

County Council Meeting – 8 December 2020

REPORT OF THE CABINET

The Cabinet met on 27 October and 24 November 2020.

In accordance with the Constitution, Members can ask questions of the appropriate Cabinet Member, seek clarification or make a statement on any of these issues without giving notice.

The minutes containing the individual decisions for the meetings above have been included within the original agenda at Item 15. Any Cabinet responses to Committee reports are included in or appended to the minutes. If any Member wishes to raise a question or make a statement on any of the matters in the minutes, notice must be given to Democratic Services by 12 noon on the last working day before the County Council meeting (Monday 7 December 2020).

For members of the public all non-confidential reports are available on the web site (www.surreycc.gov.uk) or on request from Democratic Services.

RECOMMENDATIONS ON POLICY FRAMEWORK DOCUMENTS

A. ORGANISATION STRATEGY refresh [Agenda Item 9 of this agenda]

The Organisation Strategy sets out the council's contribution to achieving the aims and ambitions set out in the Community Vision 2030 (the 2030 Vision). Building on the strong foundations put in place over the last two years, the Organisation Strategy has been refreshed, using the lessons learned from our response to the crisis, to reflect how our priorities and strategic approach will need to change to ensure we can deliver the Vision and create better lives, a better place and a county where no-one is left behind.

Cabinet AGREED:

1. That the content of the refreshed Surrey County Council Organisation Strategy is approved and recommended onto the County Council for approval at its meeting on 8 December 2020.

Reasons for decisions:

Through our experience in responding to the Covid-19 pandemic, our interaction with residents and partners, and analysis of the latest data, we are confident that the 2030 Vision remains the right destination for the county. While the broad ambitions outlined remain valid, the way we get there needs to change, and a sharper focus on a smaller group of priorities will enable us to more effectively prioritise our resources and activity.

We want to use the refreshed Organisation Strategy to reaffirm our commitment to 'no one left behind' in the county and make this the guiding principle underpinning all of our work. The strategy also sets out more clearly our commitments around equality, diversity and inclusion, including setting four new equality objectives.

Alongside the new priority objectives and guiding principle of 'no one left behind', we will continue to deliver the activities and services that contribute towards the ten

outcomes set out in the 2030 Vision. The impact of Covid-19 continues to be felt by our communities and this is likely to continue into the future. The activities outlined in the 'We Will' statements in the strategy reflect not only our contribution to the 2030 Vision, but also how we will support the county in its recovery from the effects of the pandemic.

B. SURREY WASTE LOCAL PLAN: adoption [Agenda Item 10 of this agenda]

The waste planning authority, Surrey County Council is responsible for determining waste related planning applications and for maintaining the Waste Local Plan. All planning applications for waste development should be determined in accordance with the Waste Local Plan which sets out how and where waste should be managed.

The current Waste Local Plan, known as the Surrey Waste Plan (SWP), was adopted by the County Council in 2008 and is now out of date, with policies that now no longer reflect current planning and environmental policy, and is to be replaced by a new plan, known as the 'Surrey Waste Local Plan' (the Plan).

The Plan seeks to ensure that enough land is available to accommodate the facilities needed to handle the equivalent amount of all waste produced in Surrey. It seeks to ensure waste is managed in the most sustainable way in accordance with national policy, including the waste hierarchy. The policies in the Plan aim to ensure that new facilities are well located and do not result in unacceptable impacts on amenity and the environment.

During its preparation, the Plan has been subject to several stages of public consultation, sustainability appraisal, and assessment and independent examination by the Planning Inspectorate on behalf of the Secretary of State. The Plan can only be formally adopted by the Council if the examination finds it to be sound and prepared in accordance with relevant plan making legislation. The Planning Inspectorate have now issued the report of the Inspector who examined the Plan and this states that, subject to modifications agreed by Cabinet on 17 December 2019, the Plan is sound and legally compliant, so the Council is now able to adopt the Plan.

Cabinet AGREED:

1. That the report of the Inspector who examined the Surrey Waste Local Plan as set out in be noted.
2. That Council adopts the Surrey Waste Local Plan, including the Policies Map, as set out in Annexes 2 and 3, at its meeting on 8 December 2020.
3. That the publication be approved alongside the adopted Surrey Waste Local Plan the required post-adoption environmental statement, as set out in Annex 4.

Reasons for decisions:

The Surrey Waste Local Plan contains updated planning policy affecting the management of waste in Surrey and, with modifications, has been found sound and legally compliant following examination by an independent Planning Inspector. Council's adoption of the Surrey Waste Local Plan (as modified) will mean that it forms part of the formal Development Plan for Surrey and will be used when making decisions on planning applications for related development in Surrey.

At its meeting on 27 October 2020 Cabinet considered:

C. DELIVERY OF CARE LEAVERS ACCOMMODATION, A LIBRARY AND FAMILY CENTRE IN CATERHAM HILL

The report sets out the business case for the redevelopment of the current site of Caterham Hill library to provide a new purpose-built facility bringing services closer to residents. It proposes the delivery of a multi-functional building that will be owned freehold by Surrey County Council (SCC) and will include; a new library to replace the existing library onsite; a new Family Centre within the area of need as well as accommodation for care leavers' in support of the Councils Looked After and Adopted Children (LAAC) strategy. The business case aligns with the Council's Forward Plan and Community Vision for 2030 and improving the outcomes for children and families whilst also building on the 'place' agenda.

Cabinet AGREED:

1. That the transfer of £5.6m (excluding VAT) from the pipeline budget for the proposed scheme; redevelopment of the existing library site to provide accommodation for care leavers, a library and Family Centre is approved.
2. That delegated authority be given to the Director of Land and Property and the Cabinet Member for Resources for awarding the contract to redevelop the site which includes construction works.

Reasons for decisions:

The proposal will provide a new community facility with excellent facilities which will make a positive difference to the lives of local residents and help to regenerate this area of Caterham. When completed, this scheme will provide a well-designed, sustainable building for a range of users.

The proposed scheme offers an opportunity to build on an existing SCC freehold asset.

The proposals would distinctly enhance the quality of accommodation for care leavers.

This will provide for the delivery of a fit for purpose accommodation for community provisions, namely, a library and Family Centre.

D. DECISION ON THE ROUTE TO MARKET FOR TWO EXTRA CARE HOUSING SCHEMES

The report sets out Surrey County Council's proposed route to market for two sites proposed for Extra Care Housing. This will support our strategy to deliver accommodation with care and support by 2030 that will enable people to access the right health and social care at the right time in the right place, with appropriate housing for residents that helps them to remain independent, achieve their potential and ensures nobody is left behind.

Cabinet AGREED:

1. That the development of Extra Care Housing on the Lakeside and Salisbury Road sites owned by the Council set out in the paper be approved.
2. That the Extra Care Housing schemes are approved and developed on these sites on the basis that the Council has 100% nomination rights for all of the units. This will mean that all of the units will be available to support people with Adult Social Care needs for whom the Council has a responsibility to commission care and support services to meet their eligible needs.
3. That the following delivery models for the development of Extra Care Housing on Lakeside, Frimley, Surrey Heath and Salisbury Road, Epsom, Epsom and Ewell sites be approved:
 - a. External delivery through the tender for strategic development and housing management partner(s) as the preferred option.
 - b. In-house delivery whereby the Council would manage and fully fund the costs of the developments if the tender for strategic development and housing management partner(s) is not successful.
4. 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 Lakeside, and Salisbury Road sites as set out in this paper be approved.
5. That in the event of in-house delivery, decisions be delegated for:
 - a. the award of contract to a building contractor,
 - b. final agreement on tenure and lease arrangements,
 - c. agreements with the housing management partner,

Collectively to the Executive Director for Resources in consultation with the Cabinet Member for Resources and Executive Director for Adult Social Care in consultation with Cabinet Member for Adult Social Care.

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:

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.

Tendering for strategic development and housing management partner(s) to take forwards the development of Extra Care Housing on the Lakeside and Salisbury Road sites is consistent with previous decisions made by Cabinet. In October 2019 and July 2020 Cabinet agreed to identify a strategic partner(s) for the development and housing management of Extra Care Housing at the former Pond Meadow School, the former Brockhurst Care Home and the former Pinehurst Resource Centre sites 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.

A tender was 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 provides the Council with learning and a template to inform any future tenders for further Extra Care Housing schemes.

By approving both delivery models for Extra Care Housing on the Lakeside, and Salisbury Road sites, in the event that the tender is not successful, the in-house delivery option can be employed. This will minimise delay in delivering Extra Care Housing at these sites.

E. PRUDENTIAL RIDE LONDON-SURREY

The Prudential Ride London Surrey (PRLS) cycling events were conceived as an Olympic Legacy and have taken place in Surrey annually since August 2013. The main 100-mile event route is based upon the route for the 2012 Olympic cycling road race events. For next year (2021), the organisers have proposed a shorter sportive/inspiration ride which would go through Surrey for only around four miles. Along with the “Freecycle” and the women’s race (“Classique”) events in central London, the new shorter event is focused on inspiring more women and families in to cycling and highlighting accessibility for all on two wheels.

Cabinet now needs to decide whether Surrey should continue to host the main 100-mile closed road event within Surrey beyond 2021. This decision has been informed by a public consultation undertaken by the Council ending in February 2020. The results of this survey showed that while there was a small majority of respondents who supported the large 100-mile event, a significant proportion of respondents were strongly opposed to the event.

Cabinet AGREED:

1. That Surrey County Council continues to work with the event organiser to maximise the benefits to Surrey and mitigate any potential negative impacts of the shorter sportive/inspiration ride event scheduled for May 2021 (subject to the implications of the COVID pandemic and any associated restrictions).
2. That Surrey County Council does not continue to host the original 100 mile-event closed road event in Surrey after 2021 but that the council will remain open-minded to and explore opportunities for smaller, less disruptive events (subject to the COVID pandemic and any associated restrictions) that might inspire cycling for everyday journeys, rather than events focussed primarily on sports cycling.

Reasons for Decisions:

There are reasonable arguments in favour of continuing to support the 100-mile closed road event such as inspiring more cycling, generating grants for sporting and recreation organisations in Surrey and raising money for national charities. However, these benefits are set against the strong concerns from many Surrey residents over the disruption and negative impact on local businesses and services from the event, and concerns over anti-social behaviour of a small minority of sports cyclists.

With these finely balanced arguments in mind, a better deal for Surrey residents was sought from the event organisers to ensure that the negative impacts of the event on local communities was sufficiently outweighed by the benefits to the wider community. These efforts were led by the Leader, Cabinet Member and relevant senior officers, and specifically sought a financial contribution to provide thousands more children with cycle training across Surrey's schools, but regrettably this commitment was not forthcoming from London Marathon Events.

However, there are smaller events that could be hosted in the county that are less disruptive events and would build on the County Council's existing services to inspire and enable more people to cycle for everyday journeys. This approach would more closely align with the Council's corporate objectives, compared with longer events focused primarily on sports cycling.

At its meeting on 24 November 2020 Cabinet considered:

F. 2021/22 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY

The Council has a statutory duty to set a balanced budget in advance of each financial year. The Final Budget for 2021/22 will be approved by Cabinet in January 2021 and full Council in February 2021. The 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26 sets out progress towards delivering a balanced budget. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included.

Cabinet AGREED:

1. That the 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26, including progress to date in setting out spending pressures and efficiencies, as set out in Annex 1 be noted.
2. That the provisional budget gap of £18.3m for 2021/22 and the next steps required to close the gap be noted.
3. That the proposed Capital Programme for 2021/22 to 2025/26 of £1.7bn be noted.

Reasons for Decisions:

In January 2021, Cabinet will be asked to recommend a Final Budget for 2021/22 to full Council for approval in February. The draft budget sets out proposals to direct available resources to support the achievement of the Council's corporate priorities in the refreshed Organisation Strategy, giving Cabinet the opportunity to comment on the proposals and next steps.

The draft budget also provides an update on the continuing transformational changes that are required to ensure that the Council can continue prioritising outcomes for residents, while managing growing demand for services while ensuring future financial resilience and sustainability.

G. ACCELERATING THE INTRODUCTION OF ULTRA LOW / ZERO EMISSIONS BUSES AND COMMUNITY TRANSPORT VEHICLES INTO SURREY

Surrey County Council is embarking on an exciting investment programme to accelerate the introduction of ultra-low and zero emission vehicles into Surrey. This would be achieved by establishing a Surrey Ultra-Low and Zero Emission Scheme backed by county council funding to generate supporting industry investment. This supports our ambitions and strategic priorities for a greener future, our Surrey 2030 vision and our Climate Change Strategy. This is part of the Council's response to the declared climate change emergency and is part of the associated £300m Greener Futures investment programme. Providing sustainable transport options will contribute to a reduction in harmful emissions, moving us toward net zero carbon as well as helping our communities to be resilient and well connected.

Cabinet AGREED:

1. That the establishment of a Surrey Ultra-Low and Zero Emission Scheme that will accelerate the introduction of ultra-low and zero emission vehicles onto a range of bus and community transport services, inclusive of supporting industry investment be supported.
2. That the Surrey Ultra-Low and Zero Emission Scheme detail and implementation, once agreed by the Capital Programme Panel, be delegated to the Executive Director, Environment, Transport & Infrastructure, the Executive Director of Resources and the Director of Law & Governance in consultation with the Cabinet Member for Transport, including moving the required capital funding from the Capital Pipeline to the capital budget so that the programme can moved forward.

Reasons for Decisions:

The establishment of a Surrey Ultra-Low and Zero Emission Scheme will accelerate the substantive introduction of ultra-low and zero emissions buses and minibuses into Surrey than would otherwise have been the case with operator investment alone, in a post-Covid 19 financial and operational climate. The project also encompasses investment in bus priority measures at pinch-points on the highway to improve bus journey times and real time passenger information to aid resident knowledge and travel decision making. It also includes complementary investment by bus operators and community transport providers to maximise the number of ultra-low and zero emission vehicles to be introduced over the lifetime of the project, thus generating further reductions in emissions from transport operations.

H. TRANSFORMATION OF ACCOMMODATION BASED CARE AND SUPPORT FOR WORKING AGE ADULTS: DELIVERING SUPPORTED INDEPENDENT LIVING OPTIONS

Surrey County Council (SCC) has a strategic aim to Empower its Communities by increasing the number of working age adults with support needs living in supported independent living settings and reduce its reliance on traditional residential care provision. The Council will commission a greater number of a variety of supported independent living housing options so that appropriate housing is available to meet a range of needs where individuals have increased choice and control over the support they receive. To achieve this aim, supported independent living accommodation will be delivered through a variety of mechanisms through SCC identified sites, through

independent sector provision (both new and reprovisioned accommodation) and through partnership working with the district and borough councils.

Cabinet AGREED:

1. That the approach to delivering the published strategic aim of increasing the proportion of working age adults with support needs living in supported independent living settings be approved.
2. That the sites disclosed in Part 2 of this paper to be used to deliver new supported independent living accommodation be approved in principle. Business cases will be presented to Cabinet to confirm final approval for the development of these sites for independent living.

Reasons for Decisions:

The Council has published its strategic aim to reduce the number of people with a learning disability and/or autism in residential care by 40-50% over the next five years by expanding the development of supported independent living provision.

The Community Vision for Surrey 2030 states *“By 2030, Surrey will be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.”* One of the underpinning principles is that *“Everyone has a place they can call home, with appropriate housing for all”*. The development of supported independent living accommodation is central to this Vision being realised for working age adults in Surrey who are eligible for ASC. The provision of this accommodation alongside the commissioning of appropriate care and support will enable people to live as independently as possible and deliver positive outcomes to individuals and their families/carers.

The transformation of Surrey’s approach to providing accommodation with care and support is expected to generate significant efficiencies. Based on financial modelling to date £4.4m of efficiencies have been included in the 2021-26 MTFS, with the potential for greater efficiencies through completing all of the transfers to independent living planned.

Partnership with District and Borough Councils offers benefits to all parties. Some D&Bs have indicated that they might be able to help SCC secure housing options that are well placed, in locations that offer community inclusion and employment opportunities. They have also indicated that they are keen to release properties that are not well matched to their own client base but could be appropriate for ASC clients. This would be in exchange for other properties which are more appropriate to their client base.

Review of SCC’s current estate portfolio will allow us to re-use or optimise existing freehold assets, as well as the opportunity to co-locate with other Council services.

I. QUARTERLY REPORT ON DECISIONS TAKEN UNDER SPECIAL URGENCY ARRANGEMENTS: 13 OCTOBER – 08 DECEMBER 2020

The Cabinet is required under the Constitution to report to Council on a quarterly basis the details of decisions taken by the Cabinet and Cabinet Members under the special urgency arrangements set out in Standing Order 57 of the Constitution. This occurs where a decision is required on a matter that is not contained within the

Leader's Forward Plan (Notice of Decisions), nor available 5 clear days before the meeting. Where a decision on such matters could not reasonably be delayed, the agreement of the Chairman of the appropriate Select Committee, or in his/her absence the Chairman of the Council, must be sought to enable the decision to be made.

The Cabinet RECOMMENDS that the County Council notes that there have been no urgent decision in the last three months.

**Mr Tim Oliver, Leader of the Council
8 December 2020**

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