Scheme of Delegation and the Constitution be updated accordingly.

The decision was unanimous.

Reason for decision:

Following the RIPA Inspection carried out in February 2019, recommendations and observations were made to the Corporate Policy and Protocol on the use of RIPA which has led to the requirement to make some minor amendments to the Policy.

The inclusion of the updates within the Corporate Policy and Protocol will provide an updated framework to ensure that the authority continues to comply fully with the requirements of RIPA. The updates ensure that Surrey County Council is operating in accordance with the latest legislation. Allowing future changes to the policy to be authorised by the relevant Cabinet member using delegated powers will prevent this policy repeatedly being placed before full Cabinet for consideration.

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

202/19 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.

203/19 MOVING CLOSER TO RESIDENTS: DELIVERING OUR AMBITION [Item 14]

Mr Nick Darby addressed the Cabinet and sought clarification on the costs and charges as detailed in the Part 2 report as well as the energy rating for Midas House, Woking.

The Leader of the Council stated that the clarification on costs would be provided and responded to other queries around energy, car parking and utilities.

RESOLVED:

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

See Minute 199/19 and [Exempt Minute E-18-19].

Reason for decision:

See Minute 199/19

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

204/19 COMMERCIAL PROGRAMME (WASTE) UPDATE [Item 15]

An updated report was circulated prior to the meeting. The Leader explained the detail behind the recommendations and the Executive Director for Resources explained what would happen next.

RESOLVED:

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

See [Exempt Minute E-19-19].

Reason for decision:

See [Exempt Minute E-19-19].

[The decisions on this item can be called in by the Communities, Environment & Highways Select Committee]

205/19 PUBLICITY FOR PART 2 ITEMS [Item 16]

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

Meeting closed at 3.45 pm

Chairman

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