

Notice of Meeting

Council Overview & Scrutiny Committee



Date & time
Wednesday, 2 July
2014
at 12.00 pm

Place
Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Bryan Searle
Room 122, County Hall
Tel 020 8541 9019

Chief Executive
David McNulty

bryans@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email bryans@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Bryan Searle on 020 8541 9019.

Members

Mr Nick Skellett CBE (Chairman), Mr Eber A Kington (Vice-Chairman), Mr Mark Brett-Warburton, Mr Bill Chapman, Mr Stephen Cooksey, Mr Bob Gardner, Dr Zully Grant-Duff, Mr David Harmer, Mr David Ivison, Mrs Denise Saliagopoulos, Mr Chris Townsend, Mr Richard Walsh, Mrs Hazel Watson and Mr Keith Witham

Ex Officio Members:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (Vice Chairman of the County Council)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Performance, finance and risk monitoring for all Council services	HR and Organisational Development
Budget strategy/Financial Management	IMT
Improvement Programme, Productivity and Efficiency	Procurement
Equalities and Diversity	Other support functions
Corporate Performance Management	Risk Management
Corporate and Community Planning	Europe
Property	Communications
Contingency Planning	Public Value Review programme and process

PART 1 **IN PUBLIC**

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 4 JUNE 2014 & 16 JUNE 2014

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (26 June 2014).
2. The deadline for public questions is seven days before the meeting (25 June 2014).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

A response to the call in of the Cabinet decision, subject to the Committee's consideration on 16 June 2014, is noted in the recommendations tracker.

6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages 1
- 22)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

7 BUDGET MONITORING - MAY 2014

(Pages
23 - 54)

Purpose of report: Scrutiny of Services and Budgets

This report presents the revenue and capital budget monitoring up-date for May 2014 with projected year-end outturn.

8 CABINET MEMBER PRIORITIES 2014/15

(Pages
55 - 60)

Purpose of report: Policy Development and Review

The Cabinet Member for Business Services will outline priorities for the year ahead.

9 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10.30am on 11 September 2014.

**David McNulty
Chief Executive**

Published: Tuesday, 24 June 2014

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

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Council Overview & Scrutiny Committee
2 July 2014

RECOMMENDATIONS TRACKER and FORWARD WORK PROGRAMME

1. The Committee is asked to review its Recommendations Tracker and Forward Work Programme, which are attached.

Recommendations:

That the Committee reviews its work programme and recommendations tracker and makes suggestions for additions or amendments as appropriate

Next Steps:

The Committee will review its work programme and recommendations tracker at each of its meetings.

Report contact: Bryan Searle, Senior Manager, Cabinet, Committees and Appeals.

Contact details: 020 8541 9019, bryans@surreycc.gov.uk

Sources/background papers: None.

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**COUNCIL OVERVIEW & SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED JULY 2014**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Recommendations made to Cabinet

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
2 April 2014 COSC 30	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Leader of the Council to write to the Secretary of State for Work and Pensions on simplifying the Universal Credit application process and exploring options for a common assessment for claimants across welfare benefits and support.	Leader of the Council	This recommendation was considered by Cabinet at their meeting on 22 April 2014. A response was included in the meeting papers on 30 April 2014. An update from the Welfare Reform Co-ordination Group to COSC is scheduled for September. A response from the Secretary of State is still	September 2014

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
				awaited and has been followed up.	
16 June 2014 COSC 40	CALL-IN OF CABINET DECISION: GRANT CRITERIA AND FUNDING OPPORTUNITIES GUIDE	<p>(a) That the following addition be made to the core requirements section of the Grant Criteria and Funding Opportunities Guide to ensure that, where grants are made in relation to Adult Social Care, the objectives of the current Family, Friends & Community Support programme are fully considered and applied where appropriate:</p> <p>'Where appropriate, officers should ensure that any grants awarded are aligned to the Council's Corporate Strategy, and in particular with, and in support of, the objectives of the Family, Friends and Community Support Programme. Senior Managers in Adult Social Care will have access to the details of grants awarded to aid the implementation of the</p>	Cabinet	The recommendations were considered by the Cabinet at its meeting on 24 June 2014. Recommendation (a) was not accepted, but (b) and (c) were agreed.	COMPLETE

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		<p>Family, Friends and Community Support Programme.'</p> <p>(b) That an additional paragraph be included in the Guide to clarify the specific responsibilities in relation to disclosures of interests and the signing of confidentiality agreements for councillors serving on evaluation panels: the wording to be agreed by Legal Services in consultation with the Cabinet Member for Business Services and the Chairman of the Council Overview & Scrutiny Committee.</p> <p>(c) That the first sentence of the second paragraph of section 1.5.3 of the Guide be amended by the addition of the word 'also', to read 'Conflicts of interest can also arise...'</p>			

Select Committee and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
4 December 2013 COSC 14	FAMILY, FRIENDS & COMMUNITY SUPPORT - SOCIAL CAPITAL IN SURREY [Item 7]	That the Committee receives an update report regarding the implementation of Family, Friends & Community Support.	Strategic Director for Adult Social Care	The Performance & Finance Sub-Group is due to consider financial information in relation to Family, Friends & Community Support at its meeting on 30 June 2014. An update will be provided for the Committee at this meeting, and an item will be included on the agenda for September 2014 if appropriate.	July 2014
5 March 2014 COSC 17	BUDGET MONITORING REPORT & QUARTERLY BUSINESS REPORT [ITEM 6]	That the Committee receive a further report outlining the options explored in relation to meeting the financial pressures created by flood-recovery.	Deputy Chief Finance Officer	The costs of the response and recovery phase of the flooding are still being assessed, so although estimates of the cost will form a part of the February budget monitoring, they are could be	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				<p>more or less than this. In addition, the government are announcing a range of different funding streams to help households, businesses and local authorities. These were outlined in the information pack distributed for the full Council meeting on Tuesday 18 March 2014. The level of this funding has not yet been confirmed. The combination of these two unknowns make the net cost to the council difficult to predict with any accuracy.</p> <p>One of the recommendations of the MTFP is that the Cabinet receive a report in July on the</p>	

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				<p>impact of the severe weather on service work programmes and revenue and capital budgets.</p> <p>In the light of this officers have proposed that the COSC consider the report closer to the time of the cabinet meeting, when greater information will be available. An item has been included in the work programme for September 2014.</p>	
<p>2 April 2014 COSC 31</p>	<p>BUDGET MONITORING REPORT & QUARTERLY BUSINESS REPORT [ITEM 7]</p>	<p>That the information provided in response to the Section 19 request be brought to the Committee for discussion at the earliest opportunity: following discussion, the Committee to refer detailed issues to the Environment & Transport Select Committee for further consideration if necessary.</p>	<p>Assistant Director, Highways, Environment & Infrastructure</p>	<p>Officers have confirmed that the Environment Agency will publish a report in May 2014, this will inform the report to Cabinet in July 2014. Officers in Democratic Services will continue to</p>	<p>July 2014</p>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				monitor the timescales for the flooding information, and will ensure that it is brought to the relevant scrutiny committee as soon as it is available.	
2 April 2014 COSC 18	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Adult Social Care, Children Schools and Families, Libraries, Public Health and Finance teams to continue to monitor impacts of the welfare reforms on service users and services, and provide a joint update through the Welfare Reform Co-ordination Group to the Council Overview and Scrutiny Committee meeting in September 2014. Adult Social Care to include a summary of the impact of the welfare reforms on carers and Children Schools and Families to include a summary of the impact of the welfare reforms on care leavers in their updates.	Welfare Reform Co-ordination Group	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
2 April 2014 COSC 19	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Welfare Reform Co-ordination Group be encouraged to continue to collate data on the impact of the reforms on residents and the cumulative impact of the reforms, and to share information and good practice within the group, and to report on progress to the Council Overview and Scrutiny Committee as part of the update report in September 2014.	Welfare Reform Co-ordination Group	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014
2 April 2014 COSC 20	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey County Council's Organisational Development Team analyse training needs on welfare reform in the Council and explore how such training can be disseminated throughout affected council services and ensure consistency with training being delivered by partner organisations.	Organisational Development Team	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014
2 April 2014 COSC 21	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey's Welfare Reform Co-ordination Group to work with the Head of Family Services to explore the potential for the Supporting Families Programme (which is being extended through the Public Services Transformation Network) to provide early help/intervention	Welfare Reform Co-ordination Group/ Head of Family Services	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		to some of those families who are most severely impacted by the welfare reforms.			
2 April 2014 COSC 23	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Shared services to provide an update on improvements to the LAS scheme and take up of the fund, as part of the update report to the Council Overview and Scrutiny Committee in September 2014.	Shared Services	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014
2 April 2014 COSC 25	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Adult Social Care Committee to closely monitor the delivery of this service by getWIS£ and report back to the Council Overview and Scrutiny Committee as appropriate.	Adult Social Care Select Committee	The Adult Social Care Select Committee will be receiving a report on getWIS£ on 26 June 2014. Any issues will be reported to the Council Overview & Scrutiny Committee in September 2014	September 2014
2 April 2014 COSC 26	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey County Council's Adult Social Care Commissioners to work with Surrey's Welfare Reform Co-ordination Group, Public Health and getWIS£ to:	Adult Social Care Commissioners/ Welfare Reform Co-ordination Group/Public Health	This recommendation will be addressed through the update report to the Council Overview & Scrutiny	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>(a) promote the getWiSE advice and support service to all Surrey GPs through Surrey's 6 Clinical Commissioning Groups; and</p> <p>(b) continue to raise awareness of this service among key partners including District and Borough Housing and Benefits Officers and social housing providers;</p> <p>to ensure Surrey residents receive early help in dealing with the welfare reforms.</p>		Committee in September 2014.	
2 April 2014 COSC 27	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Public Health team to report to the Council Overview and Scrutiny Committee with findings from their food access needs assessment, to inform the Committee's work around reviewing the impacts of welfare reform in Surrey.	Public Health	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014
2 April 2014 COSC 28	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey County Council to work closely with the Department for Work and Pensions, District and Borough Councils, housing providers and the Voluntary, community and faith sector to prepare for the introduction of Universal Credit, taking into	Welfare Reform Co-ordination Group	This recommendation will be addressed through the update report to the Council Overview & Scrutiny Committee in September 2014.	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>consideration the concerns and recommendations highlighted in this report, and report back to the Council Overview and Scrutiny Committee on progress. This preparation should include:</p> <p>(a) researching and understanding the need for digital access and support across Surrey;</p> <p>(b) the County Council better understanding the potential demand on IT resources as a result of the introduction of Universal Credit to enable Surrey to properly prepare for this, including reviewing budget provision;</p> <p>(c) reviewing the demand for money management advice and assessing existing service provision, in order to make evidence-based recommendations for sourcing the necessary support; and</p> <p>(d) lobbying central government to ensure that support to access</p>			

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		Universal Credit is adequately funded.			
30 April 2014 COSC 36	INTERNAL AUDIT: REVIEW OF APPRAISALS 2013/14 [ITEM 6]	That HR investigate options to move towards a digital appraisal process as a means of improving both the quality of appraisals and the completion rates.	Head of HR	An update will be provided to the Committee at the July meeting.	July 2014
30 April 2014 COSC 37	FLASH OUTTURN REPORT FOR 2013/14 AND PROPOSED CARRY FORWARD REQUESTS TO 2014/15 [ITEM 7]	That the Committee seeks assurance from the Cabinet Member for Assets & Regeneration Programmes and from Property Services that Commercial Services be given sufficient support to enable them to be able to provide free school meals in all infant schools by 1 September 2014.	Cabinet	A response was reported to the Committee at its meeting on 4 June 2014, and further clarification was sought (see COSC 41 below).	July 2014
30 April 2014 COSC 38	REVIEW OF CENTRAL AND DIRECTORATE COMMUNICATIONS FUNCTIONS [ITEM 8]	That the Head of Communications review the support and information provided to Members in their local role, both individually and through Local Committees, including the provision of a simplified version of the Annual Report (in printed form) for Members to share with constituents.	Head of Communications	The Head of Communications has noted this recommendation and will explore the potential to develop this within the reduced resources available.	October 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
4 June 2014 COSC 41 (See also COSC 37)	FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER	That further clarification be sought about the timeline for delivery of the programme to ensure all infant schools were in a position to provide free school meals by 1 September 2014.	Assistant Director for Schools and Learning	A response from the Assistant Director for Schools & Learning is attached. Further clarification has been sought about the extent to which the programme will be completed.	July 2014
4 June 2014 COSC 42	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	That the Adult Social Care and Environment & Transport Select Committees scrutinise performance against the three priorities in each of their Directorates for which performance was rated as red at year-end 2013/14.	Chairmen of the Adult Social Care and Environment & Transport Select Committees	Arrangements are in place for scrutiny of these issues by the two Committees.	COMPLETE
4 June 2014 COSC 43	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	That the following process be adopted for scrutiny of year-end performance results: <ul style="list-style-type: none"> Each Select Committee to scrutinise year-end performance information for the priorities within their remit annually at their May/June meeting, with services providing written explanation 	Democratic Services	Arrangements have been made for this process to be adopted from May 2015.	June 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>of the reasons for any priority rated as red.</p> <ul style="list-style-type: none"> That the outcomes of the scrutiny be reported to the Council Overview & Scrutiny Committee annually at its meeting in July. 			
4 June 2014 COSC 44	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	Further details about the virement for the Children's Services Contact Centre re-alignment referred to in paragraph 4 of Annex 2 to be circulated to the Committee.	Deputy Chief Finance Officer	Details to be circulated to the Committee.	July 2014
4 June 2014 COSC 45	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	Details to be provided about the bid made to the Department of Transport pothole fund.	Deputy Chief Finance Officer	Details to be circulated to the Committee.	July 2014
4 June 2014 COSC 46	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	Details to be provided about specific initiatives undertaken by the Adult Social Care Service to address the issue of significant vacancies in reablement and front-line teams.	HR Relationship Manager (Adults)	The Adult Social Care Select Committee is due to consider this issue as part of an item to the meeting of the Committee in September 2014, and details will be shared with the	September 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				Council Overview & Scrutiny Committee.	
4 June 2014 COSC 47	REWARD STRATEGY REVIEW 2014-18	Historic data about trends in staff costs and benchmarking data for staff above level S8 to be circulated to Members of the Committee.	Head of HR and Organisational Development	Details to be circulated to the Committee.	July 2014
4 June 2014 COSC 48	DIGITAL STRATEGY UPDATE	A list of names and biographies for the Digital Strategy Advisory Board to be circulated to the Committee.	Chief Digital Officer	Details to be circulated to the Committee.	July 2014

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Council Overview & Scrutiny Committee – Forward Work Programme 2013/14

2 July 2014

- Staff Pay & Reward (Private workshop)
- Cabinet Member Priorities 2014/15
- Budget Monitoring

11 September 2014

- Family, Friends & Community Support
- Collated Feedback from Staff Morale & Wellbeing Workshops
- New Models of Delivery Programme
- Financial Impact of the Flooding
- Welfare Reform Co-ordination Group - Update Report

Scrutiny Topics

Work commenced September 2013: Welfare Reform: Welfare reform will result in pressure on many Council services as the government changes take effect. What will be the impact on Surrey residents? What could the Council be doing now to minimise the impact?

This work is being undertaken by a Member Task Group throughout autumn 2013. There was an interim report back to Committee in January 2014, a final report was considered at the Committee meeting on 2 April 2014. A number of recommendations were made to Cabinet and a follow up report will come to the Committee in September 2014.

The Committee received a further update, following appointment of the Chief Digital Design Officer, in June 2014.

Work commenced October 2013: Digital by Default: Like many Councils, Surrey is exploring the benefits and limitations of bringing or delivering services online. How do Surrey residents want to engage with the Council? To what extent should this be reflected in the Council's Digital Strategy? What can we learn from other organisations approach to digital by default?

The Committee used their November meeting to discuss how the Council supports its staff with respect to wellbeing and morale. There was a further informal workshop in June 2014. Feedback will be collated and brought to the Committee's meeting in September 2014.

Work Commenced November 2013 - Staff: Given ongoing austerity, what do employees really feel about working for Surrey? Do employees have the appropriate tools and resources to do their job? What is the impact of employee satisfaction and morale on service delivery? How can Surrey best support and value their employees?

Work commencing December 2013: Budget Savings: Surrey is having to think differently about how it delivers services in light of public sector spending cuts. What is the impact of these cuts and changes on the everyday life of people in Surrey?

The Committee reviewed the changes proposed to the Medium Term Financial Plan 2014-19, prior to agreement by Cabinet. Matters arising from recent select committee budget workshops were collated and reviewed by the Performance and Finance Sub Group, and a series of recommendations made to Cabinet.

Adult Social Care Committee looked at this topic in autumn 2013. Following this, Council Overview & Scrutiny Committee considered the topic in December 2013 and agreed to review progress in September 2014 through the Performance & Finance Sub-Group.

Work Commenced December 2013: Social Capital: When resources are scarce, will residents acting collectively to tackle issues within the community plug the gap?

Communication (Internal & External): As a Council, are we communicating the right things, in the right way, to the right people?

The Cabinet agreed a Communications and Engagement Strategy at its meeting on 25 June 2013. The Committee received a report regarding Communications on 30 April 2014.

Trading & Investment: What trading and investment models is Surrey currently utilising and what are the future options for the Council (looking at experiences outside of the County)? What will the governance arrangements be?

The Committee had an update regarding Trading and Investment at its meeting on 12 September 2013. An update on the New Models of Delivery Programme and Local Authority Trading Company was given at the meeting on 5 March 2014. A further update will be received later in the year, and a future item concerning the Council's approach to investment is being explored.

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Council Overview and Scrutiny Committee
2 July 2014

BUDGET MONITORING REPORT

Purpose of the report: This report presents the revenue and capital budget monitoring up-date for May 2014 with projected year-end outturn.

Introduction:

1. The May 2014 month end budget report was presented to the cabinet meeting on Tuesday 24 June 2014.
2. Annex 1 to this report sets out the council's revenue and capital forecast of the year-end outturn at the end of May 2014.
3. The forecast is based upon current year to date income and expenditure and projections using information available at the end of the month. The report provides explanations for significant variations from the budget.

Report contact: Kevin Kilburn, Deputy Chief Finance Officer

Contact details:

kevin.kilburn@surreycc.gov.uk

020 8541 9207

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SURREY COUNTY COUNCIL

CABINET

DATE: 24 JUNE 2014

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

SUBJECT: BUDGET MONITORING REPORT FOR MAY 2014



SUMMARY OF ISSUE:

This report presents the Council's financial position at the end of period 2 – May of the 2014/15 financial year. It focuses particularly on the year end revenue and capital budget forecasts and the achievement of Medium Term Financial Plan (MTFP) efficiencies.

Please note that Annex 1 to this report will be circulated separately prior to the Cabinet meeting.

RECOMMENDATIONS:

The final recommendations are to follow in Annex 1.

REASON FOR RECOMMENDATIONS:

To comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

DETAILS:

1. Cabinet approved the MTFP 2014-19, including the 2014/15 revenue and capital budgets on 4 February 2014. Through its approval of the MTFP, Cabinet set out several key corporate objectives, including:
 - to ensure the Council continues to maintain its financial resilience and protect its long term financial position;
 - to enable the Council to meet the expectations of Surrey's residents as confirmed in their responses to the in depth consultation exercise undertaken in 2012; and
 - to provide adequate finances for key services such as school places, highways, adults social care and protecting vulnerable people.
- Cabinet also recommended
- the Chief Executive and Chief Finance Officer to establish a mechanism to regularly track and monitor progress on the further development and implementation of robust plans for achieving the efficiencies across the whole MTFP period; and

- Strategic Directors and Senior Officers to maintain robust in year (i.e.2014/15) budget monitoring procedures that enable Cabinet to monitor the achievement of efficiencies and service reductions through the monthly budget monitoring Cabinet reports, the quarterly Cabinet Member accountability meetings and the monthly scrutiny at the Council's Overview & Scrutiny Committee.
2. To support these recommendations, this is the first budget monitoring report of 2014/15. The Council's 2014/15 financial year commenced on 1 April 2014. The budget monitoring reports for this financial year focus on material and significant issues, especially monitoring the efficiencies in the MTFP. The reports also emphasise proposed actions to resolve any issues.
 3. The Council has implemented a risk based approach to budget monitoring across all directorates and services. The risk based approach is to ensure we focus effort and resources on monitoring those higher risk budgets due to their value, volatility or reputational impact.
 4. There is a set of criteria to evaluate all budgets into high, medium and low risk. The criteria cover:
 - the size of a particular budget within the overall Council's budget hierarchy (the range is under £2m to over £10m);
 - budget complexity, which relates to the type of activities and data being monitored (the criterion is about the percentage of the budget spent on staffing or fixed contracts - the greater the percentage the lower the complexity);
 - volatility, which is the relative rate that either actual spend or projected spend moves up and down (volatility risk is considered high if either the current year's projected variance exceeds the previous year's outturn variance, or the projected variance has been greater than 10% on four or more occasions during this year); and
 - political sensitivity, which is about understanding how politically important the budget is and whether it has an impact on the Council's reputation locally or nationally (the greater the sensitivity the higher the risk).
 5. Managers with high risk budgets monitor their budgets monthly, whereas managers with low risk budgets monitor their budgets quarterly, or more frequently on an exception basis (if the year to date budget and actual spend vary by more than 10%, or £50,000, whichever is lower).
 6. Annex 1 to this report sets out the Council's revenue budget forecast year end outturn as at the end of May 2014. The forecast is based upon current year to date income and expenditure as well as projections using information available to the end of the month.
 7. The report provides explanations for significant variations from the revenue budget, with a focus on staffing and efficiency targets. As a guide, a forecast year end variance of greater than £1m is material and requires a commentary. For some services £1m may be too large or not reflect the service's political significance, so variances over 2.5% may also be material.
 8. Annex 1 to this report also updates Cabinet on the Council's capital budget.

- 9. Appendix 1 provides details of the MTFP efficiencies and revenue and capital budget movements.

Consultation:

- 10. All Cabinet Members will have consulted their relevant Strategic Director on the financial positions of their portfolios.

Risk management and implications:

- 11. Risk implications are stated throughout the report and each Strategic Director has updated their strategic and or service Risk Registers accordingly. In addition, the Leadership risk register continues to reflect the increasing uncertainty of future funding likely to be allocated to the Council.

Financial and value for money implications

- 12. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus. The Council continues to have a strong focus on its key objective of providing excellent value for money.

Section 151 Officer commentary

- 13. The Section 151 Officer confirms that the financial information presented in this report is consistent with the council’s general accounting ledger and that forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks..

Legal implications – Monitoring Officer

- 14. There are no legal issues and risks.

Equalities and Diversity

- 15. Any impacts of the budget monitoring actions will be evaluated by the individual services as they implement the management actions necessary.

Climate change/carbon emissions implications

- 16. The County Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change.
- 17. Any impacts on climate change and carbon emissions to achieve the Council’s aim will be considered by the relevant service affected as they implement any actions agreed.

WHAT HAPPENS NEXT:

The relevant adjustments from the recommendations will be made to the Council’s accounts.

Contact Officer:

Sheila Little, Director of Finance
020 8541 7012

Consulted:

Cabinet / Corporate Leadership Team

Annexes:

Annex 1 – Revenue budget, staffing costs, efficiencies and capital programme summary.

Appendix 1 – Directorate financial information (revenue and efficiencies) and revenue and capital budget movements.

Sources/background papers:

None

Budget monitoring period 2 2014/15 (May 2014)

Summary recommendations

Cabinet is asked to note the following.

1. Forecast revenue budget for 2014/15 is to underspend by -£1.5m (paragraph 1).
2. Forecast ongoing efficiencies and service reductions achieved by year end is £71.9m (paragraph 57).

Cabinet is asked to approve the following.

3. Move the budget for Cultural Services from Customers and Communities into the Chief Executive's Office to align management responsibilities with organisational structures. Cultural Services has a net budget of £10.6m, comprising -£12.6m income and £23.2m gross expenditure. Financial regulations require Cabinet approves this as a virement.
4. Virement of £0.8m from the Central HR Training Budget to most services that have service specific training budget allocations for 2014/15. This facilitates co-ordination of training needs at service level. HR will continue to hold the budget and responsibility for providing generic corporate training and the social care open programme. Table 1 below shows the training budget virements across six directorates.

Table 1: Training virement spilt by Directorate

	£000
Adult Social Care	100.0
Children, Schools & Families	260.0
Customer & Communities	71.5
Environment & Infrastructure	78.0
Business Services	136.5
Chief Executive's Office	115.0
Total vired from Business Services HR & OD	761.0

Revenue summary

Surrey County Council set its gross expenditure budget for the 2014/15 financial year at £1,652m. In line with the Council's multi year approach to financial management which aims to smooth resource fluctuations over five years, Cabinet approved the use of £20.1m from the Budget Equalisation Reserve, plus £5.8m from other reserves to support 2014/15. To provide further budget equalisation and avoid arbitrary cut offs to budgets Cabinet approved £5.5m revenue carry forward from 2013/14 to fund committed expenditure.

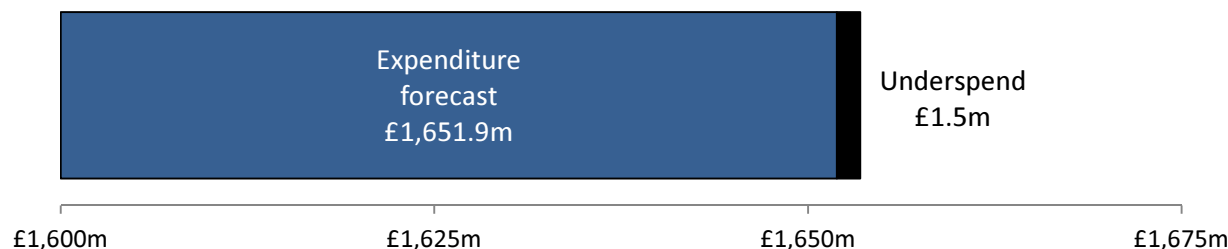
The financial strategy has a number of long term drivers to ensure sound governance, managing the council's finances and compliance with best practice.

- Keep any additional call on the council taxpayer to a minimum, consistent with delivery of key services through continuously driving the efficiency agenda.
- Develop a funding strategy to reduce the council's reliance on council tax and government grant income. The council is heavily dependent on these sources of funding, which are being eroded.
- Balance the council's 2014/15 budget by maintaining a prudent level of general balances and applying reserves as appropriate.
- Continue to maximise our investment in Surrey.

Keep the additional call on the council tax payer to a minimum, consistent with delivery of key services

For the fourth year in succession, the Council ended 2013/14 with a small underspend, demonstrating its tight grip on financial management. The Council will continue to seek over £72m further savings in 2014/15 in line with the corporate strategy of using our resources responsibly to plan for future years of financial uncertainty.

Figure 1: Year end forecast revenue position



Continuously drive the efficiency agenda

A key objective of MTFP 2014-19 is to increase the Council's overall financial resilience, including reducing reliance on government grants over the long term. The Council plans to make savings and reductions totalling £72.3m in 2014/15 (£253m for 2014-19). At the end of May 2014, services forecast to achieve £71.9m efficiencies by year end. Most directorates are on track achieving their planned efficiencies. Adult Social Care and Environment & Infrastructure are supporting their efficiencies programmes with further savings totalling less than £1m.

Maintain a prudent level of general balances and apply reserves appropriately

In addition to meeting on-going demand and funding pressures, the Council ensures it is prepared for emergencies, such as the recent severe weather and flooding. Part of this preparedness is having adequate balances and reserves. The Council currently has over £21m in general balances.

Capital summary

Maximising our investment in Surrey

A key element of Surrey County Council's corporate vision is to create public value by improving outcomes for Surrey's residents. This vision is at the heart of the capital programme and MTFP 2014-19 set a £760m five year capital programme. The Council also wants to reduce its reliance on government funding and the council tax payer. To this end, it invested £40.2m in long term capital investment assets in 2013/14 and a further £3.8m in the first two months of 2014/15.

Cabinet agreed to reprofile the capital carry forwards from 2013/14 at its July 2014 meeting. Capital monitoring will therefore align with this timescale.

Revenue budget

- The updated 2014/15 revenue budget, is supported by £25.9m of earmarked and general reserves, plus £5.5m revenue carried forward from 2013/14 to fund committed expenditure. Services net revenue budget forecast is -£1.5m underspend.
- In line with the Council's multi year approach to financial management which aims to smooth resource fluctuations over five years, Cabinet approved the use of £20.1m from the Budget Equalisation Reserve (including £13m contribution from 2013/14's unused risk contingency) plus £5.8m from other reserves to support 2014/15. To provide further budget equalisation and avoid arbitrary cut offs to budgets Cabinet approved £5.5m revenue carry forward from 2013/14 to fund committed expenditure.
- The year to date budget variance at the end of May is -£10.8m underspent mainly due to:
 - Schools delegated budgets -£7.9m due to the lag on reporting expenditure by schools that passes through local bank accounts.
 - Business Services -£1.1m mainly because HR will transfer training budgets to services in June and Property will re-profile the maintenance budget.
 - Children, Schools & Families -£1.0m due to underspends on Schools & Learning's demographics and inflation budget partly offset by reduced income.
 - Chief Executive's Office -£1.0m mostly due to Legal Services' staffing.
 - Environment & Infrastructure +£1.0m largely due to Highways' response to 2013/14's flooding, which it expects to fund through a combination of existing budgets and government grants.
- Table 2 shows the year to date and forecast year end net revenue position for services and the Council overall. Net revenue position for services is gross expenditure less income from specific grants plus fees, charges and reimbursements.

Table 2: 2013/14 Revenue budget - net positions by directorate

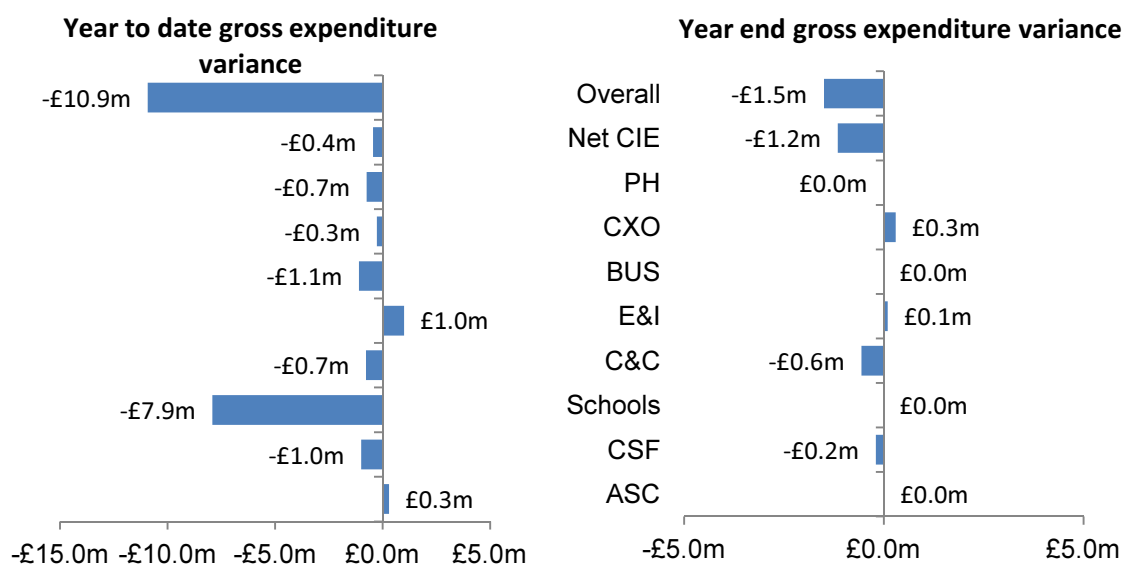
Directorate	YTD budget £m	YTD actual £m	YTD variance £m	Full year (revised) budget £m	Jun-Mar remaining forecast £m	Full year forecast £m	Full year variance £m
Adult Social Care	47.4	47.7	0.3	340.6	292.9	340.6	0.0
Children, Schools & Families	30.8	29.8	-1.0	186.2	156.2	186.0	-0.2
Schools (gross exp £508m)	0.0	-7.9	-7.9	0.0	7.9	0.0	0.0
Customer & Communities	9.9	9.2	-0.7	58.0	48.3	57.4	-0.6
Environment & Infrastructure	21.0	22.0	1.0	130.4	108.5	130.5	0.1
Business Services	13.6	12.5	-1.1	84.4	71.9	84.4	0.0
Chief Executive's Office	3.2	2.2	-1.0	14.9	13.0	15.2	0.3*
Central Income & Expenditure	-149.6	-149.9	-0.3	-172.8	-23.9	-173.8	-1.0
Service net budget	-23.6	-34.4	-10.8	641.8	674.6	640.2	-1.5
Local taxation	-122.6	-122.6	0.0	-615.8	-493.2	-615.8	0.0
Revolving Infrastructure & Investment Fund	0.0	-0.1	-0.1	0.0	0.1	0.0	0.0
Overall net budget	-146.2	-157.1	-10.9	25.9	181.5	24.4	-1.5

Note: All numbers have been rounded - which might cause a casting error

* CEO's forecast variance is mainly Emergency Management's cost of responding to flooding. The Council will reclaim costs against the Bellwin Scheme, but will hold the income centrally.

- 7
5. Schools' funding is determined by an agreed formula under statute and expenditure decisions are the responsibility of each school's governing body.
 6. Both the year to date and forecast revenue budget positions are shown by directorate in the graphs below. Table App 3 in the appendix shows the overall income and expenditure for the year to date and year end forecast positions.
 7. The forecast year end underspend on services of -£1.5m is a result of additional costs of: pressures in Children's Services, Planning & Development for the schools expansion programme, local bus contracts, Emergency Management's response to flooding; offset by underspends in Schools & Learning, Cultural Services' additional income, and additional grant income for Special Educational Needs Reform and Education Services.
 8. Figure 2 shows services' gross expenditure variances for year to date and forecast year end positions.

Figure 2: Year to date and forecast year end expenditure variance



9. Below, each directorate summarises its year to date and forecast year end income and expenditure position and service and policy financial information. These explain the variances, their impact and services' actions to mitigate adverse variances. The appendix gives the updated budget with explanations of budget movements.

Adult Social Care

Table 3: Summary of the revenue position for the directorate

Adult Social Care	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year Revised Budget £m	Jun-Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Summary by subjective							
Income	-10.3	-11.4	-1.1	-72.4	-60.7	-72.1	0.2
Expenditure	57.7	59.2	1.4	412.9	353.6	412.7	-0.2
Net position	47.4	47.7	0.3	340.6	292.9	340.6	0.0
Summary by service							
Income	-10.3	-11.4	-1.1	-72.4	-60.7	-72.1	0.2
Older People	23.5	24.6	1.1	170.4	144.3	168.9	-1.5
Physical Disabilities	6.8	7.1	0.3	48.5	40.6	47.7	-0.8
Learning Disabilities	17.6	18.1	0.5	132.9	115.8	133.9	1.0
Mental Health	2.0	1.7	-0.3	13.9	12.2	13.9	0.0
Other Expenditure	7.8	7.6	-0.2	47.2	40.7	48.3	1.1
Total by service	47.4	47.7	0.3	340.5	292.9	340.6	0.0

Note: All numbers have been rounded - which might cause a casting error

10. Adult Social Care's (ASC's) net 2014/15 budget is £340.6m. This includes one-off support from reserves of £14.0m, savings of £42.0m plus a target for increased income from fees and charges of £3.8m.
11. As at the end of May, the year to date variance for ASC is a net overspend of £0.3m. The projected outturn for ASC is a balanced budget.
12. ASC has measures to contain and reduce its expenditure as targets within MTFP 2014-19. Key actions in MTFP 2014-19 for ASC to achieve its £42.0m savings target in 2014/15 as follows.
 - Achieve savings from the Family, Friends & Community Support (FFC) programme of £10.0m.
 - Identify programmes that will achieve £2.6m savings.
 - Achieve savings of £29.4m, most of which are of an established nature, e.g. procurement, placement reviews and direct payment reclaims, but several depend critically on tendering results or obtaining partnership agreements.
13. ASC has made good progress in many of its savings actions and judges that £24.4m of savings have either been achieved or will be achieved without needing further management action. ASC forecasts its management actions will achieve a further £17.6m of savings and £3.8m of increased fees and charges income.

Table 4: Summary of Adult Social Care forecast

	£m
MTFP savings target	-42.0
MTFP target for increased income from fees & charges	-3.8
Total MTFP target	<u>-45.8</u>
Total savings achieved (or needing no further management action) to date	-24.4
Savings forecast for the rest of the year through use of FFC	-10.0
Other savings forecast for the rest of the year needing management actions	<u>-7.6</u>
Total savings forecast for rest of the year	-42.0
Forecast increase in income from fees & charges (requiring management action)	<u>-3.8</u>
Total forecast against MTFP target	<u>-45.8</u>
Forecast variance against MTFP target	<u>0.0</u>

Note: All numbers have been rounded - which might cause a casting error

14. FFC is the most significant element of ASC's savings plans at £10.0m. ASC plans to achieve the FFC savings through two key measures.
 - First, an improved assessment process for individuals requiring new care packages, supported by a recalibration of the Resource Allocation System (RAS). This was implemented mid-May, two weeks later than originally planned.
 - Second, a programme of re-assessments of existing packages to incorporate FFC fully into individuals' personalised support plans. This planning stage has taken slightly longer than ASC anticipated meaning some slippage in the timing of the reassessments.
15. The delays to these plans in the first two months of 2014/15 mean ASC will need to complete more reassessments over a shorter period to recover its position and achieve the current year's planned savings. ASC still aims to achieve a full year savings effect of £10.0m.
16. ASC will also initiate longer-term actions to achieve further new savings from 2015/16. This is especially important as the one-off nature of support from reserves in 2014/15 defers £14m of savings to the following year and ASC needs to identify actions to achieve an equivalent amount of savings in 2015/16.
17. Longer-term actions planned in the MTFP 2014-19 include reviewing the balance between internal and external provision across a wide range of ASC's services. In that context, setting up the Local Authority Trading Company (LATC) from 1 August 2014 is important, as it could provide a means of delivering services differently.

Children, Schools & Families

Table 5: Summary of the revenue position for the directorate

Children, Schools & Families	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun- Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Summary by subjective							
Income	-23.4	-22.5	0.9	-150.7	-128.8	-151.3	-0.6
Expenditure	54.2	52.3	-1.9	336.9	285.0	337.3	0.4
Net position	30.8	29.8	-1.0	186.2	156.2	186.0	-0.2
Summary by Service:							
Income	-23.4	-22.5	0.9	-150.7	-128.8	-151.3	-0.6
Strategic Services	0.5	0.8	0.3	3.2	2.3	3.1	-0.1
Children's Services	15.2	15.2	0.0	91.7	79.4	94.6	2.9
Schools and Learning	33.9	31.3	-2.6	214.6	180.7	212.0	-2.6
Services for Young People	4.6	5.0	0.4	27.4	22.6	27.6	0.2
Total by service	30.8	29.8	-1.0	186.2	156.2	186.0	-0.2

Note: All numbers have been rounded - which might cause a casting error

18. Overall the Directorate is broadly on budget with a small underspend of -£0.2m forecast. Within this there is a £2.9m overspend on Children's Services which is offset by underspends elsewhere in the Directorate mainly in Schools and Learning.

Children's Services

19. In Children's Services the pattern of spending is similar to previous years with a forecast overspend of £2.9m.
20. Continuing pressures mean the service anticipates overspending on care provided for looked after children (LAC) and those children we have a financial responsibility for (adoption allowances and care leavers) as follows.
- Agency placements +£0.5m. Although numbers remain stable there are currently three high cost places in secure accommodation exerting pressure on the budget;
 - Fostering allowances and cost of adoption allowances +£0.5m. The number of children placed with in-house foster carers at 493 is higher than the number upon which the budget is based (474). There remains a pressure on the budget for allowances, particularly the number paid to special guardians where orders are increasing over time with a further 65 predicted this year.
 - Children leaving care and asylum seekers +£0.4m. The number of care leavers and asylum seekers with no recourse to public funds continues at a similar level to that experienced in 2013/14 when an overspend also occurred.
21. Area care services forecasts to overspend by +£0.5m. The service continues to have difficulties recruiting permanent social workers and the resulting reliance on more expensive agency staff. This is an ongoing problem and CSF has plans to improve recruitment and retention of social workers through the career progression framework and the recruitment programme in the North East Area to grow our own skilled workforce. The results of these initiatives will take time to be realised with the impact being seen later in the financial year.

22. In addition area care services forecast to overspend by +£0.5m reflecting continuing pressure from court fees, the costs of maintaining contact and special guardianship or residence orders for children who have not become looked after.
23. Children with disabilities expects to overspend by +£0.5m on increasingly complex care packages.

Schools & Learning

24. The Schools and Learning forecasts an underspend of -£2.6m on county funded services. This is mainly against the budget for demographics and inflation. Given the directorate's £9m savings requirement, CSF prudently decided to hold this budget centrally to cover pressures arising from volatile demand led budgets across the service.

Schools (delegated budget)

Table 6: Summary of the revenue position for the delegated schools budget

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun-Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-78.9	-78.9	0.0	-468.2	-389.3	-468.2	0.0
Expenditure	78.9	71.0	-7.9	468.2	397.2	468.2	0.0
Net position	0.0	-7.9	-7.9	0.0	7.9	0.0	0.0

Note: All numbers have been rounded - which might cause a casting error

25. The year end forecast is for a balanced position. The year to date expenditure variance is due to the lag on reporting expenditure by schools that passes through local bank accounts.

Customer & Communities

Table 7: Summary of the revenue position for the directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun- Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-4.4	-4.8	-0.4	-24.8	-20.5	-25.2	-0.5
Expenditure	14.3	13.9	-0.4	82.7	68.7	82.7	-0.1
Net position	9.9	9.2	-0.7	58.0	48.3	57.4	-0.6
Summary by service							
Cultural Services	1.5	1.2	-0.3	10.6	8.9	10.1	-0.5
Fire & Rescue	6.3	6.0	-0.3	35.5	29.5	35.5	0.0
Customer Services	0.5	0.5	0.0	3.3	2.8	3.3	0.0
Trading Standards	0.3	0.3	0.0	2.1	1.8	2.1	0.0
Community Partner & Safety	0.8	0.7	-0.1	3.7	3.0	3.7	0.0
C&C Directorate Support	0.3	0.3	0.0	1.5	1.1	1.4	-0.1
County Coroner	0.2	0.2	0.0	1.3	1.1	1.3	0.0
Total by service	9.9	9.2	-0.7	58.0	48.2	57.4	-0.6

Note: All numbers have been rounded - which might cause a casting error

26. Customer & Communities' (C&C's) year to date underspend is -£0.7m, partly due to the timing of expenditure on third party grants and member allocations within

Community Partnership and Safety. The remainder is due to the timing of Fire Pension lump sum payments, Library Resources expenditure and Cultural Services income already earned along with the year to date impact of the full year underspend.

27. C&C currently projects an underspend of -£0.6m. This is predominantly within Culture due to there being no planned expenditure against funds available for reinvestment in libraries (-£0.3m). The remainder is due to one-off staffing savings within Libraries and Directorate Support (-£0.3m). The Libraries saving is from vacancies held pending the forthcoming restructure. The Directorate Support saving is due to delays recruiting to vacant posts.
28. C&C's budget has increased by £511,000 from the initial base budget. This reflects the approval of the carry forward requests for: member allocations (£160,000), community improvement fund (£677,000), defibrillators (£150,000) and apprentices (£66,000). These are partly offset by the transfer of the Children's Team from the Contact Centre (£517,000) and C&C's contribution (£25,000) towards the cross directorate communications review efficiency.

Environment & Infrastructure

Table 8: Summary of the revenue position for the directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year Revised Budget £m	Jun- Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-3.0	-2.2	0.8	-17.9	-15.5	-17.7	0.2
Expenditure	24.0	24.2	0.2	148.3	124.0	148.2	-0.1
Net position	21.0	22.0	1.0	130.4	108.5	130.5	0.1
Summary by service							
Environment	13.7	13.5	-0.2	82.0	68.4	81.9	-0.1
Highways	7.0	8.0	1.0	46.4	38.4	46.4	0.0
Other Directorate Costs	0.3	0.5	0.2	2.0	1.7	2.2	0.2
Total by service	21.0	22.0	1.0	130.4	108.5	130.5	0.1

Note: All numbers have been rounded - which might cause a casting error

29. Environment & Infrastructure (E&I) expects no significant variations. However risks and uncertainties exist around costs and income.
30. E&I is incurring additional staffing costs within the Planning & Development team associated with the schools expansion programme (+£0.2m). Additional costs are also being incurred on local bus contracts (+£0.1m). These are offset by additional income and recharges (-£0.2m), continuing a trend from the previous financial year.
31. Highways expects to spend £6m in response to 2013/14's flooding, including repairing roads and clearing drainage systems. This is reflected in the year to date overspend. Highways anticipates a combination of existing budgets and government grant will fund these costs.
32. E&I plans to achieve several challenging efficiency savings and cost reductions in 2014/15. Some of these were given an Amber risk rating in the Medium Term Financial Plan reflecting uncertainties around amounts and deliverability. If E&I does not expect to deliver its savings in full, it will investigate other compensating savings.

Business Services

Table 9: Summary of the revenue position for the directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun-Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-2.2	-2.1	0.1	-15.4	-13.3	-15.4	0.0
Expenditure	15.8	14.6	-1.2	99.8	85.2	99.8	0.0
Net	13.6	12.5	-1.1	84.4	71.9	84.4	0.0
Summary by service							
Property	4.7	4.0	-0.7	33.2	29.2	33.2	0.0
Information Management & Technology	4.3	4.3	0.0	25.1	20.8	25.1	0.0
Human Resources & OD	1.7	1.2	-0.5	10.0	8.8	10.0	0.0
Finance	1.7	1.9	0.2	8.8	6.9	8.8	0.0
Shared Services	0.7	0.6	-0.1	4.0	3.4	4.0	0.0
Procurement & Commissioning	0.5	0.5	0.0	3.3	2.8	3.3	0.0
Total by service	13.6	12.5	-1.1	84.4	71.9	84.4	0.0

Note: All numbers have been rounded - which might cause a casting error

33. Business Services' revenue budget is £84.4m and includes efficiency savings of £2.2m and carry forwards of £1.7m.
34. Business Services put in place new staffing structures and processes in 2013/14 and achieved £1.3m of 2014/15 savings last year. Business Services expects these savings to continue and it will also achieve additional challenging efficiency savings targets.
35. The year to date variance is a -£1.1m underspend. This is mainly because HR will transfer training budgets to services in June (-£0.5m) and the Property maintenance budget will be re-profiled (-£0.3m). Business Services is not expecting any year end variance.
36. The recent voluntary severance scheme has enabled Business Services to plan for its challenging 2015/16 efficiency savings. It will monitor the 2014/15 effect closely.

Chief Executive's Office

Table 10: Summary of the revenue position for the directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun -Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-3.9	-3.3	0.6	-30.1	-26.9	-30.2	-0.1
Expenditure	7.1	5.5	-1.6	45.0	39.9	45.4	0.4
Net	3.2	2.2	-1.0	14.9	13.0	15.2	0.3
Summary by service							
Strategic Leadership	0.1	0.1	0.0	0.4	0.3	0.4	0.0
Magna Carta	0.0	0.0	0.0	0.3	0.3	0.3	0.0
Emergency Management	0.1	0.0	0.0	0.5	0.7	0.8	0.3
Communications	0.3	0.3	0.0	1.7	1.4	1.7	0.0
Legal & Democratic Services	1.4	1.2	-0.2	8.5	7.3	8.5	0.0
Policy & Performance	0.5	0.5	0.0	3.2	2.7	3.2	0.0
Public Health	0.7	0.0	-0.7	0.3	0.3	0.3	0.0
Total by service	3.2	2.2	-1.0	14.9	13.0	15.2	0.3
Public Health – income	-3.7	-3.0	0.7	-28.9	-25.9	-28.9	0.0
Public Health - expenditure	4.5	3.0	-1.5	29.2	26.2	29.2	0.0
Public Health - net expenditure	0.7	0.0	-0.7	0.3	0.3	0.3	0.0

Note: All numbers have been rounded - which might cause a casting error

37. Chief Executive's Office (CEO) currently projects an overspend of +£0.25m against a total revenue budget of £14.9m. This is predominately due the costs of responding to flooding. The Council can claim costs back against the Bellwin Scheme, but will hold this income centrally. These costs of flooding have been offset by lower projected Legal & Democratic staffing costs. A Cabinet paper in July will explain how the Council has dealt with the flooding and how it will recover its costs.
38. The -£1m year to date underspend, is mainly due to Legal Services staffing underspends in anticipation of a possible restructure.
39. The CEO budget has increased by £262,000 from the initial base budget. Virements reflect the increase to Members' Allowances (£337,000), agreed budget carry forwards (£33,000) and the second year of Invest to Save funding for a post in Legal Services (£41,000). These are partly offset by a budget reduction of £149,000 for the agreed Communications review savings.
40. Although the 2014/ 15 government grant for Public Health (PH) has been allocated on the same basis as 2013/14, particularly regarding the allocation of sexual health funding, the Council hopes to resolve this matter shortly.
41. PH's year to date variance is an accounting adjustment to match the income received against the expenditure made to date, as this is a restricted grant and should only be spent on Public Health.
42. PH has recruited to all staff posts and there is a minor variance due to normal staff changes (maternity and natural staff turnover). PH expects to spend this budget in full at year end.
43. PH continues to deliver services across the county covering sexual health, substance misuse (including alcohol), school nursing, obesity, physical activity, smoking and

health checks. Contract payments are slightly behind budget due to the new financial year requiring renegotiation and agreement of some new contracts. In addition there are some minor accrual credits relating to invoices from the year end that have not been resolved. It is expected these matters will be settled within the next few weeks.

44. The difference of £324,000 between full year income and expenditure budgets relates to the SADAS contract (drug and alcohol support). This is funded jointly by ASC and PH. As the lead party, PH holds the expenditure budgets in full, with ASC funding the difference.

Central Income & Expenditure

Table 11: Summary of the revenue position for the directorate

Summary	YTD Budget £m	YTD Actual £m	YTD Variance £m	Full Year (Revised) Budget £m	Jun-Mar Forecast £m	Full Year Projection £m	Full Year Variance £m
Income	-149.6	-149.7	-0.1	-230.2	-81.5	-231.2	-1.0
Expenditure	0.0	-0.2	-0.2	57.4	57.5	57.3	-0.1
Net	-149.6	-149.6	-0.3	-172.8	-24.0	-173.9	-1.1
Local Taxation	-122.6	-122.6	0.0	-615.8	-493.2	-615.8	0.0
Total net	-272.2	-272.5	-0.3	-788.6	-517.2	-789.7	-1.1

Note: All numbers have been rounded - which might cause a casting error

45. The year to date variance of -£0.3m is due primarily to the contribution to interest payable from the investment properties purchased under the long-term capital strategy. A charge is made against the income from these properties to finance the cost of borrowing. However, due to the current internal borrowing strategy, no actual external borrowing has been undertaken this financial year. This underspend is offset slightly by an overspend against the redundancy and compensation budget. This is due to expenditure on the voluntary redundancy scheme, which has higher levels of expenditure in the early months of 2014/15, but will reduce in the second half of the year.
46. The full year projected underspend of -£1.1m is from over recovery of government grants due to additional grant income that was not included in the Medium Term Financial Plan. These include:
- Special Educational Needs (SEN) Reform Grant £805,000
 - Education Services Grant (ESG) £265,000 – this amount is subject to change depending on the number of schools transferring to academy status during the financial year.

Revolving Infrastructure & Investment Fund

Table 12: Summary

Summary	YTD Actual	Full Year
Revenue expenditure	£m	Forecast
		£m
Income	-0.5	-3.4
Expenditure	0.0	0.2
Net income before funding	-0.5	-0.7
Funding costs	0.4	2.5
Net income after funding	-0.1	-0.7
Capital spend	3.8	4.2

Note: All numbers have been rounded - which might cause a casting error

47. The Revolving Infrastructure & Investment Fund (RIIF) was established in the 2013-18 MTFP to provide the revenue costs of funding initiatives that will deliver savings and enhance income in the longer term. Net income, after deducting funding costs, is being delivered this financial year by the joint venture project to deliver regeneration in Woking town centre (Bandstand Square) and from various property acquisitions that have been made for future service delivery.
48. Year to date capital expenditure of £3.8m is on the purchase of 61 High Street, Staines. The forecast position of £4.2m assumes £0.4m works are carried out to the upper floors, subject to an approved business case.
49. Funding costs are being charged to RIIF to reflect the opportunity cost of using internal capital resources. As additional borrowing has not yet been needed, the assets noted above are forecast to deliver income of £3.2m for the year, with the additional income of £2.5m being recorded in the Central Income & Expenditure account.

Staffing costs

50. The Council employs three categories of staff.
- Contracted staff are employed on a permanent or fixed term basis and paid through the council's payroll. These staff are contracted to work full time, or part time.
 - Bank staff are contracted to the council and paid through the payroll but have no guaranteed hours.
 - Agency staff are employed through an agency with which the council has a contract.
51. Bank and agency staff enable managers to manage short term variations in service demand, or contracted staff vacancies. This is particularly the case in social care.
52. A sensible degree of flexibility in the staffing budget is good, as it allows the council to keep a portion of establishment costs variable. The current level is approximately 92% of costs are due to contracted staff.
53. The Council sets its staffing budget based upon the estimated labour required to deliver its services. This is expressed as budgeted full time equivalent staff (FTEs) and converted to a monetary amount for the budget. This budget includes spending on all three categories of staff and is the key control in managing staffing expenditure.
54. The Council's total full year budget for staffing is £311.7m based on 8,081 budgeted FTEs. The year to date budget for the end of May 2014 is £51.6m and the expenditure incurred is £50.7m. At the end of May 2014, the Council employed 7,333 FTE contracted staff.
55. Table 13 shows the staffing expenditure and FTEs for the period to May against budget, analysed among the three staff categories for each directorate. The table includes staff costs and FTEs that are recharged to other public services for example: other councils, NHS Trusts, outsourced to South East of England Councils or capital funded (super fast broadband). The funding for the recharges is within other income.

Table 13: Staffing costs and FTEs to end of May 2014

	Staffing budget to May 2014 £m	Staffing spend by category					Variance £m	Budget FTE	2014 occupied contracted FTE
		Contracted £m	Agency £m	Bank & casual £m	Total £m				
Adult Social Care	12.0	10.8	0.5	0.4	11.7	-0.2	2,145	1,873	
Children Schools & Families	17.7	15.7	0.7	0.6	17.0	-0.7	2,828	2,491	
Customer and Communities	9.3	8.3	0.1	0.6	9.0	-0.3	1,454	1,387	
Environment & Infrastructure	3.6	3.7	0.1	0.1	3.9	0.3	501	508	
Business Services and Central Income & Expenditure	6.8	6.5	0.5	0.0	7.0	0.2	900	833	
Chief Executive's Office	2.2	2.0	0.0	0.0	2.1	-0.1	253	241	
Total	51.6	47.0	1.9	1.8	50.7	-0.9	8,081	7,333	

Note: All numbers have been rounded - which might cause a casting error

56. Table 24 shows there are 537 "live" vacancies, for which active recruitment is currently taking place, with 418 of these in social care. Many vacancies are covered

on a temporary basis by either agency or bank staff, the costs of which are shown in Table 13. The number of temporary staff does not translate easily into an FTE number as these may be for a few hours only, part time etc. The easiest way to measure this is to look at the actual expenditure as shown in Table 13 (agency staff and bank & casual staff)

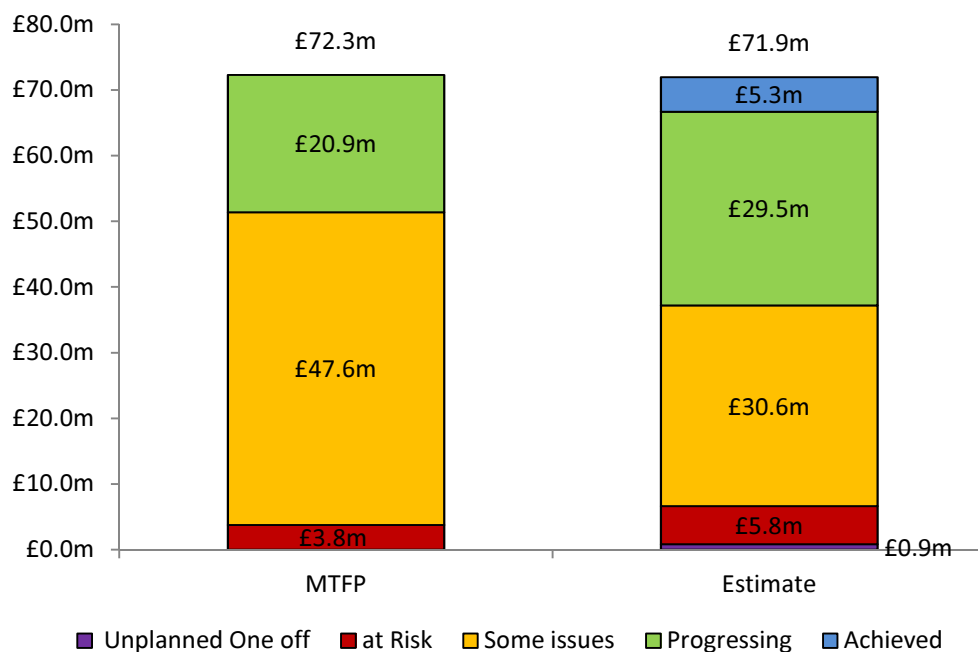
Table 24: full time equivalents in post and vacancies

	<u>May FTE</u>
Budget	8,081
Occupied contracted FTE	7,333
“Live” vacancies (i.e. actively recruiting)	537
Vacancies not occupied by contracted FTEs	211

Efficiencies

57. The MTFP 2014-19 incorporates £72.6m of efficiencies. These include £0.3m that had been mis-presented as efficiencies. Rectifying this reduces 2014/15's overall target slightly to £72.3m. Against this, the Council forecasts achieving £71.9m by year end, an under achievement of -£0.3m. This includes £0.9m of unplanned efficiencies add this month.
58. The appendix to this annex includes each directorate's efficiencies and a brief commentary on progress. Directorates have evaluated efficiencies on the following risk rating basis:
- RED – significant or high risk of saving not being achieved, as there are barriers preventing the necessary actions to achieve the saving taking place;
 - AMBER - a risk of saving not being achieved as there are potential barriers preventing the necessary actions to achieve the saving taking place;
 - GREEN – Plans in place to take the actions to achieve the saving;
 - BLUE – the action has been taken to achieve the saving;
- and
- PURPLE – unplanned one off savings found during the year to support the programme, but are not sustainable in subsequent years.

Figure 3: 2013/14 overall risk rated efficiencies



59. Figure 3 and Table 15 below show most directorates are on track for achieving their planned efficiencies. Adult Social Care and Environment & Infrastructure are supporting their programmes with further efficiencies. The appendix to this annex gives details of each directorate's performance.

Table 15: 2014/15 Efficiency programme by Directorate

Directorate	MTFP £m	Forecast £m	Unplanned £m	Variance £m
Adult Social Care	45.8	45.4	0.3	0.0
Children, Schools & Families	9.6	9.6	0.0	0.0
Customer & Communities	2.1	2.1	0.0	0.0
Environment & Infrastructure	4.0	3.2	0.5	-0.3
Business Services	2.2	2.2	0.0	0.0
Chief Executive's Office	0.9	0.9	0.0	0.0
Central Income & Expenditure	7.6	7.6	0.0	0.0
Total	72.3	71.1	0.9	-0.3

Note: All numbers have been rounded - which might cause a casting error

CAPITAL

60. By planning significant capital investment as part of MTFP 2014-19, the Council continues its firm long term commitment to supporting economic growth in Surrey.
61. Cabinet approved the proposal to defer reprofiling the capital carry forwards from 2013/14 to its July 2014 meeting. Capital monitoring will therefore align with this timescale so that the results are meaningful.

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Appendix to Annex

Contents

Corporate performance scorecard – finance.....	20
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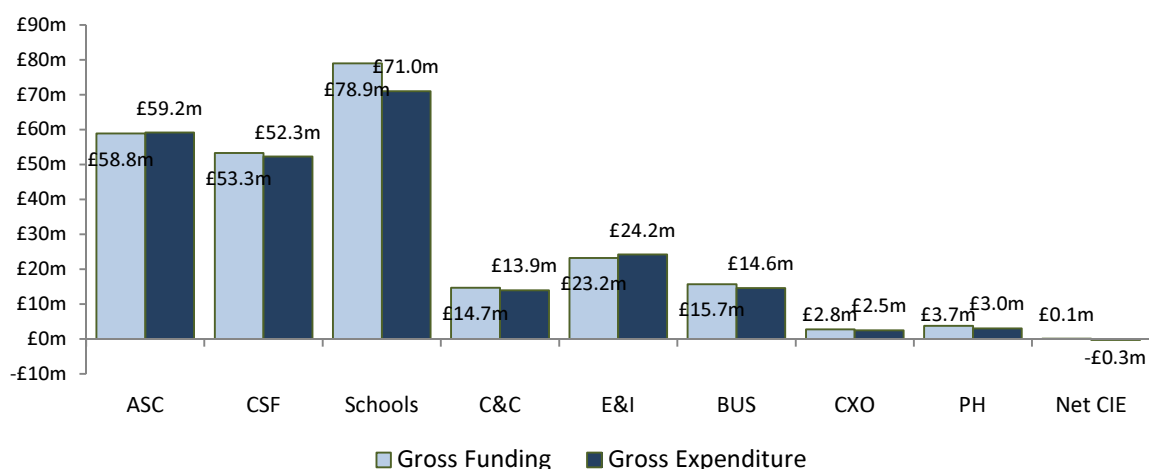


Corporate performance scorecard – finance

App 1. Figure App 1 shows the gross funding and expenditure for the council for the year to date (as included in the quarterly corporate performance scorecard). Gross funding for a service is its receivable income plus its budgeted share of funding from the council's overall resources. The difference between gross funding and gross expenditure is the net budgetary variance. The amounts are by directorate and relate to the February month end position. Net CIE includes Central Income & Expenditure, local taxation and the Revolving Infrastructure & Investment Fund.

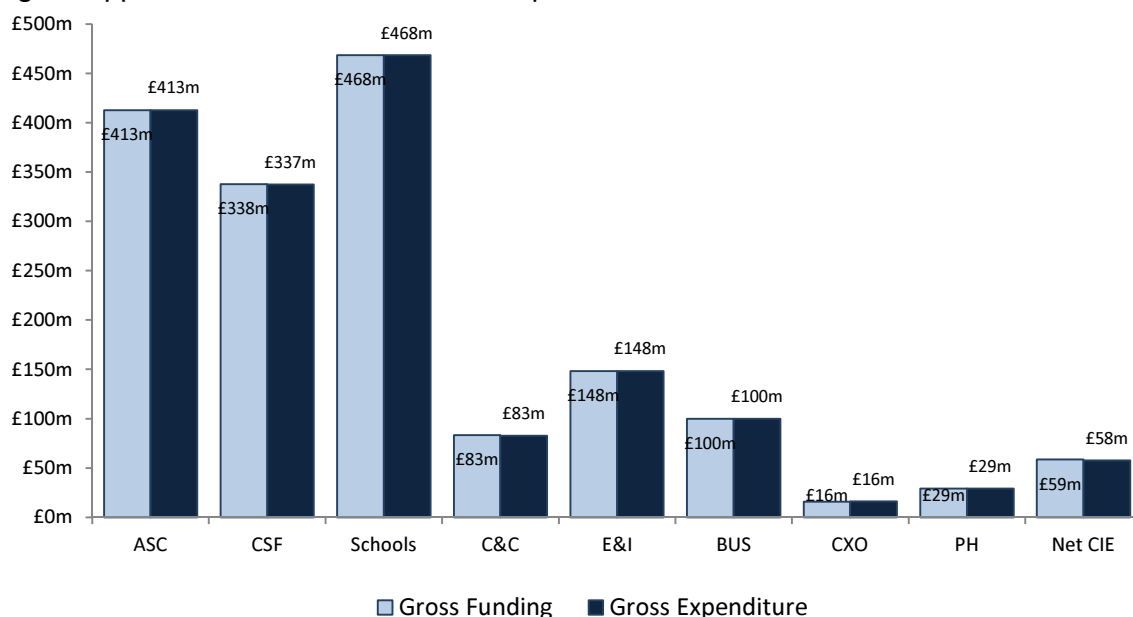
App 2. The corporate performance scorecard also includes the year end forecast revenue position shown above in the main annex in Figure 1.

Figure App 1: Year to date revenue position



App 3. Figure App 2 shows services forecast an underspend year end position of -£1.5m. This excludes -£0.1m net income on the Revolving Infrastructure & Investment Fund.

Figure App 2: Year end forecast revenue position



Efficiencies & service reductions

App 4. The graphs below track progress against directorates' MTFP 2014-19 ragged expenditure efficiencies & service reductions.

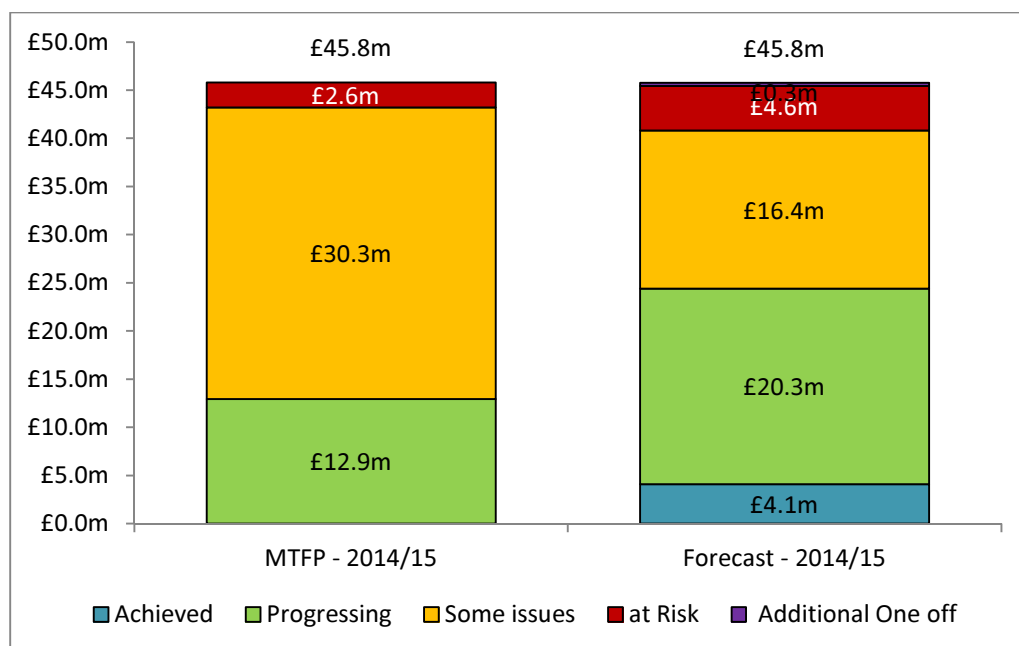
App 5. All the graphs use the same legend:

Red – At risk, Amber – Some issues, Green – Progressing, Blue – Achieved.

Purple - additional one-off savings projects to those planned in the MTFP

Each graph is based on the appropriate scale and so they are not directly comparable one against another.

Adult Social Care



App 6. The Directorate has already achieved savings of £4.1m this year. A further £20.3m is on target to be achieved by year-end. The most significant element of ASC's savings plans in 2014/15 is the Family, Friends & Community (FFC) support strategy that has an MTFP target of £10.0m in 2014/15.

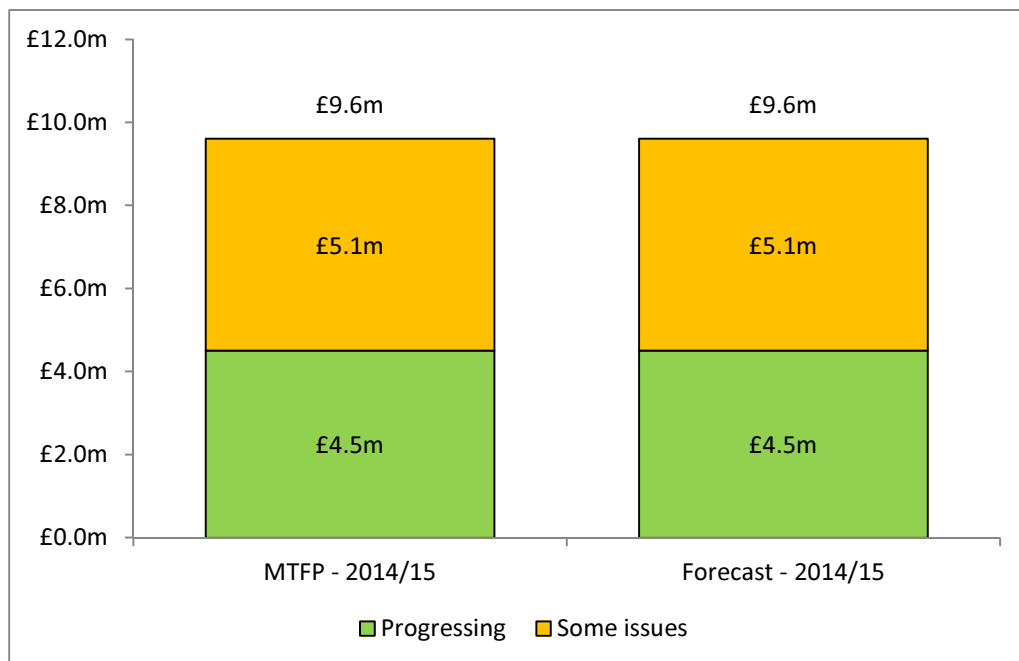
App 7. ASC plans to achieve the FFC savings through two key measures. First, an improved assessment process for individuals requiring new care packages, supported by a recalibration of the Resource Allocation System (RAS). This was implemented mid-May, two weeks later than originally planned. Second a programme of re-assessments of existing packages to fully incorporate FFC into individuals' personalised support plans. Locality Teams have been working to draw up local project plans for the delivery of the re-assessments. This planning stage has taken slightly longer than ASC anticipated meaning some slippage in the timing of the reassessments.

App 8. These delays have reduced the in-year savings forecast against the original plans to £7.2m (although £10.0m is still planned to be achieved on a full year basis). ASC will need to make additional reassessments above the original planned amount to recover this slippage and ensure the service delivers £10.0m of in-year

savings in 2014/15. This additional £2.8m has been treated as a red risk in the efficiency reporting.

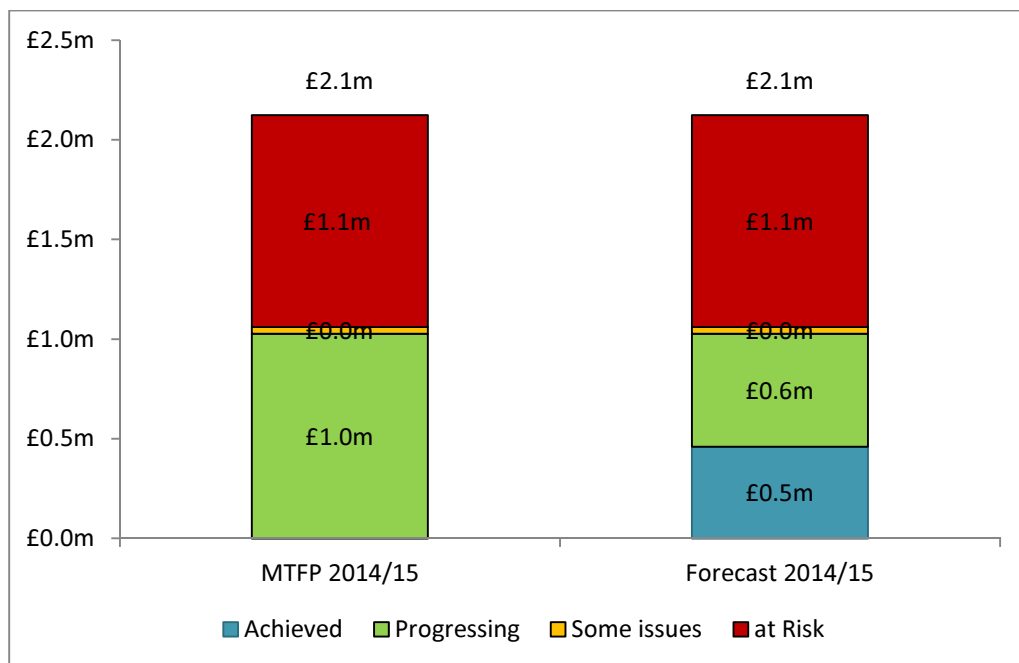
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Children, Schools & Families



App 9. At this early stage in the year CSF efficiencies are largely on track.

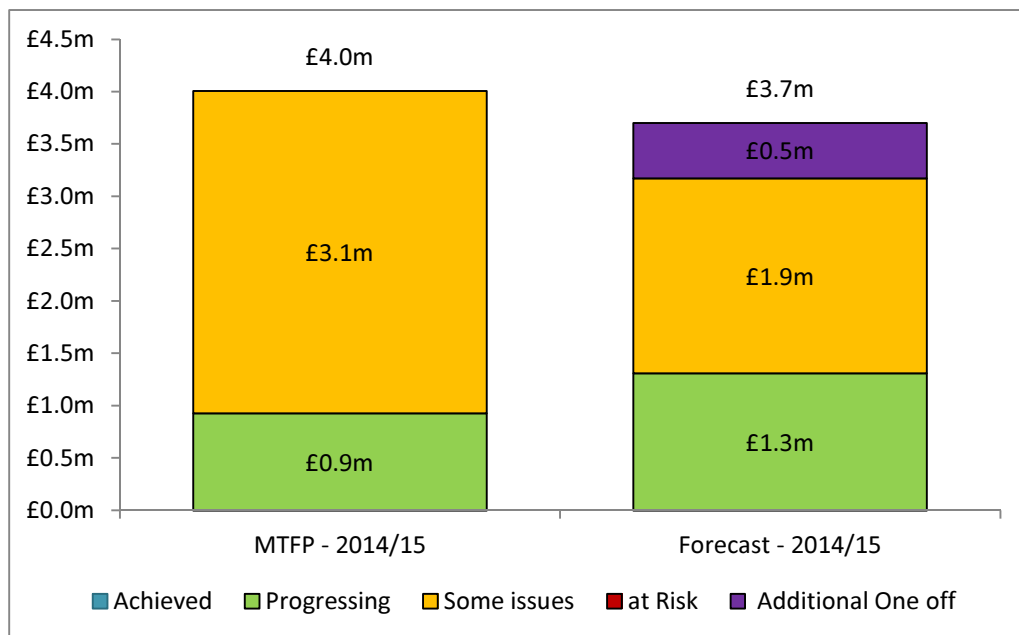
Customer & Communities



App 10. C&S's efficiencies summary shows it expects to achieve all its efficiencies. Fire has plans in place to achieve part of their increased income target which currently leaves a shortfall of £0.4m for 2014/15 for which the service are actively pursuing a number of schemes. Fire is pursuing options to achieve the station reconfiguration efficiency. However, there is a risk that this may not be fully

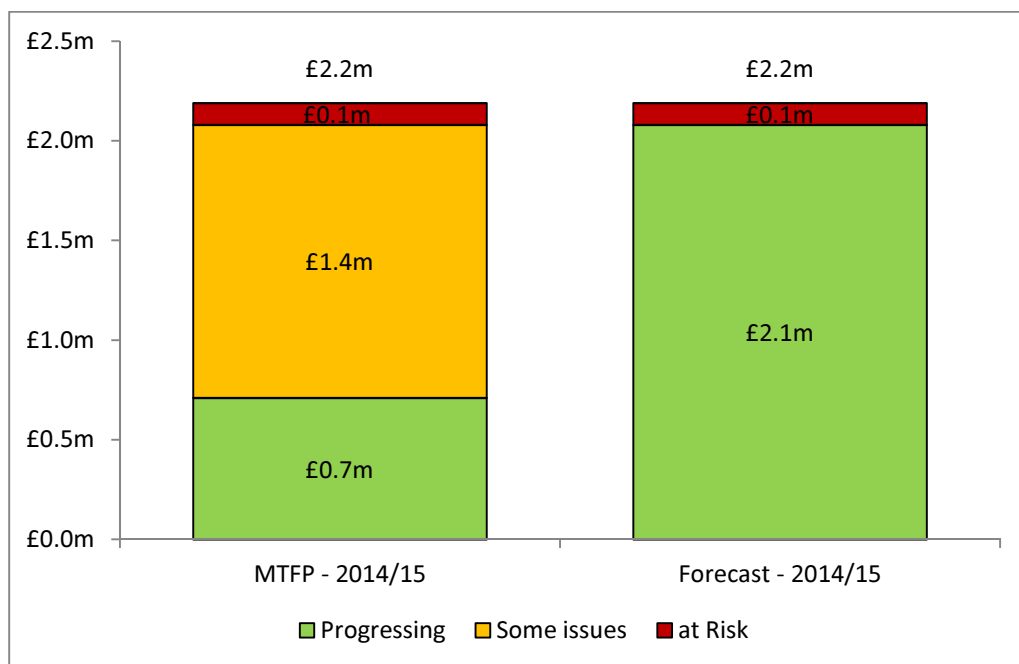
achieved. A more accurate position will be reported once the outcome of this is known. C&C expects to achieve all other efficiencies.

Environment & Infrastructure



App 11. E&I has established a Savings and Efficiency Panel to oversee the delivery of efficiency savings. The panel will scrutinise plans to deliver savings to ensure they are robust and stretching. At this stage in the year there are a number of risks and these are being examined. Currently, after taking into account compensating savings, there is an expected shortfall of £0.3m. The panel will continue to investigate this and the potential for other offsetting savings.

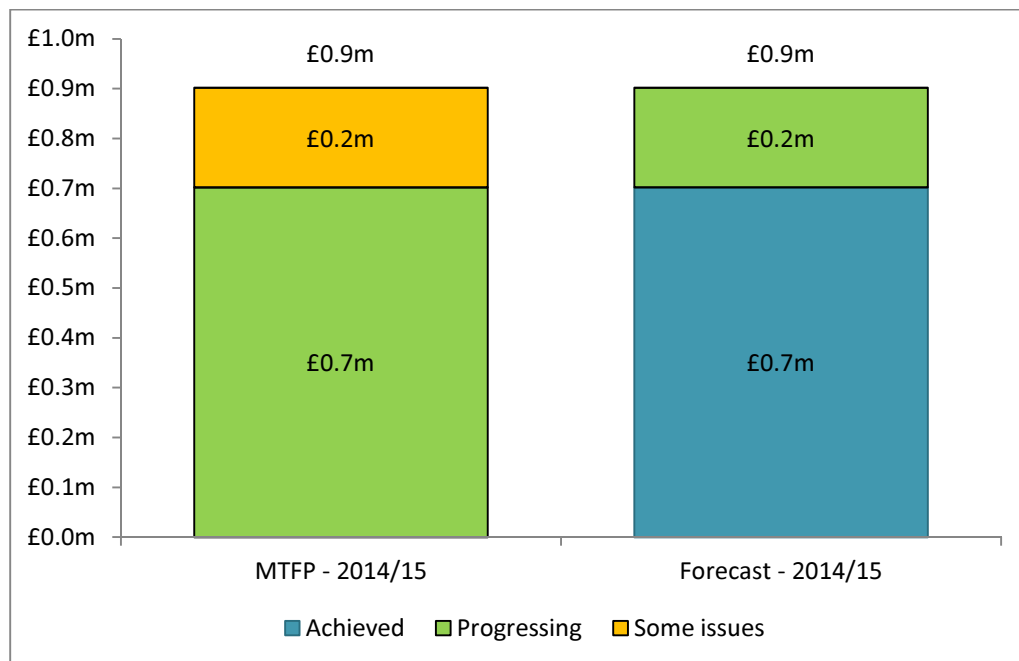
Business Services



App 12. The budget for Business Services includes challenging efficiency savings and increased income targets of £2.2m. Business Services is on target to achieve £2.1m of these savings and is closely monitoring the remaining £0.1m. The largest single saving is property maintenance (£0.8m) and plans have been made to achieve this.

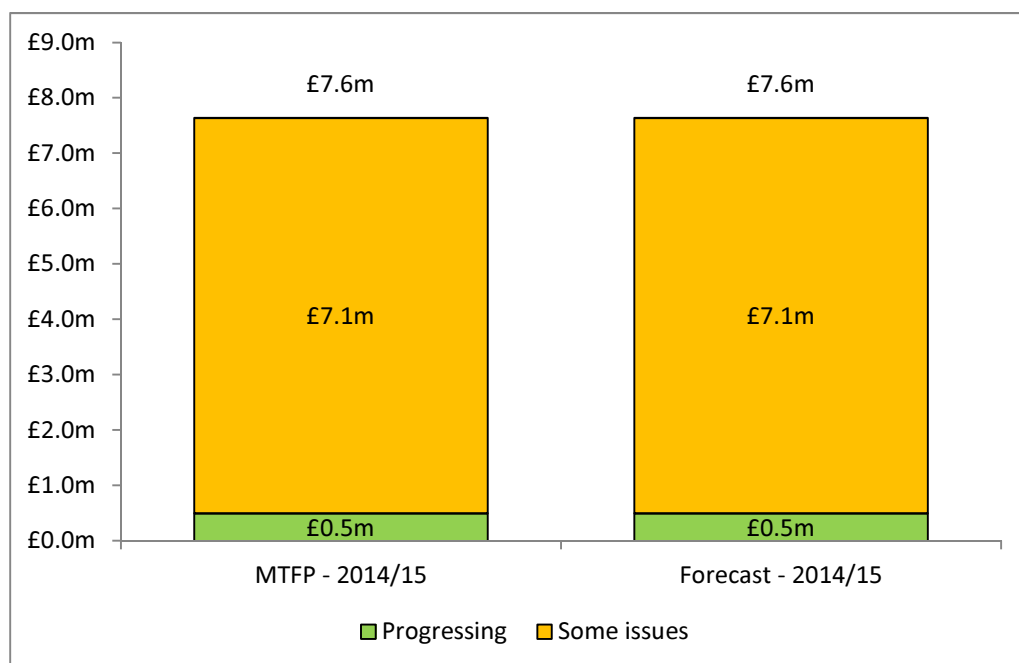
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Chief Executive's Office



App 13. CEO is on target to achieve its planned 2014/15 efficiencies.

Central Income & Expenditure



App 14. CIE is on target to achieve its planned 2014/15 efficiencies.

Updated budget - revenue

App 15. The Council's 2014/15 revenue expenditure budget was initially approved at £1,651.8m. Adding virement changes in April and May decreased the expenditure budget at the end of May to £1,651.4m. Table App 1 summarises these changes.

Table App 1: Movements in 2014/15 revenue expenditure budget

	Income £m	Expenditure £m	Earmarked reserves £m	General balances £m	Total £m	Number of Virements
Original MTFP	-1,625.9	-1,651.8	0.0	0.0	25.9	
<u>April & May changes</u>						
Post budget changes by IMT Leadership team	0.2	-0.2			0.0	1
Budget upload correction	-0.2	0.2				1
Transfer of income and expenditure	0.4	-0.4			0.0	57
April and May changes	0.4	-0.4	0.0	0.0	0.0	59
Updated budget - May 2014	-1,625.5	1,651.3	0.0	0.0	25.9	59

Note: All numbers have been rounded - which might cause a casting error

App 16. When Council agreed the MTFP in February 2013, some government departments had not determined the final amount for some grants. Services therefore estimated their likely grant. The general principle agreed by Cabinet was that any changes in the final amounts, whether higher or lower, would be represented in the service's income and expenditure budget.

App 17. In controlling the budget during the year, budget managers occasionally need to transfer, or vire, budgets from one area to another. In most cases these are administrative or technical in nature, or of a value that is approved by the Chief Finance Officer.

App 18. Virements above £250,000 require the approval of the relevant Cabinet Member. There were two virements above £250,000 in May:

- £1,224,000 SEN Reform Grant distribution and,
- £517,000 for the transfer of staff from the contact centre to Children's Services.

Table App 2: 2014/15 updated revenue budget – May 2014

	Income £m	Expenditure £m	Net budget £m
Adult Social Care	-72.4	412.9	340.6
Children, Schools & Families	-150.7	336.9	186.2
Schools	-468.2	468.2	0.0
Customers and Communities	-24.8	82.7	58.0
Environment & Infrastructure	-17.9	148.3	130.4
Business Services	-15.4	99.8	84.4
Chief Executive's Office	-30.1	45.0	14.9
Central Income & Expenditure	-846.0	57.4	-788.6
Service total	-1,625.5	1,651.3	25.9

Note: All numbers have been rounded - which might cause a casting error

App 19. Table App 3 shows the year to date and forecast year end gross revenue position supported by general balances.

Table App 3: 2013/14 Revenue budget forecast position as at end of February 2014

	YTD Budget £m	Year to date Actual £m	YTD Variance £m	Full Year Budget £m	Remaining Forecast Spend £m	Outturn Forecast £m	Forecast Variance £m
Income:							
Local taxation	-122.6	-122.6	0.0	-615.8	-493.2	-615.8	0.0
Government grants	-253.7	-252.4	1.3	-856.2	-605.3	-857.7	-1.5
Other income	-22.1	-22.5	-0.4	-153.4	-131.5	-154.0	-0.6
Income	-398.4	-397.5	0.9	-1,625.5	-1,230.0	-1,627.6	-2.1
Expenditure:							
Staffing	51.6	50.7	-0.9	310.8	260.4	311.1	0.3
Service provision	121.7	118.7	-3.0	872.3	753.9	872.6	0.3
Non schools sub-total	173.3	169.4	-3.9	1,183.1	1,014.3	1,183.7	0.6
Schools expenditure	78.9	71.0	-7.9	468.2	397.2	468.2	0.0
Total expenditure	252.2	240.4	-11.8	1,651.3	1,411.5	1,651.9	0.6
Movement in balances	-146.2	-157.1	-10.9	25.9	181.5	24.4	-1.5

Note: All numbers have been rounded - which might cause a casting error



Council Overview and Scrutiny Committee
2 July 2014

CABINET MEMBER OBJECTIVES 2014/2015

Purpose of the report: To review the draft objectives of the Cabinet Member for Business Services for 2014/2015.

Introduction:

1. Denise Le Gal, the Cabinet Member for Business Services, will outline her objectives for 2014/15. A copy of the draft objectives is attached.
2. The Committee is asked to review and comment on the proposed objectives.

Report contact: Bryan Searle, Senior Manager (Cabinet, Committees & Appeals), Democratic Services

Contact details: 020 8541 9019/bryans@surreycc.gov.uk

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CONFIDENT IN OUR FUTURE CABINET MEMBER OBJECTIVES 2014/15

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Our Purpose: We are the Council elected to ensure that Surrey residents remain healthy, safe and confident about their future

Our vision for 2018: To be delivering great value for Surrey residents

Cabinet Member: Denise Le Gal

Portfolio: Business Services

The objectives below will be reviewed at quarterly accountability meetings throughout the year. Note that these are a sub set of key priorities from the longer full list of Cabinet Member responsibilities and job roles set out in the Council's Constitution.

Objectives	Headline actions and tangible outcomes
1 We have to create a strong, resilient, innovative and agile workforce that have the right tools and environment to do their jobs	<ul style="list-style-type: none"> • Increase number of completed approvals • Champion the High Performance Development Programme • Drive use of new technology
2 To support the financial resilience of the organisation	<ul style="list-style-type: none"> • Deliver income set out in MTFP through investment portfolio • Play a leading role in the pension board for SCC and influence the national debate
Support the development of New Delivery Models across SCC	<ul style="list-style-type: none"> • Oversee and support all commercial activity through the shareholder board and investment board • To support and champion the Partnerships work through the PSTN and business services partnership • To support the platform strategy and digital delivery
4 Deliver Medium Term Financial Plan (MTFP) savings for 2013/14 and ensure plans are in place for delivering savings in future years	<ul style="list-style-type: none"> • Robust review of monthly budget monitoring reports. • Ensure the Council delivers planned savings in 2013/14. • Work together to agree a refreshed MTFP with clear future savings plans.
5 Lead by example to encourage innovation	<ul style="list-style-type: none"> • Provide strong political leadership on innovation. • Evidence of leading at least one project using Shift innovation approach.
6 Actively support the "One Team" approach	<ul style="list-style-type: none"> • Actively support the One Team approach, including through the Council's Public Affairs and Strategic Communications programmes.
7 Develop Cabinet Associates	<ul style="list-style-type: none"> • Develop and support Cabinet Associate Members.

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CONFIDENT IN OUR FUTURE CABINET MEMBER STRATEGIC UPDATES 2014/15

Cabinet Member: Denise Le Gal

Portfolio: Business Services

FAO: Leader and Deputy Leader

Accountability Meeting date:

Note – Please send your completed 1 side to the Leader and Deputy Leader five working days before the date of your Accountability Meeting

S

Please use this 1 side to share in summary key updates on the top strategic issues in your portfolio (could be current and / or future issues)

It is also an opportunity to flag any specific support you require from colleagues and share any new strategic ideas.

Top Strategic Issues

- *To ensure there are efficient and professional business solutions for the public sector delivered through a variety of delivery models*
- *We have to create a strong, resilient, innovative and agile workforce that have the right tools and environment to do their jobs.*
- *To ensure there is increased productivity through innovation and the use of technology and social media.*
- *Recruit a new Head of Procurement*
- *Invest in staff across directorates.*

Note – the final document should not exceed 1 side

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