

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Becky Rush

PORTFOLIO: Deputy Leader and Cabinet Member for Finance & Resources

M1 Financial position: At the end of April 2022 a high-level review of the financial position for 2022/23 was undertaken, focussing on risks and opportunities. While the Council continued to forecast a balanced financial position for the year, net risks of £34m had been identified. Directorates are expected to take action to mitigate these risks and maximise the opportunities to offset, to deliver services within budgets. The largest areas of identified risk include Home to School Transport and the impact of inflation.

Home to School Transport (HTST): Modelling work on H2ST costs has shown a significant financial pressure in 22/23 and beyond. A risk of £14m was identified at the end of April which represents the full year effect of the £5m overspend from 2021/22, plus additional pressures caused by the continued high fuel costs and expected increases in number of pupils, coupled with providers being able to “hand back” routes. These risks are net of changes from the implementation of the new transport policy. A H2ST Task & Finish Group is being set up which will drive weekly progress.

Inflation: Higher than budgeted inflation, arising from increased global and economic uncertainty, has significantly increased the risks facing the Council in terms of delivering the budget for 2022-23. The MTFS included a base contract inflation assumption of 4% increase. Latest intelligence suggests that inflation will continue to rise until the end of this calendar year, with estimated average annual inflation rates of 8%-10%. We will be monitoring closely the impact of inflation indices on the Council and directorates should take action wherever possible to contain cost increases within budget envelopes.

Capital: In addition to the above revenue position, risks, and opportunities to delivering the capital budget were considered. Where individual programmes cannot be delivered to budget, acceleration of other schemes will be considered in mitigation, where appropriate.

23/24 budget setting: The budget setting process for 2023/24 and the Medium-Term Financial Strategy to 2027/28 is underway. The Council continues to set its budget in a financial environment of increasing demand and uncertain Government funding. Adding to this the impact of inflation and uncertainty over the funding of the social care reforms, this budget setting round will continue to be challenging. Following the approval of the 22/23 budget, we committed to engage earlier with all Members and Select Committees during the 23/24 budget setting process. In light of this, we have already held an all-member briefing on budget planning and the Budget Task Group will review the crosscutting efficiency programme. In addition, we will be bringing budget planning items to Select Committees earlier and more frequently, with sessions planned for July, October, and December. Information will be shared with Cabinet in advance of wider select committee circulation.

Internal Audit: The Chief Internal Auditor's 2021/22 Annual Report and Opinion was taken to the Audit and Governance Committee on 13 June 2022. This report brought together all Internal Audit activity in the last financial year and considered the effectiveness of the Council's overall control environment and governance arrangements based upon this work. The overall opinion was that of Reasonable Assurance; reflecting the positive culture within the Council with which Internal Audit reports and agreed actions for improvement are received. Any audits previously reported as Partial or Minimal Assurance will be revisited by Internal Audit in their 2022/23 annual plan to ensure improvements were made. Internal Audit is currently undertaking work based on the agreed 2022/23 annual plan.

Digital: The Digital Programme continues to deliver initiatives that aim to challenge and inform our existing operating models, creating the steps to digitally enabled and resident-centred transformation. The current portfolio of activity will improve experience for residents, service decision making and service productivity. Examples include: two new chatbots developed for Registrars and Adult learning providing residents with more choice and control through a 24/7 self-serve channel option and creating capacity in our internal processes, the transitions hub, providing a single view of the transition data from numerous disparate systems and spreadsheets for improved digital insights and accuracy of data; a lone worker app being trialled with the intention of using digital technology to help staff feel safe when working or travelling alone.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Rebecca Paul

PORTFOLIO: Levelling Up

Levelling Up-County Deal: To help achieve our ultimate ambition in Surrey of no one left behind, we are in the process of drafting a set of proposals for a Level 2 County Deal. Such a deal would devolve more powers to local government in Surrey from Whitehall, making it easier for us to level up disadvantaged areas across the county. The development of a County Deal is being done in partnership with key stakeholders, which includes Surrey's District and Borough Councils, with whom the Leader Tim Oliver is hosting a series of meetings to discuss proposals and seek input. It is hoped that a devolution deal would bring a range of benefits to Surrey, including greater economic opportunity; more tools and freedoms to meet our ambitious climate targets; the means to better tackle health disparities; and better skills and training for Surrey's young people. Securing the right County Deal will help deliver our Community Vision 2030 ambitions, and a stronger, more prosperous Surrey for all.

Looked After Children Leisure Offer: We are pleased to have launched a new Universal Leisure Offer for looked after children and care leavers at the start of June, following a Council motion agreed at the start of the year. This was developed in partnership with all eleven district and borough councils and six of Surrey's leisure operators. As part of the offer, looked after children and care leavers are provided with free gym membership, free swimming access at all times, and a 50% concession on classes and bookable activities. We have received an excellent response so far; in the first month of the scheme going live we have received 73 applications from 10 out of 11 district and borough councils, and 30 other expressions of interest.

MCR Pathways Scheme: We have been working to reduce exclusions in our schools and are pleased to have launched a two-year mentoring programme designed to prevent exclusions and suspensions and support vulnerable young people to remain in education and achieve positive outcomes. The funding has been agreed for a two-year pilot and schools have been asked to express an interest in the mentoring programme which will result in 640 young people across eight schools being mentored and supported during the transition from primary to secondary and throughout their secondary education. The programme is designed to model approaches and develop skills which enable schools to continue with the programme after the two-year pilot has ended.

Equality, Diversity & Inclusion (EDI): We have recruited a Programme Manager for EDI as well as a new head of EDI, who has a strong EDI background and currently works in the Children, Families and Lifelong Learning directorate. The Council has set up the EDI Programme Board, chaired by the CLT EDI sponsor, and we will work through the newly created EDI Change Network and existing mechanisms, such as EDI forums, employee references groups (ERGs), and local forums/community groups in the Voluntary, Community and Faith Sector (VCFS), to oversee delivery against our stated goals.

£1 million from the Containment Outbreak Management Fund (COMF) was secured for EDI initiatives for the year 2021/22, which the government agreed to carry over to 2022/23. A range of potential initiatives were explored with funding being awarded to ten projects. These projects include, amongst others, the 'Binti Period Dignity Project', the setting up of four self-contained refuge units for domestic abuse victims, and the creation of an employability portal to support those with additional needs to find work. These projects will help us to tackle inequality and will be monitored regularly.

Applicants from underrepresented groups have been encouraged to apply for the Leadership Scheme and prioritised for the next cohort of the 'Leading in Agile times' programme, launching 12 July 2022. This has resulted in approximately 20% of the participants identifying as from less represented employee groups. They will now be offered enhanced support in the form of career coaching, mentoring, and senior sponsorship, alongside the leadership programme, designed to maximise the positive impact on their progression and career aspirations.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Natalie Bramhall

PORTFOLIO: Property and Waste

CAPITAL PROJECTS

- Works for the temporary mortuary at Bagshot are complete. The site was handed over on 17 June for operational commissioning.
- The remediation project at Caterham Downs, which transformed a GRT site back to countryside, is complete and now under maintenance during establishment.
- 273 new SEND pupil places will be delivered in September 2022 from a range of projects.
- The Westvale Park Primary School has been shortlisted at this year's Constructing Excellence Awards.
- The Libraries Transformation Programme has identified the first 5 libraries for refurbishment: Epsom, Guildford, Redhill, Staines, and Woking.

PROPERTY, MANAGEMENT & STRATEGY

- We are obtaining advice on breach(es) of the lease and looking at potential remedies of breach(es) around tree felling by the tenant at Pixham Lane and will engage with Stonegate accordingly.
- The new youth centre facilities are now open in Hale.
- The Estates department are undergoing a deep dive review on all leased in & out agreements to look for opportunities to regear, renew and review to reduce costs.
- Completion on the sales of Ramsey House, Epsom and Pewley Hill, Guildford, have taken place in the last quarter raising close to £30m of receipts.
- We anticipate concluding the S106 agreement to enable us to commence the marketing of Coxbridge Farm in Farnham this quarter, which has planning consent for 320 units.
- We anticipate bringing forward service surplus declarations on several smaller assets that have no service or operational use, which forms part of our ongoing desire to rationalise non-core assets.
- We continue to support key programmes on securing land assets such as the River Thames scheme and M25/A320 road improvements. We are also ensuring we protect the value of our land assets in the vicinity of Gatwick as they consult on their northern runway and additional land and highway proposals.

FACILITIES

- A supplier engagement day for prospective bidders for upcoming Facilities Management (FM) & FMR contracts was held in June. Presentations for the new proposals were well received and an encouraging 96 companies attended.
- Consultation with FM & FMR staff started in May to update them on the procurement timetable, proposed new operating model and organisational structure,
- Collaborative sessions have been held with several services (including Education, Children's, Adult Care, Fire, Libraries and Coroners) to discuss service priorities and how FM & FMR can best support.
- The minor works programme for FY 2022/23 is progressing well.
- Projects scheduled for Adult Care homes in 22/23 have been reviewed and significantly reduced in scope following the proposed closure of the care homes in the next 2-3 years as an outcome of consultation. Several emerging projects have been identified to recover shortfall in the agreed forecast.
- The significant increase in energy prices over the last six months is putting additional pressure on forecast revenue expenditure for the 2022/23 budget year. Whilst the council procures most of its energy through CCS in advance of the financial year, there is an element that has yet to be purchased and which with further increase to utility costs has put further pressure on budgets.

BUSINESS INFRASTRUCTURE

- All Planon modules will be implemented by October 2022 including Capital and Estates. The old system (PAMs) will be decommissioned in December. GIS mapping layers are now supporting NHS partners.
- Land and Property are supporting Agile and Greener Futures to develop further technology and data e.g. space optimisation, occupancy data & building management systems, and energy usage/carbon baselines.

WASTE: A paper for the 26 July Cabinet will consider the disaggregation of the current PFI contract into a number of smaller contracts. The council has engaged with Suez on the future of the Eco Park, including the gasifier which is now operating. On the wider front, the Council is engaging with the district and borough councils to look at the future of waste collections in the light of national strategy changes.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Marisa Heath

PORTFOLIO: Environment

Energy Projects: The Green Homes Grant Local Authority Delivery (GHGLAD2) programme was launched on 21 February, offering fabric insulation and solar PV up to a value of £10k to fuel poor households across the county. It will run until June 2022, after which it will be replaced with the Sustainable Warmth Programme, for which £13m has been allocated. Surrey's Solar Together scheme for homeowners has been a success with 1,400 residents accepting quotations. Installations are expected to be completed by next month. To date, 1084 installations of solar and battery storage have taken place which equate to an annual saving of 750,000 tonnes of CO₂e and an investment in solar in Surrey of £5.2m.

Decarbonising our own estate and schools: £2.65m has been allocated to the Council to install low carbon heat pumps and energy efficiency measures in 15 buildings through the Public Sector Decarbonisation Fund (PSDS3). 5 buildings are schools. We are also assessing our remaining building stock to prepare for the next tranche of the PSDS Programme, which has been confirmed.

Two solar canopies have been approved; the canopy at Woodhatch is expected to commence in the next month and the solar canopy at QC has now been installed fully funded through the PSDS1 grant. The canopy covers a total of 38 car parking bays and is made up of 252 solar panels which will provide 100kWp of solar and result in 25,889kg CO₂e per year. Officers are developing a programme to roll out installation of roof mounted solar and solar canopies in suitable council buildings, as well as exploring three suitable Council sites for a solar farm.

Finance: Surrey has been selected to partner in a programme led by IBEX Earth and funded by the Greater South East Energy Hub to look at the opportunity to set up a Net Zero Vehicle to draw in private sector investment to fund decarbonisation schemes across the South East. SCC has been selected as the LA representative for the EM3 LEP area. The GF Data and Economics Manager post has now been recruited to develop this work.

Officers will start to develop low/ zero interest loan schemes to fund decarbonisation measures for schools and private rented housing in partnership with the Borough and District Councils. Finance options for schools will also include exploring community investment through green municipal bonds, which has proved successful as a green finance mechanism in Swindon and other local authorities. Finally, officers are developing options for members to fund smaller green measures for schools and other community organisations through Member Community Allocations. A menu of options is being developed and will be circulated shortly.

Public Rights of Way: The maintenance capital programme for Public Rights of Way has been accelerated this year with over 30 bridges maintained. The team are currently recruiting to increase capacity, especially in enforcement activity and volunteering. Contractors, engaged by the Access Team, are making huge progress on re-installing the iconic 286 steps that go from the bottom of Box Hill to the top. The Council's Traffic Regulation Order will be reviewed this year with a paper presented to Cabinet at the end of the summer.

AONB (Area of Outstanding Natural Beauty): Work is underway with Natural England and its consultants on the proposed extension to the Surrey Hills. Community groups and the public have submitted over 2,000 pieces of evidence that will help to identify the potential Candidate Areas. These areas will be subject to statutory consultation later in the year. The new Farming in the Surrey Hills Fund has supported 26 projects to help deliver nature recovery which includes planting over 7.5km of hedgerow, much of which has been undertaken by the Surrey Hills Society with volunteers and community groups.

With the expected increase in visitors to the countryside this Spring, a new website has been commissioned to better promote the 180 Surrey Hills Enterprise's member businesses, the promotion of active travel with community rail partnerships, visitor information and the management of activities like mountain biking. The joint Green Social Prescribing programme, developed by the Council and Surrey Heartlands was recently awarded the 'Shaping Places for People' award at the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Presidential Awards. The programme aims to improve a number of health outcomes for residents by increasing access to, and interactions with, the natural environment.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Steve Bax

PORTFOLIO: Environment

Norbury Park: The Vision for Norbury Park consultation attracted over 500 responses and a summary of responses was presented to the Norbury Park Forum in March. The final document is due this month. This month the Forum was consulted on ash die back in the park and the need for felling from this autumn. Work is almost complete at Young Street car park, Norbury Park, to provide natural play equipment, a mobile café, additional seating by the river and improved landscaping. Refurbishment works at the sawmill will be complete this summer for the Council's Youth Teams to operate the workshop, providing training and vital links to woodland management on the site.

Basingstoke Canal: Consultants are being engaged to secure a leisure operator at Lock Cottage at Deepcut Lock.

Newlands Corner: To be covered by the BBC, on Thursday 7 July the Queen's Baton Relay will visit iconic beauty spot Newlands Corner and will be cheered on by local school children. The Council has received planning permission and commons consent. Works to complete a connection to the mains, finish the Discovery Centre, install new natural play equipment, provide additional seating and a water fountain are now underway. The main part of the car park has been resurfaced and reorientated to maximise the view and support wider access. The parking machines have been sold and the information boards updated. The wildlife garden has been enhanced with a beautifully crafted bug hotel and amphibian hibernaculum, a pond and bird feeder. All works are due to be completed in July.

Tice Meadow: The council have partnered with the Blackwater Valley Partnership to lead on conservation at the site. The site was recently featured on spring watch: <https://www.bbc.co.uk/programmes/p0cdm8m3>

The Downs, Caterham: The Countryside Partnerships have been working alongside consultants to deliver this large-scale land remediation project to restore the site to chalk downland habitat.

Land Management, Regenerative Farming and Tree Planting: Development of a Land Management Policy for all council owned or managed land, including a holistic approach to managing natural capital assets on all sites, the integration of regenerative principles and setting of standards and processes to support Council objectives such as pesticide control, nature recovery and access for all.

The team have submitted a second application to the Forestry Commission's Treescapes Fund and are working on a bid to the Woodland Creation Fund. A tree planting programme is being developed for the winter to deliver the council's tree planting target. This is alongside projects to support planting in urban areas by volunteers and schools. The Arboricultural and Woodland Team have reduced their cutting schedule this summer to allow nature to thrive on 6 hectares of land at the council's operational sites. Posters have been put up at 55 sites to inform the public of the importance of increasing biodiversity by allowing grasses and flowers to grow.

Flood Risk Management: Part of the work of updating the local flood risk management strategy is exploiting the collective benefits of the partner's work. Priest Hill is one of those locations where designating a Local Nature Reserve and linking it to flood risk and tree strategy objective may provide a collective gain. Northey Fields and adjacent Priest Hill and Howell Hill nature reserves in Ewell have been identified for Local Nature Reserve designation. The area is at risk of surface water flooding and is upstream of known historic flooding events. Initiated by the Natural Environment Team, this project has been added to the Catchment Action Plan to be considered for flood risk contribution where another part of the Council is leading. It is a good example of where the collective benefits and collective funding can deliver our objectives through inclusion at the scoping stages.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Matt Furniss

PORTFOLIO: Transport, Infrastructure & Economy

Ringway update: Since going live on 27 April, the contract has moved from mobilisation to delivery phase. Much staff training has been undertaken and works are being successfully delivered on the ground. As a large and leading supplier of highway services, Ringway are looking at the considerable resources they have access to, to support the County Council's ambitious delivery programme.

Enforcement: After a challenging recruitment process, an officer is now in post to support HGV watch. The Department for Transport (DfT) has confirmed that the County Council was successful in our bid to be in the first tranche of authorities to be given "Moving Traffic Enforcement Powers". It is legally due to come into place on 15 July. Consultation has closed for our first proposed enforcement site (yellow box junctions at Dennis Roundabout in Guildford) and contract documentation is being prepared to enable us to appoint an enforcement partner. The award of contract will be later this year.

LCWIP & Active Travel: Five schemes delivered by end of June from tranche 2 schemes, the remaining three are on track to be delivered by year end. Behaviour change research project currently ongoing to better understand motivators and barriers to sustainable travel choice by residents. This data will inform our marketing campaign over the next few years. Four schemes from tranche 3 with a value of £5m have successfully been bid for. Consultation will commence in the next few months with an anticipated construction next year.

Planning & Waste and Minerals Plan: Working towards publishing a consultation summary report on the Issues and Options public consultation in July to be used to inform the next formal stage of preparing the MWLP - the Preferred Options (Draft Plan) public consultation. Site identification and consultation analysis work is likely to carry on throughout the Summer. Initial refresh of the technical site identification work undertaken has been completed and will be considering whether any further work is required.

Healthy Streets: Stakeholder engagement and consultation planned for over the summer. The project has been chosen by DHLUC as a Design Code Pathfinder and the funding that this provides means that the digital version of the guidance can be much more ambitious than originally envisaged. This will extend the programme for delivery of the digital/web version so now looking to Autumn 2022 for County Council adoption of the PDF Guidance with a launch of the interactive digital guide in 2023.

LTP4: Summary of consultation responses reported around 80% supported the proposed travel hierarchy and the need to change travel behaviours to meet net zero by 2050. Adoption of the plan is being sought at the July Council meeting.

SIP: The following Category 2 projects were approved at Cabinet in May: Boxgrove Roundabout, Guildford | A3100 London Road, Guildford/Redhill to East Surrey Hospital via Earlsbrook Road | Ashford Park Estate Low Traffic Neighbourhood | Croydon Road Regeneration, Caterham | Shelve Hill, Tadworth Flood Reduction | Tongham Village & Ash Improvements | Cranleigh High Street Public Realm Enhancements | Weybridge Town Centre (enhanced scheme) | Staines Iron bridge (short term improvements). Feasibility design is underway in order to progress these to business case stage at the earliest opportunity.

One Surrey Growth Board: The Once Surrey Growth Board met in June and identified six key challenges holding back Surrey's economy which are being used to shape the economy and growth team programme of work.

Innovation Programme Update: Formally launched refreshed Invest in Surrey inward investment service in April. Application has been approved for Surrey to become a nationally recognised Cyber Security Cluster, recognition of the cluster will provide new opportunities to access funding which will promote the sector and increase cluster activity within Surrey.

The Council is exploring the potential to create a Growth and Innovation Fund, to support the growth of Surrey businesses and to act as an incentive for inward investment into the County. This proposal will be considered further at Cabinet in September 2022.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Jordan Beech

PORTFOLIO: Highways

LED rollout: A three-year programme to introduce LED lighting within the county. Currently in year three and on schedule for completion, 62,939 out of 89,096 completed (70.6%). Our supply chain is being affected by the global shortage of electronic components. We are working with our contractor to monitor the situation and update our programmes accordingly. If we can maintain the supply, we are confident the project will be completed on schedule.

Road and Pavement Programme Update: Our contractors have been working hard since the beginning of the financial year on our planned road and pavement programmes. To date we have completed 58 miles of carriageway resurfacing works which includes resurfacing 15 miles of road and carrying out preventative surface dressing on 39 miles plus 4 miles of treatments that include some innovative solutions such as concrete fine milling which has a lower carbon footprint than traditional treatments and provides a longer lasting finish – we are particularly pleased with this process, as will prove to be excellent value for money and whole life costing.

We have also treated 19 miles of pavements. We still have over six miles of treatments to carry out on roads over the coming months along with another five miles of pavement treatments, which we are confident will be delivered before end of the financial year. We have now started the process of mobilisation with our new Term Maintenance Contractor, Ringway, who officially start at the end of April 2022. We are working through ten different Mobilisation Working Groups with Ringway and Surrey colleagues, in preparation for next year, including IT systems and Operations. We are working hard to provide a seamless and collaborative service through the end of the current contract and start of the new one and are excited to embrace new challenges

Lane Rental: Year 1 of Operation completed. The Lane Rental scheme is being operated efficiently as part of Streetworks Team BAU with income received broadly in line with estimated income levels set out in Cabinet Report; £1.89m received in 21/22 with £1.1m scheme net surplus available for appropriate projects/initiatives to bid for.

Officers are working with Consultants Open Road Associates (ORA) to develop enhanced reporting functionality around success of the scheme thus far regards mitigating network disruption. First quarterly report published (Q4 21/22) for internal audience and full annual report for all stakeholders in production. The Governance Board to allocate surplus funds to projects held its inaugural meeting in Feb 2022 and is developing the bidding and assessment process and the terms and conditions for potential projects and will meet again in Summer 2022 to allocate funds to initial tranche of project bids received.

Innovations in highways and materials: We are now a couple of months into our new Term Maintenance Contract with Ringway and have established that Innovation is high on our priority. We have now set up a joint Innovation Board and have an Innovation Hub in our Merrow Depot. We are still working on plans and processes and starting to embed a culture of innovation, and have discussions on different areas including Technology, Materials, Sustainability, and IT systems.

Work is still ongoing to test products such as AI and machine learning for Highway Inspections and Condition Surveys and we are reviewing new materials products such as light reflecting aggregates for use in low light areas and warm asphalt mixes in terms of carriageway works.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Kevin Deanus

PORTFOLIO: Community Protection

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services: In 2018, the HMICFRS inspection identified two causes of concern for Surrey Fire and Rescue Service (SFRS). We were incredibly pleased when it was recognised at the 2021 inspection that these have been resolved and that no new causes of concern were raised. It was noted that the service is making significant progress across the board however, we do have several areas of improvement to address which are the focus of our efforts over the coming months. We have reviewed HMICFRS's recommendations and created a live improvement plan which is monitored regularly through the services assurance processes. We will be reporting bi-yearly to the Communities, Environment and Highways Select Committee, who have an initial copy of the improvement plan, to enable them to provide robust scrutiny. The committee will also be monitoring progress against the recommendations and have set an expectation that the service will improve on the 2021 HMICFRS report.

In carrying out our inspections of fire and rescue services, HMICFRS ask three main questions:

- How effective is the Fire and Rescue Service at keeping people safe and secure from fire and other risks?
- How efficient is the Fire and Rescue Service at keeping people safe and secure from fire and other risks?
- How well does the Fire and Rescue Service look after its people?

Effectiveness: We need to evaluate our prevention work to ensure it is having a positive impact and reducing the risk of fires and other emergencies. The service is working with Brunel University London to develop a means to measure and evaluate these activities and to help drive continuous improvements. We also need to learn more from our operational activity. We have reviewed our post event processes that captures learning from operational incident to ensure that all teams, such as 999 control room staff, have greater visibility of the learning outcomes. In a debrief with HMICFRS they recognised significant improvements in regards our communications; in particular, communications to the public, ensuring that they are kept up to date and that 24 hour/out of hours provisions are also available.

Efficiency: We saw an increase in scoring in this area of the inspection and will be looking to maintain this positive momentum through various improvements. We are reducing inefficiencies by addressing the response to automatic fire alarms. Our new Borough, Station and Team Plans will also support productivity of local teams, focussing on local risks. Building upon HMICFRS' recognition that there have been financial management improvements, work is underway to build on benchmarking in the areas of procurement, value for money and scenario planning. The service is also engaging with the Greener Futures team(s) to explore the related grant opportunities for fleet and property improvements.

People: We are committed to promoting the right values and culture – our people continue to be one of our top priorities. Through various engagement activities we are gradually creating a more open, transparent, and collaborative culture. The service's leadership team continually captures feedback from staff and provides responses via the service newsletter as 'you said, we did'. The Asian Fire Service Association recently carried out an audit on our Equality, Diversity, and Inclusion (EDI) practices. The report highlighted what we are doing well, as well as several recommendations which will be incorporated into our inspection improvement plan, for example, implementing EDI training for the whole workforce and creating guidance on using inclusive language in the workplace.

Our third full inspection is expected to take place at the end of 2022, or early 2023. The service will be preparing in advance to ensure we are showcasing SFRS in its best light and gathering evidence against each of the recommendations to demonstrate continual improvement. This will ensure the work carried out to date is captured and reflected in the inspectorates' findings. We are working hard to ensure that the improvements to date are sustained, and all recommendations resolved in order to obtain an improved judgment in the next inspection, and make Surrey a safer place to live, work, travel and do business.

We have started to develop our approach to creating our new Community Risk Management Plan (CRMP), which will replace the Making Surrey Safer Plan in 2024. An enormous amount of stakeholder engagement is being planned and we are committed to effective and open dialogue with staff and members of the public on the development of the new CRMP. The more people and groups who share their experiences, expertise, and knowledge with us during this process will ensure our CRMP draws upon the widest possible range of data and views and represents the best possible response to local needs and expectations.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Mark Nuti

PORTFOLIO: Communities

Active Surrey: The team have worked with all the district and borough councils to organise free sports training for young people as part of Surrey Youth Games 2022 - 800 young people have taken part. They are currently working with the Office of the Police and Crime Commissioner on a programme of crime prevention to tackle anti-social behaviour (ASB). As part of that Active Surrey delivered a safeguarding and child safety sport event to key partners and convened a networking event on diverting young people from crime and ASB.

Arts Service: They have completed the 2022 Primary School Music festivals and Singing Picnics with 3000 children from primary schools participating and successfully delivered Music Connects, a residential programme using music to promote social cohesion between displaced and non-displaced young people. Other key projects being delivered in the coming months include:

- Cultural Mapping Project – Launching in July, the project aims to develop comprehensive picture of culture across Surrey.
- Launch of Habitat installation – Development of ecological green spaces in urban pockets of land across Surrey built and nurtured by local communities.

Libraries: There have been 828 events in libraries during April and May, including 85 Jubilee and 46 Big Lunch events. Overall, this has attracted 18,002 attendees, resulting in 333 new joiners. We have also introduced Wi-Fi printing in all libraries. Key projects being developed or delivered in the coming months are:

- Gypsy Roma Traveller Project – to increase library membership amongst the Gypsy Roma Traveller community.
- Summer Reading Challenge as well as a new pilot – partnering with 14 schools in our most disadvantaged neighbourhoods to foster a love of reading and maintain literacy levels over summer holidays. <https://www.youtube.com/watch?v=43n21gNcR5A>
- The Imagination Spaces Project – increasing the use of libraries as cultural spaces.
- Cultural Passport – promoting completing of cultural activities by families and young people over the summer holidays.

Registration & Nationality Service: The service has successfully cleared a birth registrations backlog, 4,803 historic birth certificates have been issued, 20,287 birth and death certificates have been issued for new events, 1,752 notices have been taken for marriages/ civil partnerships, 749 marriages and civil partnerships have been carried out in Surrey and 907 new British citizens welcomed.

Customer Services: Launched a new telephone and digital welfare information and advice service for residents including newly arrived Ukrainian refugees. They are also managing the administration of the free bus pass scheme for Ukraine nationals on the homes for Ukraine scheme. We are maximising use of gov.notify to send automated text messages to proactively engage with customers and reduce unnecessary contacts. We have developed an 'accessibility machine' - a tool to help check accessibility compliance for documents on our website and the transaction 'bot' prototype for death registrations has had 1,353 bookings since its launch.

Community Engagement & Your Fund Surrey (YFS): 10 new Community Link Officers (CLO) have been introduced to work alongside councillors to help join up people, partners, funding, and opportunities, making better use of resources and supporting the ambitions of our communities.

YFS has recently approved two new projects, totalling c£800k - WR Sports Club in Ashford North to transform their clubhouse into a modern, multifunctional space for the local community, and Leatherhead and Dorking Gymnastic Club to extend their facilities to support participation in gymnastics for people living with disabilities.

VCFS: As part of our commitment to no one being left behind, we are launching the Minoritised Ethnic Stakeholder Reference Group to ensure the voices of minoritised groups are shaping and influencing work across Surrey. This group will be formed of volunteers representing 15 distinct minority ethnic groups.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Sinead Mooney

PORTFOLIO: Adults and Health

New Executive Director: I would like to welcome Liz Bruce as the new Joint Executive Director, Adult Social Care (ASC) and Integrated Commissioning. Liz has over forty years' experience in Social Care, Education and Health, and is delighted to bring this to Surrey.

ASC Commissioning: The Older People's Strategy will be launched this year, together with a video to share with residents, demonstrating our ambitions to support people to age well. Also, our co-produced strategy for People with Physical Disabilities and Sensory Impairment will be published at the end of July, for further engagement and consultation before the final plans come to the Health and Wellbeing board in January.

Planning applications are being submitted to take forward three Council led Supported Independent Living schemes, and subject to approval, these schemes should commence in Spring 2023 for opening in Summer 2024. We are also continuing to progress the Extra Care Housing programme, and the contract for Pond Meadow will follow similar timelines. I will be bringing a report to Cabinet this month on the former Bentley Day Centre site in Banstead where we can deliver affordable Extra Care Housing. If Cabinet agree, this will mean a tender for five sites will commence in August. The tender will result in the appointment of a development partner, which will see a phased development programme taking place with the first schemes expected to be completed and opening Spring/Summer 2025.

ASC budget: There are some significant financial risks and issues for the service at this time. Mitigating actions are being put in place to address these risks relating to; ongoing work to recover accrued Continuing Health Care liabilities; the end of the national funding for Discharge to Assess and the need to agree a new locally funded model in Surrey. There are also risks relating to the potential early cost impacts of the ASC Charging and Fair Cost of Care reforms and delivery of some planned efficiencies. Other risks being tracked are, increased demand for care packages post pandemic and the impact of rising inflation in the wider economy on care package fees paid by ASC.

SCC and Surrey Heartlands ICS Mental Health Investment Fund (MHIF): A report was recently presented to the Health and Wellbeing Board outlining draft principles, criteria, scope, and proposed governance for the exciting new MHIF. The Partnership Agreement between the Community Foundation Surrey and Surrey County Council for matched funding, to create the new Mental Health Scale Up Fund, is in progress.

Public Health: The local Changing Futures Programme is supported by a successful external grant and directly contributes to [priority one](#) of Surrey's Health and Wellbeing Strategy. The [Surrey Adults Matter](#) programme, brings agencies together around individuals to both support improved outcomes and highlight areas and issues where the system needs to improve. Achievements include:

- Commissioning of an alliance of 10 Surrey based Voluntary Community and Social Enterprise (VCSE), homeless, domestic abuse and mental health charities to deliver "Bridge the Gap" Assertive Trauma Informed Outreach Service and the appointment of a Consultant Clinical Psychologist to support the workforce
- Creation of an Outcomes Delivery Board for people with multiple disadvantage
- Substantial funding contribution to providing Trauma Informed Care and other training
- Identification of 15 people with Lived Experience of multiple disadvantage, supported by networks, who have assisted with mapping the existing strengths and blockages in current systems.
- Local and national evaluation and learning from the Changing Futures Programmes
- Active contribution to national strategies, policies, and procedures

Housing: There are significant challenges of affordability for many residents and those wishing to live in Surrey as well as impacts on both health and employment prospects and the environment. The Surrey Delivery Board is exploring the potential benefits of greater collaboration and joined up thinking and the impact on the Surrey economy. Commissioning advisors are undertaking a baselining exercise to support a better understanding of the accommodation and housing environment and the resources available, and some analysis as to where greater collaboration and partnership working may be most fruitful.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Clare Curran

PORTFOLIO: Children and Families

Achieving Excellence Programme: Following the Ofsted Inspection of Local Authority Children's Services (ILACS) in January 2022, work has been taking place to address the six recommended areas for improvement which were highlighted by Ofsted, and to refresh our children's services improvement programme and rename it to reflect our ambition of "Achieving Excellence".

A formal [improvement plan](#) has been developed and shared with Ofsted in June. For some aspects, this builds on established programmes, such as Recruitment, Retention, and Culture and Placement, Values and Outcomes, which are already focused on tackling these issues and will continue. The Achieving Excellence Board will meet every six weeks and focus on delivering the changes needed across our services, not just for the six recommended areas. Task and finish groups are being established where needed and additional resources have been committed to support this until at least March 2023.

Current priorities for the programme include:

- Embedding the Family Safeguarding Model and delivering 'Phase 2'.
- Improving recruitment and retention of staff across the workforce and reducing reliance on agency workers.
- Children with disabilities safeguarding practice and partnership working across children's services.
- Placement planning for children in care, referral pathways for placements and ensuring carers and children receive the right information at the right time.
- Developing our local offer for care leavers and keeping information accurate and up to date for young people and the Care Leavers service.
- Piloting new ways of working at the front door (C-SPA) following recommendations from the task & finish group.
- Improving processes across the Fostering service and developing more effective recording and reporting.
- Ensuring learning from monthly QA Practice Learning Reviews inform our priorities going forward and that improvement resources are adjusted accordingly.

A significant amount of feedback and insight into the quality of practice was gained during the inspection and this will be all be used – including building on the strengths highlighted by Ofsted. Our ambition for our services is high, we know what good quality services look like and we will be maintaining a relentless focus on achieving excellence because our children and our residents deserve nothing less. Our ambitions are reflected in our refreshed directorate purpose: 'We root children and families in our hearts and minds because it is our purpose to ensure that every child is seen and heard, feels safe and can grow'.

IRSC Final Report: The [Independent Review of Children's Social Care Final Report](#) was published in May, conducted by a team led by Josh MacAlister. The report includes eighty recommendations to government around seven key topics: family help, the child protection system, family networks, how to transform care, the care experience, work force, and the national Children's Social Care Framework. It urges Ministers to commit to a five-year £2.6b programme to reform the Children's Social Care system. I am pleased that many of the recommendations echo the work which has already started in Surrey. For example, it recommends a shift from remote services to ones which build deep relationships with families and the communities they live in, delivered by multidisciplinary professional teams. This is reflected in our Children's Single Point of Access (C-SPA) and the Early Help Hub which has transformed the way, as a partnership, we respond to requests for support. The Early Help Hub in particular, ensures that the needs of families are more quickly triaged and allocated to targeted services or signposted to services in the community providing help. I also welcome the recommendations in relation to supporting and realising the potential of the workforce by implementing changes to strengthen it and reduce 'unnecessary bureaucracy'. The report also advocates a national campaign to recruit foster carers.

New Children's Residential Homes: I was delighted to visit the sites of two new children's residential homes being built in Surrey last month, to see the progress. Construction work is well underway and means that we are moving towards delivering upon our strategic plans to provide more Surrey homes for Surrey children. This will mean that more of the vulnerable young people, that we care for, can benefit from being able to stay close to their families, friends, and communities in modern, purpose-built, and comfortable homes.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Denise Turner-Stewart

PORTFOLIO: Education and Learning

Employment and Skills: We are committed to ensuring that businesses in Surrey have the skilled, competent workforce that they need to grow their businesses and much has been achieved in developing the necessary training and skills. We have co-ordinated a thorough review of skills and training provision, by those responsible for designing, commissioning, and delivering skills provision, which has given us a better understanding of the 'lifetime of learning' opportunities for Surrey residents. This has helped to identify where our strengths lie. For example, through a comprehensive volunteering offer presented through our Voluntary Community and Faith Sector partners, and where there are opportunities to address gaps and/or enhance provision, for example, by improving careers support in schools and how we can retain talent in the workforce, when people are approaching retirement. Work is now underway to translate these initial findings into activity.

Targeted joint action in specific communities has recently been agreed, as part of strengthening our relationship with the Department for Work and Pensions (DWP). Together we have identified barriers to work and areas of deprivation and have started to target these areas, with the early work in those localities proving to be a great success. We recently joined with DWP to run a very successful Jobs Fair in Old Dean, Camberley with 10 job offers being made on the day and 70+ people securing follow up interviews. The DWP has also worked with us on the Ukrainian Task group, helping to run employability workshops and job fairs in local libraries for Ukrainians seeking work and has helped resolve queries around employment, benefits and applying for National Insurance numbers for Ukrainian nationals.

On 30 June, we submitted our Multiply Investment Plan for Government funding of up to £4.7m over three years, in support of improving numeracy, following engagement with the provider community and our own Surrey Adult Learning service, to ensure that it meets the needs of our target populations. It represents an inclusive and innovative programme of work which directly supports our Council's No One Left Behind ambitions. We hope to hear about the amount of confirmed funding allocated in the Autumn.

Surrey Outdoor Learning and Development: SOLD offer thrilling outdoor adventures and learning experiences to schools, families, and youth groups at its centres at High Ashurst on Box Hill, Henley Fort near Guildford and Thames Young Mariners beside the River Thames in Ham. The TAZ (The Adventure Zone) school holiday courses run across all three SOLD centres and are in great demand, where possible additional courses are being added to meet demand. This year, a 50% discount is being offered on TAZ courses for all fostered young people. HAF (Holiday Activity and Food) known as 'Club4' in Surrey, is co-ordinated for us by Active Surrey. It is a free and exciting holiday programme for children and young people aged 5 to 16 who are eligible for benefit-related free school meals. Eligible participants will receive an E-voucher via their school which can be used to book places at a local holiday camp, taking place across Surrey, providing at least one healthy meal a day and fun activities. More camps are provided in the areas of greatest need. SOLD has delivered programmes during all the school holidays at both High Ashurst and Henley Fort and there is a full programme for the coming summer holidays.

Demand for SOLD's services has grown beyond expectations as schools, community groups and parents are seeing the value to young people's wellbeing and mental health in actively engaging and learning in the outdoors together. Most schools are now booking their next residential trip as they leave, to ensure they can secure their preferred dates for the following year. SOLD has also delivered several courses for "Big Leaf", a charity in Surrey that works with unaccompanied asylum seekers as part of their settlement in the UK, building their confidence and communication skills. These programmes are ongoing due to their success and external funders continued support.

Thames Young Mariners requires significant investment to bring the site up to current health and safety standards, with modern, fit for purpose facilities which will allow SOLD to increase its service capacity and strengthen its commercial operation to generate income for the County Council. In September 2021, Cabinet approved total funding of £6.2m for the project, since then two open events, in May, were held for the public, parents, teachers, local interest groups and existing customers to visit the site to view the proposals and ask questions. The events were well attended, with the majority supporting the proposed development. An online consultation ran during May, which also showed very positive support for the plans. The detailed design work continues, along with a formal planning application which will be submitted at the end of August. SOLD also continues to explore external funding opportunities to provide enhanced equipment, in addition to the standard equipment for the site.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Maureen Attewell

PORTFOLIO: Children and Families

Family Centres: Children's commissioning and early help teams have completed joint annual performance reviews on all family centres to ensure that the offer they provide is meeting the needs of families allocated to them through the Children's Single Point of Access (CSPA) in a timely and effective way. The reviews have considered the quality and impact of the provision; safeguarding; leadership and social value activity including economic, social, and environmental. Outcomes from the reviews will inform improvements in future provision, including celebrating and building on what is working well and identifying challenges and solutions within the early help system.

Early Help Improvement: The Council will be undertaking a range of engagement activities with services commissioned by the County Council, including Family Centres, the Family Support Programme, and those commissioned to provide services to families needing early help, including partners and families. The experiences of the existing service providers and partners on the early help system, together with responses received from families, will help inform the future early help offer and how this may be delivered from March 2024 when current contractual arrangements come to an end.

Family Resilience Networks: The FRN is the coming together of the Local Authority with partners from Statutory, Universal, Voluntary and Community sectors, who all have the common interest of delivering Early Help. It acts as the Partnership Network for the Helping Families Early Strategy and brings together all agencies delivering early help to ensure services to children and families are coordinated in a multi-agency framework.

Since March, the meetings have been chaired by partners from schools, health and the voluntary sector which has encouraged wider contributions across the partnership. Meetings have focused on:

- The Partnership, ensuring the FRN's have the right representation including the community and voluntary sector
- That everyone in the partnership can contribute
- Work with families being identified earlier and supported locally
- Better co-ordinated support by professionals
- What is working well
- How could early help services be improved

A new Early Help Board has been proposed with terms of reference currently being considered by the Surrey Safeguarding Children Partnership Executive.

Reducing Parental Conflict: The Workforce Development Grant (WDG) is part of a wider Reducing Parental Conflict programme designed to promote better outcomes for children where there is damaging parental conflict in the home. The WDG has been extended for a further three years and Surrey has been successful in bidding for £176,964.69 for the first two years, further funding for the third year will be available depending on progress made.

Supporting Families Programme: This programme is part of central government's programme of support for families who are coming to the attention of several agencies in the local community, to tackle problems such as domestic violence and mental ill health. The funding has been extended for a further three years until 2025 with a 40% uplift, recognising the impact the pandemic has had on children and families, extending the early help reach to more families. The programme provides a platform to transform the early help system, with a whole family approach and support coordinated around the needs of the family. There is a strong focus on building family resilience and support to achieve sustainable outcomes, improve their quality of life without the need to escalate to higher cost services by intervening earlier.

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