

Member Handbook

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Jennifer Stevenson



Providing our customers with
a better tomorrow

Contents

| | |
|--|----|
| Welcome to Surrey Pension Committee / Local Pension Board | 2 |
| Membership of the Pension Fund Committee | 3 |
| Membership of the Local Pension Board | 5 |
| Pension Fund Administering Authority: Roles and Responsibilities | 7 |
| Members of the Pension Fund Committee | 8 |
| Member Role Profiles | 10 |
| Basics of the Local Government Pension Scheme (LGPS) | 11 |
| Who's who in the LGPS? | 13 |
| Investment Decisions | 15 |
| Local Pension Board | 20 |
| Actuary | 22 |
| Pooling LGPS Investment | 24 |
| Border to Coast | 25 |
| Officer Contact Details | 27 |
| We Welcome Your Suggestions | 29 |

Welcome to Surrey Pension Committee / Local Pension Board



I would like to take the opportunity to welcome you to the Surrey Pension Fund Committee / Local Pension Board.

This guide is designed to assist those with decision making or oversight roles within LGPS funds by familiarising you with some key areas and providing a bit of background on:

- Understanding of the Local Government Pension Scheme (LGPS) and how it is set up.
- The sort of decisions that you may be asked to make or assistance you can give to the administering authority.

This handbook is aimed at elected members sitting on the Pension Fund Committees and exercising a decision-making function in respect of LGPS funds, as well as members of the Local Pension Board whose role is one of assisting and oversight.

It will be particularly useful to committee and board members who are new to the role of dealing with an LGPS pension fund. It is also useful for those who are already involved in pension fund committees or local pension boards and are looking for a summary of the important role that they play in the 'stewardship' of their funds.

The Surrey Pension Team looks forward to supporting you in your new role.

Neil Mason

Assistant Director – LGPS Senior Officer

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Membership of the Pension Fund Committee

The current membership of the Pension Fund Committee is as follows:



Nick Harrison: Chairman

Party: Residents' Association and Independent
Borough and District: Reigate and Banstead

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Trefor Hogg: Vice Chairman

Party: Conservative
Borough and District: Surrey Heath

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Party: Conservative
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Cllr Robert King

Co-opted Members
Borough & District
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Cllr Steve Williams

Co-opted Members
Borough & District



Kelvin Menon

Co-opted Members
Employer Representative

Philip Walker

Co-opted Members
Employee & Pensioners Representative

Membership of the Local Pension Board

The current membership of the Local Pension Board is as follows:



Tim Evans: Chairman
Independent Chair



Cllr David Lewis: Vice Chairman
Councillor – Employer Representative



Fiona Skene
Employer Representative



Councillor Jeremy Webster
Employer Representative



Brendan Bradley
Employer Representative

William McKee
Member Representative



Siobhan Kennedy
Member Representative



Trevor Willington
Surrey LGPS Members

Pension Fund Administering Authority

Roles and Responsibilities

Agreeing the fund's objectives and investment beliefs

- Including monitoring progress of the fund's achievement towards its objectives

Deciding upon an appropriate investment strategy and structure for your fund.

- Considering advice from your investment advisers and the fund's Actuary
- Identifying and managing the fund's key risks

Dealing with investment managers of the fund's assets

- Potentially selecting new investment managers
- Monitoring performance over time
- Replacing managers where necessary

Setting policy on environmental, social and governance (ESG) related matters

Dealing with your fund actuary

- Ensuring that you have an appropriate funding strategy for setting contributions
- Agreeing contribution rates at the Fund's triennial valuation
- Monitoring the progress of the funding level between valuations

Ensuring that all relevant documentation is in order

- Reviewing and updating the mandatory documents
- Reviewing administering authority policies as appropriate
- Approving your pension fund accounts according to the statutory deadline

Be responsible for the risk management of the fund by

- Maintaining an up-to-date risk register
- Ensuring that appropriate policies are in place to deal with the admission of employers into the fund, and the departure of employers from the fund
- Ensuring the smooth administration of the fund for members and employers
- Keeping watch for possible long-term risks e.g., how your mortality experience is changing over time.

Members of the Pension Fund Committee

Although the Members of the Pension Fund Committee are appointed by the County Council (6), District Councils (2), other employers (1) and an employee representative (1), their primary responsibility when sitting as Pension Fund Committee Members is to the Pension Fund Administering Authority.

Members effectively act as Trustees, and their role is to manage the Fund in accordance with the Regulations and to do so prudently and impartially on behalf of all the contributors and beneficiaries.

This role is in addition to their other responsibilities as elected members, and in many ways fundamentally different. The overriding responsibility is to act in the best interests of the present and future beneficiaries.

This sometimes means that Pensions Authority members may have to make decisions that in other political circumstances they may not choose to make. But members also need to ensure the Fund is managed in the most effective and efficient way to minimise the call on the public purse.

In practice, members typically discharge their duty by ensuring they have a systematic and clear way of agreeing the investment policy and regularly testing adherence to the policy.

They also need to ensure the effective administration of pension payments and matters associated with the administration of the Fund.

Members achieve this most effectively through a work programme that allocates time for key decisions, reviews, and other activities at the right points in the yearly cycle of meetings.

To carry out the role effectively, a committee member must have the following:

- An ability to focus on the issues that make the most difference and produce the most value and not be distracted by lower order issues
- Access expert professional advice in the form of external advisors and administering authority officers
- An ability to seek reassurance, challenge the information provided and bring their own experiences to bear in decision making

Case law relating to trustee responsibilities has tended to stress:

- the independent fiduciary duty of a trustee
- the requirement to put the needs of the beneficiaries first at all times
- the duty to exercise powers in the best interests of present and future beneficiaries
- best interests of beneficiaries are normally their best financial interests
- the power of investment must be exercised to yield the best return for the beneficiaries (balancing risk and return)
- the standards required of a trustee in exercising his powers of investment is that he/she must take such care as an ordinary prudent person would take if he/she were minded to make an investment for the benefit of other people for whom he/she felt morally bound to provide. This duty involves taking advice on matters the trustee does not understand.

Member Role Profiles

Guidance on Time Commitments for Members

Pension Fund Committee and Local Pensions Board Members have a very demanding and complex workload which requires them to draw on particular skills and knowledge. The following provides an overview of the type of qualities and skills required.

To provide some context, the Authority maintains, invests and administers the Surrey Pension Fund (approximate value £5.4 billion) on behalf of over 300 contributing employers and over 100,000 members (active employees, deferred employers and pensioners).

Surrey County Council, as the Administering Authority, is responsible for the functions, property, rights and liabilities of the Surrey Pension Fund, including management of the Fund’s investments, the payment of pensions to retired pensioners and the administration of the Scheme rules for its contributors.

Authority Members will be required to engage with officers from the Surrey Pension Team as part of their role.

The Authority’s meetings and frequency are given below. These are usually held at Woodhatch Place. In addition, training sessions are held before or after meetings, covering a range of key topics.

| Meeting | Frequency |
|------------------------|---------------------|
| Pension Fund Committee | Four times per year |
| Local Pension Board | Four times per year |

Training sessions 2022/23

Please refer to the Board and Committee Training Policy for details. Upcoming training opportunities will be shown on the Surrey Pension Team Governance SharePoint site.

Basics of the Local Government Pension Scheme

The Local Government Pension Scheme (LGPS) is a defined benefit, funded, occupational pension scheme, set up under Regulations set by Parliament.

In Scotland and Northern Ireland, similar arrangements were set up by Scottish Ministers and the Northern Ireland Assembly respectively.

The pension scheme provides pension benefits for those who work in the local authority arena. It is open to employees of local government employers as well as a wide range of other public service employers, including admission bodies for Charities and Private Sector contractors.

The pension benefits under the LGPS are set nationally and are very secure as they are written in statute.

Although the LGPS is a nationwide scheme, it is actually made up of 90 stand-alone regional funds. These are locally administered, normally by local authorities.

Key LGPS Facts

| Key Fact | England and Wales (1) | Surrey County Council (2) |
|--------------------------------|-----------------------|---------------------------|
| Number of members | 6.2 million | Over 100,000 |
| Total fund assets | £342 billion | £5.4 billion |
| Annual expenditure on benefits | Over £12.0 billion | £171 million |

Sources: (1) Scheme Advisory Board Annual Report 2021

(2) Surrey Pension Fund Annual Report 2022

Definitions

CARE

From 1 April 2014, the LGPS in England and Wales (2015 for the other regions) became a Career Average Revalued Earnings (CARE) based scheme, with pensions accruing each year based on scheme members' earnings over their career.

Previously, the benefits under the scheme were based on a formula linked to length of service and pensionable pay on leaving.

Funded

This means that a fund is built up from employee and employer contributions, investment income and capital growth in order to meet future benefit payments as they fall due.

Most other public sector schemes are unfunded or pay-as-you-go schemes.

Admission bodies

Employers that have applied to participate in the scheme under an admission agreement, usually employers such as charities or contractors.

Admission bodies usually provide a public service which is closely linked to the functions of a local authority.

Who's who in the LGPS?

The main parties involved in the management and administration of the LGPS are:

The administering authority

Local authority – they have the responsibility of managing all aspects of the fund.

Advisers

There are many experts whose assistance you may need to rely upon. The list includes auditors, lawyers, investment managers, actuaries, investment, governance and benefit consultants, and custodians.

Department for Levelling Up, Housing and Communities (DLUHC)

This central government department has overall responsibility for the strategic management and policy making in relation to the LGPS in England and Wales. The Scotland equivalent is the Scottish Public Pensions Agency, whilst the Northern Ireland version is the Department of the Environment.

Officers

Employees of the administering authority, whose role it is to carry out the day-to-day administration and management of the fund on behalf of the elected members. The actual day-to-day administration may be carried out by an in-house team, an external contractor or a local authority shared service.

The Pension Fund Committee (or equivalent)

Primarily made up of elected members from the Council acting under delegated authority as the administering authority. The committee usually has overall responsibility for the fund and provides a similar function to that of trustees in private sector pension schemes.

The Local Pension Board

Made up of member and employer representatives whose aim is primarily to assist the scheme manager in the governance of the scheme. Unlike the pension fund committee, local pension boards have no direct delegated decision-making responsibilities.

Other bodies

Other groups that you will come across include the LGA (Local Government Association), who provide guidance on the technical aspects of the LGPS; CIPFA (Chartered Institute of Public Finance and Accountancy), who provide support on reporting and accountancy aspects; and GAD (Government Actuary's Department), whose aim is to improve the stewardship of public sector finances by supporting

effective decision-making and robust financial reporting through actuarial analysis, modelling and advice.

The Pensions Regulator (tPR)

The Pensions Regulator is responsible for regulating the governance and administration of pension schemes and has published a code of practice for public service schemes to adhere to.

Scheme Advisory Board (SAB)

A national body representing employers and scheme members, which works with Government and other stakeholders to encourage best practice, increase transparency and coordinate technical and standards issues. Separate SABs exist for the schemes in England & Wales, Scotland and Northern Ireland.

Scheme Employers

Local authorities, public service organisations and private contractors providing an outsourced service.

Scheme Manager

The body responsible for running a public service pension scheme. In the LGPS, each administering authority is a scheme manager.

Scheme Members

Active employees, deferred members or pensioners within the LGPS.

Investment Decisions

One of the Pension Fund Committee's main tasks will be to decide where the Fund's assets are invested.

The Pension Fund Committee decides the overall strategy (i.e. the mix of asset types). Then the investment managers purchase and sell the various assets (please see later comments on pooling). Key things to keep in mind are:

- Of the asset classes, equities, real estate and alternative assets are essentially return seeking. By contrast, bonds are usually held for stability and security.
- A high allocation to return seeking assets helps to keep pensions affordable. However, return seeking assets increase risk.
- Diversification (i.e., not putting all of your eggs in one basket) should help to reduce the downside risk.
- A long-term approach, seeking return, is generally considered appropriate for such long-term liabilities, hence the high allocation to equities and alternatives seen in the LGPS world.
- Environmental, Social and Governance (ESG) related aspects must be considered when making investment decisions.

Asset Classes

Described below are the major asset classes the Fund invests in and their characteristics.

Equities

The Fund's listed equity exposure is derived from holdings in equity funds that have underlying investments in the shares of companies listed on stock exchanges. Shares in companies give an entitlement to dividends and the prospect of capital gains. The capital gain is the increase in the share price over time and a dividend is the share of the company's profits distributed as income. Both the share price and dividend income can rise and fall over time and the combination of these two elements derives the total return from an equity. Equities are expected to deliver a higher return than bonds over the long term.

The investments are split between actively managed funds and passive funds. Actively managed funds attempt to outperform their respective benchmarks by owning more or less of each individual constituent of the benchmark. There are active decisions made about whether to own each company and to what extent. The passively managed funds attempt to match the performance of the underlying benchmark as closely as possible.

The Fund’s passive investments tend to replicate the benchmark by holding most, if not all, of the constituent companies. The opportunity of significant outperformance is forgone, but fees are considerably lower.

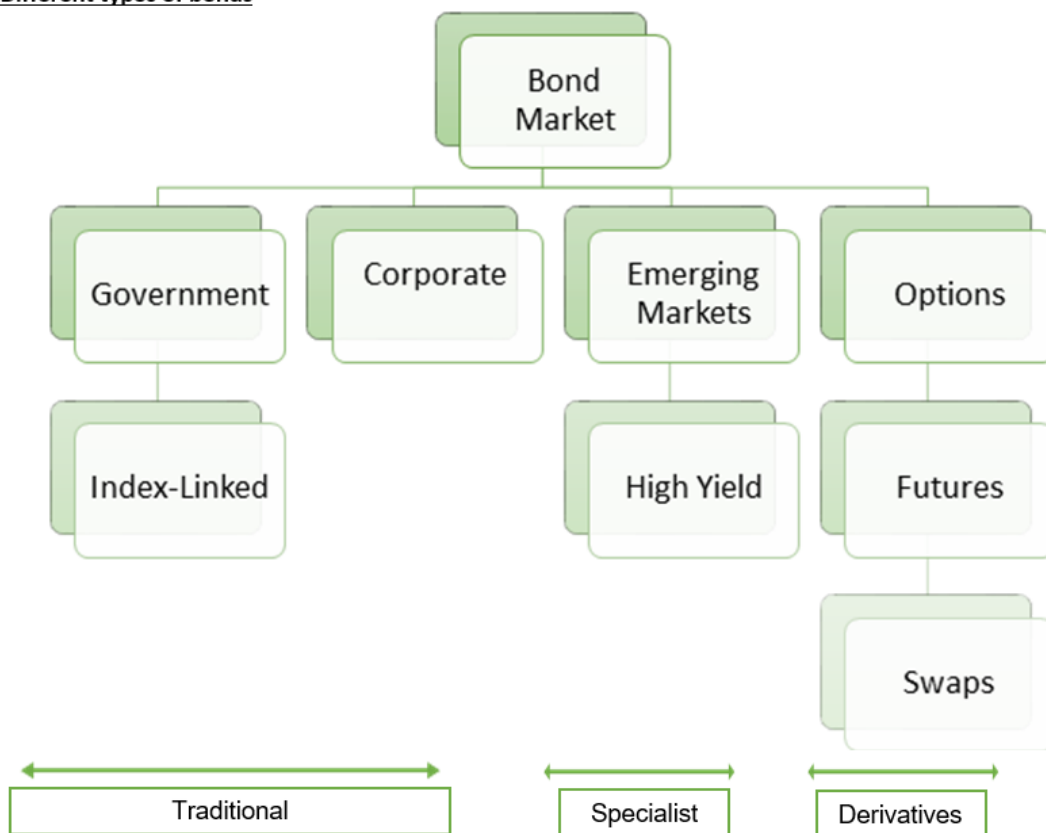
Private Markets

Private markets is the generic term that covers unquoted investment. There are various sub-divisions of this asset class such as private equity, private infrastructure and private credit. Each of these has its own set of characteristics and performance profiles. Generally, investing in private markets has delivered less volatile returns over the short- to medium-term than investing in quoted companies but are less liquid. Returns have varied widely depending upon the sort of criteria employed and the year of investing. However, investment in this area aids diversification and justifies the risks involved.

Bonds

Bonds provide a regular income and should be repaid in full at maturity. Sovereign debt is issued by Governments and Corporate bonds are issued by companies. Bonds issued by the UK Government are called Gilts. Corporate bonds are perceived as being higher risk than gilts and therefore pay a higher interest rate. Index-linked gilts provide income and maturity payments which increase (or decrease) in line with inflation.

Different types of bonds



Real Estate

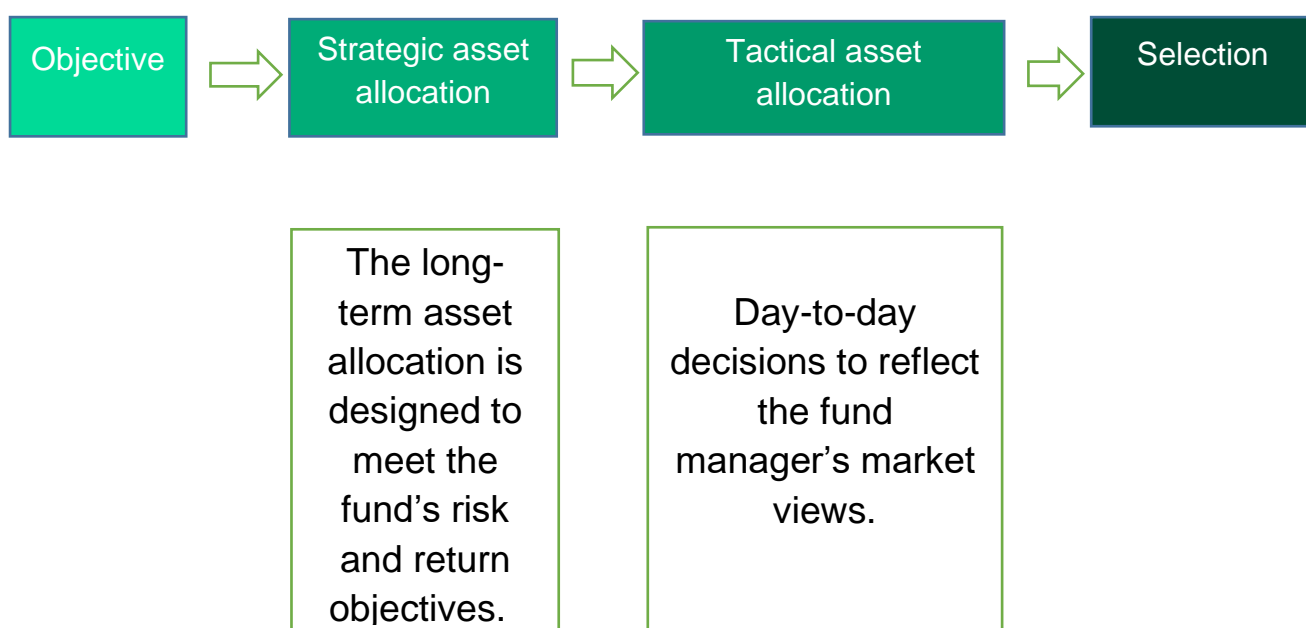
Real Estate investment allows funds to acquire assets which provide a rental stream which will tend to rise in line with the rate of inflation over a period of time. This in turn should have a positive effect on capital values. Real Estate investments also provide a valuable element of diversification in portfolios and can provide a hedge against volatility in equity markets. They do, however, require more management attention than other forms of investments, and are less liquid than equities or bonds. Because of the fees payable and tax imposed, real estate is comparatively expensive to purchase and, therefore, trade. As a consequence, real estate is usually held for the longer term.

Cash

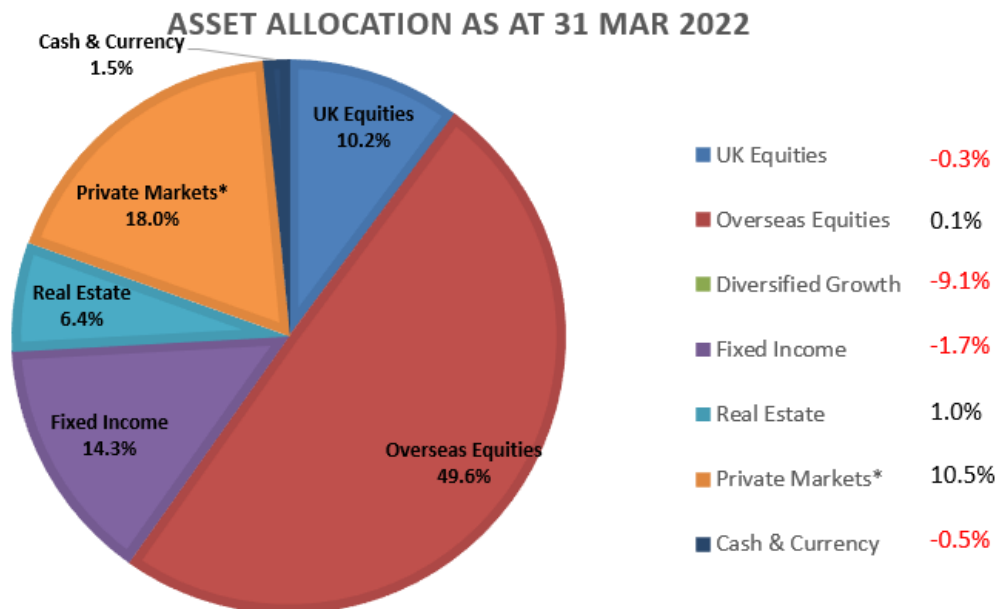
There is always a cash element within the Fund, allowing day-to-day pension fund requirements to be met. There are occasions when cash is viewed as an asset class in its own right, although the Fund has no official cash allocation. All cash is actively managed.

Surrey Pension Fund: Asset Allocation

The flow diagram below shows how the fund’s objectives are translated into selection of the optimum asset allocation.



The distribution of the Fund investments into different asset classes within the portfolio at 31 March 2022 is shown in the chart below. The percentage change since 31 March 2021 is shown as well.



The table below shows the investment breakdown by asset class as at 31 March 2022 versus target allocation.

| Asset class | Market Value as at 31 Mar 2022 (£m) | Asset Allocation (%) as at 31 March 2022 | Target Allocation (%) as at 31 March 2022 |
|----------------------------------|-------------------------------------|--|---|
| Listed Equities | 3,185.9 | 59.8% | 54.8% |
| Diversified Growth | 0 | 0.0% | 0% |
| Private Markets | 558.1 | 10.5% | 17.0% |
| Listed Alternatives | 402.3 | 7.6% | 3.0% |
| Property | 338.4 | 6.4% | 7.6% |
| Fixed Interest Securities | 760.1 | 14.3% | 17.6% |

| Asset class | Market Value as at 31 Mar 2022 (£m) | Asset Allocation (%) as at 31 March 2022 | Target Allocation (%) as at 31 March 2022 |
|--|-------------------------------------|--|---|
| Internally Managed Cash, Liquidity Fund & Currency Overlay | 80.4 | 1.5% | 0.0% |
| Total | 5,325.2 | 100% | 100% |

Local Pension Board

All LGPS funds are required to have a local pension board, whose role is to assist in ensuring that they are governed efficiently and effectively and that regulatory and best practice requirements are met.

The role of the local pension board is to assist the scheme manager (the administering authority) in securing compliance with:

- The scheme regulations
- Other governance and administration legislation
- Any requirements of the Pensions Regulator (tPR)
- Additional matters, if specified by scheme regulations

The boards are required to have an equal number of representatives from employers and scheme members. They may also have other types of members, such as independent experts, but such members will not have a vote.

The law requires local pension board members to have knowledge and understanding of relevant pensions laws, and to have a working knowledge of the LGPS and its documentation. Whereas the role of the pension committee usually involves carrying out a decision-making function, members of pension boards should focus on the processes involved in running the fund. For example, are policies and procedures up to date, are the requirements of the Pensions Regulator being met and is the fund following recognised best practice?

At a national level there is also a Scheme Advisory Board (SAB). This consists of representatives from across a broad spectrum of LGPS stakeholders. Its purpose is to encourage best practice, increase transparency and coordinate technical and standards issues by being reactive and proactive. Separate SABs exist for the schemes in England & Wales, Scotland and Northern Ireland.

Knowledge and skills

There is a requirement that those responsible for the governance of the Fund have the necessary skills. The CIPFA Code of Practice embeds the requirement to ensure those charged with pension scheme governance have access to the skills and knowledge to carry out their role effectively. Members of local pension boards also have a statutory requirement to have knowledge and understanding of the law relating to pensions and any other matters specified in regulations.

Unlike local board members, there is no statutory requirement for decision makers on a Pension Fund Committee to have a particular level of knowledge on pensions law or LGPS matters. However, it would be impossible for a pension fund committee to carry out its role effectively without such knowledge.

At committee, knowledge should be considered at a collective level. A pension committee member is not being asked to be a subject matter expert or act operationally. Instead, the role involves receiving, filtering, and analysing professional advice in order to make informed decisions.

CIPFA has published technical guidance for Representatives and Practitioners in the public sector within a Knowledge & Skills framework (KSF). The framework outlines the required skills set for those responsible for pension financial management and decision making.

In August 2015, CIPFA extended the Knowledge and Skills Framework to specifically include members of local pension boards, albeit with an overlap with the original framework. The framework identifies the following areas as being key to the understanding of local pension board members.

The eight areas of the framework

- Pensions Legislation
- Public Sector Pensions Governance
- Pensions Administration
- Pensions Accounting and Auditing Standards
- Pensions Services Procurement and Relationship Management
- Investment Performance and Risk Management
- Financial markets and product knowledge
- Actuarial methods, standards, and practices

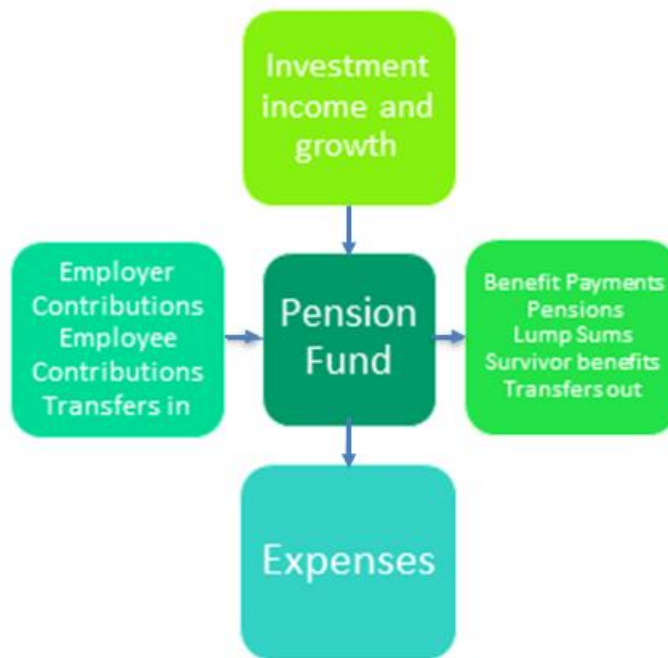
It is seen as best practice to sign up to the CIPFA code of practice, which Surrey Pension Fund has done.

The Training Policy sets out the training requirements, monitoring and reviewing knowledge and skills, and should be read in conjunction with this document.

Actuary

The Committee's main objective when running the Fund is to ensure that there are sufficient assets, through contributions and investment returns, to pay benefits as they fall due.

The following diagram shows how money flows into and out of the fund.



The Fund's actuary, Hymans Robertson, carries out triennial actuarial valuations of the fund with the following objectives:

- To comply with legislation (it is mandatory to have an actuarial valuation every 3 years).
- To monitor the ongoing health of the fund (i.e., are there sufficient funds to pay the pensions).
- To recommend appropriate contribution rates for employers, and
- To monitor the actual experience of the fund against the assumptions made.

To carry out the valuation, assumptions need to be made about future experience. The most important decisions are the discount rate to use and the mortality assumptions. These feed into financial modelling to help inform decisions about funding strategies. During the valuation period, the actuary will provide assistance in determining these assumptions and setting funding strategies.

Actuary details:



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Fund Actuary

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Steven Scott FFA

Fund Actuary

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Definitions

Discount rate

A number used to place a single value on a stream of future payments, allowing for expected future investment returns. At the valuation the discount rate is used to calculate the value of remaining benefit payments at the end of a given time horizon (e.g., 20 years). It is expressed as a prudent margin above the risk-free rate.

Funding strategies

These aim to target full funding for each employer over an appropriate time horizon by striking a balance between future employer contributions and future investment returns. The financial strength and risk profile of employers are key factors for a fund to consider when setting the strategies.

Mortality assumptions

One of the greatest unknowns for a pension fund is how long benefits will be paid. People are currently living longer than they did in the past. The extent to which improvements are occurring needs to be actively monitored.

Pooling LGPS Investment

In 2015 the Department of Housing, Communities and Local Government (as it then was) issued LGPS: Investment Reform Criteria and Guidance, which set out how the government expected funds to establish asset pooling arrangements.

The objective was to deliver:

- Benefits of scale
- Strong governance and decision making
- Reduced costs and excellent value for money, and
- An improved capacity and capability to invest in infrastructure.

This has led to the creation of eight asset pools which have significantly changed the previous approach to investing, although it should be stressed that the responsibility for determining asset allocations and the investment strategy remains with individual pension funds.

Surrey Pension Fund, along with 10 other funds, is now a partner fund of Border to Coast Pensions Partnership. Each Partner Fund had invested in Class A and B Shares at a cost (transaction price) of £1 and £833,333 respectively.

Some of the risks associated with LGPS Asset Pooling as a whole include:

- Less flexibility in terminating underperforming managers
- Conflicting strategic goals of different partner funds affecting funds on offer
- Lack of transparency in funds managed from the pool and from Partner Funds.

Border to Coast Pension Partnership

To satisfy the requirements of the LGPS (Management and Investment of Funds) Regulations 2016, the Surrey Pension Fund is a shareholder in Border to Coast Pensions Partnership (BCPP) Limited.

BCPP Limited is a Financial Conduct Authority (FCA) regulated Operator and an Alternative Investment Fund Manager (AIFM).

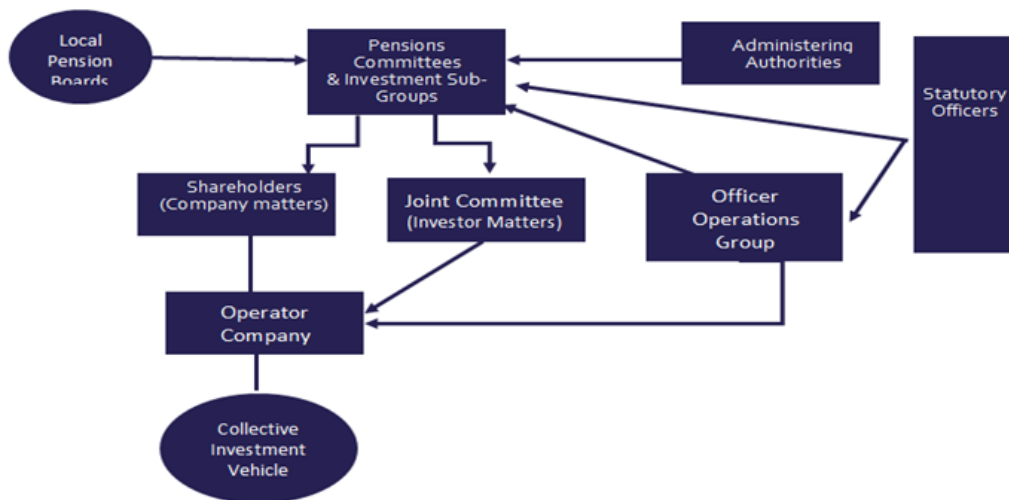
Border to Coast Pensions Partnership is one of the largest pension pools in the UK. Established in 2018, it was founded to manage the investments of the eleven Partner Funds, who collectively have c.£60bn of assets, 1 million scheme members and 2,700 employers (as at 31 March 2022).

BCPP is a partnership of the following administering authorities:

- Bedfordshire Pension Fund
- Cumbria Pension Fund
- Durham Pension Fund
- East Riding Pension Fund
- Lincolnshire Pension Fund
- North Yorkshire Pension Fund
- South Yorkshire Pension Fund
- Surrey Pension Fund
- Teesside Pension Fund
- Tyne and Wear Pension Fund
- Warwickshire Pension Fund

The basis of the pooling is in line with guidance issued by the Secretary of State.

The governance structure of BCPP is as follows:



15

The Fund holds BCPP to account through the following mechanisms:

- A representative on the BCPP Shareholder Board, with equal voting rights, provides oversight and control of the corporate operations of BCPP Limited. Each Fund has an equal share in the company.
- A representative on the BCPP Joint Committee who monitors and oversees the investment operations of BCPP Limited.
- Officer support to the above representatives from the Officer Operations Group and the Statutory Officer Group.

The regulatory changes do not affect the sovereignty of the Fund which retains decision-making powers regarding asset allocation and delegates the investment management function to BCPP Limited. The pooling of LGPS assets has no impact on the pension entitlement of members of the fund (pensioners, current employees, and deferred members who are yet to draw their pension).

BCPP has an internal team of investment managers, in addition to appointing external managers. Its role is to implement the investment strategies of the partner funds, through a range of investment sub-funds, offering internally and externally managed solutions.

It is anticipated that the majority of the Fund’s investments will be made through BCPP. Where it is not practical or cost effective for assets to be transferred to the Pool, for example, legacy private market and passive investments, they will continue to be managed by other third-party managers. Whilst these assets are unlikely to be transferred in their current form, if proceeds are received from them, and asset allocation targets and product offerings permit, they will be reinvested through BCPP.

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We Welcome Your Suggestions



We hope you have found the information in this handbook helpful.

If you have any suggestions about what else you would like to see included, please contact Jennifer Stevenson on jennifer.stevenson@surreycc.gov.uk