

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON 21 JULY 2020 AT 2.00 PM  
REMOTE MEETING.**

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

Members:

*Mr Tim Oliver (Chairman)	*Mrs Natalie Bramhall
*Mr Colin Kemp (Vice-Chairman)	*Mrs Mary Lewis
*Dr Zully Grant-Duff	*Mrs Julie Iles
*Mrs Sinead Mooney	*Mr Matt Furniss
*Mr Mel Few	*Ms Denise Turner-Stewart

Deputy Cabinet Members:

*Mrs Becky Rush	*Miss Alison Griffiths
*Mr Mark Nuti	*Miss Marisa Heath

\* = Present

Members in attendance:

Mr John O'Reilly, Chairman of Communities, Environment & Highways Select Committee

Ms Bernie Muir, Chairman of the Adults and Health Select Committee

Mr Jonathan Essex, Redhill East

**PART ONE  
IN PUBLIC**

**100/20 APOLOGIES FOR ABSENCE [Item 1]**

There were no apologies.

**101/20 MINUTES OF PREVIOUS MEETING: (23 JUNE 2020) [Item 2]**

The Minutes of the meeting held on 23 June were approved as a correct record.

**102/20 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**103/20 MEMBERS' QUESTIONS [Item 4a]**

There was one Member question from Mr Jonathan Essex. The question and response were published as a supplement to the agenda. A supplementary question was asked by Mr Essex, restated his original questions. Mr Essex asked the Cabinet to confirm what the market value and expected capital receipts from the Surrey County Council owned property lots were rather than the 132 listed lots and also asked for Cabinet to provide a schedule of ground rents where Surrey County Council has ownership of freeholds for other residential properties.

The Cabinet Member for Resources responded to the questions stating that there were no properties on the market on sale under auction. The schedule for ground rents would be provided in due course subject to confidentiality.

#### **104/20 PUBLIC QUESTIONS [Item 4b]**

There were no public questions.

#### **105/20 PETITIONS [Item 4c]**

There were no petitions.

#### **106/20 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]**

There were none.

#### **107/20 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]**

Cabinet considered the Community Projects Fund task and finish group report and Adults and Health Select Committee: Scrutiny of the Decision on the Change of Route to Market for two Extra Care Housing Sites report.

The Community Projects Fund task and finish group report was considered alongside Item 10: Community Projects Fund. The task group recommendations were agreed by Cabinet.

The Chairman of the Adults and Health Select Committee introduced the Select Committee report explaining that the Select Committee was supportive of the work undertaken by the council to provide extra care and independent living facilities. The Select Committee accepted the change of route to market for two extra care housing sites and going forward sought to be included in various stages of the project including project update reports. The Cabinet for Adults and Health thanked the Select Committee for the report and stated the feedback from members was helpful. The Cabinet Member accepted the committees view that the pace of the programme had been slow but provided reassurance that future schemes would be forthcoming with updates being provided to the Select Committee.

#### **RESOLVED:**

That the Community Projects Fund task and finish group report and Adults and Health Select Committee: Scrutiny of the Decision on the Change of Route to Market for two Extra Care Housing Sites report be noted and recommendations considered.

#### **108/20 LEADER / DEPUTY LEADER / CABINET MEMBER/ STRATEGIC INVESTMENT BOARD DECISIONS TAKEN SINCE THE LAST CABINET MEETING [Item 6]**

There were two decisions for noting. The Cabinet Member for All-Age Learning explained that the fair access protocol was in place to ensure that unplaced children, especially the most vulnerable are offered a place in a suitable school as soon as possible. There were no changes to the protocol

due to the covid-19 situation. With regards to the maintained schools deficit decision, Cabinet Member approval is required where schools seek a licensed deficit in excess of 5% of the school's budget share. There were two schools that required this approval.

**RESOLVED:**

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

**Reason for decision:**

To inform the Cabinet of decisions taken by Cabinet Members, Strategic Investment Board and the Committee in Common subcommittee under delegated authority.

**109/20 CABINET MEMBER UPDATE [Item 7]**

The Cabinet Member update was introduced by the Cabinet Member for Adults Social Care and Public Health, Sinead Mooney. The Cabinet Member stated that staff and partners across Heartlands, CSH Surrey, the ICSs, Surrey Choices and others had risen to the occasion and supported the council in its desire to meet head on the challenges of COVID-19. Surrey County Council had worked with partners to develop additional refuge provision within the county, which has helped provide further support to survivors of Domestic Abuse. Although plans for recovery continue at pace, it is important that any Surrey resident experiencing symptoms should access a COVID-19 test. The Leader reminded residents of the importance of washing hands and using face coverings where appropriate to ensure Surrey is kept safe and open. The Leader thanked residents for complying with the rules and asked that any residents tested positive comply with test and trace systems.

**RESOLVED:**

That the Cabinet Member update be noted.

**110/20 COVID- 19 DELEGATED AND URGENT DECISIONS TAKEN [Item 8]**

The Cabinet Member for Communities explained that the hardship fund had run for 12 weeks with £273k been given to 20 organisations which benefited vulnerable groups. An additional £300k was given to partners, Community Foundation for Surrey, this was matched by generous public donations. The Cabinet Member thanked the public for their generous donations. The hardship fund has now closed and the council has aligned priorities closely with the Community Foundation for Surrey whom will continue this work.

**RESOLVED:**

That the three decisions taken by officers since the last meeting be noted.

**Reason for decision:**

To inform the Cabinet of decisions taken officers under delegated authority.

*[This decision is subject to call-in by the relevant Select Committee Chairman dependent on the recommendation.]*

## **111/20 DECISION ON THE CHANGE OF ROUTE TO MARKET FOR TWO EXTRA CARE HOUSING SITES [Item 9]**

The report was introduced by the Cabinet Member Adult Social Care and Public Health who explained that the report sets out Surrey County Council's necessary and recommended change of delivery approach for two Council owned sites; the former Pinehurst Resource Centre (Camberley) and the former Brockhurst Care Home (Ottershaw). She explained that on 20 July 2020, the Council had gone live with the Pond Meadow (Guildford) tender. This had proven more difficult with the Pinehurst Resource Centre and Brockhurst Care Home and hence a decision to bring a paper to Cabinet to change the route to market for these two sites. There is a concern around the pace of delivery for the ambitious programme and the Cabinet Member urged colleagues to approve the recommendations with a view for the tenders for both sites to go live in a few weeks.

The Deputy Cabinet Member for People echoed what the Cabinet Member stated around the need to accelerate the pace for the programme . Independent living was the future for the council and it was important to expedite this programme. The security and assurance provided to residents in extra care and independent living housing was greatly supported by members.

### **RESOLVED:**

1. That the recommended approach (Option 1) for the delivery of Extra Care Housing at the former Brockhurst Care Home and former Pinehurst Resource Centre sites be approved. The approach recommended is to tender for a development and housing management strategic partner(s) for Extra Care Housing schemes on Council owned land on a design, build, finance and operate (DBFO) basis with up to a 125 year lease.
2. That grants approval to procure in order to enable a full tender process to identify an Extra Care Housing development and housing management strategic partner(s) for the former Brockhurst Care Home and former Pinehurst Resource Centre sites set out in this paper be approved.
3. Work to review the feasibility of further sites owned by the Council for the development of Extra Care Housing be approved.

### **Reasons for Decisions:**

The development of Extra Care Housing on the two sites set out in this paper will represent a substantial contribution towards the Council's strategic objective to expand affordable Extra Care Housing provision by 2030.

The development of Extra Care Housing through this delivery model is in line with previous decisions made by Cabinet. In October 2019 Cabinet agreed to identify a strategic partner for the development and housing management of

Extra Care Housing at the former Pond Meadow School site through a tender process.

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

Through developing Extra Care Housing via this delivery model, the Council will have evidence and experience with which to benchmark future developments against and make informed decisions regarding future sites and approaches.

The Council received positive feedback following its market engagement on the tender for Extra Care Housing at the former Pond Meadow School site. In their feedback, a number of providers sought clarification on whether further sites will be offered to the market through a tender.

A tender will be published in the Summer 2020 for an Extra Care Housing development and housing management strategic partner at the former Pond Meadow School site. This process will provide the Council with learning and a template to inform any future tenders for further Extra Care Housing schemes.

The financial case that underpins the recommended delivery model for these sites is set out in the Part 2 paper.

*[The decisions on this item can be called in by the Adults and Health Select Committee]*

## **112/20 COMMUNITY PROJECTS FUND [Item 10]**

The Chairman of the Community Projects Fund task and finish group explained that a cross party task and finish group had been set up to oversee the development of the Community Project Fund. Over the course of four meetings the group met with the Executive Director – ETI and colleagues to put forward ideas and offer challenge on proposals. The Task Group thanked those who contributed evidence to its review, informing the conclusions and six recommendations regarding the design and implementation of the Community Projects Fund. The task and finish group endorsed the recommendations in the Cabinet report and emphasised the importance of ensuring and encouraging all community groups and residents within Surrey to apply for the Fund.

The Cabinet report was introduced by the Deputy Cabinet Member to the Leader who set out the aims of the Fund which was to bring community-led place-making or place-improving projects to life at a scale to make a significant impact and deliver a real legacy in communities. The development of the Community Project Fund represents a significant opportunity to invest in a meaningful and lasting way in communities with £100m of capital funding to be allocated to community projects over a five-year period. It was explained that the report and recommendations were developed alongside the cross party task and finish group. Design work on the Community Project Fund would be progressed and a further report would be presented to Cabinet in September. The Deputy Cabinet Member to the Leader thanked the Leader and the Executive Director - ETI for their ongoing support.

There was recognition that many communities in Surrey would welcome the opportunities presented with the Community Project Fund whilst some communities did not have the experience to properly engage with the administrative processes involved. It was explained that the scheme was flexible and an officer team would be set up to support residents and groups submit applications to the Fund.

**RESOLVED:**

1. That the proposed process, criteria and governance for managing the Community Projects Fund (CPF) be approved;
2. That the role of the Member Task Group in helping to shape the CPF be noted;
3. That £300k of revenue funding in 2020/21 from the Corporate Feasibility budget is approved, to help establish a core CPF team to manage the delivery of the fund as well as other set up costs, on the understanding that the ongoing cost of managing the Fund will be built into the Medium Term Financial Strategy (MTFS) from 2021/22;
4. Delegated authority to approve funding awards, including the ability to transfer appropriate amounts from the capital pipeline to the capital programme, as well as to make funding awards to successful applicants in the following three bands is approved, on the understanding that the named decision maker will make such decisions after receiving and giving due consideration to the recommendations from the CPF Panel:
  - Projects up to £100K – delegated to the Executive Director for Environment, Transport and Infrastructure
  - Projects between £100K and 500K – delegated to the appropriate Cabinet Member as determined by the Leader
  - Projects over £500K – decision taken by Cabinet
5. An initial phase of community co-development to test key aspects of the CPF as set out in this report prior to the formal launch of the Fund in the Autumn is approved;
6. A further report in September confirming the outcome of the co-development phase and the final details of the Fund is supported.

**Reasons for Decisions:**

The development of the Community Project Fund (CPF) represents a significant opportunity for Surrey County Council (SCC) to invest in a meaningful and lasting way in communities. The recommendations in the report will enable the Fund to be developed in a way that ensures that the right level of due diligence and ensuring value for money is achieved from the Fund's investments, while at the same time ensuring that the Fund is as accessible as possible.

[The decisions on this item can be called in by the Communities, Environment and Highways Select Committee]

## **113/20 DIGITAL BUSINESS & INSIGHT PROGRAMME FULL BUSINESS CASE [Item 11]**

The Cabinet for Corporate Support introduced the report. The report presents the full business case for awarding a contract to the preferred supplier and progressing an implementation project to replace the council's existing corporate (enterprise resource planning or ERP) system. The system is critical to the council's business management which is used to administer Finance, HR, Payroll and Procurement processes. The procurement process was commenced following Cabinet approval of the Digital Business & Insights (DB&I) outline business case in October 2019. The procurement process has taken place and has been successfully completed. Software-as-a-Service (SaaS) solution has been chosen as it addresses urgent technical drivers for change, while also enabling the council to achieve its ambitions to transform services, drive efficiencies, improve management decision making and to fully enable a flexible and mobile workforce. The system will deliver digital self-service, increased automation and enhanced reporting and analytical capabilities.

The Cabinet Member for Resources explained that the officer team were challenged on the need for the system and the suggested provider for the new system. Both Cabinet Members supported the proposals. The Cabinet Member thanked the team that put the proposals together.

### **RESOLVED:**

That subject to the agreement of the detailed financial information for the project as set out in Part 2 of this agenda, the full business case for the implementation of the new corporate system and the award of the contract to the preferred bidder be approved.

### **Reasons for Decisions:**

The recommendation to award the contract to the preferred supplier and deliver the project will enable the council to implement a modern Software-as-a-Service (SaaS) solution, which will address urgent technical drivers for change, while also enabling the council to achieve its ambitions to transform services, drive efficiencies, improve management decision making and to fully enable a flexible and mobile workforce.

*[The decisions on this item can be called in by the Resources and Performance Select Committee]*

## **114/20 2020/21 MONTH 2 (MAY) FINANCIAL REPORT [Item 12]**

The Cabinet Member for Resources provided Cabinet with details of the County Council's 2020/21 financial position as at 31st May 2020 (M2) for revenue and capital budgets, and the expected outlook for the remainder of the financial year, as well as proposing a budget reset to take account of COVID-19 pressures. The key messages included within the report were that the Council is forecasting a Business as Usual (BAU) deficit of £4.7m, against the budget approved by Council in February 2020 and a deficit of c£5.8m is being forecast against the Government COVID-19 funding. The Cabinet were updated on the forecast revenue budget outturn for the year for each Service.

Since the publication of the report the council had received a further tranche of funding from government amounting to £6.4m.

**RESOLVED:**

That the Council's forecast revenue and capital budget positions for the year is noted; and the reset of the 2020/21 revenue budget envelopes to reflect the additional costs and lost income related to COVID-19 be approved.

**Reasons for Decisions:**

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

*[The decisions on this item can be called in by the Resources and Performance Select Committee]*

**115/20 LOOKED AFTER CHILDREN PROPERTY PROJECTS - NEW CHILDREN'S HOMES AND SHAW FAMILY CENTRE [Item 13]**

The Cabinet Member for Children, Young People & Families gave a detailed summary of the report explaining that the report seeks Cabinet's approval to progress the delivery of two children's homes and the re-provision of the Shaw Family Contact Centre, in support of the Looked After and Adopted Children's (LAAC) Service strategy for children growing up in the care of the council. In order to improve outcomes for children and young people, the report would be seeking approval to transfer the capital of £5.5m from the pipeline budget for the 3 proposed schemes.

The Cabinet Member for Children, Young People & Families requested the following change to Recommendation 4 in the report which was agreed:

4. agree that ~~subject to final approval of capital spend on each project,~~ delegated authority is given to the Cabinet Member for Resources in consultation with the Cabinet Member for Children Young People and Families, the Executive Director of Children, Families and Learning and the Executive Director for Resources **to give final approval of capital spend on each project.**

It was explained that the project was a key priority of the Corporate Parenting Board to ensure we provide comfortable and safe homes for children in care. Some of the council's residential homes are very out of date and rather institutionalised. It was agreed that children should grow up in family sized units as per Ofsted's recommendations. The Cabinet Member clarified that the council had a duty to ensure that children and young people remain in touch with their birth families and friends when they are placed in care- called 'contact'. For many children their 'contact' is restricted to four to six times a year. It is therefore essential that the quality of this contact provides children with the best possible experience. The proposed re-provision of Faircroft and Karibu Children homes will provide one new Children's Home with 4 beds and one new Children's Home with 4 beds, and 2 'No Wrong Door' places located on the same site. Two sites had been identified for these sites. One site in Epsom and the other in Walton on Thames. There was an intention to build a



third Children's home which would come forward at a later date. The concept of 'no wrong door' was introduced to Cabinet and helps keep teenagers with their families.

The report was welcomed by Cabinet and the benefits it would deliver for children and young people through the provision of better services was recognised.

**RESOLVED:**

1. That the transfer of £5.5m capital from the pipeline budget for the 3 proposed schemes be approved.
2. To develop/replace the Shaw Family Contact Centre and two new Community Children's Homes at the capital costs set out in the report be approved.
3. That the tender for the above projects, carried out by the service be approved.
4. That delegated authority to approve final capital spend on each project is given to the Cabinet Member for Resources in consultation with the Cabinet Member for Children, Young People and Families, the Executive Director of Children, Families and Learning and the Executive Director for Resources.

**Reasons for Decisions:**

To ensure the two new children's homes and the new Shaw Family Contact Centre can be delivered on time and within budget.

*[The decisions on this item can be called in by the Resources and Performance Select Committee and/ or the Children's, Families, Lifelong Learning and Culture Select Committee]*

**116/20 RECOVERY AND DEVOLUTION WHITE PAPER: OPPORTUNITIES AND BENEFITS FOR SURREY [Item 14]**

The report was introduced by the Leader whom explained that the paper signified the start of a very important conversation with residents. The Government had recently announced its intention to publish a Recovery and Devolution White Paper in the autumn, setting out its plans to review the way in which local government operates. It was important the right local government structure was in place which simplified processes for residents and delivered value for money. The council had delivered £200m of efficiency savings in the last two years by transforming the way services were delivered. Local government was last reviewed in 1974. The white paper would allow the council to deliver services more effectively and efficiently, empowering residents. It was important young people were engaged with the process.

The Leader explained that he had written to the Secretary of State to start the engagement process. The engagement process with stakeholders would start in the autumn. A business case would be submitted to Ministry of Housing, Communities and Local Government (MHCLG) by the end of September.

The Deputy Leader supported the report and stated the report presents us with a great opportunity in rethinking how the council engages with residents.

**RESOLVED:**

That the preparations in hand to respond to the Government's anticipated Recovery and Devolution White Paper, due to be published in autumn 2020 be noted.

**Reasons for Decisions:**

To ensure Cabinet are aware of the preparations being made in readiness for the publication of the anticipated Recovery and Devolution White Paper in the autumn.

*[The decisions on this item can be called in by the Resources & Performance Select Committee]*

**117/20 EXCLUSION OF THE PUBLIC [Item 15]**

**RESOLVED:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

**118/20 DECISION ON THE CHANGE OF ROUTE TO MARKET FOR TWO EXTRA CARE HOUSING SITES [Item 16]**

**RESOLVED:**

1. That the financial modelling set out in the Part 2 paper which demonstrates that the recommended option in Part 1 to tender for a development and strategic housing management partner(s) for Extra Care Housing schemes on the sites delivers the highest financial benefit for the Council, be noted.
2. That [Exempt minute E-5-20] of capital investment in the development of Extra Care Housing at the former Pinehurst Resource Centre site be approved, should investment up to this level be required by the Council when the tender for a development and strategic housing management partner(s) is conducted.
3. That [Exempt minute E-5-20] of capital investment in the development of Extra Care Housing at the former Brockhurst Care Home site be approved, should investment up to this level be required by the Council when the tender for a development and strategic housing management partner(s) is conducted.

**Reason for Decision:**

This paper sets out the case underpinning the recommended change in delivery approach, demonstrating why tendering for a development and strategic housing management partner is expected to achieve the highest financial return for the Council.

Cabinet is asked to approve capital investment by the Council of up to [Exempt minute E-5-20] in the development of Extra Care Housing at the former Pinehurst Resource Centre site and [Exempt minute E-5-20] at the former Brockhurst Care Home site. The aim will be to avoid or limit as far as possible any capital investment by the Council. Capital investment will only be considered if the winning bidder in the tender for each site requires it as part of their tendered proposal for the development of Extra Care Housing at a site. The level of capital investment Cabinet is being asked to approve here has been capped at the value for each site that means that the modelled financial benefits of developing Extra Care Housing on each site would be no less than the opportunity cost of selling the land. If a higher level of capital investment is required following the outcome of the tender, then the Extra Care project team will consider whether this is financially viable and acceptable to the Council. A further report would then be brought back to Cabinet if appropriate to request approval for additional capital investment above the levels approved in this paper.

If Cabinet approves the capital investment requested for the two sites in this paper, then this potential capital investment will not initially be added to the Council's capital programme. This is because the intention, if possible, is to avoid any capital investment. Once the tender has been conducted and preferred bidder(s) secured, then any capital investment required within the limits approved by Cabinet will be added to the capital programme at that point.

*[The decisions on this item can be called in by the Adults and Health Select Committee]*

## **119/20 DIGITAL BUSINESS & INSIGHT PROGRAMME FULL BUSINESS CASE [Item 17]**

### **RESOLVED:**

1. That the recommendation to award the contract to [Exempt minute E-6-20] and implement the new corporate system at a total capital cost of [Exempt minute E-6-20], and total revenue cost of [Exempt minute E-6-20] to run the system for the full 15-year life of the contract be approved.
2. That the indicative costs of a Data Archiving Solution which have been included in this business case for completeness be noted and that this solution does not form part of the scope of the project to implement the new corporate system.
3. That a separate delegated officer decision will be made to progress a Data Archiving Solution procurement by the Executive Director of Resources, in consultation with the Cabinet Member for Corporate Support and Cabinet Member for Resources.

### **Reason for Decision:**

See Minute 113/20

*[The decisions on this item can be called in by the Resources and Performance Select Committee]*

**120/20 PUBLICITY FOR PART 2 ITEMS [Item 18]**

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

Meeting closed at 15:24

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**Chairman**