

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Denise Turner-Stewart

**PORTFOLIO:** Deputy Leader, Communities and Community Safety

### **Surrey Fire and Rescue Service:**

- 37 new wholetime firefighters were welcomed to the service at the beginning of the year.
- His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) return in March for their third full inspection.
- The Fire Brigades Union announced members had voted to accept a national pay offer on 6 March.
- The Community Survey, part of the new Community Risk Management Plan development, had over 1,000 responses with Instagram polls used to encourage participation from 18 to 24 year-olds.
- Chief Fire Officer, Dan Quin, has been appointed National Fire Chief Council's Road Safety and Road Rescue Lead.
- Recent campaigns include Come Home Safe, aimed at young males - gaining almost 86,000 hits on social media; the annual Safe Drive Stay Alive performance, attended by 9,308 young people, and Biker Down to support motorcycle users.

**Trading Standards:** The team have been working to protect young people from unsafe vapes; sales have risen rapidly, with marketing targeting younger people and many products do not comply with safety legislation. The service has dealt with over 70 complaints about illegal sales to young people, carried out 9 under-age sale test purchasing operations resulting in 6 illegal sales, and seized over 5,500 non-compliant vapes.

**Community Link Officers:** CLOs continue to build connections in communities, working closely with Members, district and borough councils, wider partners, and residents to understand the views and ambitions people have for where they live and enabling them to make great things happen. Activities include 'Let's Talk' events which provide a chance meet the community using data in a fun and engaging way such as the valentine themed 'Love Ockford!' event held on 14 February at St Mark's school, Godalming.

**Local Area Coordinators (LACs):** Our first four LACs are active in Sheerwater & Maybury (Woking), Hurst Green (Tandridge), Horley Central and West (Reigate & Banstead), and Old Dean & St Michaels (Surrey Heath), where they are working with over 100 residents in need of support. We are starting to see positive impacts of this long-term approach, which helps people become healthier, happier, more connected members of their community. With Surrey Heartlands funding, the team will expand to another four key locations: Goldsworth Park (Woking), followed by Holmwoods (Dorking), Stanwell (Spelthorne) and Stoke (North Guildford).

**Libraries:** They saw a 22% increase in visits in December and January vs the same period last year. This includes strong use of the warm welcome offer to support residents through the cost-of-living crisis. Responding to feedback and working collaboratively with local banks, the service is investigating more bank pop-up banking sessions, as well as how we can provide more general financial support for residents.

**Voluntary, Community and Social Enterprise:** It has been confirmed there will be a further year of Household Support Fund (£10.6m coming to Surrey in April) and we will continue to work with partners to distribute this and reach some of our most vulnerable residents. The demand on charities is increasing and in response to this, the County Council has tried to add an inflationary uplift to contracts and grants wherever possible.

**Active Surrey:** Planning is underway for the Easter Holiday Activity and Food programme which will offer 13,000 places to young people on free school meals to be able to access free holiday camp provision, including a hot meal at 143 venues across all districts and boroughs throughout the county.

**Your Fund Surrey:** Three more projects have been approved. Oxshott Scouts and Guides were awarded £1.18m to create a new community hub. Friends of Kenyngton Manor were awarded £190k to purchase playground equipment to be maintained by Spelthorne Borough Council. Camberley Men's Shed were awarded £14k to purchase equipment for their new facility, which already has 75 people on a waiting list. The new community fund, YFS – small community projects, launched on 20 February. Each Member has £50k to spend on community projects in their division by 2025. MCA applications for 2022/2023 closed on 31 January. Almost 400 applications were received and over 95% of the total allowance is allocated.

## DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Rebecca Paul

**PORTFOLIO:** Levelling Up

**County Deal Update:** At the start of 2023, the Leader wrote to the Secretary of State expressing Surrey's interest in initiating discussions for a Level 2 County Deal, based on the Government's Devolution Framework. The letter set out the rationale behind Surrey's proposals which include a Single Surrey Growth and Investment Fund, a Surrey Growth and Enterprise Hub, Devolved Skills Functions and Budget, a Lead Climate Change Authority for Surrey, a Surrey Infrastructure Investment Plan, and the integration of Local Enterprise Partnerships (LEP). The letter confirmed that no significant changes to the Council's governance arrangements would need to be made for a Level 2 deal. At present, the County Council is still awaiting a response from the Department of Levelling Up, Housing and Communities.

**Update on Levelling Up Bid:** The allocation of levelling up funding (round 2) from central government was recently announced, with more than 100 projects across the country given a share of £2.1bn. Three bids were submitted in Surrey: Tandridge District Council bid for £8.6m to bring improvements to Caterham Valley and Caterham on the Hill including improved public realm space and flood alleviation measures, Woking Borough Council sought £3.8m to develop a Sheerwater health and community campus, and the County Council submitted a £12m bid towards improving bus facilities, cycling, and walking in the east of Woking. Disappointingly, no funding was awarded to Surrey, but we will look to apply again in future rounds of funding.

**Data Strategy Update:** The programme continues to make good progress. Focus this year has been on introducing new data capabilities to the organisation, for example implementing new data quality and data catalogue tools, establishing new governance which will enable more organisational and conscious decision making, as well as developing some key tools like [the key neighbourhoods](#) information and the Surrey Index. In addition, the introduction of best practice around data quality has been supporting some key pieces of work for the organisation. So far 63 data quality dashboards have been developed which analyse more than 950,000 rows of data/records. These are being actively used to identify and resolve data issues that impact council activity. Work is ongoing to develop our insight capability by identifying cross directorate strategic projects and working in multidisciplinary teams.

**Equality, Diversity, and Inclusion:** A recent event outside a Surrey school has given us all a stark reminder of the challenges faced by some of our minority groups in Surrey and the need for more to be done to tackle racism. As a Council we want to do all we can to ensure our communities are welcoming places where all can succeed and thrive. We also seek to achieve the same thing within our own workforce. As a direct result of this terrible incident, staff working for Surrey County Council have shared their own experiences of racism, and those of their children and loved ones, in the workplace, in our communities, in education, and in their work with clients. We hope to take the learnings from this session to bring positive change.

We are working closely with partner organisations and communities to help improve community cohesion, inclusion and belonging. As an employer, we have recently commissioned a workforce review focussing on race and ethnicity which will be launched in the coming weeks. The guidance for staff experiencing discrimination from people accessing our services and the new Ending Bullying and Harassment Policy have been launched. We are also facilitating safe spaces for staff from minoritised ethnic groups to come together to share their experiences and to receive support from colleagues and senior leaders. Importantly, the workforce development offer is being reviewed with a specific focus on opportunities for managers and leadership development to ensure colleagues can progress and thrive across the organisation. The leadership scheme will be a key part of this.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** David Lewis

**PORTFOLIO:** Finance and Resources

**2023/24 Budget and Medium-Term Financial Strategy to 2027/28:** This was approved by Council on 7 February, including a Council Tax increase of 2.99% (made up of 0.99% increase to core Council Tax and the raising of a 2% Adults Social Care Precept).

**2022/23 Budget Update:** At Month 10, the Council is forecasting a full year overspend of £2.4m against Directorate revenue budgets. This is an improvement from previous months, including an improvement in the Home to School Travel Assistance (H2STA) position. In recognition of the challenging economic climate and the impact of rising inflation, it has been agreed that the remaining £17m corporate contingency budget be applied. This reduces the underlying forecast position of a £19.4m overspend to £2.4m, enabling Directorates to focus on implementing mitigating activities to reduce this remaining forecast overspend, before the end of the financial year. The Capital Programme Budget was re-set at month 9, to £210m, to reflect a more accurate position based on deliverability, taking into account known delays and in-year approvals. At month 10, the forecast against this re-set budget was £201.4m, representing a net decrease of £8.6m.

**External Audit of the Statement of Accounts:** The Audit & Governance Committee approved the 2021/22 Statement of Accounts on 8 March 2023, subject to a final technical review by the External Auditors. The Pension Fund Accounts for 2021/22 were approved at the same Committee and Grant Thornton issued the necessary documentation to Surrey based borough and district councils in respect of their own Statement of Accounts. Work has already started on the 2022/23 closing procedures, with draft unaudited accounts due by the end of May 2023.

**Internal Audit:** Reviews completed in the third quarter included a mixture of planned and unplanned audits, schools audit, grant certification work, and irregularity work. Overall, of the 18 formal assignments finalised (excluding irregularity work), 1 received 'substantial assurance', 9 received 'reasonable assurance' (including 4 schools), 2 received 'partial assurance' ('Social Value in Procurement', and 1 school), and 2 were grant certification assignments. There were also 4 reports issued in the period without opinions relating to advisory type work where Internal Audit provides input and support to development initiatives or projects and programmes as they are progressing. Management have agreed actions for improvement for all audit reports requiring them, and we will follow up on progress in due course.

**Transformation:** Chair of the Transformation Assurance Board has transferred to David Lewis from the Leader, and ownership of the Transformation Programme is moving from the Leader to sit under Cllr Lewis within the Finance and Resources portfolio. Current issues are the ongoing labour market and recruitment challenges impacting ability to recruit and retain high calibre managers, and inflation and increases in the cost-of-living will mean that not all transformation efficiencies will be achieved in 22/23.

**Member Development:** Work is planned to refresh the strategy and programme, with the support of the Member Development Steering Group. Following the May AGM, all Members will be invited to a mid-term 1-1 session with Democratic Services.

**Digital Business & Insights (DB&I):** This is over halfway through the testing phase and making good progress. Core functionality works, and attention is now on the quality of data migration from SAP. As with any programme of this scale, there are some issues, but they are being managed well. We are on track for a June go live.

**IT&D:** Work has been undertaken to update Cabinet on project activity. This includes explaining the breakdown of the 'types' of projects that are delivered which include Run, Grow and Transform. This was well received, and a commitment was made from officers to continue engagement with Members, so that they are sighted, assured and able to explore the detail of projects where necessary. The first few months of 2023 have seen successes in the Transformation space including the Go Live of MySurrey (the personalised intranet) and community-based working platform. The Digital team have continued to develop the Digital Operating Model which aims to bring together existing organisational change practices with human centre design techniques to modernise and enhance service delivery through innovative uses of digital, data and technology. The discovery element of the digital approach continues to gain traction in supporting cross organisation initiatives including the H2STA and ASC Front Door Discovery work.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Natalie Bramhall

**PORTFOLIO:** Property and Waste

### Capital Projects and Delivery & Receipts:

- **Children's Homes:** Homes at Epsom and Walton complete and handover to Service in April. Dorking planning application will be presented to the Planning and Regulatory Committee in March. The Shaw Family Centre in Woking complete in June. Search underway for 6 new properties to provide 24 places for Care Leavers.
- **SBN:** Oakwood Secondary School, we have delivered 8 permanent classes providing 150 new places.
- **Reigate Priory Junior School:** The Planning and Regulatory Committee reviewed the application in February. The application was not approved; referred back to enable challenges to be addressed.
- **St Peters and St Pauls CE Primary:** The Planning and Regulatory Committee confirmed approval for the application.
- **SFRS:** New Fire & Rescue Stations at Lingfield and Chobham submitted for planning end of March.
- **SFRS Fire House and Training Facility:** The training facility and new Reigate Fire Station at Wray Park was presented to MPB in February, support for all schemes confirmed. Papers to Cabinet in April.
- **Permanent Mortuary:** Presented to MPB on 23 February, preference to proceed with a facility solely delivered by SCC, although this will not prevent further conversations with the university.
- **Hubs update - Sunbury:** Planning application to be submitted 17 March. **Weybridge:** Hubs Board confirmed the preferred development option and most comprehensive refurbishment. Weybridge papers to Cabinet in June. **Staines:** Detailed design underway, to Cabinet in May.
- **Pendell GRT Site:** The Planning and Regulatory Committee reviewed the application in January. The decision was deferred to enable the Committee to visit the site.
- **Libraries Transformation Programme:** The five priority libraries underway for Epsom, Guildford, Redhill, Woking, and Staines have been reviewed to reduce costs.
- **ASC:** Short breaks at Lakers (Woking) and Squirrels (Banstead) to Cabinet in March. Mental Health report to Cabinet in April. DBFO (Design Build Finance Operate) - Pond Meadow in planning with Guildford Borough Council. The remaining 5 DBFO projects are progressing with evaluation of tender responses.

### Disposals – Surplus Declarations/ Core Disposals:

- **Coxbridge Farm, Farnham:** Heads of Terms being finalised, and some site survey activity in hand as we seek to conclude terms with a major house developer with our joint landowners. We seek to conclude terms that would enable a receipt over a 24-month period as well as finalise a S106 agreement. A full report to Cabinet is now anticipated for April.
- **Capital Receipts Programme 2022/23 – 2025/26:** As assets are being brought forward for confirmed disposal, we continue to forecast over £100m of sales through to 2025/26. We are due to complete on the sale of Pixham Lane Dorking on 17 March taking the full year of receipts to £44m with forecasts for 2023/24 above £25m and 2024/25 above £10m.
- **Marketing activity- Consort House, Redhill:** Despite low market interest and nationally decreasing values for secondary vacant offices, we have secured several bids and now negotiating with one specific party on a freehold sale basis. We anticipate fully vacating the asset by end of May also securing business rate reliefs to mitigate holding costs. The disposal would be subject to a Cabinet decision.
- **Dormers in Caterham and Former Glenthornes site, Staines:** Both are being marketed with bids likely to close around Easter with an encouraging level of enquiries. Any disposals would be subject to a Cabinet decision.
- **Karibu Epsom and former Hillside/ Portesbery Camberley:** Marketing agents are being appointed and we anticipate commencement of marketing over the next quarter.
- **St Faiths** - Leasehold disposal completing 14 March. **Woking Town Hall office** - Leasehold disposal 31 March.

### Acquisitions

- Over the past quarter, we have been negotiating to secure two assets to support our approved SEND and AP programmes with terms agreed to secure an asset in Deepcut and a land parcel in Woking both of which remain subject to approvals through our formal governance processes.
- Recent commissions to acquire up to six 4/5-bedroom houses to support our approved CFLL Care Leaver programme, and to also secure a new 7/8-bedroom children's homes are being actioned.

- Following the recently announced (1 March) Stage 1 DfE funding for an SEMH free school/future academy project, the team is providing advice on required Heads of Terms for delivery of a North Surrey site.
- The team is supporting the review of the Edge, Haslemere, a leisure centre being handed back to Surrey County Council by Waverley at the end of June.

**Agile Office Estate:** In December, Cabinet approved the final part of our Agile Office Estate strategy, The final piece will have a core corporate hub in each quadrant of the county. Woodhatch Place in the Southeast and Dakota in the Northeast are already functioning well. Over the next few months, we will continue our work to source new core hubs to bring the same quality of healthy, modernised, flexible space for our staff and residents in the Northwest and Southwest of the county. To provide some context to the scale of this work, last year the programme saw over 600 staff relocate to new agile workspace in Woodhatch Place. Over this next year the programme will see another c.600 staff relocate to new facilities, with agile workspace for a further c.2500 by the end of the programme in 2025/26.

**Extra Care/DBFO:** The Extra Care Housing Programme is on track to deliver 725 affordable units. Each of the phases are as follows:

- **Phase 1a, Pond Meadow, Guildford (59 Units):** Project has progressed well so far with a strategic partner and their building contractor appointed. Development has stalled in the Planning process. Planning approval was expected in December 2022 but has been held up due to concerns around the available amenity space. Strategic partner is working through this with the Guildford local planning authority. Once secured the development will move forward to construction.
- **Phase 1b, Salisbury, Lakeside, Brockhurst, Bentley & Pinehurst (309 units):** Strategic partner tender is in negotiation stage and progressing on programme. An appointment is anticipated end of May 2023. Outline planning applications have been submitted for Regulation 3 determination for four of the five sites with the final application due to be submitted in March. The phase remains on programme.
- **Phase 2, Confidential Three sites (200 units):** Three sites have been assessed as suitable following a robust RIBA Stage 0 – Strategic Definition appraisal. Approvals have been secured for the completion of RIBA Stage 1 – feasibility and this stage has commenced. Anticipated that the three sites will be presented to Cabinet this summer to seek approval to proceed. Route to market being assessed and will be determined by the commercial appraisal.
- **Phase 3, Future sites (c.157 units):** Preparation for identifying appropriate sites to deliver the remaining demand of Extra Care Housing underway, envisaged that these will be identified early 2024.

#### **Facilities Management:**

- **Energy Management:** Continued good progress with several operational initiatives to reduce energy consumption across the corporate estate. Energy use in all Council buildings other than schools in 2022 was down by 12% compared to the previous year.
- **The Capital Maintenance FMR Programme:** Good progress has been made for the year to date as 89 projects have been completed this financial year with another 14 in construction and an additional 14 currently being mobilised. The draft programme for FY23/24 has been developed in liaison with Services and awaits approval from the Capital Programme Panel.
- **Transformation:** The Strategic Transformation of the Authority's FM services is on schedule and progressing well. Bidders on the Hard and Soft FM contracts are submitting their Invitation to Tender proposals on 6 April 2023 and we will appoint suppliers in July 2023. Contracts commence in October 2023, following a 3-month mobilisation period. New in-house team appointed in March 2023.

**Waste:** Much progress has been made on resetting the contractual relationship with the county's waste contractor, Suez, with the agreement between the parties to extend the current contract and to resolve the ongoing dispute about the Eco Park. Suez will be asked to continue to operate the Eco Park and the four waste transfer stations for up to five years beyond the end of the current contract, with the Council having the option to end the service sooner. Separately, the Council has made progress in agreeing an Infrastructure Strategy which will see the potential for new recycling waste treatment facilities and improved facilities for bulking up waste and has also launched a procurement exercise to secure new residual waste disposal services. Through the Surrey Environment Partnership (SEP), the Council has adopted the joint ambition for waste set out in 'SEP 2025' and is working closely with the district and borough councils of Surrey to improve recycling rates.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Matt Furniss

**PORTFOLIO:** Transport, Infrastructure and Growth

**Skills & Economy:** In the last month we have responded to a number of DIT (Department of International Trade) enquiries including: Skeleton Superbattery (UK wide), HCMed Innovations- Taiwanese laboratory, Aplomb Works - India. The March One Surrey Growth Board meeting focused on the emerging Innovation Delivery programme, and CoSTAR and place-based impact acceleration partnership funding bids are in process to support the programme. To progress the work to revitalise town centres, the strategic town prioritisation has been completed with a shortlist of 10 towns identified. The Economy and Growth Team will start partnership conversations with local partners to try to implement this approach in Chertsey and Leatherhead town centres. The Surrey Skills Leadership Forum appointed a new Chair (Mike Brennan) and has held its first meeting of 2023. Work is continuing alongside the Local Skills Improvement Plan (LSIP) to develop employer-led demand for new training provision.

**Infrastructure:** Projects set out in the first 3 phases of the Surrey Infrastructure Plan continue to be progressed and move to the implementation stage. The rolling programme has 18 live schemes being designed and implemented from this year with a further list of over 35 schemes in the feasibility stage, including a dedicated programme focussing on flood alleviation and towns and villages. In addition to Surrey's own plans, infrastructure delivered by external organisations such as Highways England, Network Rail, major utility companies, and private developments are mapped to explore opportunities for collaboration and to minimise disruption.

**Buses:** A public and stakeholder consultation on the future of bus services in Surrey received over 2,600 responses, which have been used to shape a series of new and exciting initiatives. On 28 March, Cabinet is set to approve four new Digital Demand Responsive Transport schemes, building upon the hugely successful Mole Valley Connect model. In addition, a number of time expired bus contracts are being retendered, alongside the modification of 11 routes with extremely low patronage caused primarily by changed travel patterns post Covid.

Cabinet is also set to agree a new half price bus fare scheme for all residents aged 5 to 20. This will be launched at the end of June, when Government's £2 flat fare scheme ends. Our targeted investment will ensure younger people can keep using the bus, helping them to access education, training and their first job. Young people will apply for a smartcard, which will be issued free of charge, removing a potential financial barrier to accessing this excellent new initiative. All of this is in addition to an agreed investment of £49m for more zero emission buses and minibuses, more real time passenger information and more bus improvement and priority measures. This serves to demonstrate the Council's strong commitment to public transport and improving services for residents.

**Healthy Streets:** Create Streets was commissioned in 2020 to undertake a review of the street design and layout of recent residential developments in the County. They were then subsequently commissioned to refresh and update the County Council's street design guidance so that it accords with current thinking. On 25 October 2022, Cabinet endorsed The Healthy Streets for Surrey Guide and agreed adoption of the guide as County Council policy for the design of streets in all new developments in the county. The refreshed approach to street design will support active travel and movement, seek to enrich the County's biodiversity and to support happy, healthy, and sustainable lives.

All Surrey borough and district Local Planning Authorities are strongly encouraged to endorse the guide and associated design code via their respective planning committees. The Guide and code use three layers of prescription to mandate how important an element is to meet the primary objectives of the community: must, should and could. The County Council's Transport Development Planning Team will work with developers at the pre-application stage of new developments to embed the design code in new proposals.

The SCC Placemaking Group is leading a Department for Levelling Up, Housing and Communities (DLUHC) Pathfinder project to present the Guide as a 'live' digital design code in late spring 2023. During the project, a Design Council Review Panel was pleased to see a County Council and Highways Authority taking such an ambitious approach with place-shaping at its heart. Local communities and the Surrey borough and district councils will be able to use Surrey's digital guidance to help develop the highways and transportation elements of their own more detailed, place specific design codes. This is being trialled in partnership with Reigate and Banstead Borough Council, which is developing a design code for the Redhill to Horley A23 corridor through the same DLUHC Pathfinder funding stream.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Kevin Deanus

**PORTFOLIO:** Highways and Community Resilience

**Coroners Services:** We are experiencing an increasing number of referrals to the coroner with 3,663 received in 2022, compared to 3,499 the previous year. In December 2022, the service received a record number of referrals in a single month - 416.

Following a critical incident being declared by Health colleagues in December 2022 due to pressures on the NHS, hospitals within Surrey closed their mortuaries to community deaths. Recognising the significant impact of this on bereaved families who have had a loved one referred to the Coroner, Surrey County Council and the Surrey Coroner's Service implemented its contingency plan and opened a temporary mortuary facility at Bagshot. Since opening in late December, 478 deceased persons have been cared for here. With winter pressures on the health system now easing, it is planned to stand down the facility by end March 2023.

Despite increased demand, the service is performing well with cases being allocated to an officer within an average of two days from point of referral, and families being contacted within one day once a referral has been made. However, given recognised national pressures in relation to mortuary capacity and pathology services, along with a rise in the number of community deaths believed to be partly due to people having reduced access to GPs and other medical practitioners following the pandemic, we are accelerating plans to improve our mortuary infrastructure within Surrey to address these challenges and to provide the best possible service for the deceased and bereaved families in the county.

**Emergency Management and Resilience Team:** The current focus for the Emergency Management and Resilience Team (EMRT) is planning and responding to a number of risks and threats coming out of the Winter period and into Spring linked to a changing climate and global financial crisis. This includes, but is not limited to, the following areas of work:

- The cost of living for our staff and residents
- Monitoring any industrial action affecting delivery of services to residents, including Surrey Fire Rescue Service (SFRS), Education and Health partners
- Risk to utility supply, focusing on electricity provision
- Extreme weather including flooding and storms, with a focus on responding to the recent Cold Weather Level 3 alert
- Ongoing impacts from COVID-19 and other seasonal respiratory diseases and supporting the necessary Rule 9 requests for the COVID-19 Public Inquiry
- Any new restrictions for avian flu and the ongoing risk of outbreaks in wild and domestic flocks
- Building resilience into our response to a major incident by identifying and training a pool of loggists to provide the administration/ loggist support for SCC and the Surrey Local Resilience Forum (SLRF)
- Supporting the SFRS with the upcoming inspection from HMI with input into service resilience and Safety Advisory Groups
- Mitigating the risk of continued protracted and concurrent incidents

## DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Jordan Beech  
**PORTFOLIO:** Highways

**LED rollout:** This has continued with over 81,000 units converted by the end of February. Works are currently paused owing to the worldwide shortage of some of the electrical components. We expect conversions to restart in April and are scheduled for completion in Autumn 2023 assuming that supply can be maintained. So far, the project has saved over 4.500 tonnes of carbon.

**Road and Pavement Programme Update:** The planned maintenance programmes for roads and pavements is still in progress, as we head towards the end of the financial year. This financial year to date we have now designed and delivered over 400 schemes, including major road resurfacing, patching, local structural repairs, surface treatments and pavement works. The team have worked incredibly hard alongside our new term maintenance contractor and are making good progress with the design and preparations for next year's planned maintenance programme with the Walk Talk Build process. We have already requested permits for road space for the scheme, so will be working to secure delivery dates.

**Pothole updates:** Winter months generally result in an increase in potholes due to the combination of wet and cold weather. We are dedicating additional resources to address the increased potholes on our roads at this time and currently have between 25 and 30 gangs repairing potholes every day, which is considerably more than we would have during the summer months.

Please continue to help us by reporting issues through our [website](#). This way we can capture all the information we need to enable us to locate and identify your report without further delay. You can also see if your issue has already been reported. If it has then it is in hand and there is no need to report it again.

**Parking Enforcement:** Preparations for the new parking service are going well though there is still a lot to finalise in the coming weeks. Current highlights are: "Changes to Parking" page now live on SCC website, NSL are fitting out their 3 operational bases in Redhill, Esher and Guildford, an all-electric vehicle fleet will be ready by 1 April, enforcement routes and schedules are being planned, NSL have an extensive recruitment drive for CEOs and recruitment into our new internal Parking Enforcement Team is ongoing.

**Environmental Maintenance:** Contractors are now in place for all 11 areas in readiness for 1 April. There is no TUPE impact. "Changes to grass cutting page" now live on SCC website and there is also a dedicated box on the SCC home page under "News and Updates". Programmes are being finalised and will be shared on website once available with the caveat they are subject to weather conditions and operational requirements.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Marisa Heath

**PORTFOLIO:** Environment

**Reducing Carbon and Saving Energy:** A new energy advice tool has launched to provide bespoke advice to residents on grants and support. The Council's Sustainable Warmth Scheme has provided low income 523 homes with energy efficiency and low carbon heating and has been extended to September 2023. The Council has obtained £12m grant funding for the next two years to provide low income off-gas homes with energy efficiency and low carbon heat measures. The LoCASE programme has supported 171 SME businesses with grants for energy efficiency and low carbon measures and is ending this summer. To date £1.2m grant funding has been awarded to Surrey businesses saving over 860 tonnes of CO<sub>2</sub>e. We are working closely with borough and district colleagues to develop an energy and carbon reduction loan scheme for SME businesses to replace LoCASE. Working in partnership with Waverley and Guildford Borough Councils and Tandridge District Council, we have drawn in £1.2m funding from Government's Shared Prosperity Fund to support rural businesses with a package of funded measures.

**Surrey County Council's 2030 Carbon Reduction Target:** The Council is in the process of installing energy efficiency, solar PV, and low carbon heating in 5 buildings in the corporate estate and 5 schools through Government's Public Sector Decarbonisation Scheme (PSDS3a). We were awarded a further £6m grant funding (from PSDS3b) to decarbonise a further 14 buildings in the SCC corporate estate and 12 schools. The Council is currently undertaking feasibility assessments for ground mounted solar farms at 5 council owned sites and are developing a Power Purchase Agreement contract (PPA) which could enable the Council to install solar on the rooftops of Surrey schools and buildings, where the Council has a landlord. Officers are currently developing a Greener Futures Finance Strategy which is due to go to Cabinet in June which will set out how the Council's 2030 net zero carbon target will be funded.

**Local Nature Recovery Strategies (LNRS):** After the Council's appointment as Responsible Authority for the local strategy is confirmed, the County Council will work collaboratively with key partners and local communities. In preparation the Council has focused on capacity building, governance, early stakeholder engagement, and developing the evidence base. Secondary legislation is expected in Spring 2023, outlining requirements and procedures for the LNRS, and key milestones for preparing the strategy will be set out after this.

**Increasing Biodiversity:** The Council has recruited an Ecology Officer to specifically oversee works on site, including the decline in ash tree health. On sites owned by the Council, it works in partnership with Surrey Wildlife Trust to enhance their biodiversity at all levels. Current site-based projects where large-scale actions are taking place to enhance nature include heathland restoration at Ockham and Wisley Commons, exploring the proposal for a National Nature Reserve in West Surrey to conserve and enhance heathland and woodland, hedge planting at Norbury Park along a beeline along the Mole Gap between Leatherhead and Dorking and expanding a woodland area on farmland in West Park.

**Climate Change Adaptation Strategy:** The draft strategy is now beginning its round of consultations and scrutiny prior to approval in early summer 2023. We are already seeing the impacts of climate change on our communities, services, and infrastructure. The future will bring regular hotter, drier summers with warmer, wetter winters having cross-boundary and cross-sectoral effects. We are working closely with district and borough and other external partners to ensure that the strategy sets out the actions required to create a fully resilient and adapted Surrey by 2050.

**Flood Risk Management:** Significant groundworks have been taking place over the last 18 months to create three wetland ponds that provide storage at times of high rainfall to reduce the risk of flooding in Woking. We are developing guidance for incorporating sustainable drainage into non-major developments and to be used by Local Planning Authorities (LPA's). We are also working with the LPA's to develop the criteria and appropriate training to support them with this work which will be directed at reducing and preventing flooding in areas of highest risk.

**River Thames Scheme:** The project team have held a series of workshops with planning and regulatory officers, district and borough and county Members, and representatives from local interest groups to look at the landscape and green infrastructure opportunities the scheme could provide. The discussions were focussed on the potential for recreation and green open space, habitat creation, active travel, and landscape. The output from these workshops will help inform the options to be taken forward ahead of further public consultation on the scheme later in the year.

## DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Paul Deach

**PORTFOLIO:** Environment

**Communication & Engagement:** Communications activities have continued to focus on support for residents amid the cost-of-living crisis and using this engagement to also deliver greener future objectives. Campaigns have featured energy saving tips, promotion of the sustainable warmth grant, the launch of warm hubs, and most recently, an energy saving tool. A broad range of communication channels have been used to deliver messages. I'd like to give a huge thanks to members for sharing the council's social media posts and therefore helping to contribute to our enormous reach.

Some recent highlights include:

- **Warm Hubs** – social media posts have now reached over **41,000 people**. We have driven over 9,300 people to warm hubs pages on our website and a Surrey Matters article also proved popular with 4,596 people clicking through for more information.
- **Sustainable Warmth Grant** – organic social media posts have reached over **54,000 people**. This has included targeted posts aimed at residents in Surrey's 21 areas of deprivation and resulted in over 3,438 click throughs to the application page.
- **Greener Matters Newsletter** – sign ups have continued to increase. Since it was refreshed and re-branded, we have seen a **125% increase in subscribers**.
- **Lost wedding ring at Community Recycling Centre** – our social media post highlighting a lost and found wedding ring at Farnham's community recycling centre became the council's **most popular social media post ever**, with over 7,000 likes and over 300 positive comments.

**Land Management:** The value of Surrey's natural capital and ecosystem services was valued at £534m a year in 2019/20. Surrey Nature Partnership estimates more than 30% of its ecosystem services are in decline. Whilst 51% of protected landscapes in Surrey are considered in favourable and 49% in a recovering condition, none of its water bodies are considered good, with all the rivers flowing through them rated as either moderate or poor. Surrey County Council owns or manages over 1.8% of Surrey's land. To support national targets set by the Environment Act (2021) at a local level, the Council is working with consultants to draft a Land Management Policy which is expected to be presented to cabinet in the Autumn. Over the next 12 months The Natural Capital Group will be working with the Council's Land and Property Team to better understand the opportunities to optimise outcomes from the natural assets the Council owns and manages. A Land Asset Management Plan will then be produced, setting out how its assets can support the key performance indicators set out in its Land Management Policy.

The Council has been working closely with the Food, Farming and Countryside Commission to create a bottom-up approach to the government's land use framework being prepared by DEFRA. The provision of a land use framework detailing land attributes and qualities at a county level will provide a valuable decision-making tool for drafting the Land Asset Management Plan.

The Council's holistic approach to land management is being trialled at Norbury Park where the vision has been published [Norbury Park - Our Vision: A Better Place For Nature and Enjoyment \(surreycc.gov.uk\)](https://www.surreycc.gov.uk) and a more detailed land management plan is now underway.

**Working towards our Target to Plant 1.2 million trees:** This year SCC's own tree planting target of 57,500 trees has now been achieved, with the final projects in process. This season we have coordinated and sourced community volunteers for over 20 community planting events supporting schools, charities, and Parish Councils' delivering best practice planting schemes. In total we have donated over 17,000 trees to be planted within our communities. We're also delivering large scale projects supporting our tenant farmers creating new hedgerows, woodland creation, supporting biodiversity and wildlife connectivity. Our new webpages are due to be launched shortly, with an interactive map enabling residents and stakeholders to plot their own planted trees and follow the progress of our ambitious project.

**Newlands Corner:** The Council's Visitor Improvement Programme has continued at Newlands Corner with the resurfacing of a woodland path north of the visitor centre over the last few weeks. The 'All Access' route has been smooth-surfaced to enable wheel chair users and buggies to use the walk and two new benches installed to provide resting points. This part of the project has been funded by the Surrey Hills Landscape and delivered in partnership with the Albury Estate and Surrey's Coalition for the Disabled. A launch is planned for 29 March.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Mark Nuti

**PORTFOLIO:** Adults and Health

**Discharge from hospital:** Our Adult Social Care (ASC) teams in the five acute hospitals have continued to work in partnership with health colleagues, throughout the difficult winter months, to ensure people are discharged as soon as it is safe to do so. The teams continue to work with individuals and their families to enable people to return to their own homes if possible. ASC is working with Impower in two acute hospitals (Royal Surrey and East Surrey) to understand the flow and usage of community hospitals and whether there are opportunities to use them more effectively.

**Delivering the Accommodation with Care and Support Strategy:** Work continues to deliver affordable Extra Care Housing (ECH) at Pond Meadow, Guildford. The development and housing management strategic partner, Pond Meadow Ltd, submitted their detailed planning application in 2022 and planning determination is expected shortly. Meanwhile tender submissions are being evaluated to identify a strategic partner to deliver affordable ECH at five sites across Surrey. Outline Planning Applications have been submitted for four of these sites and the remaining application is planned to be submitted this month.

**Vision and Culture Change:** Communication and engagement on culture change continues with staff at all levels of the ASC directorate. The service has been collaborating with staff and our user and carer strategic partners to refresh the ASC vision statement to reflect what good will look like over a 3-year horizon. Staff have suggested and voted for a new vision strapline '*Supporting people to live their best life*' to sum up what ASC is all about.

**Budget:** At the end of January 2023, a £2.1m overspend was forecast against ASC's £403.3m 2022/23 budget. The main driver of this forecast overspend is £14.5m of additional pressures on ASC's care package budget across all client groups due to challenges in delivery of budget efficiencies (linked to market pressures and capacity challenges), increased costs of care and rising assessed fees and charges debt. These care package pressures are forecast to be partially mitigated by £3.3m of staffing budget underspends and £9.1m of budget recovery actions taken by the service. The position has improved from a forecast £5m overspend in October 2022 and the service is actively working to get as close to balancing the budget by year end.

At the end of January 2023, a balanced outturn was forecast against Public Service Reform & Public Health's £35.4m 2022/23 budget. The Public Health service is also continuing to manage the deployment of the £10.6m of the remaining Contain Management Outbreak Fund monies that remained unspent by March 2022.

**Carers:** The carers innovation fund offers one-off grants (funded by the Better Care Fund and awarded by the Joint Carers Commissioning Group) to start or grow innovative projects to support unpaid carers to improve their health and wellbeing. Recipients are asked to develop a sustainable model beyond the duration of the funding. Nine grants have been awarded in 23/24, including £24,799 to Mobilise for a 6-month pilot (April - October 2022) for 'Online Carer Identification & Support'. This digital marketing campaign targeted individuals likely to be carers in Surrey through their caring-related online search terms and campaigns on social media platforms (Facebook, Instagram). Content was then developed to appeal to their needs such as a Carers Allowance checker, peer support, blogs, videos and podcasts. The project discovered 14,617 carers, engaged with 1,305 and supported 406 carers.

**Surrey All Age Mental Health Improvement Fund (MHIF):** Close working between the Mental Health: Prevention Oversight and Delivery Board (MHPODB) and the MHIF is now established, with MHPODB board members advising on the targeting of specific areas of need and on relevant local or national best practice on which the MHIF should be drawing. There is also a future role for MHPODB to provide guidance and challenge around reporting, mobilisation, implementation, and likely impact on performance of successful awards.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Clare Curran

**PORTFOLIO:** Education and Learning

**Local Area SEND (Special Educational Needs and Disability) Inspection:** The service is preparing for this inspection, which will use a revised framework and be led jointly by Ofsted and CQC (Care Quality Commission). An inspection is unannounced but is expected this year. It will focus on the impact that the local area partnership is having on the experiences and outcomes of children and young people with Additional Needs and Disabilities (AND) with a greater focus on the role of Health and Social Care as part of the partnership. Alternative provision is also an important addition to the framework. A self-evaluation process has been carried out which has identified strengths and areas for development with a plan in place to address them. In Surrey, we recognise the importance of language and listening to our children and young people, who have told us their preferred terminology when talking about additional needs and disabilities. This includes the use of AND rather than SEND, wherever possible (except where it is a statutory term). In collaboration with young people, we have rebranded and relaunched our SEND Partnership as the AND Partnership, complete with a new logo.

Key areas for improvement are the timeliness of Education Health and Care Plans (EHCPs) and reviews and regular communication with families. I am pleased to say that although there is still a backlog in the issuing and review of EHCPs, largely resulting from a national shortage of Educational Psychologists coinciding with a sharp increase in the number of requests for assessment, that early indications show improved performance in recent months. As a result of a tremendous effort by the team, all primary key stage transfer plans for children with EHCPs were on time with 94% of plans providing a named school. There is also now a process in place to update families regularly on progress and provide an indication of timelines.

I was pleased to attend the Surrey Schools SEND Conference in January, where I enjoyed listening to and speaking with the presenters and participating in workshops. Also in January, I presented the Surrey Inclusion and Additional Needs Partnership Strategy 2023-2026 to Cabinet who endorsed the commitment of the Partnership to work together to enable all children with AND in Surrey to thrive and achieve their full potential. This approach accords with a new national plan recently announced by the DfE which also confirms investment in training for workers in this important field. I have recently met with Cabinet Ministers and local MPs to highlight the issues in meeting the demands for services and am delighted by several new initiatives which will offer many new school places to meet the needs of children and young people with AND over the coming years:

- Planning approval granted on 1 March for a new specialist free school in Dorking called Betchwood Vale Academy, allowing local children to attend an appropriate school closer to home.
- Confirmation of funding on 2 March from the Department for Education (DfE) for a new specialist free school in the north of Surrey.
- An additional 200+ new specialist school places for children and young people across Surrey, from September 2023.

**Home to School Travel Assistance (H2STA):** Following a review of the processes around H2STA, which recommended a number of improvements, the Home to School Travel Assistance Oversight Board and Freedom to Travel Board have been operating since October 2022 to strengthen the service and address the learning from the review. Good progress has been made with 18 Learning Review actions completed, 25 underway and 7 (all long term) yet to begin. The team was restructured in December 2022 and additional staff recruited with targeted training and embedding of new processes a priority. In collaboration with Family Voice a clear user guide for families is being developed.

**The Lifetime of Learning Strategy:** I was pleased to present this strategy to the January Cabinet meeting for endorsement. Surrey has a diverse and vibrant education landscape and has outcomes at each key stage above the national average. However, some groups of pupils have significantly poorer outcomes than their peers and a collaborative approach to establishing a common ambition and inclusion for all learners in Surrey is essential to levelling up. To complement this, I will be bringing a further paper to Cabinet with my colleague, the Cabinet Member for Transport, Infrastructure and Growth, on pathways to employment. This sets out arrangements to take on the delivery of Careers Hub activity across the county to provide careers support in schools via a direct delivery model; greater support for those who already are or are at risk of not being in employment, education, or training (NEET) and greater engagement of employers in designing and delivering employment and skills activity in schools and through a wide range of events.

## CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Sinead Mooney

**PORTFOLIO:** Children and Families

**Transformation Assurance Board:** As part of my commitment to continue to embedding change in Children's Social Care, I have taken on the chairmanship of the Children's Social Care Transformation and Assurance Board. This is currently developing into its role of overseeing the work of Children's Social Care, in particular the impact of transformation and performance, and driving forward improvements. The Board is supported by external independent members, who are bringing their expertise to bear on this important work and ensuring external scrutiny. It also has cross-party member representation to provide additional strength and knowledge to the Board.

**Early Help:** The early help offer in Surrey is complex and depends on contributions from agencies, partners, and communities. Following a deep dive into Early Help, which was presented to the Transformation and Assurance Board in December 2022, the Board endorsed the next steps of the improvement journey including the establishment of an Early Help Partnership Board to oversee the work. I will be bringing a paper to Cabinet soon on the recommissioning of our Early Help Services that will go live in April 2024. We have recently welcomed inspectors from Ofsted, the Care Quality Commission (CQC) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for a multi-agency Joint Targeted Area Inspection (JTAI) into the Surrey Partnership's Early Help arrangements for children and families. This entails two weeks of arms-length evaluation of Surrey's Early Help arrangements and a week of fieldwork, which was completed in early March, and I look forward to receiving the final report which is due to be published in early May. I'd like to thank both our staff and those of our partners for their hard work in meeting and providing information to the inspectors.

**Recruitment and Retention:** The recruitment and retention of our Children's Social Workers has been an ongoing challenge for the Council and nationally, further complicated by the pandemic and the increase in the cost of living. The demand for services has continued to rise, adding pressures to a workforce delivering services against a backdrop of high vacancies. Children's Services has been trying to tackle recruitment and retention issues through a targeted programme that has a specific focus on Social Workers (SW). This has led to targeted recruitment campaigns; webinars that are aimed at agency SWs (temp to perm campaign); career pathways that support internal growth; internal transfers that enable retention and development; a diverse external pipeline of social workers from frontline to universities and a continued programme of learning and development from the Children's Academy. To continue to develop the pipeline of skills we are looking to grow our own through our Apprenticeship scheme and explore other approaches such as a non-SW qualified staff progression and supporting SW qualified staff in other roles back to the profession.

**Looked after Children:** It is our aim, where appropriate, to have as many as possible of our Looked after Children cared for and supported in Surrey close to their support networks and communities and as part of this sufficiency strategy, we have embarked on an ambitious construction programme. On site construction and internal works continues at the new Epsom and Walton children's homes, with completion expected in March. Work is also in train for a Dorking children's home and major work to redevelop the Shaw family centre in Woking to a fit-for-purpose family contact centre continues with expected completion by June 23. In addition, Cabinet has approved the allocation of £18 million to create an additional 24 beds in Surrey Children's homes in coming years, on top of the projects I have mentioned already - starting with a further home in the Woking area.

**Foster Carer Remuneration:** Recruiting and retaining our in-house foster carers is also key to our sufficiency strategy of providing Surrey homes for Surrey children. Whilst people decide to foster for several reasons of which remuneration is only part of the picture, it was recognised that the Council's remuneration is not wholly competitive with other local authorities or Independent Fostering Agencies. The proposal to restructure and increase remuneration to foster carers was approved by Cabinet on 31 January 2023. Investment totalling £2.7m was approved to bring fostering allowances and skills payments more in line with competitors and to reward and incentivise areas of fostering that are more complex or difficult to recruit to. I hope that by increasing the number of placements in our own homes and by supporting the recruitment and retention of our brilliant foster carers that it will be possible both to reduce the cost of care and provide high quality placements in Surrey to avoid children losing contact with their local communities. We want to create more opportunities for care leavers and be an outstanding corporate parent to all of Surrey's care leavers. As part of this we are in the process of joining the Care Leaver Covenant which is an initiative aimed at improving outcomes for care leavers across the country.

## DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

**NAME:** Maureen Attewell

**PORTFOLIO:** Children and Families

### **Domestic Abuse (DA) and Violence Against Women and Girls (VAWG) - Update on Partnership Working Across Surrey:**

- **Refuge Accommodation for All** is now live providing safe accommodation for anyone not suitable for existing women only spaces i.e., men, GRT survivors, LGBTQ+. Six dispersed, self-contained properties acquired; two male victims of domestic abuse are already being supported – a first for Surrey.
- **A Surrey wide Sanctuary Scheme has been launched** doubling resources available under previous arrangements, allowing more survivors to stay in their own homes where safe to do so; and introducing four new Housing Independent Domestic Abuse Advocate Services across Surrey.
- **'The Homicide Timeline and the Impacts of Domestic Abuse on Children'** webinar was held on 6 December 2022. 480 professionals across the Domestic Abuse partnership attended.
- **2024 Recommissioning of Specialist DA services** to assist research and data gathering an external research consultant is working with incumbent providers, commissioners, frontline staff, and domestic abuse survivors to identify good practice, gaps in provision and barriers to seeking support.
- **New MARAC (Multi Agency Risk Assessment Conferences) referral and administration processes** set up to provide safe best practice, consistency and stability in the co-ordination and administration of MARACs in Surrey
- **'Not All Abuse is Physical' multi-media DA awareness campaign** was a great success. Commencing on 25 Nov 2022 (White Ribbon Day), until end of Feb 2023; new video content created for social media focused on coercive control; outdoor advertising at bus stops and rail stations. Surrey Against DA Facebook advertisements reached 109,019 people in Surrey so far. (51% increase in visits to [www.surreyagainstda.info](http://www.surreyagainstda.info) in Q4 of 2022 compared to the previous quarter).
- **Violence and Women and Girls (VAWG)** New countywide partnership VAWG strategy created. Expertise of survivors, specialised service provision, community organisations, charity, and statutory agencies were drawn upon to ensure a collaborative commitment to tackle violence against women and girls in all its forms.

### **Further Progress planned - 2023/2024:**

- **Completion of the Domestic Abuse Needs Assessment** and research project to inform the wider Domestic Abuse Recommissioning 2024.
- **Ongoing delivery of the Safe Accommodation Grant Process** with a focus on services for perpetrators and move on accommodation.
- **Expansion of 'Refuge Accommodation for All'** to increase the number of spaces from 6 to 8 for survivors who are unable to access mainstream provision. At least two of these spaces will be for Surrey survivors only.
- **Youth Using Violence & Abuse provision to expand** to be able to provide support to more children and families; the programme will be evaluated and form part of the wider Domestic Abuse recommissioning 2024.
- **Rollout and embedding of the Surrey Gold Standard CCB framework** across Surrey.
- **Evaluation of HIDVA (Health Independent Domestic Violence Advocate) programme** to evidence the impact and effectiveness of the service.
- **Secure long term, sustainable funding for HIDVA programme** and fully embed the service into the health system.
- **VAWG** looking to develop more awareness of VAWG within Surrey's communities and develop community VAWG champions to support our strategy and begin establishing a culture where VAWG is not tolerated. Working to create a VAWG survivor steering group to ensure we continue to be led by experience.