

CABINET DECISION RECORD

The following decisions were taken by the Cabinet on Tuesday, 25 July 2023 and will take effect on 03/08/2023 unless the call-in procedure has been triggered.

CALL-IN DEADLINE: 02/08/2023.

The following represents a summary of the decisions taken by the Cabinet. It is intended to represent the formal record of the decisions taken and to facilitate the call-in process. The minutes will be published in due course to site alongside this decision sheet.

Members wishing to request a call-in on any of these matters, should contact the Regulatory Business Manager or relevant Committee Manager.

The Cabinet at its meeting on Tuesday, 25 July 2023 considered the following matters and resolved:

- **APOLOGIES FOR ABSENCE** (Item 1)
Apologies were received from Jordan Beech.
- **MINUTES OF PREVIOUS MEETING: 27 JUNE 2023** (Item 2)
These were agreed as a correct record of the meeting.
- **DECLARATIONS OF INTEREST** (Item 3)
There were none.
Members' Questions (Item 4a)
There were none.
- **PUBLIC QUESTIONS** (Item 4b)
There were three public questions. The questions and responses were published in a supplement to the agenda.
- **PETITIONS** (Item 4c)
There were none.
- **REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE** (Item 4d)
There were none.
- **REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL** (Item 5)

RESOLVED:

That the task group report be noted and recommendations considered.

- **LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING** (Item 6)

RESOLVED:

That the decisions taken since the last Cabinet meeting be noted.

- **CABINET MEMBER OF THE MONTH** (Item 7)

RESOLVED:

That the Cabinet Member of the Month update be noted.

- **THE CARE AND SUPPORT COMMISSIONING STRATEGY FOR EXTRACARE HOUSING** (Item 8)

RESOLVED:

1. That Cabinet approves the Care and Support Commissioning Strategy for Extra Care Housing at Surrey County Council owned sites.

Reasons for Decisions:

Tackling health inequality and empowering our communities are two of the Council's four strategic priorities. It is essential that the care and support provided by ASC enables us to deliver our Community Vision for 2030 and promotes the independence of the individual in all scenarios. We know that getting older and living longer is something we should all look forward to. However, living a healthy life and living well for yourself, including staying in your own home, can be more difficult for some people. Our Living Well in Later Life Commissioning Strategy for Older People – Living Well in Later Life – 2021-2030 is our plan to help support older people in Surrey to make this happen. It shows how we will help residents to have more choice and control over the care and support they need, when and where they need it.

A key component of Our Living Well in Later Life Strategy are our plans to deliver Accommodation with Care and Support: Extra Care Housing, which will provide Surrey's residents with suitable accommodation with care and support, where they can access the right health and social care at the right time in the right place.

Extra Care Housing is a housing with care model, with a separation in responsibilities between the operators of each setting and the dedicated providers commissioned to deliver care and support to each setting's residents. For the settings which will be delivered through the Accommodation with Care and Support Strategy, while the operators will be regulated by the Regulator of Social Housing and deliver high quality housing management in line with the Council's lease, the care providers will be regulated by the Care Quality Commission and separately commissioned through Adult Social Care contracts. In Annex 1 we provide a diagram which demonstrates the relationship between the different partner organisation involved in the delivery of Extra Care Housing.

The Care and Support Commissioning Strategy for Extra Care Housing sets out the Council's approach to securing high quality, sustainable support through CQC-regulated care providers, and will ensure that future residents in the new

settings 'live their best lives'.

(The decisions on this item can be called-in by the Adults and Health Select Committee)

- **EXTRA CARE HOUSING - PHASE 2 DELIVERY** (Item 9)

RESOLVED:

1. That Cabinet grants approval to proceed with the design and construction of Extra Care Housing at three identified Council-owned sites in Reigate and Banstead, Runnymede and Tandridge within the capital funding envelope set out in the Part 2 report. The sites are as follows:
 - Former Orchard Court Care Home, East Grinstead Road, Lingfield, RH7 6ET
 - Former Birchlands Care Home, Barley Mow Road, Englefield Green, Egham, TW20 0NP
 - Colebrook, Noke Drive, Redhill, RH1 1PT
2. That Cabinet approves external delivery of affordable Extra Care Housing at the three sites through a tender for a strategic development and housing management partner(s) as the preferred option. This will be in the form of a design, build, fund and operate (DBFO) model.
3. That Cabinet grants delegated authority for contract award to the following Council officers:
 - Deputy Chief Executive and Executive Director for Resources in consultation with the Cabinet Member for Resources and Cabinet Member for Property and Waste.
 - Executive Director for Adult Social Care in consultation with Cabinet Member for Adult Social Care.
 - Director, Land and Property.
4. That Cabinet notes that a separate procurement process will be conducted to identify onsite support and care provision to avoid long-term support and care provision being tied into the development and housing management contract.

Reasons for Decisions:

The development of Extra Care Housing on the three sites set out in this report will represent an important contribution towards the Council's strategic objective to expand affordable Extra Care Housing provision by 2030.

Tendering for a strategic development and housing management partner(s) to take forwards the development of Extra Care Housing on the sites is consistent with previous decisions made by Cabinet. In October 2019, July 2020, October 2020 and July 2022 Cabinet agreed to identify a strategic partner(s) for the development and housing management of Extra Care Housing at the former Pond Meadow School, the former Brockhurst Care Home, the former Pinehurst Care Home, Cuddington (formerly known as Salisbury Road), Lakeside and Bentley sites through tendering processes.

There are multiple benefits for the Council from developing Extra Care Housing on the sites. These include:

- Accessing economies of scale from delivering Extra Care Housing across more settings, which is likely to lead to a more commercially favourable response for the Council.
- Fulfilling significant resident demand for affordable specialist accommodation in the districts.
- Limiting the capital investment required by the Council and in doing so limiting the costs of borrowing within the Council's Medium Term Financial Strategy.
- The new Extra Care Housing settings will house residents from existing affordable housing as well as residential care settings, which will free up availability of affordable housing within the local districts and boroughs.

This is consistent with our ASC vision for development of Extra Care Housing, which has been clearly communicated through market and stakeholder engagement.

The other option available is for the Council to directly deliver the Extra Care Housing scheme at the sites. This would involve the Council committing significant capital expenditure and be responsible for the ongoing housing management function of the Extra Care Housing settings. This option is not recommended as it is anticipated to be significantly less financially beneficial to the Council and would likely take longer to deliver given that there is already a well-established approach for the Council tendering for a strategic development and housing management partner on a DBFO basis. Financial modelling for both options is commercially sensitive at this time and is set out in the Part 2 report.

(The decisions on this item can be called-in by the Adults and Health Select Committee)

- **SURREY HOMES FOR SURREY CHILDREN: DELIVERING A REPLACEMENT CHILDREN'S HOME** (Item 10)

RESOLVED:

1. That Cabinet agrees to allocate the remaining £3.3m from the designated Care Leaver Accommodation and Children's Home capital pipeline budget for the delivery of a new-build replacement four-bed and additional two-bed children's home on the existing site of children's home SC040631 in Cobham. This will follow the same model as has recently been delivered in Walton and planned for delivery in Dorking.
2. That Cabinet confirms delegated authority to approve the details of the scheme within overall budget constraints prior to construction to the Corporate Programme Panel, in consultation with:
 - Executive Director – Children, Families and Lifelong Learning
 - Cabinet Member for Children and Families
 - Cabinet Member for Property & Waste
 - Director of Land and Property
3. That Cabinet notes the overview of the planned capital programme to create new children's homes and care leaver accommodation in Surrey and indicative timescales for delivery, in support of SCC's ambition to enable every looked after child to have choice to remain in Surrey, where this is appropriate to their needs and circumstances.

Reasons for Decisions:

SCC, as corporate parent, is committed to enabling the best possible outcomes for Surrey's looked after children, within the resources it has available. Alongside this moral imperative, we also have a clear statutory duty to ensure, as far as reasonably practicable, that there is sufficient accommodation for looked after children that meets their needs and is within their local authority (LA) area (Children Act 1989, Section 22G). Whilst SCC is already taking concrete steps to deliver this duty and enable positive outcomes, this further proposal to re-provide an existing but outdated SCC Children's Home directly supports the delivery of our statutory Looked After Children and Care Leaver Sufficiency Strategy 2020-25, which includes the ambition to create Surrey homes for Surrey Children.

These proposals also have wider benefits in support of Surrey's four Organisation Strategy priorities, as set out above: growing a sustainable economy so everyone can benefit; tackling health inequality; enabling a greener future; and empowering communities.

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

- **FREEDOM TO TRAVEL STRATEGY** (Item 11)

RESOLVED:

1. That Cabinet endorses the Freedom to Travel Strategy and approach to delivery.

Reasons for Decisions:

"By 2030, all Surrey residents requiring travel assistance will have the freedom to travel to access opportunities that make their lives better so no-one is left behind."

In order to achieve this vision, a number of significant changes will need to be made in behaviours and expectations and a wider range of transport options be made available to our residents.

A review and change of approach to procurement, commissioning transport and travel, as well as collaborative partner working will offer better value for money, competition and choices within Surrey.

Commissioned transport comprises most of the costs for travel assistance services for SCC. These costs have continued to increase and will continue to do so in line with demand if no action is taken. These increasing demands are not financially sustainable long-term.

The strategic challenges and opportunities facing travel assistance services means there is a strong case for rethinking and redesigning the way we plan, commission and deliver travel assistance. The current model is unsustainable financially and environmentally.

The Freedom to Travel Strategy has been developed to address these challenges and enable the vision.

(The decisions on this item can be called- in by the Communities, Environment and Highways Select Committee or the Adults and Health Select Committee)

- **GREEN FINANCE STRATEGY** (Item 12)

RESOLVED:

1. That Cabinet agrees the updated approach and investment principles, that support the delivery of the Council's 2030 and 2050 net zero targets, as set out in the Green Finance Strategy.
2. That Cabinet agrees the recommended approach option for the delivery of the Council's 2030 net zero target, including exploring and developing additional finance mechanisms to offset potential future costs.

Reasons for Decisions:

- In the eighteen months since the Climate Change Delivery Plan and the Initial Finance Strategy were published in November 2021, rapidly changing and increasing costs along with learnings from the delivery of capital decarbonisation schemes on the Council's estate, has meant that the Finance Strategy requires updating. This paper, and the accompanying Green Finance Strategy, sets out the updated approach for approval.
- Officers in Greener Futures and Finance with support from Land and Property have been further developing the 2030 finance model, which was originally produced by consultants, in order to gain a more robust understanding of the capital costs required to achieve the 2030 target, as well as the potential to offset these costs through energy savings and income generation. Given the increase in costs, four future approach options have been developed. The recommendation to Cabinet is to adopt the 4th option.
- It should be noted that all options will require the Council to invest money up front in advance of income being generated. Net zero is a significant cost to the council with all options, but the approach is to off set this and aim for cost neutrality over the longer term by generating income through renewables and reducing costs of energy.
 1. The Council abandons the 2030 net zero target.
 2. The Council only installs decarbonisation measures which have a strong return on investment (such as solar) to reduce capex, accepting that this will increase the cost to the Council for carbon offsets from 2030 onwards. The minimum projected offset costs for this option (to 2050) amount to at least £14m, calculated at a rate of £95t/CO₂, however by 2030 this rate may be much higher. This option is therefore not recommended as the financial risk is considered too great and the efficiencies resulting from investment in the more costly decarbonisation measures would not be achieved.
 3. The Council builds all the projected increased costs of achieving the 2030 target into the Medium Term Financial Plan, and income is seen as a bonus. This is the approach taken by other Local Authorities however by not pursuing and prioritising investment in

renewables, which would generate income, this would lead to a budget pressure.

4. The Council continues with the current approach to achieving the 2030 target, which includes being open and transparent with costings and balancing the delivery of high cost and quick pay back measures. This approach includes the development of finance income generation mechanisms, mainly renewables, with the purpose of generating a return on investment to offset any future potential cost increases to the Council, or to be used for other Greener Futures priorities.

(The decisions on this item can be called -in by the Communities, Environment and Highways Select Committee)

- **PATHWAYS TO EMPLOYMENT - SURREY CAREERS HUB** (Item 13)

RESOLVED:

1. That Cabinet notes the updated plan for the Council to deliver a Surrey Careers Hub on behalf of the Careers and Enterprise Company from September 2023. This work aligns with the Surrey Skills Plan and priorities of the Local Skills Improvement Plan.
2. That Cabinet notes the proposals for funding and longer-term resourcing of the programme.
3. That Cabinet agrees the proposals for monitoring and evaluation of the Careers Hub through a number of Key Performance Indicators (KPIs), including delegation of oversight on progress to the Portfolio Holders for Education & Learning and for Transport, Infrastructure & Growth, with the Children, Families and Lifelong Learning Select Committee also having a scrutiny role.

Reasons for Decisions:

Currently, there are two Careers Hubs that operate in Surrey managed by each of the Local Enterprise Partnerships (LEPs). By SCC taking over the functions of the Careers Hub across a Surrey-wide geography it will allow the council to deliver activity that is better aligned with its four strategic priorities, whilst also delivering greater impact for young people, residents and businesses.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

- **APPROVAL TO PROCURE INDIVIDUAL PLACEMENT AND SUPPORT IN PRIMARY CARE (IPSPC)** (Item 14)

RESOLVED:

1. That Cabinet approves the procurement of constituent elements of the IPSPC offer in Surrey up to the value of the £6.3m DWP grant,
2. That Cabinet approves the delegation of subsequent contract award decisions to the Executive Director for Partnerships, Prosperity, and Growth, in consultation with the Cabinet Member for Transport, Infrastructure and Growth.

Reasons for Decisions:

The IPSPC programme has secured £6.3m in DWP grant funding for SCC. The programme activity will be funded through this DWP grant.

Approval to procure the service using this grant will enable SCC to support up to 3,000 adults with long term conditions or disabilities into employment in Surrey.

This procurement will particularly support the voluntary, community and social enterprise sector in Surrey who are expected to be the key delivery partners.

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

- **APPROVAL TO PROCURE INCREASED EDUCATIONAL PSYCHOLOGY (EP) AND SPECIAL EDUCATIONAL NEEDS (SEN) SERVICE CAPACITY** (Item 15)

RESOLVED:

1. That Cabinet gives approval to procure additional Educational Psychology service capacity and Special Educational Needs service capacity up to the aggregate contract value of £15m over 3 years between 2023/24 and 2026/27.
2. That Cabinet approves the delegation of contract award decisions to the Executive Director for Children, Families and Lifelong Learning in consultation with the Cabinet Member for Education and Lifelong Learning and the Cabinet Member for Finance and Resources.

Reasons for Decisions:

- The timely completion of Education, Health and Care needs assessments and annual reviews (collectively referred to as EHCP Timeliness throughout this report) makes an important contribution to ensuring that children and young people with additional needs and disabilities receive the right support, in the right place, at the right time.
 - The EHCP Timeliness Recovery Plan is being accelerated to address the current significant delays and approvals are required to avoid delays in procuring services and allocating funding and resources. There is an urgent need to retain existing capacity and secure additional flexible capacity in the Council's Educational Psychology (EP) and Special Educational Needs (SEN) services to improve the timeliness of these services at pace.
 - Approval of the recommendations in this report will have multiple benefits, the most important being an improvement in the experience of families and outcomes of children and young people with additional needs and disabilities undergoing an EHC needs assessment or awaiting an annual review.
- **YOUR FUND SURREY- CF265 ASHFORD COMMUNITY BUILDING** (Item 16)

RESOLVED:

1. That Cabinet approves the full amount requested of £899,645, (76% of total

project cost), comprised of:

- Up to £899,645 of capital funding towards the construction of a community building to be paid in staged payments, on evidence of spend.
- 5% of which will be retained as final payment until final evidence of income, expenditure and building control sign-off is provided.

Reasons for Decisions:

This application has been the subject of a rigorous assessment process and officers consider the project meets the aims and published criteria of the Fund and to satisfy the requirements to award funding.

The project will provide a much-needed community building supporting one of Surrey County Council's most deprived neighbourhoods, Stanwell. There are very few facilities currently in the area, so the new community building will enhance the neighbourhood and provide many opportunities for the residents as there has been considerable interest in using the new facility.

(The decisions on this item can be called-in by the Communities, Environment and Highways Select Committee)

• **YOUR FUND SURREY- CF277 WILDLIFE AID FOUNDATION** (Item 17)

RESOLVED:

1. That Cabinet approves the full amount requested of £2,808,000 (21% of total project cost), comprised of:
 - Up to £2,808,000 of capital funding towards the development of a community hub to be paid in staged payments, on evidence of spend. The final value of funding will be contingent on Surrey County Council's (SCC) review of a tender before entering into a funding agreement.
 - 5% of which will be retained as final payment until final evidence of income, expenditure and building control sign-off is provided.

Reasons for Decisions:

- This application has been the subject of a rigorous assessment process and officers consider the project meets the aims and published criteria of the Fund and to satisfy the requirements to award funding.
- This project has the potential to have a long-lasting positive impact on the environment and wildlife in Surrey. The proposed Wildlife Centre would help redress the balance between humans and nature and play a part in preserving Surrey's natural heritage for future generations to enjoy. The community spaces will support charities, schools and diverse community groups across Surrey and provide education for all about how to protect the natural environment for the future.

(The decisions on this item can be called -in by the Communities, Environment and Highways Select Committee)

- **2023/24 MONTH 2 (MAY) FINANCIAL REPORT** (Item 18)

RESOLVED:

1. That Cabinet notes the Council's forecast revenue and capital budget positions for the year and the need for mitigating actions to be developed to offset the projected revenue overspend.
2. That Cabinet approves an increase in the 2023/24 revenue budget of £5.7m, in response to the Council's recognition of the need to accelerate the improvements in service delivery in the following specific areas:
 - improvement in the rates of Education Health and Care Plan timeliness,
 - to support initiatives to improve recruitment and retention within the childrens social work workforce, and
 - highways and environmental service improvements.

This temporary increase in budget is proposed to be funded from the Council's contingency reserves, following a review of the sufficiency of reserve levels. Ongoing implications of these additional investments will be factored into the 2024/25 budget planning process.

Reasons for Decisions:

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 and Performance Select Committee)

- **EXCLUSION OF THE PUBLIC** (Item 19)

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.

- **EXTRA CARE HOUSING - PHASE 2 DELIVERY** (Item 20)

That Cabinet approves the recommendations.

RESOLVED:

See Exempt Minute [E-11-23]

Reasons for Decisions:

See Exempt Minute [E-11-23]

(The decisions on this item can be called-in by the Adults and Health Select Committee)

- **APPROVAL TO PROCURE INCREASED EDUCATIONAL PSYCHOLOGY (EP) AND SPECIAL EDUCATIONAL NEEDS (SEN) SERVICE CAPACITY** (Item 21)

That Cabinet approves the recommendations.

RESOLVED:

See Minute 126/23

Reasons for Decisions:

See Minute 126/23

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

- **PROPERTY TRANSACTION- ACQUISITION OF LAND IN WOKING FOR NORTH-WEST SURREY SHORT STAY SCHOOL PERMANENT SITE (ALTERNATIVE PROVISION)** (Item 22)

That Cabinet approves the acquisition of the land in Woking for a North-West Surrey short stay school permanent site.

RESOLVED:

See Exempt Minute [E-12-23]

Reasons for Decisions:

See Exempt Minute [E-12-23]

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

- **DISPOSAL OF COXBRIDGE FARM, WEST STREET, FARNHAM** (Item 23)

That Cabinet approves the disposal of Coxbridge Farm, West Street, Farnham.

RESOLVED:

See Exempt Minute [E-13-23]

Reasons for Decisions:

See Exempt Minute [E-13-23]

(The decisions on this item can be called-in by the Resources and Performance Select Committee)

DEMOCRATIC SERVICES – CONTACT LIST

Governance Lead Manager

Vicky Hibbert – 02085419229

vicky.hibbert@surreycc.gov.uk

Regulatory Business Manager
Sarah Quinn – 07816096705
sarah.quinn@surreycc.gov.uk

Committee Manager
Angela Guest – 07929724773
angela.guest@surreycc.gov.uk

Committee Manager
Huma Younis – 07866899016
huma.younis@surreycc.gov.uk

Committee Manager
Amelia Christopher – 07929725663
amelia.christopher@surreycc.gov.uk

Committee Manager
Joss Butler – 07929745197
joss.butler@surreycc.gov.uk

Scrutiny Business Manager
Ross Pike – x417368
ross.pike@surreycc.gov.uk

Scrutiny Officer
Julie Armstrong
julie.armstrong@surreycc.gov.uk

Scrutiny Officer
Sally-Rose Baker
sallyrose.baker@surreycc.gov.uk

Scrutiny Officer
Clare Madden
clare.madden@surreycc.gov.uk