

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 30 APRIL 2019 AT 2.00 PM  
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,  
SURREY KT1 2DN.**

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

Members:

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

Deputy Cabinet Members:

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

\* = Present

Members in attendance:

**PART ONE**  
**IN PUBLIC**

**54/19 APOLOGIES FOR ABSENCE [Item 1]**

Apologies were received from Mr Wyatt Ramsdale and Miss Alison Griffiths.

**55/19 MINUTES OF PREVIOUS MEETING: (26 MARCH 2019) [Item 2]**

The Minutes of the meeting held on 26 March 2019 were approved as a correct record.

**56/19 DECLARATIONS OF INTEREST [Item 3]**

There were no declarations of interest.

**57/19 MEMBERS' QUESTIONS [Item 4a]**

There were two questions received from two Members. The questions and responses were published as a supplement to the agenda.

As a supplementary question Mrs Fiona White requested that the Cabinet Member explain further the three year gap since the report was last published and why the gender pay gap report was not published earlier. The Cabinet Member for Corporate Support responded that she had taken a great deal of interest in this area and that she aimed to get reports published earlier. She also explained that she would be working towards closing the pay gap and acknowledged there was more work to do in this area.

**58/19 PUBLIC QUESTIONS [Item 4b]**

There were no public questions.

**59/19 PETITIONS [Item 4c]**

There were no petitions.

**60/19 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]**

There were no representations.

**61/19 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

A report was received from the Epsom & Ewell Local Committee which requested that Cabinet reconsider highways funding. The Cabinet response was published with the agenda.

**62/19 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS/ INVESTMENT BOARD TAKEN SINCE THE LAST CABINET MEETING [Item 6]**

**RESOLVED:**

That there had been no decisions since the last Cabinet meeting was noted.

**63/19 FOSTERING ALLOWANCES UPLIFT [Item 7]**

The Cabinet Member for Children, Young People & Families introduced this report and explained how outcomes were improved for children when looked after closer to home and that Surrey had 50% of its looked after children located outside of the county. To address this there was a drive to increase the number of foster carers with an emphasis on the recruitment, retention, training and pay of foster care.

In response to a question from the Cabinet Member for All-Age Learning regarding recruitment the Cabinet Member for Children, Young People & Families reported that the council were in need of another 200 foster carers and that there were already 50 new carers with a further 30 coming on board.

Several Members stated that foster carers did an excellent job.

**RESOLVED:**

1. That the revised Fostering Service Fee Policy with a one-off budget increase of £810k in 2019/20 be approved.
2. That the Strategic Director of Children and Family Services be authorised to amend and update the Fostering Service Fee Policy in accordance with the increase.
3. That allowances will be reviewed annually.

4. That the 'introduce a friend' initiative payment be increased from £500 to £750.

*The decision was unanimous.*

**Reason for Decision:**

Foster carers in Surrey have not had a review of their fostering allowances for 10 years. It is right and fitting to ensure that our foster carers are appropriately remunerated to care for our most vulnerable children. Such a gesture will be well received and will also assist with the retention of current carers as well as supporting the recruitment of new carers. The proposal will also see that foster carers continue to learn and develop their skills. It also forms part of our overall strategy to achieve the Medium Term Financial Plan.

*This item was discussed 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). The Chairman of the Corporate Overview Select Committee agreed that the decisions on this item could not be reasonably deferred so this item was not subject to call in.*

**64/19 ASSET AND PLACE STRATEGY [Item 8]**

The Leader of the Council spoke about the various elements described in the report regarding utilising the council's building more efficiently, setting up a 'civic heart' within Surrey's borders as well as seeking a long term use for County Hall. The Council had appointed an Advisory Panel to act as a critical friend and the Leader thanked them for their work. In undertaking this work, a key output had been to build upon the existing relationships with partners. Services would be consolidated into 100 of the 300 existing council buildings which would provide hubs for both council and partners. Surplus assets would be used to provide additional income for services.

The Leader went on to report that he had received suggestions from the Highways and Growth Select Committee which would be picked up going forward as part of a wider review of the Councils investment strategy.

A few members spoke in support of the proposals which were clear, gave accountability and increased partnership working as well as being good for residents.

Lastly the Leader extended thanks to officers, Mrs Bramhall and the Advisory Panel for their work.

**RESOLVED:**

1. That the Advisory Panel report be noted and thanks extended to the Panel for their work on this project;
2. That the Asset and Place strategy be approved.
3. That the Action Plan be agreed.

4. That where the Council builds new homes, and where viability allows, the principle that it is committed to ensuring that all schemes meet the affordable housing requirement from the district or borough planning authority be agreed.

*The decision was unanimous.*

**Reason for Decision:**

The recommendations drive pace and delivery of property projects to deliver revenue income to support service delivery for residents and provision of flexible workspaces that support staff for the future.

**65/19 MOVING CLOSER TO RESIDENTS [Item 9]**

The Leader of the Council introduced a report that set out how as part of the council's ongoing [transformation programme](#), the opportunity was being taken to move those staff located at County Hall, Kingston, closer to residents and partners. The council would establish a new 'Civic Heart' within the county, with quality collaborative spaces where elected members, the Corporate Leadership Team and their respective strategic support teams could work and conduct council business. Presently, a number of options were being explored at Guildford and Woking. Confirmation for the site of the new Civic Heart was hoped to be reported to the July meeting of Cabinet. The Leader went on to explain the potential savings and the work being undertaken with the Royal Borough of Kingston to find a suitable use for County Hall.

The Deputy Leader further explained that staff from County Hall would be located across Surrey and not all put in one place.

**RESOLVED:**

1. That the principle of moving the council closer to the residents of Surrey, and leaving the County Hall complex (in Kingston) by the end of 2020 be approved.
2. That the principles and criteria on which the location for the new Civic Heart will be chosen be agreed.
3. That the analysis provided for selecting a location for the new Civic Heart of the council in accordance with the selection principles and request that further work be done to provide due diligence for the leading location options – Guildford and Woking be approved.
4. That the principle of reviewing council staff work bases, and relocating our people to other premises within the council's estate, in order to better meet service needs and work closer with our partners be agreed.
5. That the responsible officer be authorised to appoint advisors to work with the council to explore and appraise the options for the County Hall complex to maximise the potential receipt or benefit to the council, and for this analysis to be presented back to Cabinet in July 2019 be agreed.

6. That a detailed programme proposal report, for decision, would be received at July 2019 Cabinet be agreed.

*The decision was unanimous.*

**Reason for Decision:**

The Community Vision for Surrey in 2030 and the council's own [Organisation Strategy](#) envisage a quite different and much improved relationship and connectivity between the council and Surrey residents, and a new way of working for the council. A foundational step in furtherance of both is to locate the headquarters of the council in Surrey itself. The move (comprising the establishment of a 'Civic Heart' where many of the functions of a County Hall will be located, a wider workforce increasingly enabled to work in a more agile way and the introduction of new ways of working across multiple work locations) will secure benefits to residents and the council.

**66/19 REVISION OF PROCUREMENT STANDING ORDERS [Item 10]**

The Cabinet Member for Corporate Support introduced a report that described that revision of procurement and contract standing orders. She explained that processes would be simplified which would be enabling for businesses to take part. In response to a Member question regarding social value she explained that there was an opportunity to test environmental impacts going forward.

**RESOLVED:**

That Cabinet makes the following recommendation to Full County Council on 21 May 2019:

**Cabinet recommendations to Full County Council:**

That Council approves the proposed changes to Procurement and Contract Standing Orders.

**Reasons for Decision:**

- Introduction of an annual forward procurement plan which provides a platform for early sight of key strategic procurements, improved planning and management of procurement projects and identification of a future savings pipeline.
- Introducing more streamlined procurement thresholds, which reduces the burden on small and local business and the voluntary sector to win council work.
- Consistent and aligned policy and process across the Orbis partnership, engendering greater efficiencies, reducing bureaucracy and developing a flexible pool of expert resources to conduct procurement activity.
- Incorporating the latest legislative and regulatory changes.

## **67/19 SURREY COUNTY COUNCIL ADVERTISING AND SPONSORSHIP POLICY [Item 11]**

The Cabinet Member for Highways introduced this report and explained that advertising and sponsorship opportunities had been utilised by numerous Local Authority bodies as a means to promote their own campaigns/messages and to generate income that can be reinvested in services, such as Transport for London. This included traditional poster based advertising as well as utilising newer technologies such as digital displays. Currently the Council's advertising and sponsorship activity was limited to bus shelter advertising and roundabout sponsorship. Subject to implementation of the policy, trial projects were planned at Community Recycling Centre sites and on assets/land adjacent to or on the Highway.

In response to a Member comment regarding public concern about the countryside the Cabinet Member for Highways confirmed that this policy would mean that advertising would only take place at acceptable locations.

Several Members expressed support for the proposal.

### **RESOLVED:**

1. That the proposed advertising and sponsorship policy be agreed.
2. That a number of trial advertising projects be progressed across the county on Surrey County Council infrastructure to assess the potential future opportunities.
3. That authority be delegated to the Head of Highways & Transport in consultation with the Cabinet Member for Highways to make any future changes to the policy.

*The decision was unanimous.*

### **Reason for Decision:**

Several departments across the council are currently exploring advertising opportunities as a means to generate income to help support the delivery of frontline services. Progression of these opportunities should follow an agreed council policy to ensure that appropriate consideration is given to each opportunity and that a consistent approach is applied across the council.

## **68/19 DELIVERING THE COMMUNITY VISION FOR SURREY IN 2030: WORKING WITH PARTNERS AND RESIDENTS [Item 12]**

The Leader of the Council introduced a report that set out the work undertaken to strengthen partnerships as part of delivering the Community Vision 2030 and the direction of travel for the future with better partnership and collaborative working with local organisations and residents. It was acknowledged that each area of the county was different and therefore local partnership boards would be tailored to each locality. It was intended to be more open, transparent and engaged with residents. He also highlighted the Partnership Commitment that would be going to County Council on 21 May for approval.

**RESOLVED:**

1. That the direction of travel for improving how we work with partners and residents be approved.
2. That the partnership commitment be endorsed and recommended to the County Council meeting on 21 May 2019 for approval.
3. That a new model for locality partnership working in Surrey be developed with partners, with a view to foundational new arrangements being in place by October 2019, with full operation by March 2020 be agreed.

That Cabinet makes the following recommendation to the meeting of County Council on 21 May 2019:

**Cabinet recommendations to County Council:**

That Council endorse and approve the Partnership Commitment and support its promotion across the county.

*The decision was unanimous.*

**Reason for Decision:**

The council had committed to being a better partner, and was focused on developing stronger relationships with partners. This was a central principle of the [Organisation Strategy](#) as it would help to deliver the council's contribution to the Vision for Surrey. Developing new relationships with residents, and enabling new opportunities for residents to participate, underpins the successful realisation of a number of the ten ambitions in the Vision but in particular that Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.

**69/19 ENERGY PROCUREMENT STRATEGY - AWARD OF SUPPLY CONTRACTS [Item 13]**

The Cabinet Member for Corporate Support spoke of the time, energy and money saving that this framework agreement for the supply of electricity, gas, other fuels and ancillary services would achieve. She also confirmed that renewable energy was being considered and encouraged.

**RESOLVED:**

1. That authority be delegated to the Director of Procurement, Chief Property Officer and Head of Highways & Transport in consultation with the relevant Cabinet Member to enter into appropriate Customer Access Agreements through the Crown Commercial Service framework agreement for the supply of electricity, gas, other fuels and ancillary services be agreed.
2. That authority be delegated to the Director of Procurement, Chief Property Officer and Head of Highways & Transport in consultation with the relevant Cabinet Member to procure and award a call off

contract under a Crown Commercial Service framework agreement for the council's gas and electricity supplies for a term of up to four years be agreed.

*The decision was unanimous.*

**Reason for Decision:**

Energy supplies are essential in order for the Council to continue operating its premises in a way which was compliant with relevant standards of health and safety. The price paid for energy was expected to increase over the medium to long term, driven up by increases in the non-commodity charges, which were set by government regulations. This would place additional pressure on Council finances, which was mitigated to some extent by using the expertise of a Central Purchasing Body to buy energy in the wholesale markets when conditions were more favourable.

The award of this contract would enable uninterrupted provision of the service whilst also allowing flexibility to accommodate any possible change in the level of usage. Even though initiatives such as the Surrey Transformation Programme and LED street lighting investment would reduce the council's demand for energy significantly, energy costs were likely to remain at a level requiring attention of the council's members and senior leaders for the foreseeable future. The award would deliver estimated financial cash releasing and non-cash releasing benefits of:

- £20k pa in reduced buying agency management fees
- £233k pa mitigation of expected increases in the wholesale cost of energy
- 500 hours of staff time in Procurement activity.

**70/19 CONNECTING INFORMATION UP ACROSS THE COUNCIL USING DIGITAL TECHNOLOGIES [Item 14]**

The Cabinet Member for Corporate Support explained how this new data management platform would link data from databases all across the council and give information in real time. This meant that any issues would be highlighted and help to ensure that no one was left behind whilst assisting the council's vision of becoming a digital council. She also emphasised that the council would be paying for services as they were used.

The Cabinet Member for Adults spoke of this as a big step for the council to have children's and adults data linked which would be important for safeguarding and a key part to children's service improvement and adults service transformation.

**RESOLVED:**

That the award of a four year contract (2 year + 1 year +1 year) for the provision of an Integration and Enterprise Data Management Platform to Dell Boomi (Dell Corporation Limited) be agreed.

*The decision was unanimous.*



### **Reasons for Decision:**

Better use of data had been proven to help councils deliver better outcomes for residents and communities.

Integration and Enterprise Data Management (EDM) were two digital technologies which would help the council to harness the power of its data and become truly transformational in the way services were designed, commissioned, delivered, experienced and evaluated.

Investment in tools to help the council link technology systems and join-up and manage data better was essential to providing better services to residents. Currently it was very difficult to get a joined-up, complete view of our most important and sometimes vulnerable residents. Critical information was fragmented across numerous technology systems, which did not talk to each other, held in spreadsheets by different teams, or even held outside council walls by partner organisations.

The inability to have the required information can result in decisions being made on partial information and can lead to poor performance and higher costs. Consequently it was hard to understand issues that might arise, forecast costs accurately and plan timely interventions, whether that be for an individual or a community. This also makes it difficult to measure the overall effectiveness of what the council does, or adapt ways of working to improve performance. Pulling together a simple picture of performance is time consuming, resource intensive and error prone as data is often extracted from systems, manipulated and re-entered manually. In addition the data used for operational decision making and analysis is often not real-time and can be of poor quality.

Without solving these problems the ambition to be a digital council would be impossible. Information silos would continue to divide the organisation, impeding the flow of processes, and opportunities to take advantage of new digital technologies like predictive analytics, artificial intelligence (AI), and process automation, will be lost.

These digital technologies therefore underpin delivery of Surrey's Community Vision 2030, the council Organisation Strategy, and Closer Residents Programmes. They were also the cornerstone elements of the Digital Project, which was a key enabling component of the Surrey County Council Transformation Programme 2018-21.

Addressing the accuracy of data was fundamental. These new technologies build the essential foundations needed to use data in ways that improves the experience of residents, mitigates organisational and reputational risk, drives costs down and reduces duplication. They were the building blocks which could enable Surrey County Council to make that much needed step change in the way it provides services to Surrey residents and the way in which it works and shares information with its partners.

### **71/19 MONTHLY BUDGET MONITORING REPORT [Item 15]**

The Cabinet Member for Finance gave highlights from a report that summarised the most significant issues for the Council's 2018/19 financial

position as at 28 February 2019 for revenue and capital budgets. He explained how reducing expenditure during the year and eliminating the need to use reserves to support the budget this year had been achieved through deliberate and targeted work, as well as focused planning and monitoring by officers and cabinet members throughout the year and thanked all for their work. However, the Council continued to face considerable pressures.

The Cabinet Member for All-Age Learning spoke of the transformation of Children's Services and the improvements taking place as well as the pressures on Special Educational Needs and Disabilities services. She went on to explain new support processes were being put in place with partnership working and the new model is progressing in planned phases for go live later this year.

The Leader thought it encouraging the transformation plans seemed to be working. He acknowledged that there was more work to do but the Council had delivered the budget it said it would. He also expressed thanks to officers and members in achieving this.

**RESOLVED:**

That the following be noted:

1. The Council's overall revenue and capital budget positions as at 28 February 2019:
  - £0.4m forecast draw down from reserves; following the successful drive to reduce costs by £106m during this financial year
  - £20.8m forecast underspend against the original 2018/19 budget; and
  - £118m forecast service capital programme outturn against £137m 2018/19 budget.

That the following be approved, in principle, subject to confirmation in the Year-End report to be presented to the Cabinet in May 2019:

2. The carry forward of £4.1m of revenue budget into the 2019/20 financial year.
3. All Cabinet Members had confirmed their service's forecast for the year.

**Reason for Decision:**

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

**72/19 LOCAL GOVERNMENT OMBUDSMAN REPORT [Item 16]**

The Monitoring Officer presented his report and gave background details to the complaint which originated in 2015/16. He explained that Council had accepted the recommendations of the Ombudsman. The Council would pay a total of £3750 for missed provision and time and trouble for the complainant in pursuing the complaint.

An apology had been extended to the family for the delay in issuing the Education, Health and Care Plan (EHC Plan), and for the lack of communication during this period. Training would be delivered for special educational needs (SEN) staff to prevent a recurrence of the fault found by the Ombudsman and to make sure another family did not have the same experience. He again stressed that the service had changed greatly since the date of the complaint in 2015/16.

The Cabinet Member for All-Age Learning and Leader of the Council extended their apologies for the failings in the handling of the complaint and were pleased that changes had now been put in place and the child was receiving support.

**RESOLVED:**

1. That the Ombudsman's report and the steps taken by the service to address the findings was noted.
2. That no further action should be taken.
3. That the Monitoring Officer would bring his report to the attention of all councillors was noted.

**Reason for decision:**

There was a statutory requirement for the Monitoring Office to bring to Members' attention any Ombudsman report on the Council that identified it is at fault and has caused injustice as a result.

**73/19 STRATEGIC RISK REGISTER [Item 17]**

The Leader of the Council explained that a review had been undertaken of the top risks facing the Council, with the output being used to produce a new strategic risk register. The risk register was limited to a small number of risks that were seen as being the most significant and relevant to the achievement of the Council's objectives. Further risks were captured at appropriate levels throughout the Council's risk management framework, i.e. at directorate, service or project level.

The Cabinet Member for Children, Young People & Families explained how monitoring visits had gone well in the Children's service. Also, that there was a new staffing structure in place and a new 'Front Door'.

The Deputy Leader explained that the weekly Brexit conferences with partners had now been stood down in view of the delays to the date for exiting Europe. However, the work was not wasted and described it as a good exercise in working together.

**RESOLVED:**

That the content of the strategic risk register be noted and the control actions put in place by Corporate Leadership Team be endorsed.

**Reason for Decision:**

To enable the Cabinet to keep the Council's strategic risks under review and to ensure that appropriate action is being taken to mitigate risks to a tolerable level in the most effective way.

**74/19 EXCLUSION OF THE PUBLIC [Item 18]**

**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.

**75/19 CONNECTING INFORMATION UP, ACROSS THE COUNCIL, USING DIGITAL TECHNOLOGIES [Item 19]**

**RESOLVED:**

See Minute 70/19.

**Reason for decision:**

See Minute 70/19.

*Mr Colin Kemp left the meeting for a few minutes and was not in attendance for this item.*

**76/19 PROPERTY TRANSACTION [Item 20]**

The Leader 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 the disposal of an asset in Town Centre, Staines be approved.

See [Exempt Minute E-1-19].

**Reason for Decision:**

See [Exempt Minute E-1-19].

**77/19 PUBLICITY FOR PART 2 ITEMS [Item 21]**

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

Meeting closed at 3.12 pm

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**Chairman**