Notice of Meeting

Council Overview Board

Date & time	Place	Contact	Chief Executive
Wednesday, 13 April 2016 at 10.00 am	Ashcombe Suite County Hall Penrhyn Road Kingston upon Thames KT1 2DN	Ross Pike or Lucy Collier Room 122, County Hall Tel 020 8541 9019 or 020 8541 8051 ross.pike@surreycc.gov.uk or lucy.collier@surreycc.gov.uk	David McNulty

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 9122, 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 meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike or Lucy Collier on 020 8541 9019 or 020 8541 8051.

Members

Mr Steve Cosser (Chairman), Mr Eber 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 Nick Harrison, Mr Michael Gosling, Mrs Hazel Watson, Mr Colin Kemp and Mr Keith Witham

Ex Officio Members:

Mrs Sally Ann B Marks (Chairman of the County Council) and Mr Nick Skellett CBE (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

<u>**PART 1**</u>
<u>**IN PUBLIC**</u>

1   APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2   MINUTES OF THE PREVIOUS MEETING: (Pages 1
                                                            - 8)
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 (7 April).
2. The deadline for public questions is seven days before the meeting
   (6 April).
3. The deadline for petitions was 14 days before the meeting, and no
   petitions have been received.

5   RECOMMENDATIONS TRACKER AND FORWARD WORK   (Pages 9
**   PROGRAMME**   - 18)

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

6   LEADERSHIP RISK REGISTER REPORT   (Pages
                                                            19 - 34)
To provide members with an overview of the council's risk management
arrangements and to present the Leadership risk register.

7   BUDGET SCRUTINY

The Council Overview Board will have a discussion designed to identify

issues that arose for Boards in scrutinising service budgets and saving plans for 2016/17. This will assist officers in preparing a report for a future Council Overview Board meeting on how processes can be improved for future years.

8   **RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD**   (Pages 35 - 40)

Responses have been received on the following Item:

- Review of Service Budgets 2016/17

9   **DATE OF NEXT MEETING**

The next meeting of the Board will be held at 10 am on 1 June 2016.

10   **EXCLUSION OF THE PUBLIC**

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

11   **SENIOR MANAGEMENT STRUCTURE REPORT**   (Pages 41 - 48)

This report provides the Council Overview Board with further information on the cost of implementing changes to the leadership team.

Confidential: Not for publication under Paragraph 1
Information relating to any individual.

12   **PUBLICITY FOR PART 2 ITEMS**

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David McNulty
Chief Executive
Published: 5 April 2016

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MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

MINUTES of the meeting of the **COUNCIL OVERVIEW BOARD** held at 10.30 am on 2 March 2016 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 13 April 2016.

Elected Members:

*	Mr Steve Cosser
*	Mr Eber A Kington (Vice-Chairman)
	Mr Mark Brett-Warburton
*	Mr Bill Chapman
*	Mr Stephen Cooksey
*	Mr Bob Gardner
*	Mr Michael Gosling
*	Dr Zully Grant-Duff
*	Mr David Harmer
*	Mr Nick Harrison
*	Mr David Ivison
*	Mr Colin Kemp
*	Mrs Hazel Watson
*	Mr Keith Witham

Ex officio Members:

Mrs Sally Ann B Marks, Chairman of the County Council
Mr Nick Skellett CBE, Vice-Chairman of the County Council

83/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mark Brett-Warburton. There were no substitutions.

84/16 MINUTES OF THE PREVIOUS MEETING: [Item 2]

The minutes of the previous meeting were approved as a true record of the meeting.

85/16 DECLARATIONS OF INTEREST [Item 3]

There were none.

86/16 QUESTIONS AND PETITIONS [Item 4]

There were none.

87/16 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]

The responses from the Cabinet in relation to the Revenue & Capital Budget and Orbis Public Law were agreed by the Board.

88/16   CHAIRMAN'S UPDATE [Item 6]

This item was included on the agenda in error and was withdrawn.

89/16   RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

Key points raised in the discussion:

1. It was noted that the first Council Overview Board Bulletin would be available in April 2016, and updates for the Carbon & Energy Policy actions from October 2015 and the HR & OD and Agency Staff actions from November 2015 would be provided through the bulletin

2. The Welfare Reform Task Group was due to meet in April 2016, and a progress update would be provided in the Board's Bulletin in May 2016.

3. It was agreed that the following items would be added to the work programme for the meetings in April and June 2016:

    Strategic Risk Register – review of the risks included and the risk levels identified.

    Budget Scrutiny - review of the scrutiny arrangements for the 2016/17 bubget and opportunities for the improvement in the process for the future.

    The Council's Senior Management Structure – explanation of the changes made to the senior management structure and the costs/savings as a result (including the consequent impacts from changes to the responsibilities of staff at other levels).

    Agency Staffing – review of the overall costs and use of agency staff.

4. It was noted that a specific report on Surrey Choices would be included as part of the Shareholder Board Annual item in June 2016. The Chairman of the Audit & Governance Committee would be invited to attend for this item.

90/16   STAFF SURVEY REPORT [Item 8]

Declarations of interest:
None

Witnesses:

Amy Bailey, Strategic Change and Efficiency Manager
Ken Akers, HR Relationship Manager

Key points raised in the discussion:

1. The Board expressed disappointment regarding the low response rate to the survey and asked how a better response rate could be achieved in the next survey, which was due to happen October 2016. The Strategic Change and Efficiency Manager agreed that the response rate was disappointing and informed the Board of the clear guidelines set by Best Companies (the organisation commissioned to run the survey), which meant that the Council was not able to promote the survey in advance because it was in competition with other organisations. However, now that the first survey had been held there was more scope to raise awareness of future surveys. Whilst the last full Surrey survey was completed in September 2011, a series of small locally-managed surveys had been completed since that time. These would now be better managed so that the Best Companies survey would not overlap with other mechanisms for canvassing staff opinion, and this was also expected to improve the response rate. The Board were informed that the Benchmarking data were available and would be circulated to members in due course.

2. Concerns were expressed regarding the area of Fair Deal as it received the lowest overall score in the survey. The HR Relationship Manager explained that the Council was currently consulting on a new Pay and Reward scheme, which aimed to develop a better pay structure for staff and address some of the issues raised. It was stated that the aim was to become an employer of choice and fulfill commitments to residents at the highest possible standard. The consultation period would end on 22 April 2016. Unions would then be consulted and recommendations made to the People, Performance and Development Committee (PPDC). So far over 800 managers had attended briefings, and 2,200 members of staff had signed up to attend one of the consultation events. The aim was to implement changes by 1 July 2016. The Council Overview Board would review the outcomes of the consultation prior to the PPDC meeting.

3. It was reported that when comparing overall scores to other organisations, the County Council generally scored positively for areas such as My Manager, Personal Growth, My Team and Wellbeing. It was said that the factors which were below the benchmark were Leadership and Fair Deal. The Board requested further a further break-down of the results by service.

4. Whilst acknowledging the positive results in many areas of the survey, the Board highlighted the fact that one of the lowest scores was in response to the question about senior managers doing a lot of telling and not much listening. The Board asked whether this was an issue for particular services and whether more could be done to embed the Council's coaching culture. It was noted that the Council would continue to invest in its coaching approach and the High Performance Development Programme (HPDP) for managers. 'Leading with Confidence' events for middle managers had also recently been held. The Council was using the survey results to inform its improvement strategy, and had also commissioned Surrey University to review the effectiveness of the HPDP programme. The Pay & Reward scheme would focus on performance and engagement, and the skills required of managers would be a key focus of the appraisal process.

5. In relation to welfare issues flagged up by the survey, the Council had signed up to the Healthy Workplace Charter and had re-tendered for Occupational Health support and guidance to incorporate physiotherapy and mental wellbeing.

6. It was agreed each Scrutiny Board Chairman would consider whether there were any specific issues from the staff survey for their service areas which would require further scrutiny.

    Resolved:

    (a) That a further break-down of the staff survey results by service be provided to the Board.

    (b) That Scrutiny Board Chairman consider whether there were any specific issues from the staff survey for their areas which would require further scrutiny.

    (c) That the outcomes of the review of the effectiveness of the High Performance Development Programme be shared with the Chairman and Vice-Chairman of the Board.

    (d) That a further break-down of the bench marking data which compares other employers to be provided to the Board.

Action by: Ken Akers/Amy Bailey

91/16 CYBER SECURITY & IMT REPORT [Item 9]

Declarations of Interest:
None

Witnesses:

Paul Brocklehurst, Head of IMT
Chris Millard, Group Manager, Business Solutions
Morgan Rees, Technical Delivery Manager
Lorraine Juniper, Programmes Manager

Key points raised in the discussion:

1. The report was introduced by the Group Manager of Business Solutions who explained that the IMT Service had responsibility for security compliance and the technical security controls needed to protect the organisation against cyber threats. It was highlighted to Members that due to the challenging world with ongoing new technology including social media there are ongoing risks with sensitive information.

2. It was stated they were currently undergoing a security review to update the security policy and approach, including security training, new tools and techniques and more internet access and review of supporting security technology. The focus would be on tailoring security to people's jobs, including opening up access to websites and applications where it was appropriate to the role.

3. The Technical Delivery Manager informed the Board that they currently have undertaken a number of operation tests for Cyber attacks including internet based attacks to ensure they are identified

and blocked each year. The Board was informed that the IMT service had trailed two new security products known as 'Smoothwall' and 'Splunk' which had allowed IMT staff to monitor usage easily and also give access to Internet sites. The purpose of these was to protect the organisation in a more hostile technical world.

4. It was noted that the virus attack against the County Council on 2 February 2016 did not disrupt any Council activity or result in direct costs to the Council, and the IMT team was reviewing security arrangements in the light of the attack.

5. The Council worked under the same compliance regime as East Sussex, used the same security tools and technology and worked together to share intelligence. Therefore integration as a result of the Orbis partnership would not impact negatively on either party. The audit report provided reassurance about the security arrangements in place.

6. It was reported that technology boards for each directorate were responsible for deciding items for inclusion in the project work plan. Projects were funded from a combination of service and IMT central funding, with IMT funding used to support the top priority projects. The technology boards were chaired by senior managers. The Board requested further details about the process for agreeing funding decisions for IMT projects. Once this information had been reviewed the Board would decide if there were further areas it wished to scrutinise.

7. The Board noted that savings were achieved by re-negotiating contracts rather than by putting projects on hold, and the team had been working very effectively over the last eighteen months to ensure cost savings were made.

8. The Board noted that Paul Brocklehurst, the Head of IMT, would be leaving the Council at the end of the month. The Chairman thanked him on behalf of the Board for his contribution at Surrey, and it was reported that his replacement would be Matt Scott from East Sussex County Council, who would fulfil the role for both Councils.

   Resolved: That the Board reviews the further details to be provided about the process for agreeing funding decisions for IMT projects and decides if there are further areas it wishes to scrutinise.

92/16 TRUST FUNDS REPORT [Item 10]

Declarations of interest:
None

Witnesses:

Kevin Kilburn, Deputy Chief Finance Officer
Saba Hussain, Strategic Partnerships & Policy Manager

Key points raised in the discussion:

1. The Chairman of the Board introduced and thanked the Deputy Finance Officer for the report. The Deputy Chief Finance Officer explained that many local authorities acted as trustees for funds that had been set up for charitable or non-charitable purposes, known as Trust Funds. It was stated that the County Council may contribute to the Funds.

2. Responsibility for the ongoing management of Trusts was delegated to officers of the County Council, and clarification was sought about whether overall responsibility rested with Councillors, as stated in paragraph 19 of the report, or with the Council as a body.

3. The Deputy Chief Finance Officer informed the Board that one of Surrey County Council's largest Trust Fund was the Tulk Bequest, and the purpose of the fund was to provide outdoor sports facilities for Surrey secondary schools. Members queried whether residents knew the full details regarding this and other trust funds and whether they were eligible to apply. It was noted that in some cases the criteria would need to be changed so that the funds could be accessed, and the Council would need to ensure that the funds were used for charitable purposes.

4. Officers updated the Board that the County Council had previously transferred some trusts to the charity Community Foundation for Surrey who ensured the trusts were used for the benefit of Surrey residents in the way the trust was originally intended. The transfer of dormant trust funds to Community Foundations is supported by the Charity Commission.

   Michael Gosling left the meeting at 12.27pm.
   Keith Witham left the meeting at 12.30pm.

Resolved:

That a task group be established to review the Council's trust funds and report back to the Board: members to be Steve Cosser, Nick Harrison and Mark Brett-Warburton (or another member of the Education & Skills Board)

Further Information to be Provided:
Clarification to be provided about whether overall responsibility for trust funds rests with Councillors or with the Council as a body.

93/16 DATE OF NEXT MEETING [Item 11]

13 April 2016.

Meeting ended at: 12.40pm.

_____
Chairman

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Council Overview Board
13 April 2016

RECOMMENDATIONS TRACKER and FORWARD WORK PROGRAMME

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

Recommendation:

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

Next Steps:

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

Report contact:
Ross Pike, Scrutiny Manager

Contact details: 020 85417368, ross.pike@surreycc.gov.uk

Sources/background papers: None.

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Council Overview Board
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED 4 April 2016.

The recommendations tracker allows Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. 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. Please note that this tracker includes recommendations from the former Council Overview & Scrutiny Committee.

Scrutiny Board and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response
3 June 2015	**REPORT OF THE WELFARE REFORM TASK GROUP**	A number of recommendations were made to Cabinet by the Welfare Reform Task Group. These recommendations were accepted and are being monitored by the Welfare Reform Task Group		The Welfare Reform Task Group is due to meet in April and a progress update will be provided in the Board's bulletin in May 2016.
1 October 2015	**ANNUAL REPORT OF THE SHAREHOLDER BOARD**	An update on the Shareholder Board review of the Council's involvement in the joint venture company (Babcock 4S) to be included in the next scheduled report to Council Overview Board in April 2016.	Shareholder Board	This has been scheduled for June 2016
1 October 2015	**ANNUAL REPORT OF THE SHAREHOLDER BOARD**	Receive progress update on Surrey Choices governance mechanisms and report to the Council Overview Board if necessary	Social Care Scrutiny Board/Shareholder Board	The Social Care Services Board have scheduled a review of Surrey Choices in late spring 2016. The Chairman has met with relevant officers and more information will be

1

Date of meeting and reference	Item	Recommendations/ Actions	To	Response
				presented to the Board alongside the Shareholder Board report in June 2016.
1 October 2015	**CARBON & ENERGY POLICY**	Provide the Council Overview Board with an update on review of business mileage, lump sum payments and any related incentives for staff	Head of Property/Director of People and Development	It has been agreed that a briefing will be circulated to Members outside of the Board in the bulletin.
1 October 2015	**CARBON & ENERGY POLICY**	An update to be provided on the savings achieved from the light dimming initiative.	Energy Manager	As above.
1 October 2015	**CARBON & ENERGY POLICY**	Report back to the Board following the SE7 Energy Managers Group meeting, to highlight any best practice.	Energy Manager	As above.
1 October 2015	**CARBON & ENERGY POLICY**	Include aspirational and step change measures in a future report to the Board	Energy Manager	As above.
5 November 2015	**HR&OD SERVICE**	A briefing note to be circulated on major changes made to HR policies, following the current period of review and refresh	Director of People & Development	A briefing note to be emailed.
5 November 2015	**AGENCY STAFF**	More information to be made available regarding the difficulty of recruiting.	HR Relationship Manager	An update will be provided in the bulletin/workshop.
28 January 2016 A2/2016	**RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**	A Council Overview Board Bulletin to be trialled as a way of sharing updates on actions and issues of interest to the Board.	Scrutiny Manager	The aim is to produce the first bulletin in April 2016.

2

Date of meeting and reference	Item	Recommendations/ Actions	To	Response
3 March 2016	**STAFF SURVEY REPORT**	The Scrutiny Chairman to consider whether there were any specific issues from the staff survey for their areas which would require further scrutiny.	Council Overview Board Chairman	
3 March 2016	**STAFF SURVEY REPORT**	The outcomes of the review of the effectiveness of the High Performance Development Programme to be shared with the Chairman and Vice-Chairman of the Board.	Strategic Change and Efficiency Manager	An update to be provided.

COMPLETED ACTIONS- TO BE DELETED

Recommendations made to Cabinet

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
5 November 2015	AGENCY STAFF	The frequency of reorganisation within the Environment & Infrastructure Directorate be considered and managed to avoid an impact on: • The morale and wellbeing of Highways staff • The ability of the service to carry out priority highway maintenance	Cabinet	A response was received at the meeting on 28 January 2016.	Completed

Scrutiny Board and Officer Actions

23 March 2016	**STAFF SURVEY REPORT**	A further break-down is explained regarding the Staff Survey results by service to be provided to the Board	Strategic Change and Efficiency Manager	Emailed to the Board	Completed
28 January 2016	**REVENUE AND CAPITAL BUDGET 2016/17 TO 2020/21**	That the Board: 1. confirms its support for the proposal to accept the option	Cabinet	The Cabinet's response is attached at item 5 on this agenda.	Completed

| A5/2016 | | | of raising council tax by 2%, to ensure additional ring-fenced funding for Adult Social Care;
 2. welcomes the lobbying of government undertaken by the Leader of the Council to extend the option of raising council tax to our partners in Districts & Borough Councils, given that these authorities provide some non-statutory adult social care services;
 3. asks that government be lobbied to review or lift the current restriction on council tax increases for local authorities;
 4. asks the Cabinet to consider whether a referendum should be held regarding increasing council tax in order to maintain services;
 5. wishes to emphasise the importance of prioritising income generation and efficiency savings, before cutting services and increasing council tax. | | | |

5

28 January 2016	**ORBIS PUBLIC LAW**	The following comments were submitted to Cabinet:	Cabinet	The Cabinet's response is attached at item 5 on this agenda.	Completed
A6/2016		• The Board welcomes the proposal to set up a shared legal service, to be known as Orbis Public Law • The Board wishes to emphasis the careful monitoring of the anticipated 10% savings, as set out in the business case.			

Council Overview Board – Forward Work Programme 2016

1 June 2016	• Investment Strategy • Shareholder Board Annual Report. • Agency Staff
6 July 2016	• Devolution • Budget Scrutiny

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SURREY
COUNTY COUNCIL

Council Overview Board
13 April 2016

Leadership risk register

Purpose of the report:

This report provides member with an overview of the council's risk management arrangements and presents the Leadership risk register as at 29 February 2016.

Risk governance arrangements

1. The Director of Finance is the council's strategic lead for risk management and provides monthly risk updates to the Statutory Responsibilities Network (SRN) and on an ad hoc basis to the Chief Executive's Direct Reports. The risk updates include proposed changes to the Leadership risk register, emerging risks and other updates such as the risk management strategy.

2. The Strategic Risk Forum (SRF), chaired by the Director of Finance, meets bi-monthly and leads on developing the council's risk culture and reviews strategic risks through challenge and moderation. Membership consists of strategic risk leads, Risk and Governance Manager, Chief Internal Auditor and Head of Emergency Management.

3. The council's risk governance arrangements are shown below:
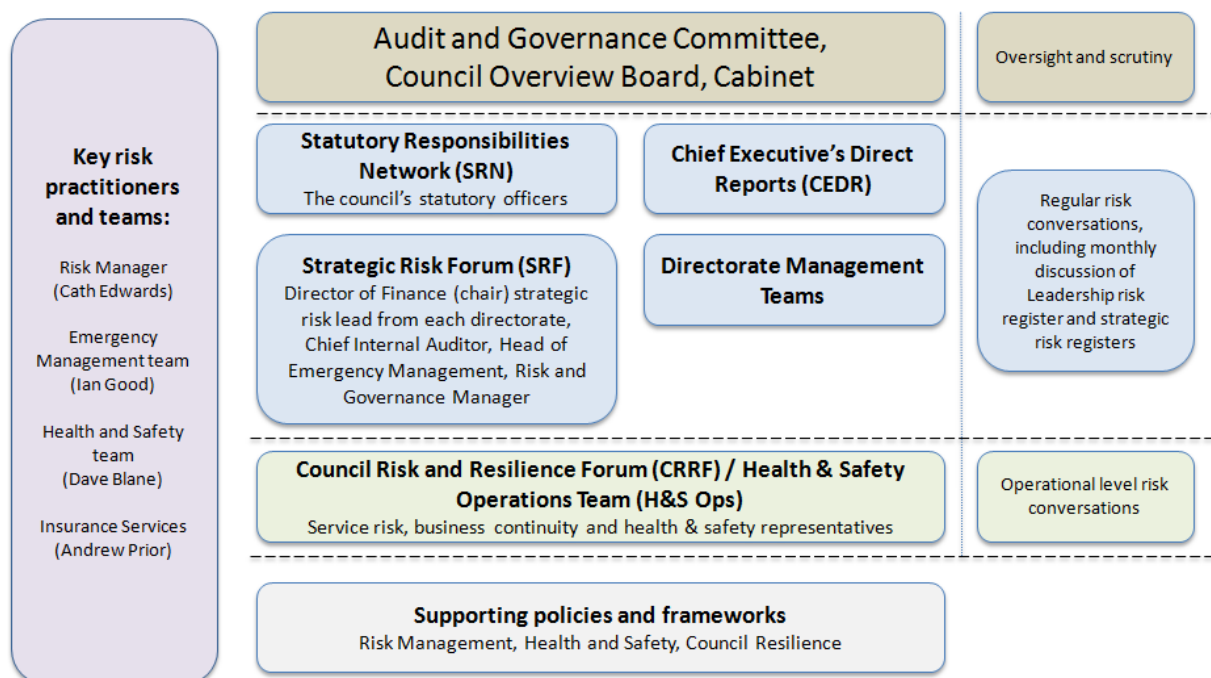
4. The council has three levels of risk register:

- Leadership risk register – owned by the Chief Executive, each risk is assessed by high, medium, low for both inherent and residual risk levels using strategic risk assessment criteria.

- Strategic risk registers – each directorate has a risk register owned by the Strategic Director, each risk is assessed by high, medium, low for both inherent and residual risk levels using strategic risk assessment criteria.

- Operational risk registers – each service has a risk register, owned by the Head of Service, each risk is assessed by impact (financial, service and reputation) and likelihood to create a total risk score shown as red, amber or green.

5. All the risk registers are available to view on the council's intranet.

6. Clear and transparent reporting enables informed decision-making and that actions drive improvement. The table below provides an overview of the monitoring and reporting of risk across the council:

	Service risk register	Directorate risk register	Leadership risk register
Risk co-ordinator	Service risk representative	Strategic risk lead	Risk and Governance Manager
Frequency of risk register review	Monthly where necessary but at least quarterly	Monthly	Monthly
Monitoring, assurance and accountability	Head of Service / Director 1-2-1 Service management team CRRF meetings	Director / Chief Executive 1-2-1 Directorate management team SRF meetings	SRN Leadership Team SRF meetings Director / Chief Executive 1-2-1
	Cabinet / Audit and Governance Committee / Scrutiny Boards Internal Audit Risk and Governance Manager		
Escalation of risk	Cross-directorate Cross-council High impact Significant project or programme →	Cross-council Corporate Strategy High residual risk level →	

7. Risk owners and co-ordinators are responsible for ensuring that risks are escalated as appropriate through the risk governance arrangements outlined above. Some risks may be more appropriately managed at a service or directorate level and therefore may not necessarily require escalation to the next level of risk register.

Risk management strategy and plan

8. The risk management strategy clearly sets out the council's risk management approach on one page, in alignment with the Corporate Strategy. The risk management strategy is supplemented by the risk management plan, which outlines the risk governance arrangements, specific roles and responsibilities and the key risk actions for the year.
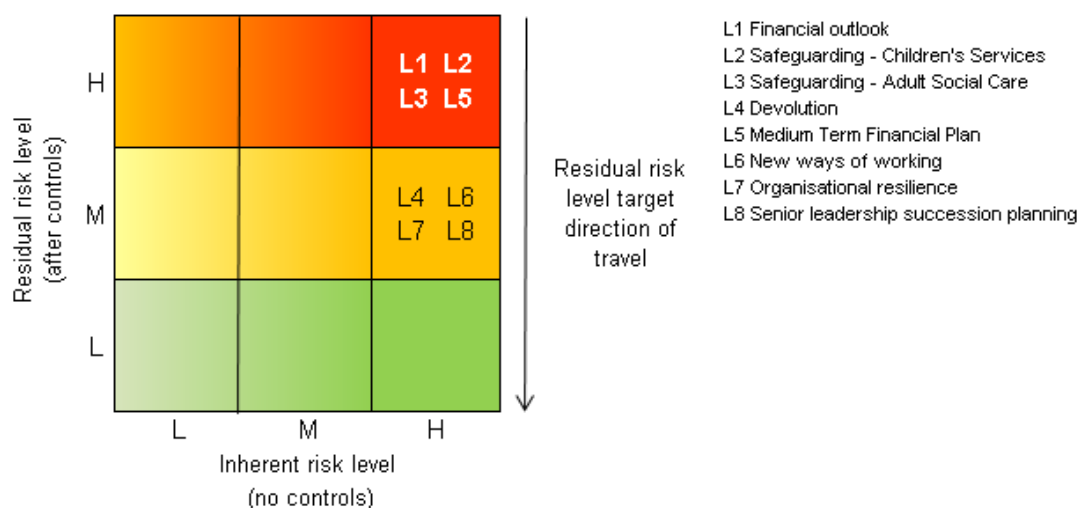
9. The Audit and Governance Committee receive 6-monthly updates reports and annual training on the council's risk management arrangements. They also annually approve the risk management strategy at the committee meeting in May. The 2015-20 risk management strategy and plan is attached at Annex 1.

Leadership risk register

10. The Leadership risk register (Annex 2) is owned by the Chief Executive and captures the council's key strategic risks. The risk register focuses specifically on the strategic risks facing the council as it strives to fulfil its purpose to ensure Surrey residents remain healthy, safe and confident about their future.

11. The risk register has recently been extensively reviewed by SRN and has eight risks, split into two sections:
    - Strategic risks (L1 to L4) – risks that have the potential to significantly disrupt or destroy the organisation; and
    - Cross-cutting risks (L5 to L8) – high level risks that can be mitigated more effectively through cross-working.

12. The leadership risk register is presented to the Audit and Governance Committee at each meeting and to the Cabinet on a quarterly basis.

13. The directorate risk registers continue to be regularly reviewed and updated and are discussed at each SRF. Emerging strategic risks and, if appropriate, escalation of residually high level directorate risks, are taken to SRN for discussion and possible inclusion on the leadership risk register.

Residual risk level

14. The Leadership risk register includes both the inherent and residual risk levels for each risk. Inherent risk is the level of risk before any control activities are applied. The residual risk level takes into account the controls that are already in place, detailed on the risk register as both 'processes in place' and 'controls.'

15. All eight risks on the Leadership risk register have a high inherent risk level, as illustrated in the table below. Despite mitigating actions, four of these risks continue to have a high residual risk level (L1,L2,L3,L5) and four continue to have a medium residual risk level (L4,L6,L7,L8): showing the significant level of risk that the council is facing despite the processes and controls being put in place to manage the risks.

L1 Financial outlook
L2 Safeguarding - Children's Services
L3 Safeguarding - Adult Social Care
L4 Devolution
L5 Medium Term Financial Plan
L6 New ways of working
L7 Organisational resilience
L8 Senior leadership succession planning

Recommendations

To note the report.

Report contact: Cath Edwards, Risk and Governance Manager, Finance

Contact details: 020 8541 9193 or cath.edwards@surreycc.gov.uk

Risk Management Strategy 2015-20

PURPOSE

To realise opportunities and manage exposures to ensure Surrey residents remain healthy, safe and confident about their future.

VISION

A risk culture that supports
ONE place
ONE budget
ONE team for Surrey

VALUES

Listen

Responsibility

Trust

Respect

Context

The scale of the strategic challenges that the council is facing is increasing and the growing demand for services is accelerated by new legislative responsibilities, alongside continuing to meet existing responsibilities. Effective risk management is an integral part of ensuring the continued delivery of our services and providing organisational resilience during change and transformation. This Risk Management Strategy supports the achievement of our key priorities, goals and service delivery to residents. It is supplemented by our risk management plan that sets out our key risk actions for the coming year.
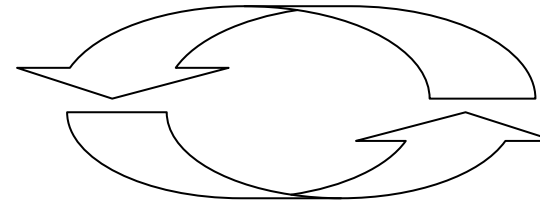
INTEGRATED APPROACH:

Risks are continually discussed and considered in the context of financial and performance management.

RISK PROCESS:

We have a consistent, iterative process of risk identification, risk assessment, risk monitoring and reporting.

GOVERNANCE:

Risk management roles and responsibilities are clearly defined and regularly reviewed.

Our strategic approach to risk management

1. Principles

Our approach to risk management is built on the following principles:

- It is dynamic, iterative and reacts to change
- It is open, transparent and consistently applied
- It provides risk information that objectively informs decision making and creates value
- It is integrated into our processes and aligns with our objectives
- It ensures lessons are learnt and actions for improvement are identified and implemented

2. Benefits

Through our risk management approach, the following benefits are realised:

- Enhanced organisational resilience through facilitating continuous improvement and innovation
- Stakeholder confidence and trust
- Flexibility to positively respond to new and continued pressures and challenges
- Strengthened governance to enable informed decision making
- Proactive management of risk and opportunities

3. Realisation

Realisation of the principles and benefits will be achieved through:

- Strong risk leadership that ensures the effective operation of the council's risk approach and arrangements
- Consistent compliance with the risk strategy and framework
- Staff and members being equipped to work with and support the risk culture
- Clear communication of the council's risk approach to our stakeholders
- Strong and transparent risk governance arrangements, including reporting and escalation of risk

Risk Management plan 2015/16

SURREY

To realise opportunities and manage exposures to ensure Surrey residents remain healthy, safe and confident about their future.

Challenges and opportunities

Sustaining the council's strong resilience in the climate of on-going reductions in funding, demographic demand increases in core services and potential policy change will require working differently and realising the opportunities identified by innovation work and partnership working.

Risk management is a continuous and evolving process that runs through everything we do. It focuses on the identification and treatment of risks and opportunities through increasing the probability of success and reducing the likelihood of failure.

Key actions

During 2015/16 three risk management actions will be prioritised to support the achievement of the council's corporate strategy:

1. Continue to promote a positive risk culture, including developing and understanding the council's risk appetite and tolerance.
2. Develop the risk registers to ensure they are fit for purpose, consistent and support risk discussions across the council.
3. Present risk information in a clear and user-friendly way using visual techniques.

Risk governance
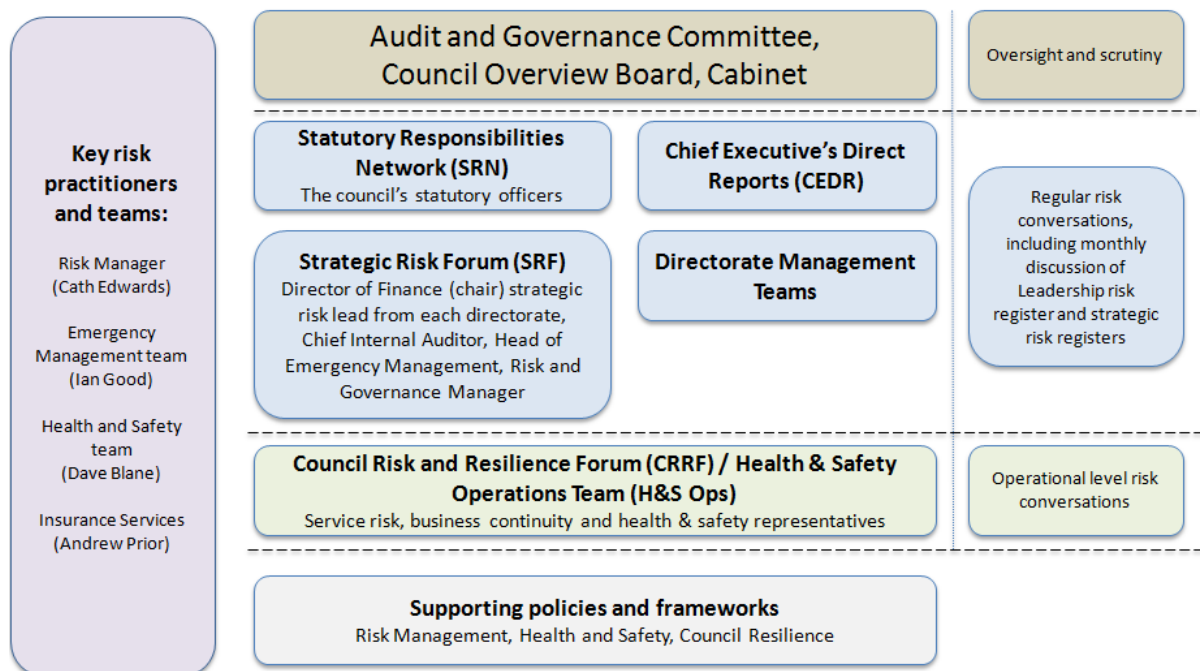
The strategic lead officer for the corporate risk management arrangements is Sheila Little, Director of Finance and she is supported by Cath Edwards, Risk and Governance Manager.

The Audit and Governance Committee is responsible for monitoring the effectiveness of the risk management arrangements.

Roles and responsibilities

ROLE	RESPONSIBILITIES
The Cabinet	Oversee effective risk management across the council and ensure that key risks are identified, managed and monitored.
Portfolio Holders	Ensure that key risks within their portfolio are effectively managed through discussions with senior officers.
	Contribute to the Cabinet review of risk and be proactive in raising risks from the wider Surrey area and community if appropriate.
Scrutiny Boards	Monitor and challenge key risk controls and actions.
Audit and Governance Committee	Provide independent assurance to the council on the effectiveness of the risk management arrangements.
	Annually approve the risk management strategy.
Leadership Team	Ensure effective implementation, monitoring and review of the council's risk management arrangements.
	Identify, own and manage key risks facing the council.
Strategic Directors	Own their risk register and regularly identify, prioritise and control risks as part of wider council performance.
	Ensure that risk management is consistently implemented in line with the council's Risk Management Strategy and proactively discuss risk with senior officers and members.
Heads of Service	Own their risk register and regularly identify, prioritise and control risks as part of wider council performance. Challenge risk owners and review actions to ensure controls are in place and monitored.
	Support and have a regular dialogue with risk representatives and ensure that risk management is consistently implemented in line with the council's Risk Management Strategy.
Managers	Take ownership for actions and report progress to management.
	Co-operate and liaise with risk representatives and report any new or emerging risks.
Staff	Assess and manage risks effectively and report risks to management.
Risk and Governance Manager	Lead on the implementation of the risk management arrangements, including moderating and challenging risk across the organisation and providing training and communication.
	Centrally hold and publish all council risk registers and facilitate the review and challenge of the Leadership risk register.
Strategic Risk Forum	Review strategic risk through challenge and moderation and make recommendations to senior management on changes to the corporate risk arrangements and strategic risks.
	Lead on the review of risk culture across the organisation and identify and escalate common themes and issues through sharing learning and best practice.
Risk representatives	Embed and aid understanding of risk across the council and support management with the review of risk, including the risk register, as part of performance monitoring.
Internal Audit team	Annually audit the council's risk management arrangements and use risk information to inform the annual internal audit plan to ensure that internal controls are robust.

Review

The Risk Management Strategy and plan is reviewed annually. For any queries or comments on this document please contact Cath Edwards, Risk and Governance Manager.

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Leadership risk register as at 29 February 2016 *(covers rolling 12 months)*   **Owner: David McNulty**

<u>**Strategic risks**</u> – have the potential to significantly disrupt or destroy the organisation

Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
L1	FN01	**Financial outlook** Lack of funding, due to constraints in the ability to raise local funding and/or distribution of funding, results in significant adverse long term consequences for services.	High	• Structured approach to ensuring Government understands the council's Council Tax strategy and high gearing. • Targeted focus with Government to secure a greater share of funding for specific demand led pressures (in particular Adult Social Care). • Proactive engagement with Government departments to influence Government policy changes (especially grant distribution,100% Business Rate Retention strategy and school funding). • Continued horizon scanning of the financial implications of existing and future Government policy changes. • Development of alternative / new sources of funding (e.g. bidding for grants). Notwithstanding actions above, there is a significant risk of Central Government policy changes /austerity measures impacting on the council's long term financial resilience. There is also a risk that the EU referendum delays Government policy changes.	- Members make decisions to reduce spending and or generate alternative sources of funding, where necessary, in a timely manner. - Officers unable to recommend MTFP unless a credible sustainable budget is proposed. - Members proactively take the opportunities to influence central Government	Director of Finance	High
L2	CSF1,2	**Safeguarding – Children's Services** Avoidable failure in Children's Services, through action or inaction, including child sexual exploitation, leads to serious harm, death or a major impact on well	High	• Working within the frameworks established by the Children's Safeguarding Board ensures the council's policies and procedures are up to date and based on good practice. • Adult Social Care and Children, Schools and Families are working as key stakeholders in the further development of the Multi-Agency	- Timely interventions by well recruited, trained, supervised and managed professionals ensures appropriate actions are taken to safeguard and promote the well being of children in Surrey. - Actively respond to feedback	Deputy Chief Executive and Strategic Director of Children's Schools and Families	High

Key to references:
ASC = Adult Social Care risk
CSF = Children, Schools and Families risk
C&C = Customers and Communities risk

EAI = Environment and Infrastructure risk
FN = Finance Service risk
FR = Fire and Rescue Service risk

ORB = Orbis risk

Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
Page 28		being.		Safeguarding Hub. • Children's Services Improvement Plan is being delivered to address the improvement notice dated 26 January 2016 and strengthen service and whole system capability and capacity. Ofsted visit on a monthly basis to monitor progress. • Assistant Director roles and responsibilities have been reshaped to strengthen leadership and governance.	from regulators. - Robust quality assurance and management systems in place to identify and implement any key areas of learning so safeguarding practice can be improved. - The Children's Safeguarding board (chaired by an independent person) comprises senior managers from the County Council and other agencies facilitating prompt decision making and ensuring best practice. - An Improvement Board (chaired by the Deputy Leader) oversees progress on the Improvement Plan and agrees areas of action as required.		
L3	ASC6,7	**Safeguarding – Adult Social Care** Avoidable failure in Adult Social Care, through action or inaction, leads to serious harm, death or a major impact on wellbeing.	**High**	• Working within the framework established by the Surrey Safeguarding Adults Board ensures that the council's policies and procedures are up to date and based on good practice. • Care Act Implementation Board provides strategic direction and focus. • Adult Social Care and Children, Schools and Families are working as key stakeholders in the further development of the Multi Agency Safeguarding Hub. • Established a locality safeguarding advisor to assure quality control. • Strong leadership, including close involvement	- Continue to work with the Independent Chair of the Surrey Safeguarding Adults Board to ensure feedback and recommendations from case reviews are used to inform learning and social work practice. - Agree and embed agreed changes resulting from Care Act 2014 consultation. - Actively respond to feedback from regulators.	Strategic Director of Adult Social Care & Public Health	**High**

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Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
				by Associate Cabinet Member for Adult Social Care in safeguarding functions.			
L4		**Devolution** Failure to achieve a 3SC devolution deal leaves SCC without a coherent response to the strategic challenges facing the county.	**High**	• 3SC internal governance arrangements agreed - including a Strategic Oversight Group which manages 3SC risks (and 3SC risk register developed/approved). • Programme office and workstream sponsors and leads agreed with roles and responsibilities defined. • Regular meetings of local authority Leaders and Chief Executives. • Regular engagement with 3SC partners. • Regular engagement with central government at both political and official level. • Negotiation with Government underway, following a successful Ministerial challenge meeting in January.	- Keep all processes under active review. - Strategic Oversight Group reviewing risk register quarterly.	Chief Executive	**Medium**

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Cross cutting risks – high level risks that can be mitigated more effectively through cross working.

Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
L5	ASC1,2 CSF4 C&C2 EAI1 FN2 FR72, 85	**Medium Term Financial Plan (MTFP) 2016-21** Failure to achieve the MTFP, which could be a result of: • Not achieving savings	**High**	• Monthly reporting to Continuous Improvement and Productivity Network and Cabinet on the forecast outturn position is clear about the impacts on future years and enables prompt management action (that will be discussed informally with Cabinet).	- Prompt management action taken by Directors / Leadership Teams to identify correcting actions. (Evidenced by robust action plans)	Director of Finance	**High**

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Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
	ORB11	• Additional service demand and/or • Over optimistic funding levels. As a consequence, lowers the council's financial resilience and could lead to adverse long term consequences for services if Members fail to take necessary decisions.		• Budget Support meetings (Chief Executive and Director of Finance) continue to review and challenge the robustness of MTFP delivery plans and report back to Cabinet as necessary. • A Public Value Transformation Board has been established, as required by Cabinet, and the Terms of Reference agreed. Members of the Board are the Leader of the Council (Chair), Chief Executive and Director of Finance. • Budget planning discussions held with Cabinet and Scrutiny Boards. • Early conversations are undertaken with all relevant stakeholders to ensure consultations about service changes are effective and completed in a timely manner. • Cross service networking and timely escalation of issues to ensure lawfulness and good governance.	- Members (Council, Cabinet, Scrutiny Boards) make the necessary decisions to implement action plans in a timely manner - Members have all the relevant information to make necessary decisions		
L6	ASC2,9 CSF4 EAI3,15 FR74 ORB4	**New ways of working** Failure to identify and manage the impacts / consequences of implementing a range of new models of delivery leads to severe service disruption and reputational damage.	**High**	• Shared and aligned strategies to ensure no unintended consequences. • Robust governance arrangements (eg. Inter Authority Agreements, Better Care Board, Health and Wellbeing Board, financial governance framework) in place with early warning mechanisms. • Regular monitoring of progress and risks against work streams. • Effective transition arrangements with continuous stakeholder engagement. • Continuous focus on building and maintaining strong relationships with partners through regular formal and informal dialogue.	- Leadership and managers recognise the importance of building and sustaining good working relationships with key stakeholders and having early discussions if these falter. - Progress discussions with Clinical Commissioning Groups in Surrey. - Members continue to endorse approaches to integration across the council.	Chief Executive	**Medium**

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ORB = Orbis risk

Leadership risk register as at 29 February 2016 *(covers rolling 12 months)*   **Owner: David McNulty**

Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
				• Close liaison and communication with customers.			
L7	ASC4, 5,8 EAI2, 5,17 FR06 ORB5	**Organisational resilience** Failure to plan for and/or respond effectively to a significant event results in severe and prolonged service disruption and loss of trust in the organisation.	**High**	• Developing an employment framework that supports flexibility in service delivery and organisational resilience. • External risks are regularly assessed through the Local Resilience Forum and reviewed by the Statutory Responsibilities Network. • Active learning by senior leaders from experiences / incidents outside the council informs continual improvement within the council. • Close working between key services and the Emergency Management Team to proactively update and communicate business continuity plans and share learning. • Robust governance framework (including codes of conduct, health and safety policies, complaints tracking).	- Regular monitoring of effectiveness of processes is in place and improvements continually made and communicated as a result of learning.	Chief Executive	**Medium**
L8		**Senior Leadership Succession Planning** A significant number of senior leaders leave the organisation within a short space of time and cannot be replaced effectively resulting in a reduction in the ability to deliver services to the level required.	**High**	• Improving collective ownership and risk sharing of organisational goals by introducing a scorecard for organisational performance. • Workforce planning linked to business continuity plans • High Performance Development Programme to increase skills, resilience and effectiveness of leaders • Career conversations built into appraisal process looking forward five years • Shaping leaders exercise • Introducing new senior leadership appraisal process that mainstreams feedback (shaping leaders) and succession planning into	- Transparent and effective succession plans	Chief Executive	**Medium**

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Ref	Risk ref.	Description of the risk	Inherent risk level (no controls)	Processes in place *(ie the 'how' risks are being mitigated)*	Controls *(i.e. decisions needed)*	Lead risk owner	Residual risk level (after existing controls)
				appraisal process.			

Key to references:
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Movement of risks

Ref	Risk	Date added	Inherent risk level when added	Movement in residual risk level		Current residual risk level
L1	Financial outlook (previously called future funding)	Aug 12	High	Jan 16	⇧	High
L2	Safeguarding – Children's Services	May 10	High	Jan 15	⇧	High
L3	Safeguarding – Adult Social Care	May 10	High	Jan 15	⇧	High
L4	Devolution	Jan 16	High	-	-	Medium
L5	Medium Term Financial Plan	Aug 12	High	-	-	High
L6	New ways of working	Jan 16	High	-	-	Medium
L7	Organisational resilience	May 10	High	Aug 12	⇩	Medium
L8	Senior Leadership Succession Planning	Mar 15	High	-	-	Medium

Risks removed from the register in the last 12 months

Risk	Date added	Date removed
National policy development	*Feb 13*	*Jan 16*
Waste	*May 10*	*Jan 16*
Comprehensive Spending Review 2015	*Sept 14*	*Jan 16*
Reputation	*Oct 14*	*Jan 16*
Staff resilience	*May 10*	*Jan 16*
Information governance	*Dec 10*	*Jan 16*
Supply chain / contractor resilience	*Jan 14*	*Jan 16*

<u>Leadership level risk assessment criteria</u>

Due to their significance, the risks on the Leadership risk register are assessed on their inherent risk level (no controls) and their residual risk level (after existing controls have been taken into account) by high, medium or low.

Risk level	Financial impact	Reputational impact	Performance impact	Likelihood
	(% of council budget)	*(Stakeholder interest)*	*(Impact on priorities)*	
Low	< 1%	Loss of confidence and trust in the council felt by a small group or within a small geographical area	Minor impact or disruption to the achievement of one or more strategic / directorate priorities	Remote / low probability
Medium	1 – 10%	A sustained general loss of confidence and trust in the council within the local community	Moderate impact or disruption to the achievement of one or more strategic / directorate priorities	Possible / medium probability
High	10 – 20%	A major loss of confidence and trust in the council within the local community and wider with national interest	Major impact or disruption to the achievement of one or more strategic / directorate priorities	Almost certain / highly probable

Council Overview Board
13 April 2016

Budget Scrutiny

Purpose of the report: Scrutiny of Services and Budgets

The Council Overview Board will review the scrutiny of service's 2016/17 budgets and savings plans as precursor to further budget scrutiny at its June meeting.

Summary:

1. The Council Overview Board's recommendations to the Cabinet and its response are attached as annexes to this item.

2. Chairmen of the Scrutiny Boards have reported difficulties in obtaining detailed and timely information as part of this year's budget setting process. There was recognition that the significant reduction in the grant funding from Central Government, and the delay and uncertainty this caused in determining the budgets at directorate and service level made scrutiny particularly challenging this year.

Recommendations:

3. Members of the Board are asked to give their initial thoughts on the scrutiny of the budget setting process and consider how this can be better performed in 2016/17.

Report contact: Ross Pike, Scrutiny Manager, Democratic Services

Contact details: 020 8541 7368, ross.pike@surreycc.gov.uk

Sources/background papers: None

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CABINET RESPONSE TO COUNCIL OVERVIEW BOARD

REVIEW OF SERVICE BUDGETS 2016/17 (considered by the Council Overview Board on 2 March 2016)

Introduction:

1   As part of the Council's annual Business Planning process, each of the Scrutiny Boards has undertaken a review of the budgets and priorities for the services within its remit in order to understand the pressures and challenges faced and to identify possible savings which would contribute to the meeting its overall budget shortfall in 2016/2017 and beyond. They have worked closely with officers from the services and Finance through private workshops and performance & finance sub-groups, and the Council Overview Board has drawn together the key themes and recommendations from this process. These are set out below for consideration by the Cabinet.

2   The Scrutiny Boards recognise the particular difficulty there has been this year in setting the Council's overall budget as a result of the significant reduction in the grant funding from Central Government, and the delay and uncertainty this caused in determining the budgets at directorate and service level. The knock-on impact of this has been that scrutiny by the Boards has taken place much later than usual in the budget cycle, and it has been difficult for Boards to get timely and detailed information to enable them to make informed comments and recommendations on the spending plans of services. This has inevitably impacted on the value of the Scrutiny Boards' contribution to the overall process.

3   As a result of the difficulty faced by Boards in contributing fully to the budget-setting process, the Council Overview Board has agreed to review the arrangements for the scrutiny of budgets at its meeting in June 2016. The Board recognises that the delays and uncertainty faced this year may be an issue again in the future, and would therefore like to identify ways in which the scrutiny process can more rigorously support the budget-setting process.

4   The Scrutiny Boards would like to thank officers from Finance and other services for their support in the process, and the Boards will continue to work closely with them as part of their on-going monitoring and challenge of the budgets in the year ahead.

General Issues:

5   As already mentioned, one of the challenges faced by Boards was in obtaining sufficiently timely and detailed budget information. Whilst acknowledging the reasons which contributed to this, the availability of detailed budget break-down makes it easier for the Boards to scrutinise the spending and make informed decisions about the scope for savings. This was reflected in the work of the Economic Prosperity, Environment & Highways Board, which received a detailed cost analysis breakdown of the Highways and Transport Service. This provided reassurance to the Board about the management of the budget pressures by the service and enabled it to understand fully the decisions which had been made in determining the spending in each area of work and that all reasonable steps had been taken to minimise costs. The Board's Performance & Finance Sub-Group has therefore asked to be provided with a cost analysis breakdown for the Environment and Planning service along the same lines as that provided by Highways and Transport.

6   As part of its budget review, the Council Overview Board identified a number of posts in the Business Services Directorate where agency staff appeared to be employed for significant periods of time. Many of these posts appeared to be non-specialist roles, and the Board believes that there is scope for making further savings in this area. It will therefore be carrying out a review of agency staffing later this year, but asks the Cabinet to review the evidence gathered so far, which it will pass to the Cabinet Member for Business Services. The Board will also, as part of this review, consider further a suggestion made by one of its members for the Council to establish its own agency to manage the appointment of temporary staff as a way of reducing overall costs and developing a pool of temporary staff with knowledge and experience of the Council

7   The Council Overview Board considered proposed savings to the training budget for Business Services. The organisation has previously sought to maintain the training budget despite the budget pressures it has faced in order to ensure that staff are equipped to deal with difficult challenges. The Board expressed concerns about the impacts on staff effectiveness and morale of the proposals to reduce the training budget for 2016/17, subject to consideration of further information about the extent to which the proposed reductions to the budget reflect efficiencies in the way training is delivered (eg e-learning) rather than a simple cut to the budget.

Recommendations:

The Council Overview Board has agreed the following specific recommendations to the Cabinet:

a) That the Environment and Planning Service make an additional £50k saving from the Countryside budget specifically from the £800k budget allocated to the management of rights of way.

b) That the Environment and Planning Service seek out potential savings in the Passenger Transport Initiatives budget (Travel and Transport budget).

c) That the Environment and Planning Service seek out potential savings in the Community Transport budget (Travel and Transport budget), alongside current transport providers in preparation for 2017/18. It was suggested a reduction of £150k could be made cumulatively starting in 2017/18.

d) That the Cabinet monitors whether savings planned through delays in the implementation of some IMT schemes result in increased costs of service delivery in other parts of the organisation.

e) That, subject to confirmation about whether the proposed reductions to the training budget reflect efficiencies in the way training is delivered rather than a simple cut to the budget, the training budget be maintained at its current level.

Steve Cosser
Chairman of the Council Overview Board

Cabinet response to recommendations:

The Cabinet thanks the Council Overview Board and the Scrutiny Boards for their work in contributing to the budget process, in what has been a most difficult year. The Cabinet also welcomes the recommendations from the Council Overview Board.

The Environment & Planning service are planning savings of £0.2m for the Countryside Service in 2016/17, and £1.25m for the Local Transport Review by 2017/18. The Cabinet will ask officers to investigate further savings proposals and to reflect them in both the 2016/17 monthly budget monitoring and in developing the 2017/18 budget.

The Modern Worker is a long term programme crossing financial years which supports the delivery of the council's IT Strategy. The 2016/17 budget for the Modern Worker programme is key to delivering SCC's strategy and service savings. But we must look at all areas to find savings and efficiencies in these times. The savings for the Modern Worker programme are therefore based on reviewing the scope of the new and future projects so that they will still deliver the MTFP savings. The Modern Worker budget will be regularly reviewed throughout the year to ensure that the impact of savings is managed and funding is invested in areas which have the highest priority in terms of strategic delivery and providing benefits to Services.

The cabinet sees the training of its staff as key to the success of the County Council. The council has invested significantly in Leadership training over the last few years, which will have an impact for years to come. The efficiency savings are being delivered by ensuring increased attendance on courses, reducing cancellations, reducing costs and changing delivery methods, such as e-learning.

Mr David Hodge
Leader of the Council
22 March 2016

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