

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Denise Turner Stewart

PORTFOLIO: Deputy Leader, and Communities and Community Safety

In the current climate, residents are vulnerable to both direct and indirect consequences of the cost-of-living crisis and our services have been working together, and with partners, to support and protect communities.

Trading Standards: continues to deliver award-winning scam prevention initiative *Friends Against Scams* and has trained over 22,000 people, recently to include awareness of modern slavery and loan sharks. Over £1.3m has been saved for residents in the first six months of the year, and in the latest two successful convictions of fraudulent traders, over £300,000 was returned to residents with custodial sentences for the fraudsters. The service has installed 507 telephone call blockers, and 43 doorbell cameras, protecting the most vulnerable and blocking over 25,000 scam and nuisance calls already this year. Information on Christmas scams has also been made available to residents on Surrey County Council's (SCC's) website [here](#). Over 40,000 unsafe products have been removed from the marketplace and over 70,000 illicit cigarettes and illegal vapes seized, also helping to support legitimate businesses.

Libraries: are supporting residents with their 'Warm Welcome'; a universal offer providing tea, coffee and activities in the library allowing people to stay there to keep warm. Free wash kits will be available for anyone struggling to buy necessities, supporting our period dignity initiative. Two digital support workers are now on board to provide extra resource in libraries; working alongside staff and our digital buddies, they will support communities and ensure we continue to promote services from relevant organisations including Citizen's Advice, signpost to local organisations including food banks, and, through the Family Information Service and MoneyHelper online. Some libraries will also include desks from local banks to provide residents who may be digitally excluded with in-person support. In addition to the Warm Welcome, 17 selected libraries will offer enhanced Warm Hubs, providing additional volunteer-run advice sessions on saving energy, home insulation etc. This second offer has been advertised on the SCC website and is in the Directory of Support distributed to all homes in Surrey.

Surrey Fire & Rescue Service (SFRS): are working closely with Trading Standards and will be issuing messages around buying counterfeit appliances, which can be fire hazards, and running electric blanket testing sessions in Ewell, Staines, and Redhill, sharing safety advice and information. The service has launched a Cost-of-Living campaign working closely with the Fire Investigation and wider Community Safety Team to promote the safe use of household appliances and safe home heating. The campaign aims to prevent an increase in house fires, but it is also signposting to the wider SCC messaging which enables grant funding and other money saving tips. SFRS are working with a range of community groups and other SCC services to share these messages, for example a leaflet will be in all of the Warm Hub bags with joint messaging from SFRS and Public Health. More information can be found [here](#) in a Surrey Matters podcast for residents including energy saving advice, home heating safety and scam awareness. SFRS will also attend the majority of the Warm Hub sessions run by libraries, with a visible physical presence to promote and support home fire safety messages to those most vulnerable.

Voluntary, Community and Faith Sector (VCFS): are working with partners to distribute the Household Support Fund to reach some of our most vulnerable residents. SCC have given Citizens Advice charities an additional £580,000 to ensure welfare, debt, and budgeting advice is ramped up until April 2024. In the last six months they have seen 1800 clients and bought in £500,000 additional income for residents. Charities are struggling with their own inflation challenges, so we have given £130,000 to the Community Foundation for Surrey, match funded, and open to charities to apply to for help with winter pressures.

Community Engagement: have launched new [local area webpages](#) to give residents data about their communities, spotlight events and initiatives taking place, signpost to available funding and connect them with their County Councillor and Community Link Officer (CLO) who can support neighbourhoods to thrive. Our fifth Let's Talk community engagement event took place at the Warm Hub in Merland Rise Church in Reigate and Banstead in November. CLOs were able to support the Warm Hub and help at the food bank held at the same venue earlier that morning. One resident commented, "Really lovely event - appreciate there being activities for kids. The most I've had to do with the council - a lovely bunch, who clearly care about the community". A further six Let's Talk events are planned in Key Neighbourhoods between January and March 2023. I visited Ripley Village Hall in Guildford and the Old Woking Community Centre this month. Both have received Your Fund Surrey grants to carry out much needed improvements. I encourage County Councillors who have not yet fully used their Members' Community Allocation to consider supporting initiatives that address the cost-of-living challenges and help ensure no-one is left behind.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Rebecca Paul

PORTFOLIO: Levelling Up

County Deal Update: The County Deal for Surrey report was brought to Cabinet in October, outlining a core set of proposals being recommended for inclusion in Surrey's County Deal. The core proposals were approved by Cabinet, who also endorsed the Council's plan to begin preparations for the integration of Surrey-wide Local Enterprise Partnership (LEP) functions and explore appropriate governance arrangements for each of the proposals. Discussions with local government partners will continue to ensure that all residents, partners, and stakeholders benefit from a County Deal for Surrey.

The announcement of Suffolk, Norfolk, Cornwall, and Northeast England County Deals being agreed, or in the late stages of negotiations, during the government's Autumn Statement reaffirms their commitment to progress devolution across the country. Surrey County Council will continue to work with partners to develop the details of a County Deal for Surrey ahead of an invitation to begin negotiations with the Department for Levelling Up, Housing and Communities (DLUHC).

Update on Levelling Up Data Metrics: Work is underway to examine how to implement various alternative national frameworks for Levelling Up metrics into the Surrey context. Finding a practical framework of metrics is fundamental to ensure that we can measure inequalities in our county and help guide evidence-based decision-making on interventions and investments. We have determined that no set framework is ideal, and instead we are looking to develop a bespoke set of consistent measures for Surrey, based on the kinds of information and hard data we can obtain at an appropriately local level.

These will be deliberately tied to areas of focus for inequalities and barriers to achieving potential, and directorates have been asked to make the case for the focus areas on which make the most impact. Bringing together these two strands of work early in the new year will enable Cabinet to prioritise specific policy interventions in the focus areas, which will ultimately lead to change we can measure consistently year-on-year.

Equality, Diversity, and Inclusion (EDI) Update - Results of Home Office Accessibility Audit: Over the summer the Surrey County Council website was subject to a website accessibility audit by the Cabinet Office. We are pleased to report that our response to the audit has been accepted and the audit closed. Cabinet Office have, however, reminded us that the website may still be subject to further audit in future and that we must stay compliant with regulations going forward, including new, stricter regulations that are due to come into force shortly.

In order to ensure this, we have employed a short-term post of Project Manager for the Digital Accessibility Project. The post holder will review progress so far, ensure we are prepared to meet the new accessibility regulations, and work across the Council to ensure we continue to make progress. This will include reviewing training for staff, making sure that future web content is created in accessible formats, and working with procurement and IT colleagues to improve processes so that when we purchase new third party systems and applications that they also meet the required standards.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: David Lewis

PORTFOLIO: Finance and Resources

2022/23 Budget Update: At Month 7, the Council is forecasting a deficit of £24.7m against Directorate revenue budgets. It is recognised that the economic climate and rising inflation provides significant challenge to the delivery of our services within available budget and the impacts of these are being monitored closely. Due to the scale of the forecast overspend, Budget Recovery Plans are being developed within Directorates and to date £8.5m of mitigations have been put in place and are included in the above forecast position. Cabinet Members will continue to work with Directorates and Finance to mitigate the budget position. The Capital Programme spend forecast at M7 is £221.8m, an overachievement of £6m against the budget. This is the net effect of acceleration in some areas and slippage against other schemes. The capital budget will be re-set at month 9 to reflect additional capital approvals made by Cabinet and revised profiling projections. The main drivers of the forecast revenue overspend position relate to Home to School Travel Assistance (H2STA) and demand/cost pressures in Adults Social Care (ASC).

H2STA: The projected overspend has decreased by £2m this month to £13m. It relates to demand pressures from continuing increases in Education and Health Care Plans, although these have not translated into similar increases in pupil numbers using the more expensive vehicles, resulting in the forecast overspend for the full year beginning to decline, compounded by high fuel costs and other inflationary pressures. A H2STA Improvement Programme has been set up with an Oversight Board chaired by the Cabinet Member, to drive progress and ensure clear action plans and accountability.

ASC: A £5m overspend relates to pressure on the care package budget of £15.2m due to forecast non-achievement of efficiencies relating to market pressures and capacity challenges (for which the service is working on mitigations), increased costs of care, in part due to higher acuity of care needs, growing post pandemic demand and rising assessed fees & charges debt. This is offset by underspends in other areas of £3.8m (mainly relating to staffing underspends) and the Directorates budget recovery plan which equates to £6.4m.

2023/24 Budget and Medium-Term Financial Strategy to 2027/28: The Draft budget was agreed by Cabinet on 29 November. There are a number of specific challenges faced by the Council in setting next year's budget, including high inflation, the impact of policy changes, continued demand for services and the cost-of-living crisis. While the Autumn Statement provided insight into the level of funding, we can expect next year details and confirmed amounts will not be available until the Local Government Finance Settlement expected on 21 December. Despite the identification of a significant level of efficiencies, the Draft Budget set out a remaining budget gap to close of £14.4m for 23/24, rising over the medium term. Scrutiny of the draft budget proposals by Select Committees is taking place in early December and a consultation with residents is also live. The final budget will be presented to Cabinet and Council in January and February 2023 respectively.

New External Auditors: Under the recent national procurement exercise undertaken by Public Sector Audit Appointment (PSAA), the Council's external auditor will change to Ernst & Young from 2023/24 for a five-year period. Scale fees for 2023/24 will be confirmed in November 2023 after consultation. A significant increase in fees is anticipated for the 2022/23 audit, reflecting the significant tensions and pressures in the wider audit market and evolving arrangements in the local audit system.

Internal Audit: At the end of the second quarter Orbis Internal Audit had completed 53% of its annual plan. Two Partial Assurance audits were reported in November (Planning, and performance metrics with Pension Administration), both with agreed action to address the weaknesses identified. The Audit & Governance Committee received a summary of all the audits completed in the quarter, alongside grant certification, school audits, and counter-fraud activity. In January the Chief Internal Auditor will report to A & G Committee on the outcome of recent assessment against professional standards.

Digital Business & Insights (DB&I): The programme to replace our ERP has been replanned with a new go live date of June 2023. The replan has taken account of both the lessons learnt so far, and work completed.

Digital: Further work has been undertaken to embed the Digital model which consists of sequential stages: engagement, discovery, design, development, and delivery. This model 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.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Natalie Bramhall

PORTFOLIO: Property and Waste

CAPITAL PROJECTS:

- **Caterham Downs** - The project which successfully transformed a Gypsy, Roma and Traveller community (GRT) site back to Countryside was awarded a prestigious Gold International Green Apple Award.
- **Children's Homes** - Epsom and Walton are on schedule to complete in February 2023.
- **SBN** - Delivery of 3 key projects at Oakwood, Cranleigh and Buckland providing 243 places will complete end of this year.
- **Reigate Priory Junior School** - Planning application submitted to Reg 3. Targeted for January 2023 Planning and Regulatory Committee.
- **St Peters and St Pauls CE Primary** - Application to December Planning and Regulatory Committee.
- **SFRS** - New Stations at Lingfield and Chobham to December Cabinet.
- **SFRS Fire House and Training Facility** - Approved by Property Panel, design and costing underway.
- **Hubs: Sunbury** - public engagement event to be held in December.
- **Weybridge** - design work continues.
- **Staines** - formally confirmed as a hub, the design process continues.
- **Pendell GRT Site** - In response to planning application, Reg 3 have confirmed several considerations with preliminary advice that the application is finely balanced. Target January 2023 Planning and Regulatory Committee.
- **Libraries Transformation Programme** - Design process is underway for five libraries. Investigations continue for cost and delivery timescale reduction opportunities.
- **Extra Care Housing (DBFO)** - Planning application for Pond Meadow under consideration by Reg 3. Tender process for Bentley Centre, Brockhurst, Lakeside, Pinehurst, and Salisbury Road, has initially identified 4 potential bidders.

Property Strategy and Planning: Land and Property, with Corporate Parenting colleagues in Children, Families and Lifelong Learning, have been awarded Department for Education funding of £835k towards the development of a new Children's Home in Dorking, to provide 6 specialist spaces. Works at Ruth House, a specialist residential home in Woking, to refurb sensory and play areas, was successfully completed with the home able to remain fully operational during the works.

Agile Office Estate: Progress continues to modernise and rationalise the Council's corporate office workspace. A report being submitted to Cabinet in December seeks approval for NW and SW quadrants for two, smaller, flexible core workspaces which will ratify the four-hub strategy.

Coroners: The strategic case outlining Service requirements and the case for change has been completed, resulting in the development of two viable solutions to deliver the new mortuary facilities.

Facilities Management: Overall significant progress in addressing the budgetary challenges on reactive spend. Regarding procurement of new contracts, responses to Hard and Soft Services Supplier Questionnaires are being evaluated with a short list of 6 being invited to the ITT stage from December. Timetable for commencement of the new contract is scheduled for October 2023.

Procurement of new Forward Maintenance Replacement (FMR) framework: Commencement in January to coordinate with the new Hard services contract. The Capital Maintenance FMR Programme progresses well, with 51 projects completed this financial year, 29 in construction and an additional 9 being mobilised. Energy Management initiatives are in progress to reduce energy consumption in highest using buildings. A 5% reduction against target was achieved YTD across the Corporate office estate.

Property Management: The team is focusing on identifying and progressing surplus declarations and core disposals to deliver capital receipts. This is set against a background of ongoing requests for retention of some assets to support service transformation programmes. For Coxbridge Farm, Farnham marketing has closed for bids on this planned disposal, which has secured several significant bids from major housebuilders well above the forecast. Report to Cabinet will be taken forward in early 2023.

Capital Receipts Programme 2022/23 – 2025/26: Continues to indicate approx. £90m of sales with this financial year now forecasting approx. £44m. Marketing activity for Consort House, Redhill, continues on both

freehold or leasehold basis as we relocate staff to Woodhatch Place. Marketing for Rookery Way, Staines, has commenced on this development site. For Dormers, Caterham, activity is being reviewed with interest from the District Council.

Waste: The Resources and Waste Strategy is expected to alter the way waste is managed. A new interim waste strategy SEP 2025 has been developed by Surrey Environmental Partnership to cover the period until legislative changes take place. This is due to be signed off by end of 2022/23. It focusses on closer working between the County, Districts and Boroughs to improve recycling levels. Surrey Eco Park is now operational, and both the gasifier and anaerobic digester are treating waste to generate electricity and avoid landfill.

In anticipation of both the disaggregation of services away from a single provider and the implementation of the Resources and Waste Strategy, the waste service has developed a *Strategic Infrastructure Plan*. This sets out the proposed activities required to improve resilience to imminent changes in waste policy, provide security of bulking and treatment outlets, reduce the dependency on third-party outsourcing, and ensure value for money. The plan is expected to be presented to Cabinet in March 2023.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Matt Furniss

PORTFOLIO: Transport, Infrastructure and Growth

Transport: Our Future Bus Network public consultation went live on 3 November. This will help shape what Surrey's bus network will look like, as we need to be more innovative and invest in the right initiatives and places to grow patronage whilst adapting and right sizing the network where post-Covid travel patterns have fundamentally changed. Our Enhanced Partnership with bus operators also went live on 3 November, with an update of our Bus Service Improvement Plan completed for the Department for Transport.

Airports: Gatwick Airport Limited (GAL) carried out a further targeted statutory consultation in Summer 2022, mainly relating to updated road designs for their expansion plans. GAL are proposing to submit their Development Consent Order application for the Gatwick Northern Runway Project to the Planning Inspectorate for examination in March 2023.

Airports including Gatwick, Heathrow, Farnborough and Biggin Hill are continuing their work to deliver redesigned airspace structure and route networks as required by the national Airspace Modernisation Strategy. We are also continuing to make the case for a Southern Rail Link to Heathrow, recently presenting the findings of work commissioned on behalf of Heathrow Strategic Planning Group to the Heathrow Area Transport Forum Conference.

5G Rollout: Against the Government's ambition of 85% gigabit capable coverage by the end of 2025 and 'nationwide' by 2030, Surrey's fixed coverage is tracking well at nearly 76%. The Government's Project Gigabit Programme has been set up to target gaps where there are no gigabit infrastructure plans by commercial providers with procurement timescales for Surrey yet to be confirmed. Alongside this, SCC is entering into agreements to enable installation of 4G/5G small cells on Highways assets to facilitate fast and reliable mobile coverage which will help provide the additional capacity needed in the coming years for things like smart devices, medical sensors, and fitness trackers.

Economic Growth: Work continues across the Economy and Growth programme, with recent activities including a response to Government's call for Investment Zone proposals and the ramping up of activities through the Innovation Working Group.

Skills & Apprenticeships: On 10 November, SCC hosted the inaugural Surrey Skills Summit, bringing together local business leaders, employers, colleges, universities, skills providers, and local government officials to help us take the next step in collaborating to create a more inclusive and dynamic skills system in Surrey. This event was also the backdrop for the launch of the Surrey Skills Plan, developed by Surrey County Council's Skills Leadership Forum on behalf of the One Surrey Growth Board.

The Plan sets out the actions needed to create a demand-driven skills system that will power economic growth. It leverages Surrey's existing advantages in terms of talent, business base and geography while recognising the needs of all businesses and maximising inclusion. Our next steps are to take the priority ambitions and turn them into reality, focusing on key areas of greater business and education collaboration through a Festival of Skills, enhanced careers information and guidance and maximising the role we have as an organisation of scale and scope to positively impact skills and employment outcomes for our residents.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Kevin Deanus

PORTFOLIO: Highways and Community Resilience

Coroners Services: In 2022, so far, the Coroner's Service has received 2,908 referrals, which is comparable with previous years. The service has historically experienced high staff turnover, which has created challenges in managing referrals, supporting the dependent judicial function and managing contact with families in a timely way. Recognising the importance of having a stable workforce to deliver the best possible experience for bereaved families, six additional Coroner's officers have been recruited into the team over the past six months to reduce the average case load per officer and create increased capacity within the team. We have seen an ongoing improvement in the management of initial referrals. Recent performance statistics show that, on average, these are now allocated to a Coroner's Officer in under two days and, importantly, that families are being contacted within half a day of a referral being made. Referrals to a Coroner for a decision on whether a post-mortem, investigation, or inquest, is needed now also take place in under two day. A shortage of Pathologists remains a national challenge and that, along with hospital mortuary capacity issues, can lead to delays with post-mortems.

Following the decommissioning of the Headley Court temporary mortuary that was established during the pandemic, a new temporary body storage facility has been established in Bagshot. This will be handed over to the service in early December, providing vital additional capacity over the winter months when hospital mortuaries experience increased pressure. This will mean that even if hospital mortuaries are at capacity, people who die within the community and are referred to the Coroner can be stored with dignity and respect while any necessary investigations into the cause of death are undertaken.

Recent Heavy Rain/Flooding: Over the last two months, there have been prolonged periods of rainfall across Surrey with communities across the county experiencing surface water flooding. Communities particularly affected include Haslemere, Stanwell, and Smallfield, although other areas also had issues. We have been working alongside other organisations to respond to these instances of flooding and the focus of officers is now on carrying out investigations into the circumstances, meeting with residents to gather information.

Work continues in delivering Property Flood Resilience (PFR) measures to individual properties in the Caterham on the Hill area as part of our capital investment following the devastating floods in 2016. The natural flood management project in Horsell Common is nearing completion which has seen the construction of new wetland areas which help reduce flood risk in Woking. The scheme is also creating an amazing new habitat made up of three large ponds for wildlife and recycled plastic boardwalks for increased public access for education and recreation as well as improving a popular commuting route.

The River Thames Scheme project team has been holding public consultation events in Runnymede, Spelthorne and Elmbridge which will run until 20 December. These events have given residents the opportunity to find out more about the scheme but also to have their say on what they would like to see included as part of the scheme in terms of green open space, recreation, active travel, and environment. It has also attracted media coverage including from BBC London News: [England's largest flood defence scheme begins - YouTube](#). This highlights the multiple opportunities that come with the scheme as well as the discovery of a rare mayfly identified during environmental surveys that are taking place ([River Thames: Rare species found as flood defences considered - BBC News](#)).

Emergency Management and Resilience Team: The direction for planning for the organisation's resilience has shifted to the risks and threats for the winter period focusing on the likelihood of severe weather events linked to a changing climate and the global financial crisis.

This includes, but is not limited, to the following areas of work:

- The cost of living for our staff and residents
- Industrial action affecting delivery of a Group A service to residents
- Risk to utility supply, focusing on electricity provision
- Extreme weather including flooding and storms
- Ongoing impacts from COVID-19 and other seasonal respiratory diseases
- Any new restrictions for avian flu and the ongoing risk of outbreaks in wild and domestic flocks
- The risk of continued protracted and concurrent incidents

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Jordan Beech

PORTFOLIO: Highways

LED rollout: The rollout continues successfully with over 76,000 units converted by the end of August. Works continue and despite there being a worldwide shortage of some of the electrical components, we are on target to complete the project in spring 23. The average energy saving per converted lantern is 70%, with an excess of 3200 tonnes of carbon saved so far.

Road and Pavement Programme Update: The planned maintenance programmes for roads and pavements is still in progress. This financial year to date we have designed and delivered almost 300 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 now starting to design and prepare for next year's planned maintenance programme.

Parking Enforcement: The current parking enforcement agency agreements with District and Borough (D&B) councils are ending March 2023 and from April 2023 parking enforcement will be managed jointly by Surrey County Council and a new service provider. The changes, utilising a single countywide enforcement contract, are intended to bring about a more effective service across the county for a more competitive cost than that provided by the existing nine district and borough teams.

Preparations for the changes are making good progress, on the 20 December, Cabinet will be considering the award of a contract following a successful procurement process that took place in the Autumn. Contract mobilisation will begin from January with detailed preparations being made during February and March. Discussions are currently taking place with the current D&B enforcement teams to help ensure a smooth transition of the service from April next year. Existing enforcement staff could be transferred from them to either SCC or the new service provider depending on their work activities, with their pay and conditions protected by TUPE regulations. More detailed communications about the changes for staff, Members and Surrey residents will start from January when the new service provider is appointed.

Environmental Maintenance: Officers have identified the most appropriate contractors to take over the service and provide a smooth transition from April 2023 – it is expected formal orders will be issued in the next few weeks. Our website will be updated to ensure residents know who to contact if they have any concerns. Bi-weekly communications continue to be issues to all District and Boroughs to help ensure all parties are kept up to date with officers having had productive conversations with them. They are working to finalise details such as maps of areas to cut and potential staffing transfer. Discussions have also taken place with both Surrey County Council procurement and a range of contractors from one of our existing framework contracts

Preparing for Winter: The last winter season finished in April, and Surrey Officers have been working with our new Ringway colleagues throughout the summer maintaining equipment and preparing for this coming season. On the weekend of 22 October, Ringway undertook driver training and familiarisation with their runs. Salt deliveries have been delivered through the summer and all 4 salt barns are full with 12,600 ton of salt. Our 1,800 grit bins have been inspected through the summer and the main fills have been completed, with a follow up phase of works in progress (which includes any outstanding member funded bins). Each of our farmer and third party partners has been contacted and arrangements made for their ploughs to be maintained and for salt to be delivered. Salt deliveries to the eleven Districts and Boroughs have also been arranged so they can support efforts to keep the network safe from snow and ice. The Ringway operations team are monitoring forecasts and the first gritting runs have taken place.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Marisa Heath

PORTFOLIO: Environment

Local Nature Recovery Strategies: I am very excited about the Council's new responsibility under the Environment Act to lead on developing a Local Nature Recovery Strategy and the work ahead of us through this strategy to establish priorities for nature and map these across the county, through a collaborative and evidence-based process over the next twelve months. The strategy aims to make spaces for nature bigger, better, and more joined up. This is a significant opportunity, with Biodiversity Net Gain in planning and the transition to the new farming outcome-based incentive payment schemes known as ELMs (Environmental Land Management Schemes), being the key funding and delivery mechanisms for the strategy.

Conservation: The Council has been working with Natural England to explore designating a new Super National Nature Reserve in West Surrey to protect Surrey's extended areas of heathland habitat outside the Thames Basin Heaths area which is a vital habitat for ground nesting birds and other heathland habitats in Surrey are protected at an international level. Heathlands are prone to bush fires during episodes of extreme heat as Surrey experienced this summer. The project will test the viability of 'wetting up' or raising the water levels on heath to provide it with a greater level of protection from fires.

Restoration: The Council continue to support Surrey Wildlife Trust to conduct important conservation work on the protected land it owns. 98% of the sites are in favourable or improving condition which is testament to the conscientious work carried out by the Trust. Volunteers from the Council's Green Champions Network will be helping with conservation work on the Basingstoke Canal this month to clear pennywort, a highly invasive non-native floating plant that can grow up to 20cm a day drawing light and oxygen from the canal's wildlife. A cross Council team has also been working with Contractors to restore a brownfield site at Caterham Downs to clean the soil and restore over two acres of chalk downland and has won a Green Apple award for its results.

Increasing Biodiversity: The Horsell Common project has seen the construction of new wetlands which help reduce flood risk in Woking as well as an amazing new habitat made up of three large ponds and a wooden boardwalk for increased public access for recreation which improves a popular commuting route. The works are planned to be complete this Autumn. The service manages the grounds of over 260 operational sites of which over six hectares of land has been set aside for meadow creation. Next year this will be extended to plant or restore hedges on site.

Climate Change and Adaption Strategy: Although the existing Surrey Climate Change Strategy and Greener Futures programmes acknowledge the need for climate change resilience it is important that we work with our partners to develop a collective strategy and action plan to ensure Surrey adapts to the already changing climate.

This strategy is under development, being written in-house by two key Climate Change Adaptation specialists, with a draft due in early 2023. A strategic cross-sectoral workshop has taken place this month at the WWF Living Planet Centre with key technical officers from SCC, Districts and Boroughs and lead partner organisations. Below is the word-cloud from participants regarding what they would like to see Surrey be like in 2050:

- The Strategy is identifying high level pathways to ensure that we are resilient and adapting to increased flooding, droughts, heatwaves, wildfires, and other knock-on impacts, such as food security, disease burden and impacts on agriculture and other sectors. High level discussions on trade-offs and financing will need to take place in the coming years. Strong governance, and partnerships will be key in ensuring that we can work collectively across organisations to ensure a resilient and climate adapted Surrey into the future.
- An Action Plan will be included with the Strategy and across SCC directorates more detailed risk assessments will need to take place.
- This work was further outlined during the recent Members Seminar on Monday 28 November.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Paul Deach

PORTFOLIO: Environment

Communication & Engagement: Communications activities have most recently been focused 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 and the launch of warm hubs. The objectives of these campaigns are to:

- Mitigate the impact of inflation and cost of living for Surrey's residents, particularly those most at risk of food and fuel poverty over the winter
- Increase resident understanding of financial and welfare support available
- Increase uptake of, and access to, support available
- Encourage behaviour change to reduce bills, protect the environment, improve health & wellbeing
- Increase awareness of SCC support and delivery.

A broad range of communication channels have been used to deliver messages including media, social media, google advertising, articles in D&B/Parish and other magazines, our website, hard-copy publicity materials in food banks, libraries, GPs etc and advertising at shopping centres, railway stations and bus stops. Some recent communication highlights:

- **Sustainable Warmth Grant** – Following distribution of a Directory of Support to every Surrey household and 45, 000 flyers to targeted locations, calls to Action Surrey about the grant rose by a third in just 5 days and have continued to grow. Additionally, 15, 000 people have been reached so far on social media. The response is well-beyond what is expected at this stage.
- **Warm Hubs** – while it is early days for warm hubs, over 6, 600 people have seen our social media posts and 362 have clicked through for more information already.
- **Greener Matters Newsletter** – recently re-branded and promoted. This has led to a 113% increase in subscribers.
- Promoting this weekend's tree giveaway at selected libraries has so far been seen by over 32,000 people on Facebook alone.
- Highlighting our work at Horsell Common in Woking to alleviate flooding which was featured on BBC Surrey and in the Woking News and Mail.

Land Management: The Council owns 17 farms, and the service has recently been asked by the Property team to help support positive outcomes for both farmers and natural capital. A more sustainable approach to land management is being trialled on at least five of our farms by adopting regenerative farming practices and reviewing the investment potential with tenant farmers for projects such as solar panels and anaerobic digestion.

At Norbury Park we have agreed a vision for the estate which prioritises maximising natural capital in the park. The vision will now be followed by the collation of data to support a holistic approach to land management which enables growth in its carbon sequestration and nature conservation value to drive a new approach to decision making which favours investment in natural capital as well as increasing farmer's income from new market schemes such as carbon credits and biodiversity net gain, and new food markets such plant-based protein.

Our Target to Plant 1.2 million Trees: The Council continues to make excellent progress in its ambition to plant a tree for every resident by 2030. In 2021/22, £296,000 funding was secured and over 90,000 trees were planted in Surrey. This year we secured £448,000 in match funding to plant a further 108,000 trees and by the end of 2024, we are estimating we'll have over 540,000 trees planted in Surrey.

Newlands Corner: This year the service has completed the refurbishment of the Discovery Centre at Newlands Corner which provides electronic displays on nature and recreation at all SCC's Countryside Sites. Next year, new features will include a section on the ancient yew trees at Newlands Corner and how visitors can support their protection. The service has also been working in partnership with the Council's Youth Teams to reopen the Sawmill at Norbury Park as part of a woodland hub focused on supporting woodland management on the estate.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Mark Nuti

PORTFOLIO: Adults and Health

Adult Social Care (ASC) Charging and Fair Cost of Care Reforms: On 17 November, the Government announced a 2-year delay for the reforms with a proposed new implementation date of October 2025. SCC lobbied hard for a delay as the proposed implementation timetable and funding levels were unworkable. Building on existing ASC digital transformation and re-purposing work on reforms we will use automation to create efficiencies, increase opportunities for self-service, redesign customer pathways and join up data insights across customer experience and ASC.

Care Quality Commission (CQC) Assurance: In the Health and Care Act 2022, there's a new duty for the CQC to introduce an inspection regime for Local Authority Adult Social Care statutory functions with a single word rating outcome. Local Authorities will receive a rating based on CQC's four-point ratings scale (outstanding, good, requires improvement and inadequate). We have a planned Local Government Association (LGA) Peer Review taking place w/c 27 March 2023 to give us their feedback on our preparation for CQC inspection readiness. For the Peer Review, we will collate policies/processes, data, and evidence, complete a self-assessment, and facilitate LGA case file audits and lived experience interviews. The Peer Review will also look at the collaboration across the Council in partnership with ASC and will help CLT drive more cross cutting projects. We will develop an action plan to respond to the recommendations arising from the Peer Review to improve our offer to local residents further.

Delivering the Accommodation with Care and Support Strategy: Work continues to deliver affordable Extra Care Housing (ECH) at Pond Meadow, Guildford. Our strategic partner, Pond Meadow Ltd, submitted their detailed planning application in September 2022 and we expect a decision by the end of 2022. We are entering the second stage of the tender process to identify a strategic partner to deliver affordable ECH at five sites across Surrey. Outline Planning Applications will be submitted for these sites and local community engagement on our plans are being undertaken. We continue to progress delivery plans for Supported Independent Living (SIL) and have completed the tender process to implement a new Approved Provider List (APL) for SIL. Contracts through the APL will commence at the start of 2023.

Discharge to Assess (D2A): A model is in place across Surrey supporting discharges from the acute hospitals. On 16 November DHSC published details of the £500m hospital discharge funding for winter 2022/23. SCC is receiving £3.3m, Surrey Heartlands Integrated Care Board (ICB) £5m, and Frimley ICB £0.9m. Further funding was also announced for the next two years and although we await funding allocations, we expect this new funding will enable the D2A model that partners agreed when previous national funding ended on 31 March 2022 to continue on a sustainable footing in future years. We are also 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 reduce/improve flow in and out.

Senior Management Team Restructure: Liz Bruce, Joint Executive Director Adult Social Care and Integrated Commissioning, has made changes to the Senior Management Team in ASC to establish a more balanced line management structure. As part of this, Bal Kaur has been appointed as Interim Director of Integration, Health, and Care & Director of Adult Social Services (DASS), and a new Director of Disabilities and Health Partnerships is in the process of being recruited.

Public Health: Strategic oversight of the Surrey Health and wellbeing strategy continues with the latest summary of delivery across different partners available via the quarterly highlight reports at <https://www.healthysurrey.org.uk/about/highlight-reports>. Some further priorities for the next quarter for the Public Health team include:

- Delivery on phase one Health in all Policies action plan
- Engagement on Food Strategy
- In collaboration with partners finalise and publish: Updated Suicide prevention strategy and protocol; Children and Young People Emotional Health and Wellbeing strategy and a Breast-feeding strategy
- Working with partners publish and / or begin development of JSNA chapters including Screening services; Substance use; Mental health of both adults and children & young people in Surrey; Economy and employment; Housing and housing-related support; People with learning disabilities; Children and young people with additional need; Migrant Health (Rapid Needs Assessment)
- Engagement with partners on sustainability planning for ongoing local approach to Multiple Disadvantage post March 2024
- Production of 2023/24 Public Health Service Plan

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Clare Curran

PORTFOLIO: Education and Learning

Surrey Education Strategy to 2030: I am pleased that work on the Surrey Education Strategy which includes the School Organisation Plan and Sustainability Strategy is progressing well and I will present this to Cabinet in January. The School Organisation Plan sets out the policies and principles underpinning both mainstream and specialist school organisation in Surrey. It highlights the likely demand for school places projected over a 10-year period and sets out potential changes in school organisation required to meet the council's statutory duty to provide sufficient places. The Sustainability Strategy is intended to support the Skills Strategy and Plan launched on 10 November 2022 at the Skills Summit. It will also set out the implications of the White and Green Papers for Surrey education settings and for learners and the key challenges for Surrey in terms of levelling up education outcomes.

Although I am the Cabinet Member for Education and Learning, it is important to remember that local authorities do not run schools; Headteachers are accountable to School Governors. Our role as a local authority and mine as Cabinet Member is to be a 'Champion for all Learners' in Surrey. To fulfil this, we continue to work with key stakeholders to shape a shared set of ambitions for learners of all ages in Surrey which support the delivery of the Community Vision 2030 to ensure that no one is left behind.

Update on SEND improvement work and our Safety Valve Agreement: Surrey's Additional Needs and Disabilities Partnership Board conducted a self-evaluation exercise, reflecting on areas of strength and development. Importantly this activity included a strong use of data and insight and was carried out with third sector and user voice partners (Family Voice Surrey, Surrey Youth Focus and ATLAS) who held a mirror up to our partnership evaluation. This is now informing the refresh of our Partnership, Inclusion and Additional Needs Strategy, which is being co-produced with partners, families, and communities. The draft strategy will be reviewed by the Partnership Board and the Select Committee, and I look forward to bringing it to Cabinet early next year for endorsement and support. Our key priorities for Additional Needs and Disabilities improvement include improving sufficiency and improving inclusion and progress in these areas is outlined below:

Sufficiency: As of September 2022, around 800 new specialist school places for children had been provided across Surrey through 35 capital projects. This has created more than 280 additional places for academic year 2022/2023 and includes places that have also now been phased in from projects delivered in 2020 and 2021. Five 2022 projects have final works deliverable between Dec 2022 and early spring 2023, but September 2022 and January 2023 place availability has been secured. 14 more projects are on track for delivery 2023/24, and these will deliver around 350 more new places, of which 190 are expected to be available for September 2023. The impact of improved sufficiency can be seen not just in the new specialist places that children and young people are benefiting from, but also the reduced use of non-maintained independent specialist schools from 12.5% in 2020 to 9% this year, which means that we are enabling more children and young people with additional needs and disabilities to be educated closer to their homes and communities whilst also securing better value for money for this council.

Inclusion: Our work with schools to strengthen inclusion is embedding, with improvements to the Local Offer information, a new Request for Support option for families and professionals seeking help and advice, and the launch of new Ordinarily Available Provision guidance this term. This information and guidance has been co-produced with partners and the roll-out has considered the importance of the role that schools' Special Educational Needs Co-ordinators (SENCOs) play in helping schools and families alike to navigate support. Although only introduced recently, we are starting to see growth in requests for support which we hope will reduce the rate of growth in demand for EHC assessments. We will be monitoring this closely and adjusting our offers as appropriate.

Safety Valve Agreement: Surrey's Safety Valve Agreement is completely aligned with Additional Needs and Disabilities strategy and transformation plans, so it includes initiatives already described, as well as others such as the Team Around the School pilot which is being evaluated to inform future plans. Despite significant national risks, such as workforce shortages and inflationary pressures, Surrey remains on track with the financial trajectory agreed with the Department for Education (DfE). This projects that the council will reach a position of financial sustainability in 2026/27. So far this year we have submitted two Safety Valve monitoring reports, and both have been approved by the DfE, so we have received payments to reduce the High Needs

Block deficit. By the end of the year, we expect to have received £52m in Safety Valve payments from government.

Home to School Travel Assistance: The home to school transport service came under immense pressure to process higher numbers of applications this academic year. At the time of writing, there are 24 active applications. There are 48 active stage 1 appeals in progress. All 25 stage 2 appeals in progress are being heard in line with SLAs. A significant programme of improvement is underway, to address the underlying challenges experienced this year, so that we can learn from these and implement major changes to improve this service for the academic year 2023/24. These will focus primarily on the customer journey and service improvement to ensure that all applications are processed and delivered promptly, and that transport is in place for eligible children and young people when they need it to get to school or college.

CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Sinead Mooney

PORTFOLIO: Children and Families

Achieving Excellence & Children's Social Care Transformation: The last six weeks have involved a review of the way we are structuring our transformation activity across children's services to ensure we are prioritising improvements in the right areas and delivering the best value for our residents. To achieve our ambition of delivering excellent services for children and families, we need to work together to deliver step-changes in three core domains – practice, sufficiency, and workforce – and invest in data and systems that will enable us to improve faster. We are bringing together all existing children's social care transformation activity under these four pillars. In order to provide more robust oversight and scrutiny of children's social care, and the ambitious transformation plans over the next three years, a new Transformation Assurance Board has been established to help ensure SCC is working towards achieving excellence in the services it provides to children, parents, carers and families. This board has cross-party membership where Members and officers will work together to inquire and understand, set ambition, champion and challenge our portfolio of transformation work to improve children's social care.

Budget: At the end of October, Children, Families and Lifelong Learning were predicting a £22.1m overspend on business as usual budgets:

- £13m overspend on Home to School Travel Assistance. This is a result of the full year impact of the pressure identified in the second half of 2021/22 and continued increasing pressures on fuel prices and inflation. EHCP projections for a further increase of 9% in September have not translated into similar increases in pupils on the more expensive vehicles so the forecast is beginning to reduce.
- £4.4m forecast overspend for external Children Looked After (CLA) placements. Budgeted reductions in residential placements through the Big Fostering partnership and additional in-house provision have not occurred. In addition, average costs have increased by over 8% since the start of the year.
- £2.5m overspend on Children with Disabilities (CWD) Care - this is a residual pressure from 2021/22 due to high levels of demand for direct payments and personal support.
- £2.2m overspend relating to social work staffing – this relates to the double funding of the assessed and supported year in employment (ASYE) social work cohort where agency staff are used for three months while ASYE's gradually build up their caseload. There are also additional staffing costs in fostering due to the level of agency staff.

In order to mitigate part of this overspend budget recovery plans identified COVID relates costs of £3.6m which could be funded through grant and £0.8m of reductions in the DSG High Needs Block offsetting reserve contribution which would reduce the overspend to £17.6m.

Accommodation, Housing and Homes Strategy: Further to the need identified for a county-wide strategic approach to housing, while recognising existing statutory duties, responsibilities and sovereignty, a baseline assessment of the current state of housing, accommodation and homes in Surrey has been prepared and used as the basis for four themed workshops and engagement with stakeholders. This has included my meetings with District and Borough lead Councillors for Housing and Planning. A Housing Summit was held on 8 December at Woodhatch Place, where in excess of 150 stakeholders took part in discussion, debate and networking as a contribution to the development of strategic priorities for action. A report setting these out will come to Cabinet at its meeting in February.

Equality, Diversity & Inclusion (EDI): Progress towards achieving the EDI action plan continues across the workstreams with activity being monitored by the Programme Board. The Staff Networks continue to raise awareness, create opportunities for staff to come together and to advance equality and inclusion. The MEGA and DENIS networks have held insightful and inspiring events for Black History Month and Disability History Month respectively, and work is continuing to develop an allyship programme. The Reverse Mentoring Scheme, where senior colleagues are mentored by front-line staff or more junior colleagues who may come from underrepresented groups and experience the workplace differently, was relaunched. Members of CLT have been matched with their mentors and will be starting their work together in coming weeks. We have launched guidance for staff experiencing discrimination that was written in partnership with staff and Trade Unions to ensure that managers and staff are equipped to address unacceptable behaviour in the course of their work with residents. The Cabinet Office has signed off the work required to fulfil the requirements identified in the web accessibility audit. Looking forward to 2023, we will be launching our ED&I Community of Practice where we will be sharing and driving good practice across the organisation. We will also work collaboratively with colleagues within SCC and with our VCFS and statutory partners to develop and implement the ED&I strategy. We are also looking forward to having a peer review of our ED&I, facilitated by the LGA in summer 2023 to help us further drive the work.

DEPUTY CABINET MEMBER BRIEFING TO COUNTY COUNCIL

NAME: Maureen Attewell

PORTFOLIO: Children and Families

Youth Offending: The Surrey Youth Offending Service has been progressing at a steady rate since the start of its improvement journey in September 2019, after being rated inadequate by Her Majesty's Inspectorate for Probation. It has re-asserted a clear Youth Justice Service identity with practitioners who are skilled, committed, and resourceful.

The aim moving forward is to collaboratively work with more partners to enrich the offence free lifestyle of children in Surrey. Examples of some of this work are outlined below:

- **CYP Haven** - Is a partnership between SCC and the Surrey and Borders Partnership. It provides a safe space for children and young people aged 10-18 to talk about worries and mental health in a confidential, friendly, and supportive environment. There are four sites operating across the county (Redhill, Epsom, Guildford, and Staines).
- **Open Access Youth Work** - Open access youth work is provision that a young person may access regardless of their background, needs or position in society and is based on voluntary participation. Many professionals work with young people, but principally, only in youth work is it the choice of the young person to engage with the professional. Projects include: Young Carers LGBT+ SEND; Duke of Edinburgh Award Scheme; Well-Being (Mental Health) Detached (Street/ Estate Based) and Outreach (Community wide); Educational Residential (UK & Overseas); Youth Clubs (Evenings) Employability; Education and Training Intervention and Prevention Workshops; School Based Workshops /Provision Drop In One to One/ Group Work Support; Gangs /Knife Crime/ Drugs Workshops; Outdoor Education that also includes: Forest School Sports "Get Active" Healthy Options Sex, Relationships & Education (SRE) Workshops and appointments.
- **Engage Project** - Engage has responsibility to keep case holders informed and work with the professional network to complement existing planning with meaningful and engaging activities, drawing from the wider Surrey youth work offer and utilising, for example, the Surrey Outdoor Learning and Development sites and Surrey's portfolio of Youth Centres and projects, such as, the Woking and Epsom Carpentry Workshops, Walton Cycle Workshop, and the CYP Mental Health Havens.
- **The IMAGINE Project** - Is a horticultural-based social-innovation initiative. This involves reclaiming disused and/ or underutilised parcels of land, remediating these from states of neglect and repurposing them as community grow zones/allotments. Targeted young people are invited to contribute to this effort and in many senses, to shape it. Local partners and select community groups also participate which allows for a unique collaborative and co-production opportunity. Youth Work Practitioners guide and support young people through this process and help manage the integration of the project with their orders.
- **The Skill Mill Project** - This is a multi-award-winning social enterprise which provides employment opportunities for young people aged between sixteen and eighteen. They employ only ex-offenders, actively reducing reoffending whilst increasing engagement, participation, employability, and educational levels of the young people to increase their life chances.

Turnaround Funding: Surrey has been successful in Turnaround grant funding of £71,699 for this financial year (22/23), £193,573 in 23/24 and £193,467 in 24/25, funding to work with 152 children over the three years, based on a 'base unit' of c. £2,900 per child. This includes mobilisation funding of £10,796 for the Surrey Youth Offending Team (YOT) in FY 22/23, to be spent on the activities required for us to start delivering Turnaround. The overall aims of the Turnaround programme are to:

- achieve positive outcomes for children with the ultimate aim of preventing them going on to offend
- build on work already done to ensure all children on the cusp of the youth justice system are consistently offered a needs assessment and the opportunity for support
- improve the socio-emotional, mental health and wellbeing of children
- improve the integration and partnership working between YOTs and other statutory services to support children

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