

Notice of Meeting

Overview and Budget Scrutiny Committee



Date & time	Place	Contact
Friday, 26 January 2018 at 10.00 am	Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN	Ross Pike or Sharmina Ullah Room 122, County Hall Tel 020 8541 7368 or 020 8213 2838 ross.pike@surreycc.gov.uk

Acting Chief Executive

Julie Fisher



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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 ross.pike@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike or Sharmina Ullah on 020 8541 7368 or 020 8213 2838.

Elected Members

Mrs Kay Hammond (Chairman), Mr Nick Harrison (Vice-Chairman), Ms Ayesha Azad, Mr Jonathan Essex, Mr Robert Evans, Mr Tim Evans, Mr Tim Hall, Mr David Harmer, Ms Charlotte Morley and Mrs Hazel Watson

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Co-ordinates the Council's policy development and scrutiny work by agreeing work programmes for Select Committees, ensuring that reviews are focused on the Council's priorities and value for money, that reviews are cross-cutting where appropriate, and that work is not duplicated.

Performance, finance and risk monitoring for all Council services.

Policy development and scrutiny for Cross-cutting/whole-Council issues, including:

- Budget Strategy/Financial Management
- Improvement Programme, Productivity and Efficiency
- Equalities and Diversity
- Corporate Performance Management
- Corporate and Community Planning
- Transformation
- New models of delivery
- Digital strategy

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 16 NOVEMBER 2017

(Pages 1
- 24)

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

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

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 (Monday 22 January 2018).
2. The deadline for public questions is seven days before the meeting (Friday 19 January 2018).
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

There are no responses to report.

6 BUDGET SCRUTINY

(Pages
25 - 64)

This report updates the Committee on the budget scrutiny work carried out during November and December 2017.

January 2018 Cabinet Budget papers to follow.

7 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
65 - 86)

The Committee is asked to review its Recommendation Tracker and Forward Work Programme, and the Forward Work Programmes of the other Select Committees which are attached.

8 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10:00am on Thursday 22 March 2018.

Julie Fisher

Acting Chief Executive

Published: Thursday, 18 January 2018

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MINUTES of the meeting of the **OVERVIEW AND BUDGET SCRUTINY COMMITTEE** held at 10.00 am on 16 November 2017 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 26 January 2018.

Elected Members:

- * Mrs Kay Hammond (Chairman)
- * Mr Nick Harrison (Vice-Chairman)
- * Ms Ayesha Azad
- * Mr Jonathan Essex
- * Mr Robert Evans
- * Mr Tim Evans
- * Mr Tim Hall
- * Mr David Harmer
- * Ms Charlotte Morley
- * Mrs Hazel Watson
- Mr Tim Oliver

In attendance

Tim Oliver, Cabinet Member for Property and Business Services

19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

20 MINUTES OF THE PREVIOUS MEETING: 14 SEPTEMBER 2017 [Item 2]

The minutes were agreed as an accurate record of the meeting.

21 DECLARATIONS OF INTEREST [Item 3]

Jonathan Essex declared a personal interest as a Director for a Local Voluntary Service in relation to item 8, the Budget Sub-Group report. It was noted that this was not a pecuniary interest.

22 QUESTIONS AND PETITIONS [Item 4]

Key points raised during the discussion:

1. A question was received from Councillor Jonathan Essex and the response was tabled at the meeting (attached as Annex 1).
2. Councillor Jonathan Essex requested that the information produced from the Welfare Reform Task Group to be shared more widely with the Committee for its consideration.
3. Members shared the view to receive a report on the Welfare Reform work completed to date for the Committee to address any present issues before further work is implemented.

RESOLVED:

The Chairman noted these suggestions and assured the Committee that the impact of Universal Credit would be taken into consideration as an item for agenda forward planning.

23 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

There were no responses.

24 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 6]

Declarations of interest:

None

Witnesses:

None

Forward Work Programmes:

Key points raised during the discussion:

Adults & Health Select Committee

1. The Chairman suggested that the Blue Light Collaboration item should be carried out in conjunction with the Communities Select Committee as this was an area of work that was related to both Committee's remits.
2. It was noted that it would be useful to consider scrutinising the impact of the Health and Wellbeing Board strategy particularly with the integration of Social Care and Health Services.
3. Members supported the view that the Demand Management agenda item should remain on the forward work programme and suggested something similar could be undertaken regarding Children's Services. It was further added that reference should be made to reflect the link with the Children & Education Select Committee on scrutiny of children with learning disabilities in transition to adult social care.

Children & Education Select Committee

4. It was highlighted that a key aspect of the Early Help programme was to realise significant budget savings and that this would need to be taken into account by the Committee when the proposals were scrutinised.

Communities Select Committee

5. It was noted that the forward work programme was rather limited for the meeting scheduled on 8 February 2018. However, members further noted an additional item would be added in relation to the Performing Arts Library.

Environment & Infrastructure Select Committee

6. Members were informed that the Environment & Infrastructure Select Committee Chairman had recently met with the respective Strategic Director and Cabinet Members to scope the Committee's forward work programme.
7. Members expressed the view that future scoping should be focused on scrutinising the Highways and Transport Services as residents were concerned about these areas.
8. It was noted that the forward work programme did not yet reflect the newly established Waste Task group.

RESOLVED:

The Chairman agreed to take member comments on board and assured members that the forward work programme would be updated accordingly. It was also highlighted that a protocol was in place for Select Committees to seek the Overview & Budget Scrutiny Committee's approval before adding urgent or new items.

25 TASK GROUP SCOPING [Item 7]

Key points raised during the discussion:

1. Members shared the view that the exclusion of the 'out of scope' items was unreasonable, indicating that the equality and accessibility of sexual health and HIV services was a key factor in determining future implications.
2. The Chairman advised members that the Adult & Health Select Committee would be reviewing the Integrated Sexual Health Services Contract in April 2018 and the aim of the scoping document was to focus on the consultation process and implementation phase.
3. Members suggested that it would be useful for future scoping documents to note why 'out of scope' items were excluded and whether they were being reviewed elsewhere.

RESOLVED:

The Committee recommends that the Adult & Health Select Committee include commentary explaining that the performance of the new service will be reviewed in 2018.

26 BUDGET SUB-GROUP REPORT [Item 8]

Declarations of interest:

None

Witnesses:

Kevin Kilburn, Deputy Chief Finance Officer

Key points raised during the discussion:

Ayesha Azad joined the meeting at 10.45am

1. It was noted that the Budget Sub-Group was set up in July 2017 and had met on four occasions, most recently with the Select Committee Chairmen on 30 and 31 October 2017 to review progress against this year's budget and discuss future planning.
2. The Budget Sub-Group expressed concerns with Cabinet's recovery plans where only £4m was realised, reducing the budget gap from £21m to £17m. The Sub-Group Chairman indicated that proposals were in place for Select Committees to individually look at budget areas.
3. The Deputy Chief Finance Officer highlighted that in previous years the projections in September were different from the outturns due to actions to contain spending by services.

4. In 2014/15, there was a projection for a balanced budget however there was a £13m underspend due to delays in IT and Property spend as well as in Children, Schools and Families.
5. It was further stated in 2015/16, forecasts suggested a £1m underspend, however a £7m underspend was reached which was mainly due to holding vacancies when the Orbis Partnership was in development.
6. In addition, last year's forecast presented an overspend of £22m however this changed to an underspend of £6m as a result of altering the council's strategy in borrowing from long term to short term. Furthermore the change of policy requiring less minimum revenue provision to be put aside for the future repayment of debt created a saving of £1.4m.
7. Members noted that the budget at year end would be difficult to establish as forecasts can change and the previous years were an example of this.
8. It was highlighted that the Invest to Save fund provided opportunities that could alleviate the existing main pressures in the Children, Schools & Families and the Adult Social Care & Public Health directorates. Members noted that potential investments would help contain service demand allowing better delivery.
9. The Deputy Chief Finance Officer advised members that Cabinet's recovery plan expectations were based on services reducing cost, holding vacancies and, where possible, delaying expenditure.
10. The Deputy Chief Finance Officer asserted that the Council's balance and reserves were sufficient to balance this year's budget and indicated that there was enough to tackle an emergency or unforeseen circumstance. It was further added that a range of reserves were set aside for specific purposes such as vehicle and equipment renewal and possible liabilities the Council may incur.
11. Despite the balance of reserves available it was highlighted that if they were utilised, then this would be a one off solution and would not tackle the existing demands the Council faced on a long term basis.
12. Members noted that the reduction in funds for the voluntary sector would need to be addressed by the respective Committee and Directorate.
13. The Committee noted that bonds could not be used for revenue purposes as statute prohibited borrowing or using capital monies to fund revenue expenditure.
14. Members queried whether potential savings could be sought in reducing further back office functions. The Deputy Finance Officer explained that support service functions were significant in maintaining frontline services and clarified that substantial savings had already been delivered by Orbis in this area.

Tim Hall and Tim Evans left the meeting at 11.55am

Committee next steps:

The Budget Sub-Group's next meeting will be held on 5 December 2017 and the programme will follow with a meeting with Cabinet on 12 December 2017 to review any recommendations formed through the budget process.

**27 INVESTMENT STRATEGY: INVESTMENT BOARD ANNUAL REPORT
[Item 9]**

Declarations of interest:

None

Witnesses:

Tim Oliver, Cabinet Member for Property and Business Services
Susan Smyth, Head of Strategic Finance
Peter Hall, Investment & Disposal Manager

Key points raised during the discussion:

1. The Cabinet Member for Property and Business Services introduced the report stating the deteriorating level of funding from Government had led Councils to seek alternative ways to generate funds and the Investment Strategy provided that opportunity. The Committee received a presentation outlining the purpose, review and decision process of the Investment Strategy (attached as Annex 2).

Tim Evans and Tim Hall returned at 12.05pm

2. Officers advised that a number of scenarios are appraised during the decision process to determine financial costs when proposals are presented to the Investment Board.
3. Officers clarified that the sums received from investments would be released into the Council's reserves, available for general use and were not allocated to specific issues.
4. It was noted that due to the competitive nature of investment there was no requirement to consult with other Local Authorities on proposals to acquire investments out of county.
5. Following questioning Members further noted that the Investment Strategy did not include a written ethical policy however guidance was provided from the Investment Advisory Board. To promote good practice the Committee suggested it would be useful to have a written form of guidance on an ethical stance for investments.
6. Members raised concerns with investment properties in occupation and asked how much control the Council had over these properties if tenants were operating in unlawful activity. Officers assured members

that lease agreements prohibited illegal operations and regular inspections were carried out to check compliance.

7. The Investment and Disposal Manager informed the Committee that more local authorities were adopting investment strategies and there was an increasing level of local authority investment activity in the market.
8. The Cabinet Member for Property and Business Services acknowledged concerns that the current Investment portfolio had limited residential acquisitions. The Committee received assurances that work was in progress to review current assets as well as looking into pursuing residential units and an update on this would be presented at the next Council meeting.
9. It was highlighted that the Investment Strategy could be subject to change upon Government's announcement of the budget and the necessary caution would be applied when considering further investments.
10. Officers clarified that Energy Performance Certificates (EPC's) were taken into account when considering the purchase of properties under the Investment Strategy. Members proposed officers consider the environmental, social and governance factors in the decision process also which are similarly assessed by the Surrey Pension Fund.
11. To promote transparency the Cabinet Member for Property and Business Services agreed to consider the inclusion of the details of properties (names, addresses, cost) purchased in-year and to date when publishing the next annual report of the Investment Board.
12. It was explained that the running costs of investment properties were the tenant's obligation unless there was a void
13. It was noted that the Investment Guide (attached as Annex 1 in the agenda papers) was developed in line with an industry standard approach. Officers clarified that the scoring matrix was applied to investments that were shortlisted, and not at the initial stage to ensure that opportunities are measured and assessed appropriately.

RESOLVED:

The Committee recommends that:

- a) It reviews the next annual report prior to submission to Cabinet in 2018 and that the report includes details of properties (names, addresses, cost) purchased in-year and to date when published to the public.
- b) The Investment Board develops a written non-financial investment policy covering ethical, environment, social and governance indicators to accompany its existing practice for discussion at its next meeting.

RESOLVED:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 this meeting can now go into Part 2 as the following information to be discussed falls into the category of;

Information relating to the financial or business affairs of any particular persons (including the authority holding that information).

29 INVESTMENT STRATEGY: INVESTMENT BOARD ANNUAL REPORT [Item 11]

Declarations of interest:

David Harmer declared that he was an original signatory in the contract between Waverley Borough Council and Crest Nicholson. David Harmer left the room and did not take part in the debate.

Witnesses:

Tim Oliver, Cabinet Member for Property and Business Services
Susan Smyth, Head of Strategic Finance
Peter Hall, Investment & Disposal Manager

Key points raised during the discussion:

Robert Evans left the meeting at 12.12pm

1. This item is a Part 2 Annex relating to item 9.
2. The Chairman agreed for the meeting to be taken into part 2.

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant information under the relevant paragraph 3 of Part 1 of Schedule 12A of the Act.

The committee adjourned at 12.45pm

30 CALL IN: TOWN CENTRE REGENERATION [Item 12]

Declarations of interest:

None

Witnesses:

Tim Oliver, Cabinet Member for Property and Business Services
Susan Smyth, Head of Strategic Finance
Peter Hall, Investment & Disposal Manager
John Stebbings, Chief Property Officer

Key points raised during the discussion:

The meeting resumed at 12.50pm.

1. The Committee called in the Cabinet decision regarding the Town Centre Regeneration item considered at Cabinet on 31 October 2017.
2. The Vice-Chairman introduced the item by providing the Committee with the reasons for the call in. These were:
 - acquiring the commercial elements of the Town Centre Regeneration was already a high risk venture for the Council with only a modest financial return.
 - due to changes in circumstances since the original Cabinet decision, members need to be satisfied as to the credibility of the scheme as a viable investment; and
 - It was felt that the Cabinet did not substantially review the item at its meeting of 31 October 2017.
3. The Chairman agreed for the meeting to be taken into part 2.

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant information under the relevant paragraph 3 of Part 1 of Schedule 12A of the Act.

4. The Committee voted on whether the Cabinet decision should stand. Four Members voted to support the decision, and three against. There was one abstention.

Recommendations:

The Committee recommends:

- a) That the Cabinet decision regarding Town Centre Regeneration on 31 October 2017 is implemented.

31 PUBLICITY FOR PART 2 ITEMS [Item 13]

Key points raised during the discussion:

1. The Committee considered whether the items under Part 2 of the agenda should be made available to the press and public

RESOLVED

Confidential: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

32 DATE OF NEXT MEETING [Item 14]

The Committee noted its next meeting would be held on 26 January 2018.

Meeting ended at: 1.49 pm

Chairman

Question to Overview and Budget Scrutiny Committee – 16 November 2017

Question received from Councillor Jonathan Essex:

“The Council Overview Board set up a Welfare Reform Task Group in 2014 to look at and consider changes in welfare and benefits, and effect upon Surrey residents at that time.

Given the challenges around the introduction of Universal Credit and the effect its implementation may have on vulnerable Surrey residents, what evidence does the County Council intend to gather on the introduction of Universal Credit and its effects in Surrey, including pressures on County Council budgets?”

Response

The Member Welfare Reform Task Group highlighted the important work done by the Council and partners to ensure a coordinated response to the Government’s welfare reforms, and their potential impact on residents, across Surrey. The Task Group produced its final report and recommendations to Cabinet in April 2014, with the Council Overview and Scrutiny Committee (and its successor the Council Overview Board) deciding to monitor the impacts of the reforms regularly until April 2016, when Members then agreed that the group should be deactivated.

Officer work on welfare reform in Surrey is coordinated by a Welfare Coordination Group comprising representatives from the County, Districts & Boroughs, Department for Work and Pensions (DWP), the Surrey Citizens Advice Bureaux and housing associations.

The Group – which reports periodically to Surrey Chief Executives - shares information and good practice, considers gaps in service provision across Surrey, and is reviewing preparations for the full introduction of Universal Credit in Surrey from July 2018. This includes:

- working with the DWP and Jobcentre Plus to understand their timetable and plans for rollout;
- how partners can best support residents for the further extension of Universal Credit, drawing on experiences of other areas where it has already been implemented; and
- the experience of implementing the first stage of Universal Credit in Surrey in 2015/16 (for new claimants, who were single, unemployed and without children).

The Group will continue to consider the impact of Universal Credit – and any changes to national policy or the timetable for rollout – on residents and the

services and support that partners provide to them. For County Council officers, these considerations form part of normal service planning.

Kay Hammond

Chairman – Overview and Budget Scrutiny Committee

Overview & Budget Scrutiny Committee

16th November 2017

Investment Strategy

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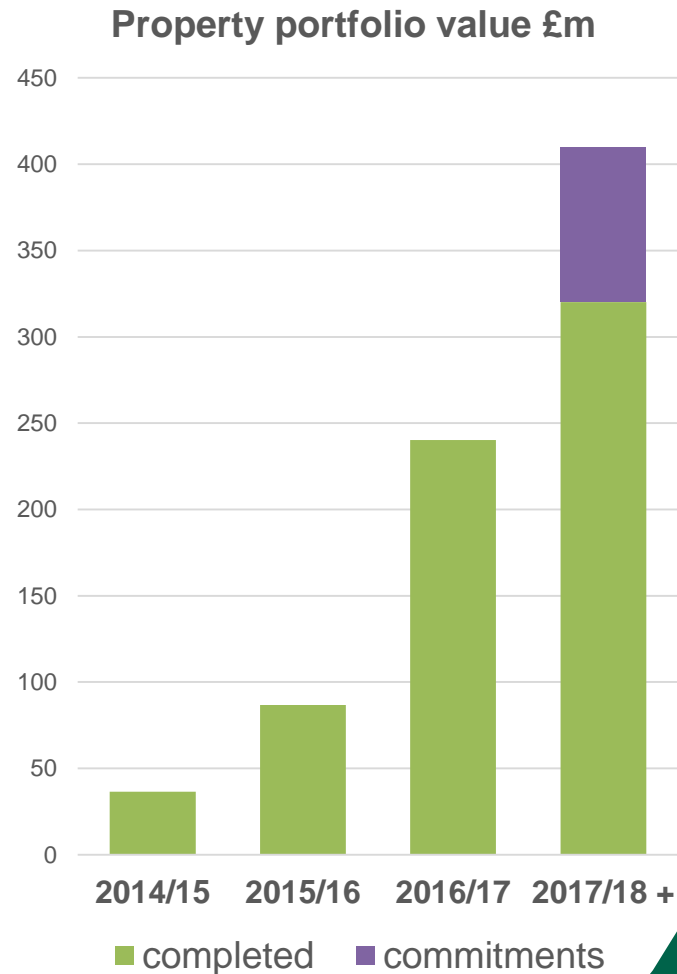
- Introduction & Purpose
- Size of the Portfolio
- Strategy Review
- Decision Process
- Investment Returns

Investment Strategy

- The Investment Strategy was agreed by Cabinet in July 2013
- Its primary purpose is to deliver an ongoing income stream
- From the creation of a diversified and balanced portfolio of investments
- The Strategy also –
 - Will provide the means to make investments that support economic growth the in the County
 - And enables investment in existing assets to enhance income generation

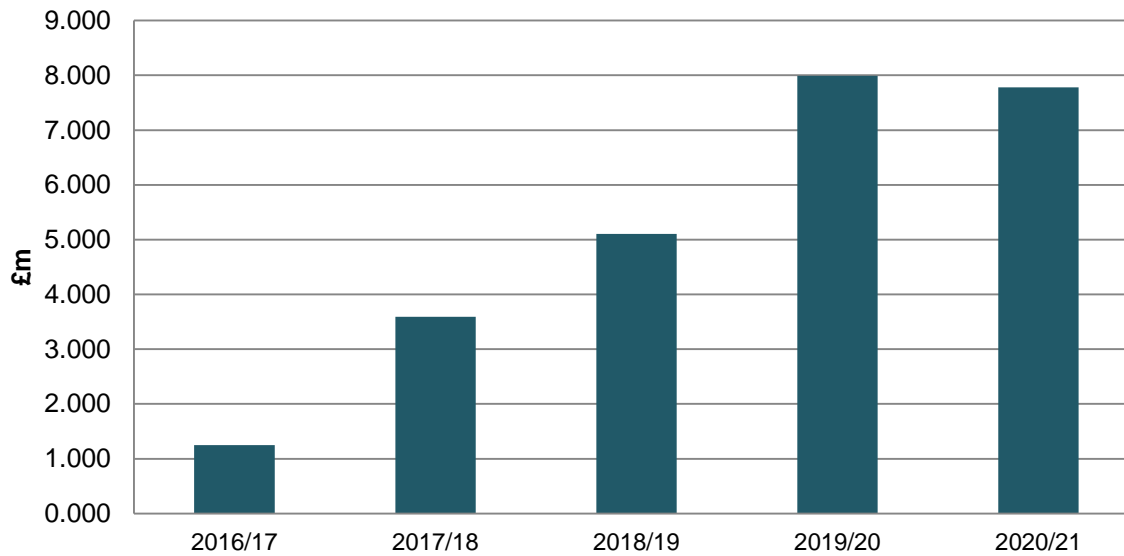
Investment Strategy

- The Strategy was reviewed by Cabinet in March 2017
- This confirmed an ambition to deliver a net income of £10m per annum from 2020/21
- This could mean an asset base of between £500m and £1,000m (depending upon the mix)
- Assets purchased to date (£320m) plus commitments (£89m) create an asset base of £409m so far



Investment Strategy

Property Assets Net Investment Income
(delivered by existing and committed investments)



- Investments already made and committed investments will deliver a net income of £3.7m this year, increasing to £5.1m next and £8.0m by 2019/20 once the second phase of the Crawley development is completed.

Decision Process

- The ability to grow the portfolio will be dependent upon –
 - Appropriate opportunities coming to the market
 - Securing investments at the right price in competition with other buyers
 - Our ability to deliver to timescales required by the vendor
- In order to speed up the decision making process the Cabinet delegated investment approval decisions to the Investment Board
- Decisions made by the Investment Board are reported to Cabinet each month

Decision Process



Vendors represented by their agents send details of investments both on the market and off-market to us for consideration



Decision Process



Initial evaluation



Does the opportunity to contribute to achieving a diversified portfolio?



If so, key characteristics are evaluated including an initial view of the criteria in the investment matrix [by CBRE].



Decision Process



Short-listed opportunities



Initial evaluation

More detailed analysis completed including a detailed financial appraisal. The property is visited and initial inspections completed



Decision Process



Initial
evaluation

Short-listed
opportunities

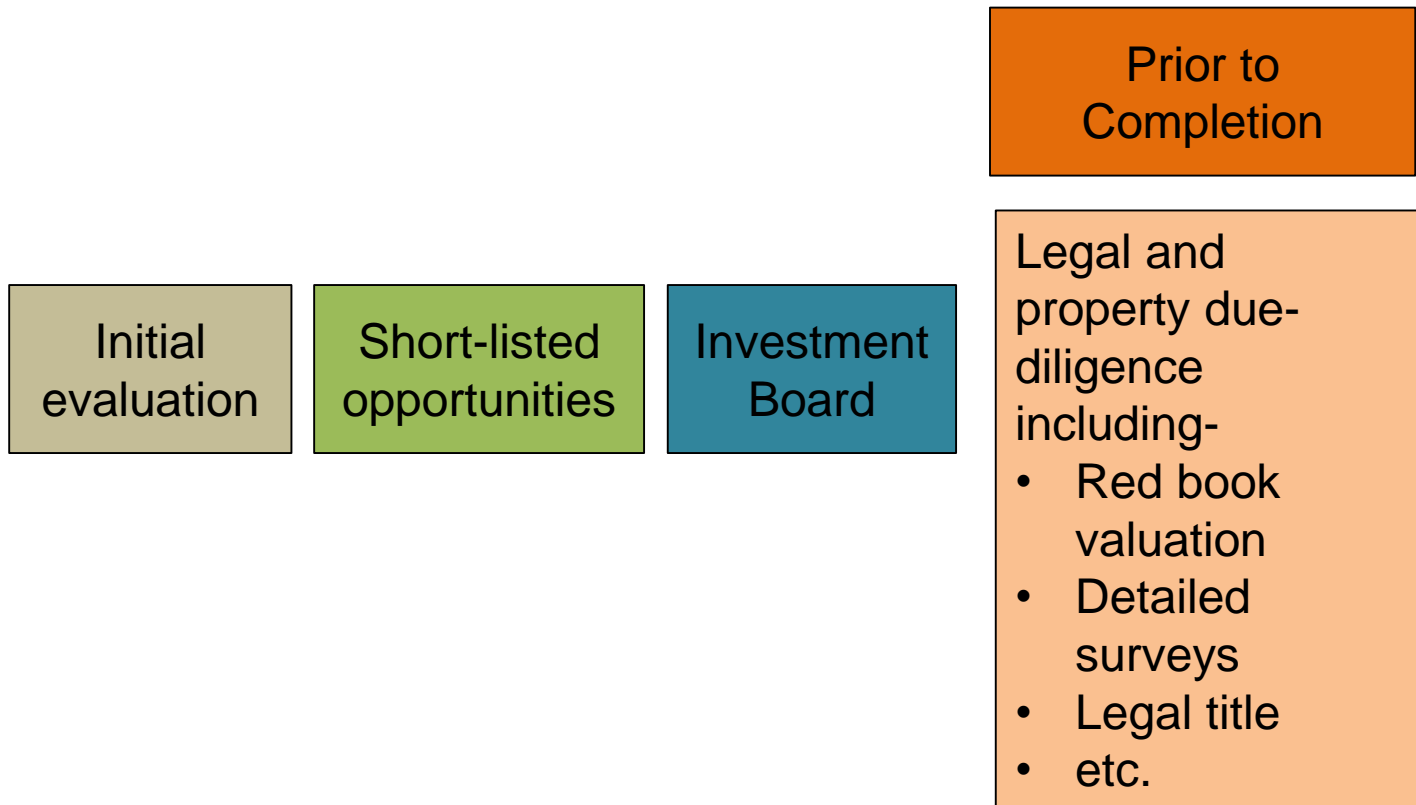
Investment Board

Consider investment opportunity –

- Investment Report
- Property Details
- Financial Analysis
- Investment Matrix

A note of any decisions made is reported to the next Cabinet meeting

Decision Process



Who invests?



Investments that are within the county of Surrey and which contribute to an economic outcome or provide for potential future service use

Investments for their income return and outside of the County

Total Investment Portfolio



Overview and Budget Scrutiny Committee

26 January 2018

Budget Scrutiny Report

Purpose of report: Scrutiny of Budgets

Introduction:

1. During 2017 the Budget Sub-Group undertook regular budget monitoring and scrutiny on behalf of Select Committees with input from relevant Chairmen and officers. The Budget Sub-Group publically reported its finding to each meeting of the Overview and Budget Scrutiny Committee.
2. It was decided that Select Committees would undertake their own scrutiny of services' plans for the 2018/19 budget in November and December to facilitate the requisite due diligence in the short time period available to Members.
3. The Select Committees findings and the report made by the Chairman and Vice-Chairman of the Overview and Budget Scrutiny Committee to Cabinet are collected in this report. This information will be complemented by a supplementary set of papers that includes the January Cabinet Budget Report due for publication on 22 January 2017.

Select Committee Conclusions and Recommendations

4. Following a review of the notes from the budget discussions of the Select Committees, the following comments and recommendations were agreed for presentation to the Cabinet budget workshop on Tuesday 12 December 2017:

Corporate Services Select Committee

5. There should be a clear five-year strategy in place to deliver savings through improved energy efficiency across the whole of the Council's estate, including an awareness campaign to influence staff behaviour in relation to lighting and heating, replacement of existing lighting with LED bulbs, installation of passive infrared detectors, and effective management of energy contracts.
6. The Select Committee was informed that relatively little of the existing £4.7M invest-to-save reserve had been used to date to deliver the savings so far in Orbis. Consideration should be given to whether the objectives of Orbis could

be achieved without spending all of the allocated reserve, allowing this money to be used to reduce the budget shortfall in 2018/2019.

7. The Audit & Governance Committee to be asked to review the existing procurement governance arrangements, to ensure that contracts are implemented in a timely manner and managed in an efficient and cost-effective way.
8. Additional resources to be provided in Property Services to enable a separation between those officers supporting maintenance of the Council's existing property portfolio and those identifying new opportunities for investments which support modern service delivery: this will ensure that projects in other services which will achieve savings and/or relieve service pressure can be progressed in a more timely manner.
9. The policy of using capital investment to achieve revenue savings by bringing services back in-house (for example SEN and extra care housing) should be prioritised.
10. Further information will be sought about the focus and achievements to date of the Strategy and Performance Team in order to determine the value of its work to the organisation.

Adults and Health Select Committee

11. The Council's expertise in achieving successful outcomes from Continuing Healthcare Disputes should be marketed to other councils to generate income, with appropriate additional investment in current staffing levels to increase the team's capacity to carry out this work.
12. The Council to work with healthcare partners to reduce the number of disputed Continuing Healthcare Cases particularly those that are not with Surrey's six CCGs, to enable resources spent on administering these cases can be put back into the frontline.
13. Increased priority to be given to the provision of Extra Care services, in order to achieve a significant improvement in the level of delivery.
14. The Adult Social Care Directorate develop robust digital and assistive technology strategies in order to reduce demand on the service in the short and medium term.
15. Proposals to increase charges for the provision of adult social care services to be supported; this to be done in a sustainable way to ensure that it doesn't lead to more individuals being unable to pay for the costs of their care.
16. Cabinet continues to argue the case for fairer funding with Central Government in respect of Surrey's Public Health allocation;

17. The Council moves towards a targeted approach to the delivery of Public Health services to ensure that they reach those most in need of support.
18. Cabinet remains alert to the Council being too liberal in its interpretation of those initiatives that can be shadowed funded through the Public Health budget and is alert to the danger of the shadow-funding target leading to money being taken out of Public Health that would be better spent on the delivery of services actively commissioned by Public Health.
19. Officers investigate opportunities for collaborating with the Voluntary, Community and Faith Sector in the planning and delivery of services commissioned by Public Health.

Children and Education

20. Members questioned what the implications of the pressures, changes and required savings detailed in the Medium Term Financial Plan (MTFP) would be upon the improvement of Children's Services. Officers noted that approximately £48 million will have been invested in Children's Services between 2015-2018. It was noted that this would be unlikely to change or be affected significantly by the requirement to improve Children's Services.
21. Officers noted that the increasing complexity of the needs of children and the service practice response to these needs had significant financial implications for the service. Officers noted that the service had changed how it worked with adolescents and the increased volumes of Unaccompanied Asylum Seeking Children (UASC), noting that the impact on the care leaving service would increase as a result.
22. It was clarified that funding for UASC in Surrey was based mainly on legacy rates, which are significantly lower than the new rates paid to some Local Authorities. There was increasing lobbying of the government to end the two tier funding and pay all UASC at the new rates. It should be noted that the new rates, although higher than the legacy rates, still do not cover the full cost of care for UASC.
23. Officers explained that the high needs block Direct Schools Grant funding was insufficient to cover the current cost of service provision for children with Special Educational Needs (SEN). It was noted that the service was working with schools to help rationalise spend in the high needs block and ensure that the service is getting the best value for money. It was noted that some savings proposals were underway. Officers stressed that they were looking to work with schools more effectively to work towards increasing inclusion of SEN pupils in mainstream schools.

Communities

24. The Committee supports the strategy being developed by the Library Service on the reclassification of Surrey's libraries.
25. Encourages the Library Service to progress its development of community supported libraries.
26. Recommends that the Library Service undertakes appropriate public consultation regarding future changes to libraries in early 2018.
27. Recommends that Surrey Fire and Rescue Service investigates using a portion of its overtime budget to employ permanent, full-time staff to mitigate risks related staff resilience.
28. Encourages a more proactive approach to collaborating with East and West Sussex fire authorities as detailed in Surrey Fire & Rescue Service's Public Safety Plan to deliver on potential savings that can be achieved through effective collaboration.
29. Notes the steps being taken by Surrey Fire & Rescue Service to become a more a modern fire service that is fit for the 21st Century.

Environment & Infrastructure

30. It was highlighted that there was an increasing need to focus on statutory requirements, with savings being made in discretionary services. These included a reduction in bus subsidies, community transport and a shift to LED street lights.
31. It was highlighted that services had been able to manage demand through productivity gains in the contracts it held. Savings had also been realised through delaying expenditure in some areas, such as the Eco Park, and looking to manage vacancies. The service anticipates a 12% rise in energy prices, creating additional pressures for the year ahead. It was confirmed that district and boroughs had largely agreed to absorb the reduction in maintenance funding for grass and weeds.
32. The Committee expressed considerable concern with respect to the highways funding to Local Committees, and it was noted that it was an area that may need to be reconsidered given the present funding challenges for the Council. There was no support for a reduction in this area.
33. The Committee discussed future proofing, and wanted to explore further how the services could invest in new technologies, such as electric car charging.

34. It was suggested the Committee should also review the capital budget, income opportunities and the key risks in the services, in order to understand where key strategic investments were being made and where there was scope to invest to save.

Cross Service

35. The Council's travel policy to be reviewed and updated as necessary to ensure that it supports the aim of minimising costs by:
- Influencing staff behaviour (for example, encouraging the use of video conferencing, discouraging unnecessary travel and identifying whether lower cost alternatives are available), and
 - Encouraging services to review operational arrangements (for example the frequency and level of attendance by fire crews in response to automatic alarms).

Cabinet Feedback

The Chairman and Vice-Chairman presented Select Committee findings to Cabinet who had the following feedback:

36. The Leader advised that the energy costs within the current contract had recently increased and asked for the OBSC sub-group to assist the Cabinet Member for Property and Business Services in reviewing the contract to assess if savings could be made.
37. The Director of Finance confirmed that proposals were being studied with Property around the Council's use of LEDs. Realising benefits would involve a significant capital investment. The Director of Finance was also doing some work with Orbis, primarily around IT, with the intention of getting a refreshed to invest-to-save figure.
38. The Vice-Chairman asked about the possibility of approaching other Local Authorities to take on their Continuing Health Care responsibilities. It was agreed by the Cabinet Member for Adults and the Strategic Director that too much resource would be required, and doubted there would be sufficient interest from other councils as a result the focus of the Directorate would remain on prevention.
39. The Strategic Director for Adult Social Care & Public Health had a productive conversation at a recent Select Committee around digital care and assisted technology. As a result the strategy was currently being refreshed and a research study was being implemented around learning disabilities.

40. The Leader commented that the new Chief Executive would bring fresh ideas around addressing the concern around how the Council looks after adults with learning disabilities and how to support the transition between children's and adult services.
41. The Cabinet agreed that a bigger emphasis was required around the Council embracing technology for meetings to reduce travel time and costs. It was stressed that it was also important for Members to understand and utilise Skype.

Conclusions:

42. Members have consistently noted the need for an increase in the pace of change at the Council to ensure services can continue to meet the needs of residents and save money.
43. Related to this, Members have concerns about the organisation's current capacity to deliver transformational change and emphasise the need to expand its work with partners such as other local authorities and the NHS among others to achieve the required changes to make budgets sustainable.

Recommendations:

44. That the Overview and Budget Scrutiny Committee, with input from Select Committee Chairmen in attendance, agree the final recommendations to the Cabinet on the 2018/19 budget proposals and include any conclusions drawn on the budget scrutiny process undertaken in recent months.
45. The Budget-Sub Group continues to regularly monitor the Council's budget identifying priority areas for scrutiny and undertaking in depth investigative work as necessary.
46. Additional to the above, the Budget Sub-Group further investigate the costs and benefits of the council developing a range of in-house residential services for children and adults that require social care to reduce the amount of spend on external providers and report back to this Committee with their findings as agreed in November 2017.

Next steps:

- Recommendations agreed by this Committee to be reported to 30 January 2018 Cabinet meeting.
- From February Select Committees (or sub-groups thereof) to review new fees and charges and service plans to realise 2018/19 budgets and report to 22 March 2018 Overview and Budget Scrutiny Committee.

- Plans to be formulated and agreed across the Select Committees to track progress against the refreshed Medium Term Financial Plan and proposed transformation work to achieve a sustainable budget.

Report contact: Ross Pike, Scrutiny Manager, Democratic Services

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Background papers:

Cabinet Budget Monitoring Report, 14 December 2017 – Annex 1

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SURREY COUNTY COUNCIL

CABINET

DATE: 14 DECEMBER 2017

REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL

LEAD OFFICER: SHEILA LITTLE, DIRECTOR OF FINANCE

**SUBJECT: FINANCE AND BUDGET MONITORING REPORT TO
30 NOVEMBER 2017**



SUMMARY OF ISSUE:

Surrey County Council takes a multiyear approach to its budget planning and monitoring, recognising the two are inextricably linked. This report presents the Council's financial position as at 30 November 2017 (month eight).

The Section 151 Officer stated in her report of February 2017 to Full Council on the 2017/18 to 2019/20 budget and Medium Term Financial Plan (MTFP) that the financial challenges facing the council have become even more serious in the last year. During 2017/18, the council must deliver already stretching service reduction plans of £104m to balance the 2017/18 budget, in the context of increasing demand pressures, and move towards a sustainable budget for future years. This total includes £9m savings it has yet to identify.

The annexes to this report give details of the council's financial position.

RECOMMENDATIONS:

Cabinet is asked to note the following.

1. Forecast revenue budget outturn for 2017/18 is £19m overspend (Annex 1, paragraphs 1 and 8 to 38). This includes:
£9m savings to be identified,
£16m savings considered unachievable in 2017/18,
£14m service demand and cost pressures
less
£20m underspends, additional savings and income.
2. Significant risks to the revenue budget (Annex 1, paragraphs 39 to 44) could add £11m to the forecast overspend, including: £8m in Children, Schools & Families and £2m in Adult Social Care.
3. Forecast planned savings for 2017/18 total £79m against £95m agreed savings and £104m target (Annex 1, paragraph 45).

4. All services continue to take all reasonable action to keep costs down and optimise income (eg minimising spending, managing vacancies wherever possible etc.).
5. The Section 151 Officer's commentary and the Monitoring Officer's Legal Implications commentary in paragraphs 16 to 19 of this report to Cabinet state that the council has a duty to ensure its expenditure does not exceed resources available and move towards a sustainable budget for future years.

Cabinet is asked to approve the following

6. Draw down £23,000 from Community Buildings grant scheme for planned spend on school kitchen schemes in 2017/18 (Annex 1, paragraph 61).
7. £0.5m of the current £0.8m Adult Social Care Major Adaptations capital budget to be spent on items purchased from the community equipment store capitalised under the accounting policy for community equipment from 1 April 2017 (Annex 1, paragraph 62).

REASON FOR RECOMMENDATION:

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

DETAILS:

Revenue budget overview

1. Surrey County Council set its gross expenditure budget for the 2017/18 financial year at £1,672m. A key objective of MTFP 2017-20 is to increase the council's overall financial resilience. As part of this, the council's 2017/18 budget requires it to make efficiencies totalling £104m including £9m savings it has yet to identify.
2. The council aims to smooth resource fluctuations over its three year medium term planning period. To support the 2017/18 budget, Cabinet approved use of £11.8m from the Budget Equalisation Reserve and carry forward up to £1.6m to fund continuing planned service commitments. The council currently has £21.3m in general balances.
3. In January 2017, Cabinet approved the council's Financial Strategy 2017-20. The Financial Strategy aims to:
 - secure the stewardship of public money;
 - ensure financial sustainability
 - enable the transformation of the council's services and
 - build partnerships to achieve better value outcomes.

Capital budget overview

4. Creating public value by improving outcomes for Surrey's residents is a key element of the council's corporate vision and is at the heart of its £387m capital programme in MTFP 2017-20 and £185m budget for 2017/18.

Budget monitoring overview

5. The council's 2017/18 financial year began on 1 April 2017. This budget monitoring report covers the financial position at the end of the eighth month of 2017/18 (30 November 2017). The report focuses on material and significant issues, especially monitoring MTFP efficiencies. The report emphasises proposed actions to resolve any issues.
6. The council has implemented a risk based approach to budget monitoring across all services. The approach ensures the council focuses effort on monitoring those higher risk budgets due to their value, volatility or reputational impact.
7. A set of criteria categorise 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 monitored (this includes the proportion of the budget spent on staffing or fixed contracts - the greater the proportion, 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 the current 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).
8. 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).
9. Annex 1 to this report sets out the council's revenue budget forecast year end outturn as at 30 November 2017. The forecast is based upon year to date income and expenditure and financial year end projections using information available as at 30 November 2017.
10. The report provides explanations for significant variations from the revenue budget, with a focus on 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.

11. Annex 1 to this report also updates Cabinet on the council's capital budget. Appendix 1 provides details of the MTFP efficiencies, revenue and capital budget movements.
12. Annex 2 lists the progress of the Medium Term Financial Plan savings projects for 2017/18.

CONSULTATION:

13. All Cabinet Members will have consulted their relevant director or head of service on the financial positions of their portfolios.

RISK MANAGEMENT AND IMPLICATIONS:

14. Risk implications are stated throughout the report and each relevant director or head of service 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

15. The report considers financial and value for money implications throughout and future budget monitoring reports will continue this focus.

SECTION 151 OFFICER COMMENTARY

16. The Section 151 Officer confirms the financial information presented in this report is consistent with the council's general accounting ledger and forecasts have been based on reasonable assumptions, taking into account all material, financial and business issues and risks.
17. The council has a duty to ensure its expenditure does not exceed resources available. During 2017/18, the council had to plan to deliver already stretching service reduction targets of £104m, of which it identified plans for £95m of service reductions to balance the 2017/18 budget and move towards a sustainable budget for future years. All services must continue to take all reasonable action to keep costs down and optimise income (e.g. through minimising spending, managing vacancies wherever possible etc.).
18. The council's reserves are already at minimum safe levels and these should be retained to mitigate the risk of non-delivery of significant savings targets.

LEGAL IMPLICATIONS – MONITORING OFFICER

19. The Local Government Finance Act requires the council to take steps to ensure that the council's expenditure (that is expenditure incurred already in year and anticipated to be incurred) does not exceed the resources available. Cabinet should be aware that if the Section 151 Officer, at any time, is not satisfied that

appropriate strategies and controls are in place to manage expenditure within the in-year budget she must formally draw this to the attention of the Cabinet and Council and they must take immediate steps to ensure a balanced in-year budget.

EQUALITIES AND DIVERSITY

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

WHAT HAPPENS NEXT:

21. 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, strategic directors, heads of service.

Annexes:

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

Appendix – Service financial information (revenue and efficiencies), revenue and capital budget movements.

Annex 2 – Medium Term Financial Plan savings projects 2017/18

Sources/background papers:

None

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Budget monitoring for period eight of 2017/18 (November 2017)

Summary

The Council set its 2017/18 budget in the context of significant rising demand pressures (particularly in social care), falling Government funding and continuing restraint on the council's ability to raise funds locally. Consequently, to achieve a sustainable budget, the council would have needed to make £151m savings. However, the use of a series of one off measures meant the council faced having to plan to deliver an unprecedentedly high level of £104m savings to balance the 2017/18 budget. Delivering this on top of £450m savings already made since 2010 is a significant challenge.

To help meet this significant challenge Finance and directors support budget holders to monitor savings closely using an efficiency tracker outlined in paragraph 45. The tracker enables remedial action where appropriate and reporting of key messages to Cabinet.

Within 2017/18's £104m savings target, the council has agreed plans for £95m savings, with £9m savings to be identified. As at 30 November 2017 services forecast making £79m of these planned savings. Services have already achieved £55m savings with another £19m on track for delivery, while £5m face potential barriers. £16m savings are considered to be unachievable at this stage in 2017/18 (mainly in Adult Social Care, Early Help and Waste Disposal).

In setting the 2017/18 budget, the council faced significant demand and cost pressures, mostly in social care. In some services a small change in volume can lead to significantly increased costs. The experience of the first eight months of 2017/18 has seen numbers increase above what was expected even a short period ago. In Children's Services, demand continues to increase and is expected to add a £9m pressure by the end of the financial year. In Adult Social Care, increased market inflation costs have added nearly £2m to the forecast overspend. In Public Health, retendering of a major contract is forecast to result in a delay to planned changes and a pressure of up to £2m in this financial year. Currently, there are offsetting forecast underspends, including in: Orbis, Children, Schools & Families, Highways & Transport, Place Development & Waste, Central Income & Expenditure, Surrey Fire & Rescue and other aspects of Adult Social Care.

After eight months of 2017/18 the combined impact of delivering lower savings than planned and demand rising faster than anticipated is a £19m forecast overspend for 2017/18 before further mitigating action. The actions services have already taken as part of the recovery plan to manage down the overspend amount to £4m, including:

£1.1m in Orbis from rescheduling spending,
 £1.3m in Surrey Fire & Rescue Service from a range of measures,
 £1.0m in Children, Schools & Families directorate through holding vacancies and
 £0.6m in Environment & Infrastructure directorate through delays in planned work.

However there remains considerable risks of volatility in a number of key budgets that are outside the council's control and the forecast position for the year end could worsen by up to £11m. This would increase the council's forecast overspend to around £30m.

Given the forecast overspend, services need to continue to take all reasonable action to manage costs within available resources by keeping costs down and maximising income.

Summary recommendations

As the forecast financial position could worsen and the council has a duty to ensure its expenditure does not exceed resources available, the outlook for future years means planned use of reserves at this time is not the solution to achieving a sustainable financial position.

Cabinet is asked to note the following.

1. Forecast revenue budget outturn for 2017/18 is £19m overspend (paragraphs 1 and 8 to 38). This includes:
£9m savings to be identified,
£16m savings considered unachievable in 2017/18,
£14m service demand and cost pressures
less
£20m underspends, additional savings and income.
2. Significant risks to the revenue budget (paragraphs 39 to 44) could add £11m to the forecast overspend, including: £8m in Children, Schools & Families and £2m in Adult Social Care.
3. Forecast planned savings for 2017/18 total £79m against £95m agreed savings and £104m target (paragraph 45).
4. All services continue to take all reasonable action to keep costs down and optimise income (eg minimising spending, managing vacancies wherever possible etc.).
5. The Section 151 Officer's commentary and the Monitoring Officer's Legal Implications commentary in paragraphs 16 to 19 of the main budget monitoring report to Cabinet state that the council has a duty to ensure its expenditure does not exceed resources available and move towards a sustainable budget for future years.

Cabinet is asked to approve the following

6. Draw down £23,000 from Community Buildings grant scheme for planned spend on school kitchen schemes in 2017/18 (paragraph 61).
7. £0.5m of the current £0.8m Adult Social Care Major Adaptations capital budget to be spent on items purchased from the community equipment store capitalised under the accounting policy for community equipment from 1 April 2017 (paragraph 62).

Revenue budget summary

In March 2017 Cabinet approved Surrey County Council's Medium Term Financial Plan (MTFP) 2017-20. This incorporates the £1,672m gross expenditure budget for the 2017/18 financial year set by Full County Council in February 2017. MTFP 2017-20 is a key means for delivering the council's strategic aims in the face of rising pressures from growth in demand for services (particularly social care) and continuing falls in Government funding, which both put significant strains on the council's finances.

The Section 151 Officer's Annex to the Budget Report in February 2017 expressed the view that the risks to the council's financial position had become even more serious during 2016/17. To alleviate these risks and move towards a sustainable financial position, the council needs to achieve £104m savings in 2017/18 to balance this year's budget.

As at 30 November 2017, the council forecasts £19m overspend at year end with £11m significant additional budget risk. The main variances (paragraphs 8 to 38) relate to:

- £9m savings yet to be identified;
- £16m forecast underachievement of savings, including
 - £11m in Adult Social Care
 - £3m in Early Help and
 - £2m in Waste
- £6m net service pressures and underspends, including
 - £8m demand in Children's Services
 - £2m contractual issues in Public Health
 - less*
 - £4m net underspends, additional income and other pressures in Adult Social Care
 - £3m cost reductions in Environment & Infrastructure
 - £3m underspends and early achievement of savings in Orbis
 - £4m net underspend in Children, Schools & Families
 - £1m underspend in Central Income & Expenditure and
 - £1m aggregate smaller underspends in other services.

The council currently forecasts to have £21m general balances and £65m reserves earmarked for specific purposes at year end. The Director of Finance regards this as being at the minimum safe level in the context of the future uncertainty the council faces.

Capital budget summary

Creating public value by improving outcomes for Surrey's residents is a key element of Surrey County Council's corporate vision and it is at the heart of its £387m capital programme in MTFP 2017-20. As at 30 November 2017, services forecast spending £125m against the £146m current 2017/18 capital budget. The main significant variances are: Local Growth Deal programme changes; agreement with Department for Transport for works to take place in 2018/19; project delays and reprofiling in Orbis plus Surrey Fire & Rescue Service's underspend on the joint transport project and vehicle and equipment replacements (paragraph 60).

As part of increasing its overall financial resilience, the council currently plans £101m net investment in long term capital investment assets in 2017/18 (paragraphs 63 to 66). This brings total forecast capital spending in 2017/18, including long term investments, to £226m.

Revenue budget

Overview

1. As at 30 November 2017, the forecast year end budget variance is £19m overspend, a £1m increase on the position reported as at 31 October 2017. The main changes since October include £2m increase in Adult Social Care's forecast overspend due to cost pressures partly offset by additional savings in Orbis and reductions in costs in Children's Services and Surrey Fire & Rescue Service.
2. These changes mean the overall forecast overspend includes: £9m savings that remain unidentified; £16m forecast underachievement on savings; and £6m net service underspends (paragraphs 8 to 38).
3. In addition, considerable risks of volatility remain in a number of key budgets that are outside of the council's control and the forecast position for the year end could worsen by up to £11m (paragraphs 39 to 44).
4. At this point in the year, a forecast outturn overspend position of this size remains significant and the council needs to continue to act to keep costs down and optimise income while balancing actions so as not to affect service delivery unnecessarily.

Revenue budget monitoring position

5. In March 2017, Cabinet approved the council's 2017/18 gross revenue expenditure budget at £1,672.4m, gross revenue income budget at £1,660.6m and use of reserves at £11.8m.
6. Changes in the first eight months of 2017/18 to reflect agreed carry forwards and other budgetary adjustments, decreased the gross expenditure budget as at 30 November 2017 to £1,657.9m and the gross income budget to £1,646.0m. Approved use of reserves remains unchanged. Table App1 in the appendix outlines the updated revenue budget by service after in year budget virements and budget carry forwards from the 2016/17 financial year.
7. Table 1 shows the updated net revenue expenditure budget position analysed by service. Net revenue expenditure budgets are services' gross expenditure less income from specific grants and fees, charges and reimbursements. Net revenue budgets do not include income from the council's general funding sources, which are general government grants and local taxation (council tax and business rates). Table App3 in the appendix shows year to date and forecast year end positions for the council's general funding sources.

Table 1: 2017/18 updated net revenue budget forecast as at 30 November 2017

Service	Full year revised budget £m	YTD actual £m	Full year projection £m	Full year variance £m
Economic Growth	1.0	0.6	1.1	0.1
Strategic Leadership	0.9	0.6	0.8	-0.1
Adult Social Care	362.2	237.8	369.5	7.3
Children's and Safeguarding services	106.3	75.6	114.4	8.1
Commissioning & Prevention	33.8	22.1	36.8	3.0
Schools & SEND (Special Educational Needs & Disabilities)	61.2	40.6	56.4	-4.8
Delegated Schools	0.0	0.0	0.0	0.0
Community Partnership & Safety	0.0	0.0	0.0	0.0
Coroner	1.7	1.2	1.7	0.0
Cultural Services	9.3	5.9	8.9	-0.4
Customer Services	3.4	2.0	3.2	-0.2
C&C Directorate Support	0.8	0.4	0.6	-0.2
Emergency Management	0.5	0.3	0.5	0.0
Surrey Fire & Rescue Service	31.8	21.1	31.8	0.0
Trading Standards	1.9	1.2	1.9	0.0
Place Development & Waste	82.0	49.3	82.1	0.1
Highways & Transport	46.6	28.3	46.0	-0.6
Public Health	0.0	0.0	2.1	2.1
Communications	2.0	1.1	1.9	-0.1
Finance	2.8	1.8	2.8	0.0
Human Resources & Organisational Development	3.9	1.7	3.4	-0.5
Information Management & Technology	12.5	7.0	12.1	-0.4
Legal Services	4.0	2.4	3.9	-0.1
Democratic Services	5.8	4.2	5.5	-0.3
Strategy & Performance	1.4	0.9	1.3	-0.1
Procurement	0.9	0.5	0.9	0.0
Property	21.3	10.9	20.5	-0.8
Joint Operating Budget ORBIS	37.6	22.6	36.6	-1.0
Business Operations	-0.1	-0.1	-0.1	0.0
Central Income & Expenditure	54.0	29.0	44.6	-9.4
Savings to be identified	-9.0	0.0	0.0	9.0
Services' total net revenue expenditure	880.6	569.1	891.3	10.7
General funding sources				
General Government grants	-150.1	-95.5	-142.1	8.0
Local taxation (council tax and business rates)	-718.6	-223.8	-718.6	0.0
Total general funding	-868.7	-319.3	-860.7	8.0
Total movement in reserves	11.9	249.8	30.6	18.7

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

Significant net revenue budget variances

Adult Social Care - £7.3m overspend (£1.8m deterioration since 31 October 2017)

8. As at 30 November 2017, Adult Social Care (ASC) forecasts £7.3m year end overspend. The £1.8m increase in the overspend is due to increased market inflation costs.
9. Against its £25.9m efficiency target, ASC forecasts to achieve £15.1m, a £10.8m shortfall. The shortfall relates to underachievement of savings including:
 - £4.0m in reducing ASC demand pressures;

- £3.1m in services to people with learning disabilities;
 - £1.6m from continuing healthcare plans
 - £1.1m from support package guidelines in services for older people;
 - £0.5m from contracts, grants and housing related support; and
 - £0.4m of other savings - optimising staff travel and Section 256 client savings.
10. Significant mitigations against this shortfall in planned ASC savings include: £1.8m staffing budget underspends not linked to savings plans and £3.9m overachievement of fees and charges income due to increased demand in Older People and the work undertaken by ASC to review financial assessments, ensure benefit entitlements are claimed and changes in circumstances are accounted for in assessments.

Children's Services - £8.1m overspend (£0.4m improvement since 31 October 2017)

11. Children's Services continues to experience exceptional demand for services continuing patterns seen in recent months and forecasts £8.1m overspend.
12. The level of demand is leading to £2.5m pressures against staffing budgets and £6.6m significant demand pressures around the cost of placements for looked after children (LAC), care leavers and Unaccompanied Asylum Seeker Children (UASC). These pressures are partly offset by £1.0m net underspends in other areas of the service.
13. Increased demand from children requiring support has led to the need for additional social work capacity and the need to have 30 staff above establishment at this time. Although the number of locums has reduced over the past six months as the permanent workforce stabilises, the service has 74 locums to staff both the Multi Agency Safeguarding Hub (MASH) and the Children's Services frontline teams. This includes the staffing pressures in the MASH. The MASH was established in October 2016 and the original staffing establishment had to be increased to manage the number of contacts, processes and workflows being experienced.
14. Pressures from increases in the number of LAC are mainly seen in the external placement budget, particularly the highest cost residential placements (£219,000 a year). The majority of these children have very complex needs and the service expects a £3.5m overspend. During business planning for 2017/18, the service reasonably estimated a total of 216 external placements. The latest budget allows for 244 placements. As at 30 November 2017 there were 281 children in external placements. The number of placements is volatile and the forecast assumes external placement numbers will continue to increase during the remainder of the year.
15. As in previous years, the council has to subsidise UASC costs, as the grant funding is insufficient to cover total cost. In 2017/18 the service expects this to lead to £2.1m overspend on direct placement costs. The government raised the level of grant for UASC direct placement costs from July 2016 and Surrey receives the higher rate of grant for 51% of the young people concerned who are under 18. Nevertheless the new higher rate of grant is insufficient to cover direct placement costs and adding staffing and other necessary direct costs means the shortfall for a 16 or 17 year old against full cost is £18,000 a year for the new rate and £24,000 a year for the legacy rate.

16. The number of UASC supported as LAC has reduced as a high number turn 18 and move on to the leaving care service. Again the grant is insufficient to cover costs and most of the young people are on the lower legacy grant rate of £150 a week whereas current support costs are £337 a week. These pressures do not include any of the staffing costs associated with supporting looked after asylum seeking children and care leavers that contribute to the demand for social work staff and the consequent overspends described above. The service estimates the total unsubsidised annual cost of supporting asylum seeking children is £4m in 2017/18.
17. In addition the service anticipates £1.1m overspend for the leaving care service, mainly arising from the need for more supportive packages for young people as they turn 18 and for more staff to support the rising numbers.

Schools & SEND - £4.8m underspend (no change since 31 October 2017)

18. Overall Schools & SEND estimates £4.8m underspend at year end. The main reason for the underspend is due to one off adjustments to the Dedicated Schools Grant funded services including inflation and demographics of around £3m.
19. Recruitment difficulties during the year mean there are currently £0.5m short term underspends against staffing budgets, principally in the education psychology teams. The service has now recruited to these posts, ensuring it can meet its requirements around Education, Health and Care Plans (EHCPs). In addition there are projected underspends of £0.5m against the central allowance for retirement costs and £0.6m against use of grant funding for SEND reform.
20. Commercial Services expects £0.8m underspend due to a greater than budgeted contribution to overheads, particularly for school catering. Further improvement in the trading position will become clearer as the new academic year progresses.
21. These underspends are in part offset by an anticipated £1.2m overspend on SEN transport. The number of children travelling increased towards the end of 2016/17 with overall numbers increasing by 105 across the year. This trend has continued with 63 more children travelling between October 2016 and October 2017. Although volumes are increasing, work is underway to develop travel training for young people with SEN and encourage the take up of the parental travel allowance.
22. The service forecasts £1.2m under recovery of trading income, partly due to vacancies for educational psychologists and because schools have not taken up the services of specialist teachers as budgeted.
23. £0.9m pressures are emerging on the social care element of education placements, as more residential school placements are made for the social care needs of children with SEND.

Commissioning & Prevention - £2.9m overspend (no change since 31 October 2017)

24. Commissioning & Prevention anticipates £2.9m year end overspend. The main reason for the overspend is the planned delay implementing the transformation programme for Early Help. The service is developing a new operational model for early help to provide a cohesive and coordinated support offer for families. The service extended the development phase to ensure the offer is right for Surrey in the context of increasing demand currently experienced across the social care system

locally. As a result, the full savings anticipated will not be delivered in 2017/18. However, the reconfiguration of support and commissioning services has delivered £2.3m savings for 2017/18.

Place Development & Waste - balanced (no change since 31 October 2017)

25. Place Development & Waste (PDW) forecasts a balanced year end position resulting from a number of pressures and offsetting savings, primarily within waste disposal.
26. Waste disposal currently forecasts a shortfall against £2.6m planned savings, which are not expected to be achieved this year, or only partially achieved. These include savings from improved kerbside recycling performance, better management of recycled materials, and further changes at community recycling centres (which require public consultation and Cabinet approval). These shortfalls are expected to be offset by the financial implications of delayed construction of the Eco Park, which in turn delays costs until 2018/19. In addition a number of risks exist. The forecast assumes the service can save a total of £2m this year by making structural changes to the waste contract. Progress is ongoing, for example a £12m contract refinancing was approved by Cabinet in March 2017 and completed in June 2017. However this is a challenging project and delivery is not entirely within the council's control.
27. Other pressures include £0.3m residual savings from 2016/17 and residual savings from 2016/17 for which no plan currently exists. PDW (and the wider Environment & Infrastructure directorate) is reviewing planned income and expenditure to identify £0.3m additional savings to compensate for overspends, including taking advantage of recent bus contract retender savings and holding vacant posts. Through these measures it currently expects to offset this pressure and spend in line with budget.

Highways & Transport - £0.6m underspend (no change from 31 October 2017)

28. Highways & Transport (H&T) forecasts £0.6m net underspend at year end. The service has reviewed planned income and expenditure to identify additional savings to help offset £0.2m higher than expected inflation on street lighting energy costs (the budget assumed a 5% increase, but inflation is currently 12%) and overspends elsewhere.
29. H&T has agreed several measures to reduce costs, including deferring planned hedge flailing, sign replacement and tree works, deferring drainage investigations and a safety barrier survey, and deferring equipment purchases. It has reviewed these measures to ensure safety is not compromised and the Cabinet Member has agreed them on the basis that should there be a need to respond to any safety critical work or risk to income, delayed work may need to be reinstated. At this stage, taking account of the above measures, H&T expects to achieve £0.6m net underspend.

Surrey Fire & Rescue Service - balanced (£0.2m improvement since 31 October 2017)

30. Surrey Fire & Rescue Service (SFRS) forecasts a balanced year end position. SFRS has significant savings plans of £3.6m for the year and is on target to achieve £3.4m.
31. SFRS has confirmed £1.4m cost pressures. These are from: £0.9m delayed fire cover re-configuration saving, which will not be achieved while continuing to operate two appliances within Spelthorne; £0.4m blue light collaboration activities as no

collaboration savings are expected this year due to the positioning of partners; and £0.1m contingency crewing due to part year savings.

32. These pressures are offset by £1.4m savings which include: £0.5m early achievement of planned middle management staff savings; £0.4m reductions in employer's pension contribution rates; £0.2m in house restructuring of fleet operations; and £0.3m other staffing, supplies and services savings.

Public Health - £2.1m overspend (no change since 31 October 2017)

33. Public Health (PH) forecasts £2.1m year-end overspend. £1.7m of this overspend is due to having to extend the existing sexual health service contract. As a priority PH leadership team is reviewing a series of mitigating actions to reduce the forecast overspend and will update the forecast monthly to reflect this. The remaining forecast £0.4m overspend is mainly on public health services for children and young people (0-19).

Central Income & Expenditure – £1.4m underspend (no change since 31 October 2017)

34. Central Income & Expenditure forecasts £1.4m year end underspend. This is mainly due to an underspend on the amount the council needs to set aside for the minimum revenue provision (MRP).
35. MRP is the amount the council needs to set aside for the future repayment of external borrowing, calculated with reference to the council's balance sheet as at the end of the previous financial year. Following completion of the council's audited accounts, the amount the council needs to set aside as MRP is £1.4m less than budgeted. The council's 2017/18 underspend on MRP is mainly due to underspends in 2016/17's general capital programme.

Orbis - £2.7m underspend (£0.6m improvement since 31 October 2017)

36. Orbis forecasts £2.7m year end underspend. This comprises £1.7m underspend on budgets Orbis manages on behalf of the council and £1.0m underspend on the council's 70% contribution to Orbis' operating and investment costs.
37. Orbis is on target to deliver its £2.3m savings target from the budgets it manages on behalf of the council and forecasts a further £1.7m underspend. The significant forecast underspends are: £0.8m in Property, £0.5m in Human Resources & Organisational Development and £0.4m in IT & Digital. Services have made decisions to delay spend and the underspend is also due to the relatively stable weather conditions.
38. Orbis is on target to deliver its total £3.9m 2017/18 efficiencies across the partnership plus a further £0.6m early achievement of total 2018/19 savings. Overall, Orbis forecasts £1.4m underspend on its total operating budget and investment (on which the council makes a 70% contribution, equating to £1.0m underspend).

Additional budget risks

39. At this point in the financial year, some services still face significant additional risks to their 2017/18 outturn positions.

Children, Schools & Families –

(SEND services funded by Dedicated Schools Grant (DSG) and Early Years)

40. As at 30 November 2017, SEND services funded by DSG forecast £8.9m overspend. There are some significant challenges in the 2017/18 high needs block budget, mainly around placements in the Non Maintained and Independent sector being significantly higher than planned and the challenging £13m savings plan being worked through with special schools and school partners.
41. As in previous years it is anticipated any overspend or underspend on the high needs services funded from DSG, will be managed across the financial years and within DSG funding. Schools' Forum has agreed this principle and the local authority is currently expecting and planning for DSG spend to be contained within DSG funding.
42. Free early education (FEE) for three and four year olds now expects £1.0m underspend. Numbers fell in the autumn term meaning the council will be funded for a higher number of children than the average number in placement over the year. Uncertainties remain as funding is based on pupil counts in January so will not be confirmed until the end of the financial year and the position on two year olds and in particular the new provision for 30 hours free childcare from September will be confirmed once more data is available.

Adult Social Care

43. ASC faces £1.5m additional risks to its budget. These risks arise from: service demand rising above current levels, prices for care packages increasing more than budgeted and some savings slipping or not being achieved.

Waste disposal

44. Making structural changes to the waste contract is a challenging project and delivery is not entirely within the council's control. If it is not delivered, the 2017/18 forecast position could deteriorate by £1.2m.

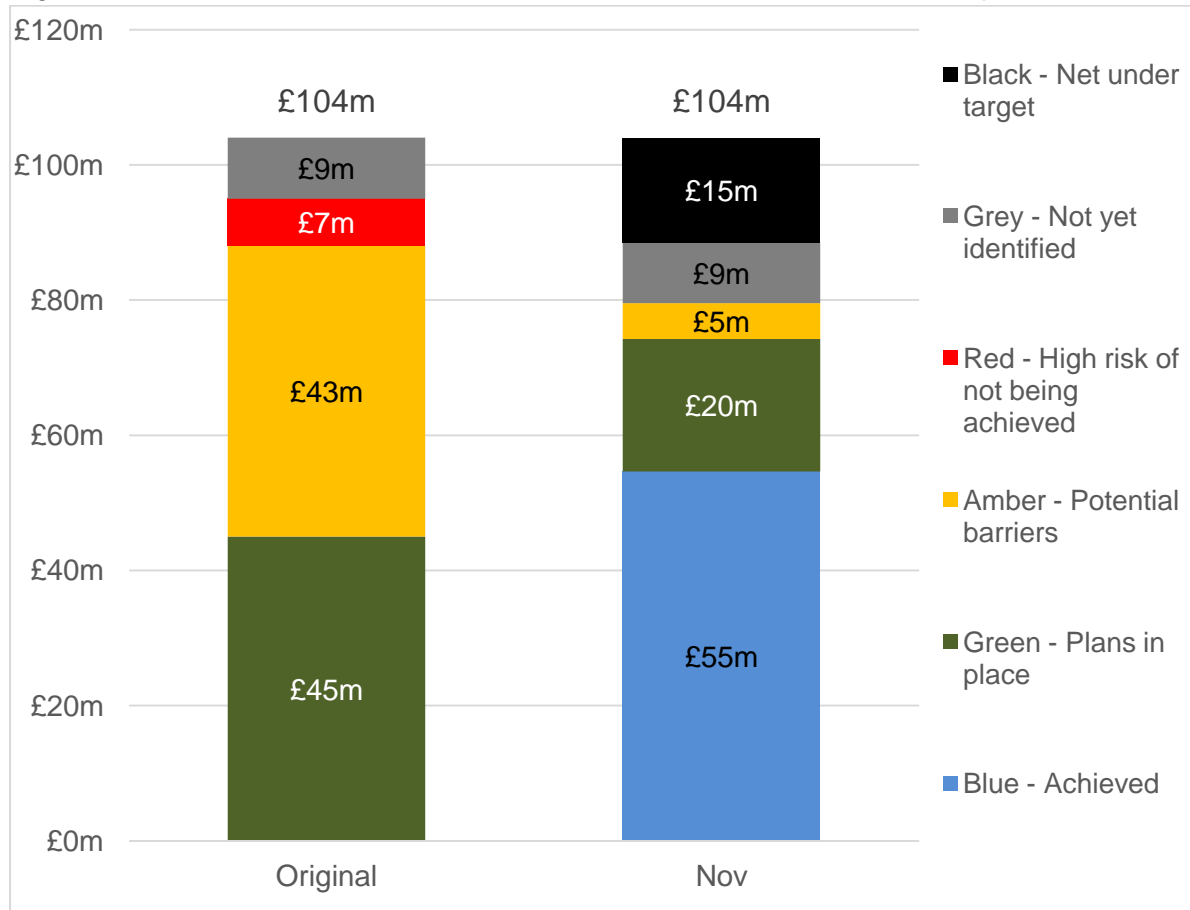
Efficiencies

45. MTFP 2017-20 includes £104m efficiencies in 2017/18. Council services currently forecast to achieve £79m of this target. This is a £25m shortfall, comprising £9m savings the council has yet to identify and £16m savings considered unachievable in 2017/18. As outlined in the summary to this annex, services have increased the rigour with which they track their savings plans' progress. The tracker includes:

- achievement of savings to date;
- significant milestones and key actions, including required EIA or consultations;
- the extent of each efficiency plan's deliverability and the risks to delivery;
- the value of the savings the plans will achieve; and
- additional and offsetting savings to help meet the overall target.

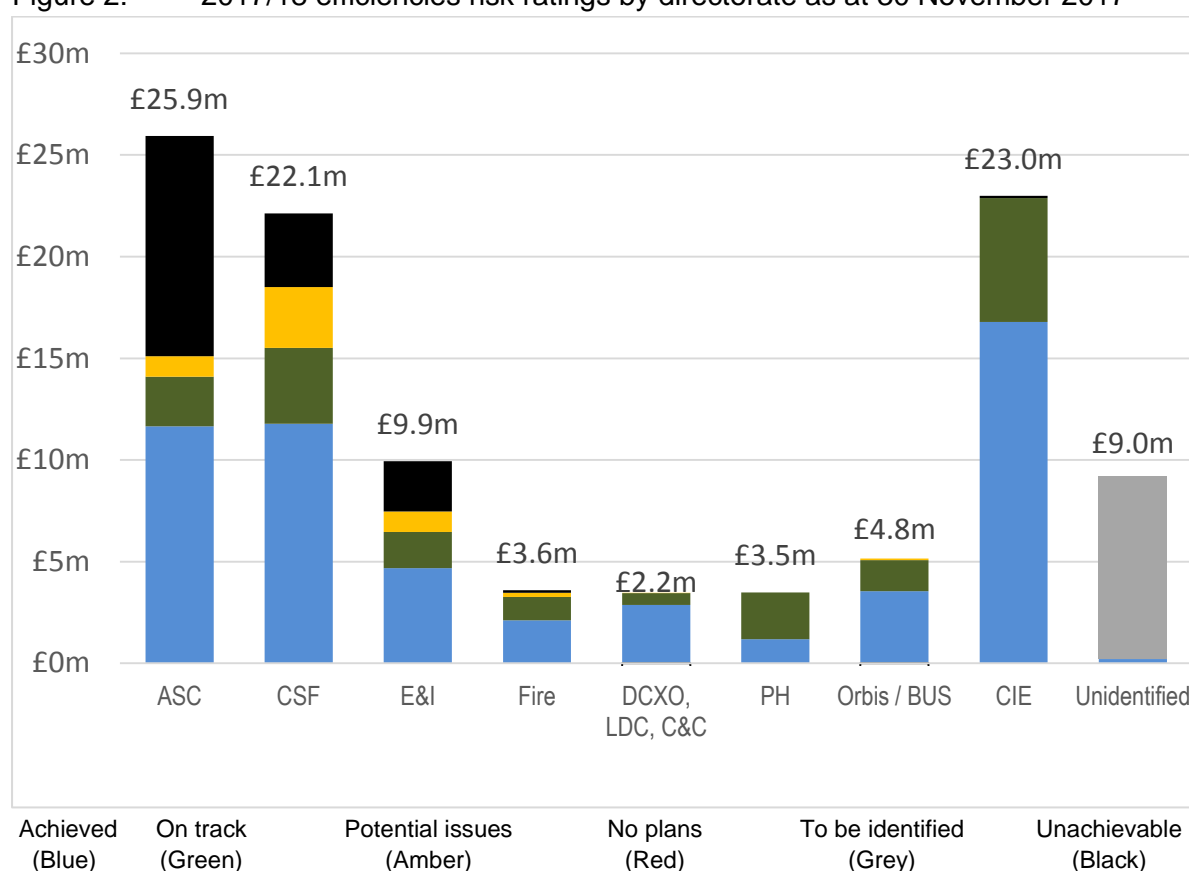
46. Figure 1 summarises the council's overall efficiency targets, the forecast for achieving them and the deliverability risks. By month eight of 2017/18, services have: achieved £55m savings, with £19m plans on track and £5m plans potentially facing barriers to achievement. However, the most significant issues are: £16m MTFP planned savings now considered not to be achievable in 2017/18, mainly in the areas of ASC, Early Help and Waste Disposal; plus a further £9m of savings yet to be identified. To help mitigate the impact of these on the overall budget, services need to continue to take all reasonable actions to keep costs down and optimise income (eg minimising spending, managing vacancies wherever possible etc).

Figure 1: 2017/18 risk rated efficiencies as at 30 November 2017 compared to MTFP



47. Figure 2 shows service directorates' updated risk ratings for achieving their efficiencies this year. The main areas of concern are: non-achievement of planned savings in Adult Social Care, Commissioning & Prevention and Place Development & Waste, plus savings yet to be identified.
48. As at 30 November 2017, the main significant variations in services' progress against their MTFP 2017-20 efficiencies and service reductions include:
- £9.0m shortfall for savings yet to be identified;
 - £10.8m shortfall in ASC related to whole systems demand and market pressures, partly offset by £5.9m underspends and additional income (paragraphs 8 to 10);
 - £2.7m shortfall in Early Help as outlined in paragraph 24 and
 - £2.6m shortfall in Waste Disposal as outlined in paragraph 26

Figure 2: 2017/18 efficiencies risk ratings by directorate as at 30 November 2017



Staffing costs

49. The council employs three categories of staff.
 - Contracted staff 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 employed through an agency with which the council has a contract.
50. 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. Some flexibility in the staffing budget is sensible, as it allows the council to vary a portion of staffing costs.
51. The council sets its staffing budget on the estimated labour needed to deliver its services. It expresses this as budgeted full time equivalent (FTEs) staff and converts it to a cost for the budget. The budget includes spending on all three categories of staff and is the key control in managing staffing expenditure. The council's full year staffing budget for 2017/18 is £278.6m based on 7,039 budgeted FTEs.
52. The council has 757 FTE vacancies (the difference between budgeted and occupied FTEs). It is recruiting to 481 of these vacancies, 330 of them are in social care.
53. Table 2 shows staffing costs as at 30 November 2017 against service budgets and analysed among the three staff categories of contracted, bank and agency staff. Table 2 also shows services' budgeted FTEs. Budget variances can arise for several reasons including: the budget for some FTEs is held in a different service from where the post holder works in the organisation (for example the HR&OD budget covers apprentices' costs, but the occupied FTEs appear in the services where the apprentices work); secondees' budgeted posts appear in the seconding service, but the occupied FTE appears in the service they are seconded to (or not at all if the secondment is to an external body). The income from recharges for secondments is within services' other income.
54. Agency or bank staff often cover vacancies on a temporary basis. 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 measure for monitoring staffing is cost, using the total expenditure and variance shown in Table 2 and the Staffing expenditure line in Table App3 in the appendix.
55. Table 2 shows £3.3m year to date underspend against the £185.7m budget as at 30 November 2017. Table App 3 shows services forecast £1.3m year end underspend on employment costs. This includes the impact of demand for increased social work and safeguarding capacity in Children's Services outlined in paragraphs 12 and 13.

Table 2: Staffing costs and FTEs to 30 November 2017

Service	<----- Staffing spend by category ----->						Amended budgeted FTE	Occupied contracted FTEs
	YTD staff budget £m	Contracted £m	Agency £m	Bank £m	Total £m	Variance £m		
Strategic Leadership	0.6	0.6	0.0	0.0	0.6	0.0	9	7
Adult Social Care	41.2	37.1	1.3	1.0	39.4	-1.8	1,754	1,439
Children, Schools & Families ¹	79.3	71.6	5.3	3.1	80.0	0.7	3,013	2,782
Community Partnership & Safety ²	0.0	0.0	0.0	0.0	0.0	0.0	25	0
Coroner	0.3	0.2	0.1	0.0	0.3	0.0	2	2
Cultural Services	12.4	11.2	0.0	1.1	12.4	0.0	529	525
Communities Support Function	0.5	0.5	0.0	0.0	0.5	0.0	26	15
Emergency Management	0.3	0.3	0.0	0.0	0.3	0.0	12	11
Surrey Fire & Rescue Service	17.9	16.8	0.1	1.0	17.8	-0.1	608	559
Trading Standards	2.2	2.0	0.1	0.0	2.1	-0.1	74	68
Place Development & Waste	7.8	7.2	0.1	0.3	7.5	-0.3	200	189
Highways & Transport	9.8	8.3	0.5	0.0	8.8	-1.0	371	309
Public Health	1.7	1.6	0.0	0.0	1.6	0.0	46	41
Central Income & Expenditure	0.8	0.9	0.0	0.0	0.9	0.0	0	0
Communications	0.9	0.9	0.0	0.0	0.9	0.0	31	30
Customer Services	2.3	2.0	0.0	0.0	2.1	-0.2	102	94
Legal Services	2.4	2.1	0.1	0.0	2.2	-0.2	79	70
Democratic Services	1.3	1.2	0.0	0.0	1.2	-0.1	46	37
Strategy & Performance	1.2	1.2	0.0	0.0	1.2	-0.1	27	24
Managed ORBIS	2.9	2.4	0.3	0.0	2.7	-0.2	85	79
Service net budget	185.7	167.8	7.9	6.7	182.4	-3.3	7,039	6,282

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

1 - Children, Schools & Families' FTEs include: Children's & Safeguarding, Commissioning & Prevention, Schools & SEND and Delegated Schools

2 - Following reorganisation, Community Partnership & Safety FTEs now appear within Highways & Transport

3 - The Orbis Joint Operating Budget is formally delegated to the Joint Operating Committee for management (including staffing) as such the council's monitoring reports its contribution to the joint budget only. Table 2 does show staff managed by Orbis who are outside the Joint Operating Budget (e.g. delivering the Local Assistance Scheme).

Capital budget

56. The council demonstrated its firm long term commitment to supporting Surrey's economy by setting a £387m 2017-20 MTFP capital programme.
57. Cabinet approved the original capital expenditure budget for 2017/18 at £186.0m and carry forward of £17.0m scheme budgets requested in the 2016/17 Outturn report. Up to 30 November 2017, Cabinet approved £14.1m draw down of carry forwards, -£55.2m net reprofiling and £1.1m net capital virements. Paragraph App 6 and Table App 4 show the movements.
58. Table 3 shows the MTFP budget and the current year capital expenditure budget.

Table 3: Capital expenditure budget 2017/18 as at 30 November 2017

	MTFP budget £m	2016/17 budget c/fwd £m	Reprofile £m	Budget virement £m	Current full year budget £m
School basic need	72.2	0.4	-40.9		31.8
Highways recurring programme	49.3	0.0		-0.7	48.5
Property & IT recurring programme	52.2	11.0	-14.3	-1.2	47.7
Other capital projects	12.3	2.7		3.0	18.0
Service capital programme	186.0	14.1	-55.2	1.1	146.0
Long term investments					0.0
Overall capital programme	186.0	14.1	-55.2	1.1	146.0

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

59. Table 4 compares the £146.0m current full year overall capital programme budget to the £124.6m current forecast expenditure for the service capital programme and the £225.2m current forecast expenditure for the overall capital programme. The overall programme in 2017/18 includes £100.6m approved Investment Strategy spending on long term investments (as outlined in paragraphs 63 to 66).

Table 4: Forecast capital expenditure 2017/18 as at 30 November 2017

	Current full year budget £m	Apr - Nov actual £m	Dec - Mar projection £m	Full year forecast £m	Full year variance £m
Schools basic need	31.8	26.0	5.8	31.8	0.0
Highways recurring programme	48.5	20.7	18.9	39.6	-9.0
Property & IT recurring programme	47.7	20.9	21.0	41.9	-5.8
Other capital projects	18.0	6.6	4.8	11.4	-6.5
Service capital programme	146.0	74.1	50.5	124.6	-21.3
Long term investments	0.0	86.6	14.0	100.6	100.6
Overall capital programme	146.0	160.7	64.5	225.2	79.2

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

Significant capital budget variances

60. The £21.3m forecast underspend on the 2017/18 service capital programme is mainly for the following reasons.
- £6.8m underspend in Place Development & Waste due to changes within the Local Growth Deal programme of road and transport improvement schemes. This underspend spans a number of schemes and is caused by various factors, such as where works have been reprogrammed (e.g. to take account of other planned

highway schemes) or delayed, or where schemes are awaiting approval from the LEPs. Once amounts are clear, a request will be made to Cabinet to reprofile budgets across financial years.

- £2.2m underspend in Highways & Transport primarily in respect of the National Productivity Improvement Fund (NPIF) grant where £1.8m has been earmarked for works agreed with the Department for Transport to take place in 2018/19. Once amounts are clear, a request will be made to Cabinet to reprofile budgets across financial years.
- £5.8m underspend in Orbis includes planning and environmental delays on Property projects, delays to school schemes, recurring maintenance and SEN strategy and reprofiling of IT server and network replacement to future years.
- £4.5m underspend in Surrey Fire & Rescue Service's grant funded joint transport project due to the scale and timing of the project. The council holds the grant on behalf of the three fire and rescue authorities in Surrey and Sussex. The funds have been allocated to individual workshop projects across Surrey and Sussex. Business plans for each workshop are progressing.
- £1.8m underspend on fire vehicle and equipment replacements, for which Cabinet required Investment Panel approval of business cases.

Capital budget virement requests

61. Community Partnerships requests to draw down £23,000 from Community Buildings grant scheme for planned spend on school kitchen schemes in 2017/18. The expenditure will be met by a ring fenced grant.
62. Adult Social Care requests approval for £0.5m virement of the current £0.8m Major Adaptations capital budget to be spent on items purchased from the community equipment store. These items have been capitalised under the accounting policy for community equipment from 1 April 2017. The community equipment budget is a pooled budget, shared with the clinical commissioning groups (CCGs) in Surrey.

Revolving Infrastructure & Investment Fund

63. Table 5 shows that the council will generate £3.8m net income this year from various property acquisitions made by the council and the Halsey Garton Property group. The council anticipates transferring this net income to the Revolving Infrastructure & Investment Fund at the year end.
64. The council portfolio comprises properties purchased for future service delivery or economic regeneration. The portfolio forecasts £0.5m net cost this year, largely due to the development underway at the former Thales site in Crawley. In 2017/18 this scheme will cost the council an estimated £1.3m. However once the second phase building becomes fully operational in 2019/20 the development will generate £1.2m net income a year.
65. The Halsey Garton portfolio will generate £4.3m net income this year, comprising £1.6m estimated dividend and £2.7m net interest margin on loans provided to the company by the council.
66. Net capital expenditure in 2017/18 of £100.6m includes additional equity investment and loans to the Halsey Garton Property group and the development of the former Thales site in Crawley. The forecast for the year is net of £2.3m estimated in tenant contributions to capital works.

Table 5: Summary revenue and capital position as at 30 November 2017

Revenue statement	YTD actual £m	Full year forecast £m
Council portfolio		
Income	-2.8	-4.3
Expenditure	0.4	0.8
Funding	2.7	4.0
Net income/cost	0.3	0.5
Halsey Garton portfolio		
Dividend	0.0	-1.6
Net interest margin	-1.6	-2.7
Net income	-1.6	-4.3
Total net income	-1.3	-3.8
Capital expenditure	86.6	100.6

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

Appendix to Annex

Updated budget - revenue

App 1. The council's original 2017/18 revenue expenditure budget was approved as £1,672.4m. Adding virement changes in the first eight months of 2017/18 decreased the expenditure budget as at 31 October 2017 to £1,657.9m. Table App1 shows the original and updated income and expenditure budgets by service, including the overall net expenditure the council plans to meet from reserves.

Table App1: 2017/18 updated revenue budget as at 30 November 2017

	MTFP income £m	Carry fwds & internal movements £m	Approved income £m	MTFP expenditure £m	Carry fwds & internal movements £m	Approved expenditure £m	Updated net expenditure budget £m
Economic Growth	0.0	0.0	0.0	1.0	0.0	1.0	1.0
Strategic Leadership	0.0	0.0	0.0	0.9	-0.1	0.9	0.9
Adult Social Care	-99.1	-4.1	-103.2	460.8	4.7	465.4	362.2
Children's Services	-10.6	-0.1	-10.7	112.8	4.2	117.0	106.3
Commissioning & Prevention	-62.5	0.3	-62.2	97.2	-1.2	96.0	33.8
Schools & SEND	-109.9	-4.2	-114.1	175.2	0.1	175.3	61.2
Delegated Schools	-415.8	16.6	-399.2	414.6	-15.4	399.2	0.0
Community Partnership & Safety	-0.2	0.2	0.0	2.9	-2.9	0.0	0.0
Coroner	0.0	0.0	0.0	1.7	0.0	1.7	1.7
Cultural Services	-13.3	0.3	-13.0	22.6	-0.3	22.3	9.3
Customer Services	-0.1	0.0	-0.1	3.5	0.0	3.5	3.4
Communities Support function	-0.2	0.1	-0.1	0.9	0.0	0.9	0.8
Surrey Fire & Rescue Service	-0.1	0.0	-0.1	0.6	0.0	0.6	0.5
Community Partnership & Safety	-12.2	-0.1	-12.3	44.0	0.1	44.1	31.8
Trading Standards	-1.8	0.0	-1.8	3.7	0.0	3.7	1.9
Place Development & Waste	-8.0	0.0	-8.0	89.3	0.8	90.0	82.0
Highways & Transport	-8.1	-0.1	-8.2	52.8	2.0	54.8	46.6
Public Health ¹	-37.9	6.2	-31.7	37.9	-6.2	31.7	0.0
Central Income & Expenditure	-0.4	-0.2	-0.6	54.5	0.2	54.7	54.0
Communications	0.0	0.0	0.0	2.1	-0.1	2.0	2.0
Finance	-1.4	0.0	-1.4	4.2	0.0	4.2	2.8
Human Resources & Organisational Development	0.0	0.0	0.0	4.3	-0.4	3.9	3.9
Information Technology & Digital	-0.4	0.0	-0.4	12.9	0.0	12.9	12.5
Legal Services	-0.4	0.0	-0.4	4.4	0.0	4.4	4.0
Democratic Services	-0.2	0.0	-0.2	6.1	-0.1	6.0	5.8
Strategy & Performance	-0.8	0.0	-0.8	2.3	-0.1	2.2	1.4
Procurement	0.0	0.0	0.0	0.9	0.0	0.9	0.9
Property	-8.5	-0.3	-8.8	30.1	0.0	30.1	21.3
Joint Operating Budget ORBIS	0.0	0.0	0.0	37.6	0.0	37.6	37.6
Business Operations	0.0	0.0	0.0	-0.1	0.0	-0.1	-0.1
Service total	-792.0	14.6	-777.4	1,681.5	-14.6	1,666.9	889.6
Savings to be identified				-9.0		-9.0	-9.0
Total	-792.0	14.6	-777.4	1,672.5	-14.6	1,657.9	880.6
General funding sources							
Government grants	-150.1		-150.1			0.0	-150.1
Local taxation	-718.6		-718.6			0.0	-718.6
Grand total	-1,660.6	14.6	-1,646.0	1,672.5	-14.6	1,657.9	11.9

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

1 - Public Health receives £38.5m grant funding, to which it matches its gross expenditure budget to give a net expenditure budget of £0.0m

2 - Community Partnership & Safety is now reported within Highways & Transport

App 2. When Full Council agreed the 2017-20 MTFP in February 2017, some government departments had not determined final amounts for some grants. Cabinet agreed the principle that services would estimate their likely grant and their revenue budgets would reflect any changes in the final amounts, whether higher or lower.

App 3. To control their budgets during the year, 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 the Director of Finance can approve. Virements above £500,000 require the relevant Cabinet Member's approval. There were three virements above £500,000 in the first eight months of 2017/18.

App 4. Table App 2 summarises the movements to the revenue expenditure budget.

Table App 2: 2017/18 revenue expenditure budget movements as at 30 November 2017

	Income £m	Expenditure £m	Earmarked reserves £m	General balances £m	Virement count
MTFP	-1,660.6	1,672.4		11.8	
Carry forwards				0.0	0
	-1,660.6	1,672.4	0.0	11.8	0
Total Quarter 1 movements	0.5	-0.5		0.0	66
Total Quarter 2 movements	0.1	-0.1	0.0	0.0	65
October movements	14.1	-14.1	0.0	0.0	28
November movements					
New funding and expenditure	0.0	0.0		0.0	1
Significant changes to how service are delivered	0.0	0.0		0.0	1
Internal service movements	0.0	0.0		0.0	12
Total November movements	0.0	0.0	0.0	0.0	14
Final approved budget	-1,646.0	1,657.9	0.0	11.9	173

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

App 5. Table App 3 shows the year to date and forecast year end gross revenue position supported by general balances.

Table App 3: 2017/18 Revenue budget forecast position as at 30 November 2017

	Year to date			Full year			
	Budget £m	Actual £m	Variance £m	← Budget £m	Remaining forecast £m	Projection £m	→ Variance £m
Income:							
Local taxation	-223.8	-223.8	0.0	-718.6	-494.8	-718.6	0.0
Government grants	-492.1	-481.1	11.0	-739.6	-253.4	-727.7	11.9
Other income	-124.1	-146.2	-22.1	-187.7	-60.2	-204.4	-16.7
Income	-840.0	-851.1	-11.1	-1,646.0	-808.4	-1,650.7	-4.8
Expenditure:							
Staffing	185.7	182.4	-3.3	278.4	102.5	277.1	-1.3
Service provision	649.6	637.8	-11.8	978.3	332.2	1,003.1	24.8
Non schools sub-total	835.3	820.2	-15.1	1,256.8	434.7	1,280.2	23.5
Schools expenditure	280.8	280.8	0.0	401.1	120.3	401.1	0.0
Total expenditure	1,116.1	1,101.0	-15.1	1,657.9	555.0	1,681.3	23.5
Movement in balances	276.1	249.9	-26.2	11.9	-253.4	30.6	18.7

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

Updated budget – capital

App 6. Cabinet approved the original capital expenditure budget for 2017/18 at £186.0m and £17.0m carry forward of scheme budgets requested in 2016/17's Outturn report. In the period to 30 November 2017, Cabinet approved £1.1m net virements, £14.1m draw down of carry forwards and -£55.2m reprofiling. Table App 4 summarises the -£40.0m net movement in the capital budget for the year to 30 November 2017.

Table App 4: 2017/18 capital budget movements as at 30 November 2017

	30 Nov 17 £m	30 Nov 17 £m
MTFP (2017-20) (opening position)		186.0
Reprofiling & carry forwards drawn down		
Carry forwards drawdown - Property services	10.0	
Carry forwards drawdown – IT & Digital	1.0	
Carry forwards drawdown - Schools Devolved Budget	2.6	
Carry forwards drawdown - Highways Maintenance	0.3	
Carry forwards drawdown - Highways Local Schemes	-0.3	
Carry forwards drawdown – Schools Kitchens and other scheme	0.1	
Carry forwards drawdown - Schools third party contributions	0.4	
<i>Sub-total – carry forwards drawn down</i>		14.1
Reprofiling - Property services	-14.4	
Reprofiling - School Basic Need	-40.9	
Reprofiling - IT & Digital	0.1	
<i>Sub-total - reprofiling</i>		-55.2
Total reprofiling & carry forwards drawn down		-41.1
Virements		
Local Growth Deal configured in March 2017 (reduced grant)	-2.6	
Schools Devolved Budget	-0.2	
School Capital Maintenance (reduced grant)	-0.7	
Free Early Education 30hrs (new grant)	0.9	
Schools third party contributions	1.8	
Changes to the capital budget after the MTFP was agreed	1.9	
Total virements		1.1
In year budget changes		-40.0
2017/18 updated capital budget		146.0

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

Medium Term Financial Plan savings projects 2017/18

Position as at 30 November 2017

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
ASC	Whole system demand management - FFC core target	2,500	2,500	0	G
ASC	Whole system demand management - FFC stretch target	1,000	977	-23	A
ASC	Whole system demand management - demand management through Consistency Practice Meetings process	4,021	0	-4,021	A
ASC	Whole system demand management - OP support package guidelines	1,141	30	-1,111	A
ASC	Whole system demand management - ensure correct application of national CHC framework	3,000	2,750	-250	G
ASC	Whole system demand management - resolution of significant outstanding CHC disputes/assessments	2,100	718	-1,382	A
ASC	Whole system demand management - PLD transport care packages review	500	150	-350	A
ASC	Whole system demand management - optimisation of transition pathways	1,000	1,000	0	G
ASC	Whole system demand management - personalised strategic shift for people with disabilities	1,268	200	-1,068	A
ASC	Whole System Demand Management - housing related support	453	54	-399	G
ASC	Whole systems demand management - section 256 client group savings	2,000	1,347	-653	G
ASC	Whole systems demand management - strategic review of in-house services	2,664	2,897	233	G
ASC	Market management & pricing strategies - Commissioning for Older People with Learning Disabilities	663	66	-597	A
ASC	Market management & pricing strategies - strategic supplier review rebates	1,000	472	-528	A
ASC	Market management & pricing strategies - day care commission review	575	0	-575	A
ASC	Whole System Demand Management - contract & grant review	1,250	1,250	0	A
ASC	Market management & pricing strategies - optimisation of main block contract rates	75	0	-75	G
ASC	Market management & pricing strategies - optimisation of other contracts and grants rates	368	368	0	G
ASC	Workforce Development - workforce synergies	250	250	0	A
ASC	Workforce development - optimise staff travel	110	77	-33	G
Adult Social care Total		25,938	15,106	-10,832	

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
Public Health	Wider Public Health service redesign	187	187	0	B
Public Health	End Mental Health promotion contract on expiry 31 March	335	335	0	B
Public Health	Substance misuse prog reduction	500	500	0	G
Public Health	Alcohol IBA removal	400	400	0	B
Public Health	Lifestyle service (smoking) reduction	200	200	0	B
Public Health	Lifestyle service (physical activity) reduction	55	55	0	B
Public Health Total		1,677	1,677	0	
Fire	Capital financing vehicle and equipment replacement	1,470	1,470	0	B
Fire	Fire cover re-configuration	900	0	-900	A
Fire	Contingency cover and specialist rescue contract	718	645	-73	B
Fire	Blue light collaboration - fleet	200	0	-200	A
Fire	Internal reduction to fleet operations costs	0	200	200	A
Fire	Blue light collaboration mobilising	200	0	-200	A
Fire	Internal review - mobilising	0	-84	-84	G
Fire	Senior management restructure	50	50	0	G
Fire	Back office and support review	50	34	-16	G
Fire	Middle management savings	0	500	500	G
Fire	Other uniform savings	0	205	205	G
Fire	Fire Pension employer contribution	0	439	439	G
Fire Total		3,588	3,459	-129	
Legal	Legal Services - additional income	70	70	0	G
Legal	Legal Services - staffing review	48	48	0	B
Legal	Legal Services - staffing review	0	275	275	B
Dem Srvs	Democratic Services –reduce voluntary sector support	22	22	0	B
Dem Srvs	Democratic Services - staffing review	22	167	145	B
Dem Srvs	Democratic Services - modern councillor review	22	22	0	B
Dem Srvs	Democratic Services - modern councillor review	0	334	334	B
Cultural Servs	Cultural Services - Libraries reclassification	121	122	1	G
Cultural Servs	Hold vacancies	0	20	20	G
Cultural Servs	Cultural Services - Libraries staffing restructure	30	185	155	B
Cultural Servs	Cultural Services - libraries resources reduction	246	246	0	G
Cultural Servs	Cultural Services - Surrey Arts subsidy reduction	15	15	0	G
Cultural Servs	Cultural Services - Registration & Nationality Service increased income	26	147	121	B
Cultural Servs	Cultural Services - improve marketing In Adult & Community Learning	22	22	0	G
Cultural Servs	Cultural Services - support services savings	6	6	0	B
Coroner	Coroner savings to be identified	64	64	0	G
Legal, Democratic and Cultural services Total		714	1,765	1,051	

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
Dir Supp	Support function review	155	155	0	G
Trad Stand	Buckinghamshire partnership and additional income	159	159	0	G
Emergency Management	Income generation	20	20	0	G
E&I - Communities Total		334	334	0	
Orbis	Business Operations efficiencies	500	500	0	A
Orbis	Finance efficiencies	525	755	230	B
Orbis	HR&OD efficiencies	400	475	75	B
Orbis	IT&D efficiencies	1,099	1,349	250	B
Orbis	Management efficiencies	100	100	0	B
Orbis	Procurement efficiencies	345	345	0	B
Orbis	Property efficiencies	729	729	0	G
Finance	Insurance self fund	750	750	0	B
Finance	Reversal of one-off savings	-25	-25	0	B
HR&OD	Training reduction	207	207	0	B
HR&OD	Apprentices reduction	216	216	0	B
IT&D	Infrastructure reduced application costs	346	346	0	B
Property	Fees reduced application costs	100	100	0	B
Property	Utilities reduced application costs	200	200	0	G
Property	Building running costs reduced application costs	440	440	0	B
Orbis	ESCC share	-1,163	-1,329	-167	B
Business Services Total		4,770	5,158	389	
Central Income & Expenditure	Treasury management (interest payable)	8,600	8,600	0	G
Central Income & Expenditure	Other initiatives	2,503	2,503	0	G
Central Income & Expenditure	Minimum Revenue Provision	8,000	8,000	0	B
Central Income & Expenditure	Education Services Grant	3,000	3,000	0	B
Central Income & Expenditure	Pension fund contribution for Members	165	165	0	B
Central Income & Expenditure	Contributions to reserves	611	611	0	B
Central Income & Expenditure	Public Health – other initiatives	1,805	1,805	0	G
Central Income & Expenditure	Communications / Democratic services -stop Surrey Matters; move to digital communications; paper-free committee meetings by end of first year of new council.	110	0	-110	A
Central Income and Expenditure Total		24,794	24,684	-110	

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
Strategy & Performance	Staffing review	173	283	110	B
Strategy & Performance	Surrey Growth Fund	300	300	0	B
Strategy & Performance	Health & wellbeing	30	30	0	B
Strategy & Performance	Corporate subscriptions	10	10	0	B
Comms	Communications - central spend	81	124	43	B
Comms	Communications - staffing review	36	86	50	B
Comms	Communications - Surrey Matters	185	185	0	B
Customer Services	Customer Services - no Saturday opening	15	15	0	G
Customer Services	Customer Services - reduce operating hours	50	50	0	G
Customer Services	Customer Services - Libraries reservation & renewals	45	45	0	G
Customer Services	Customer Services - Complaints Staff review	35	35	0	G
Customer Services	Customer Services - channel shift	25	25	0	A
Customer Services	Customer Services- reduce web and digital	10	10	0	G
Strategic Leadership	Strategic Leadership	110	173	63	B
Organisational Leadership & Performance Total		1,105	1,371	266	

Annex 2

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
Children's Services	Support functions review	280	0	-280	R
Children's Services	Productivity efficiencies	335	335	0	A
Children's Services	Market management -containing inflation	559	559	0	G
Commissioning and Prevention	Market management -containing inflation	224	224	0	G
Schools & SEND	Market management -containing inflation	2,417	2,417	0	G
Commissioning and Prevention	Reorganisation of Commissioning and Prevention	1,300	1,300	0	G
Commissioning and Prevention	Early Help contract savings	250	250	0	B
Commissioning and Prevention	Early Help reconfiguration	1,426	0	-1,426	R
Children's Services	Children's Services Early Help reductions in demand	400	0	-400	R
Commissioning and Prevention	Early Help Reconfiguration asset related savings	700	0	-700	R
Commissioning and Prevention	Review schools traded offer and opportunities to bid for grants and other resources	128	8	-120	R
Schools & SEND	Home to school transport - SEND	1,499	400	-1,099	A
Schools & SEND	Productivity efficiencies	1,337	1,736	399	B
Schools & SEND	Home to school transport - mainstream	600	600	0	B
Schools & SEND	Support functions reductions	75	75	0	B
Schools & SEND	Reductions in school support	600	600	0	B
Schools & SEND	Review of special school funding	2,300	400	-1,900	G
Schools & SEND	No inflation on Individual Statemented Pupil Support Budget	1,200	351	-849	A
Schools & SEND	Traded model for SEN support services	600	300	-300	A
Schools & SEND	Trade specialist teachers	500	0	-500	B
Schools & SEND	Post 16 SEND	1,000	1,000	0	G
Schools & SEND	Review provision of SEND support to early years providers	1,000	1,000	0	B
Schools & SEND	Service cost reduction and/or recommissioning	800	200	-600	B
Schools & SEND	New operating model for SEN pathway	500	500	0	B
Schools & SEND	Alternative provision	500	500	0	B
Schools & SEND	Trade or reduce non-statutory services	500	0	-500	B
Schools & SEND	Review and share costs with health & social care	500	500	0	A
Schools & SEND	Decommissioning of SEN planned places	300	300	0	B
Schools & SEND	Hard to place pupils	100	0	-100	G
Schools & SEND	More place to be charged to OLEAs for their pupils.	200	536	336	B
Schools & SEND	Post 19 - review plans in light of further guidance	0	1,000	1,000	A
Schools & SEND	Commissioning savings	0	0	0	A
Schools & SEND	Carry forward of overspend of DSG into 2018/19	0	2,513	2,513	B
Schools & SEND	Use of DSG originally earmarked for 2016/17 deficit	0	900	900	B
Children, Schools & Families Total		22,130	18,504	-3,626	

Annex 2

Service	Savings title	2017/18 savings target £000	2017/18 savings forecast £000	Over/ (under) target £000	RAG for remaining savings forecast £000
Comm Part Team	Members allocations	348	348	0	B
Comm Part Team	Community improvement fund	264	500	236	B
Comm Part Team	Other savings	22	22	0	G
Highways & Transport	Highway information team income	40	40	0	G
Highways & Transport	Integrated team structure	200	200	0	B
Highways & Transport	Local committee funding	1,700	1,700	0	B
Highways & Transport	Marginal gains	178	178	0	B
Highways & Transport	Support service review	141	141	0	B
Place Development	Local transport review	735	735	0	G
Place Development	Countryside & Surrey Wildlife Trust	350	255	-95	A
Place Development	Planning & Development	350	350	0	G
Place Development	Place & Sustainability review	200	147	-53	A
Place Development	Road Safety review	100	100	0	G
Place Development	E&I support service review	59	59	0	B
Place Development	Place Development marginal gains	200	200	0	G
Place Development	Fall out of prior year one off saving (marginal gains)	-500	-500	0	B
Waste	Community Recycling Centres and Transfer Stations	1,300	279	-1,021	G
Waste	Materials management - residual waste & sweepings contract	-792	-31	761	G
Waste	Waste : contract structure	1,000	1,000	0	A
Waste	Waste : recycling management	1,115	115	-1,000	A
Waste	Waste : Kerbside recycling performance	1,334	106	-1,228	A
Waste	Waste : Single waste approach	1,587	1,522	-65	G
Environment & Infrastructure Total		9,931	7,466	-2,465	
All services	Unidentified savings	9,000		-9,000	N/A
Grand Total		103,981	79,524	-24,457	



Overview and Budget Scrutiny Committee 26 January 2018

Recommendation Tracker and Forward Work Programme

1. The Committee is asked to review its Recommendation Tracker and Forward Work Programme, and the Forward Work Programmes of the other Select Committees which are attached.

Recommendation:

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

Next Steps:

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

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Overview & Budget Scrutiny Committee
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED NOVEMBER 2017.

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.

Date of meeting and reference	Item	Recommendations/ Actions	To	Response
14 Sept 2017	RECOMMENDATIONS TRACKER AND SELCET COMMITTEE FORWARD WORK PROGRAMME	The Chairman agreed to contact the Chairman of the Environment & Infrastructure Select Committee to ensure that the areas of scrutiny suggested by OBSC had been considered.	Environment and Infrastructure Committee	Select Committee Chairman and Vice-Chairman are consulting with relevant Cabinet Members on the forward plan on November 14.
14 Sept 2017	LEADERSHIP RISK REGISTER	The Deputy Chief Finance Officer agreed to seek a summary of the rationale behind the decision to remove the Strategic Infrastructure risk from the register in January 2017 and circulate to the committee.	Deputy Chief Finance Officer	The removal was agreed by Statutory Responsibilities Network this summer on the basis that the risk is covered on the E&I Dept risk register.
14 Sept 2017	LEADERSHIP RISK REGISTER	The Deputy Chief Finance Officer to confirm whether the timescale relating to the implementation of the safeguarding strategic plan mentioned in L3 was correct.	Deputy Chief Finance Officer	Information will be provided to the Committee at it January 2018 meeting.
14 Sept 2017	TASK GROUP SCOPING	The Committee agreed that the objectives of the SEND Task & Finish group needed more clarity as it was hard to understand what this group	Children and Education Select Committee	The Terms of Reference have been updated.

Date of meeting and reference	Item	Recommendations/ Actions	To	Response
		were setting out to achieve.		
16 Nov	ITEM 9 INVESTMENT STRATEGY: INVESTMENT BOARD ANNUAL REPORT	<p>The Committee recommends that:</p> <ul style="list-style-type: none"> • It reviews the next annual report prior to submission to Cabinet in 2018 and that the report includes details of properties (names, addresses, cost) purchased in-year and to date when published to the public • The Investment Board develops a written non-financial investment policy covering ethical, environment, social and governance indicators to accompany its existing practice for discussion at its next meeting 	Secretary to the Investment Board	<p>The Investment Board met on 5/12/17 and agreed to the recommendations.</p> <ul style="list-style-type: none"> a) Regarding the annual report – agreed to share with the committee prior to the Cabinet and agreed to include details of properties where this information is already in the public domain. Some information will remain confidential b) A ethical, environment, social and governance policy will be written - a draft will be discussed in the New Year.

COMPLETED ACTIONS - TO BE DELETED

Date of meeting and reference	ITEM	Recommendations/ Actions	To	Response
12 Jul 2017	SELECT COMMITTEE FORWARD WORK PROGRAMMES	All Select Committees should review their directorate risk registers on a six-monthly basis.	Select Committee Chairmen	Communicated to Select Committee Chairmen.
14 Sept 2017	RECOMMENDATIONS TRACKER AND SELCET COMMITTEE FORWARD WORK PROGRAMME	The Chairman to submit a note to Cabinet reflecting the Committee's consensus of support of the council's participation in the Business Retention Rate Pilot Scheme.	Cabinet	Reported to the 26/09/2017 Cabinet meeting.
14 Sept 2017	BUDGET SUB-GROUP REPORT	The Chairman agreed to write to the Leader to request a response to the question regarding the implementation of the recommendations made by the Sustainability Review Board, and to share the Committee's concerns around the lack of urgency in delivering savings.	Leader	Cabinet has since initiated a recovery plan process. The Budget Sub-Group and Select Committee Chairmen have agreed a way forward for budget scrutiny in the coming months.
14 Sept 2017	TASK GROUP SCOPING	The Chairman agreed to contact the Chairman of the Communities Select Committee and request a review of the political proportionality of the Member Reference Group and timescales for the work planned.	Communities Select Committee	Proportionality was sought but the group has had to proceed with the Members that volunteered.

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Select Committee Forward Work Programmes 2017/2018

Overview and Budget Scrutiny Committee (Chairman: Kay Hammond, Scrutiny Manager: Ross Pike)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
Each Meeting	Budget Scrutiny (Strategic Goal: Resident Experience)	An update on the activity of the Budget Sub-Group to date.	Members appraised of activity and able to influence areas of focus.	Agenda item
Each Meeting	Select Committee Forward Work Programmes	A review of proposed scrutiny items by Select Committees	Targeted forward work programmes that minimise duplication of effort and maximise collaboration and value to the Council and Surrey residents.	Agenda item
22 March 2018 NEW	New Chief Executive: Priorities and Plans	Discussion of the incoming Chief Executive's analysis of what work the Council must undertake in this and future years.	Members appraised of Chief Executive's priorities and plans. Areas for future scrutiny and collaboration identified.	Agenda item
22 March 2018 NEW	Select Committees' review of 2018/19 service plans and fees & charges (Strategic Goal: Resident	Scrutiny of these items will be undertaken by the Select Committees throughout February and findings presented for review	Overview and Budget Scrutiny is satisfied that plans are robust and fees & charges have been thoroughly scrutinised. A plan for further scrutiny of the refreshed MTFP in 2018/19 can be agreed.	Agenda item

	Experience)			
17 May 2018	Investment Board Annual Board (Strategic Goal: Economic Prosperity & Resident Experience)	Pre-scrutiny of the Board's annual report before Cabinet review	Committee able to offer its conclusions and recommendations on the performance of the Investment Board and the Council's investments to the Cabinet.	Agenda item
17 May 2018 NEW	Review of Invest to Save Projects (Strategic Goal: Resident Experience)	Overview of recent projects that have utilised the Invest to Save fund and their results.	Lessons learned from implementation of projects, recommendations for improvement or future use of the Fund.	Agenda item
17 May 2018	Local Enterprise Partnerships (LEPs)	Scrutiny of the output and impact of the two LEPs that cover Surrey	Understand the work underpinning investment in Surrey's economy and investigate the impact of LEP spending in the county.	Witness Sessions, Agenda item
12 July 2018 NEW	Welfare Reform (Strategic Goal: Economic Prosperity)	Report on the impact of Government policy on Surrey and the Council's work to support residents	The Committee is assured that adequate preparations have been made to mitigate any negative impacts across Council services.	Agenda item
12 July 2018	Development of the Council's Digital Strategy (Strategic Goal: Resident Experience)	Follow-up on the workshop session on the Council's digital	Committee provides feedback and is assured on the future of the Council's digital approach.	Agenda item
12 July 2018 NEW	Scrutiny Annual Report	Review of the work and processes of Select Committees in 2017/18	Identification of areas of good practice and any areas for improvement.	Agenda item
20 September 2018 NEW	Business Rate Retention Pilot (Strategic Goal: Resident Experience)	Review of operation of the pilot to date and the impact on the Council budget	Impact of the pilot on the Council's budgetary position and the assumptions made on its announcement tested.	Agenda item
20	Corporate Strategy	In development		

September 2018				
NEW				
15 November 2018	Progress Check on Chief Executive's Priorities	To follow-up on the outputs from the first meeting with the new Chief Executive	Recognition of successes and challenges to date. Recommendations for further work, offer of scrutiny support where value can be added.	Agenda item
NEW				
15 November 2018	Budget Scrutiny (Strategic Goal: Resident Experience)	Review of progress against this year's budget targets and plans for 2019/20	Assurance that targets are being met and robust plans are in place or being developed for the future.	Agenda item, Select Committee Feedback
TBD	Place and partnerships	The Council has entered into numerous partnerships across its many functions. The Committee will review the approach taken and impact of these partnerships.	Review the Council's partnerships with other organisations, how they are developed and what they deliver for residents. Understand what a 'place based' approach to services might look like and how this can be applied across the public sector in Surrey.	TBD
Task Groups				
Timescale	Scrutiny Topic	Description	Outcome	Membership
Ongoing	Budget Scrutiny	A sub-group to carry out detailed scrutiny of budgets and costs of services across the Council, review proposed options for service change and identify, where possible, a range of evidence-based options for budget savings.	A coordinated approach to select committee budget scrutiny with focus on appropriate topics leading to robust budgets.	Ayesha Azad, Tim Evans, David Harmer, Nick Harrison (Chair)
TBC	Consultation		In development	
Adults and Health Select Committee (Chairman: Ken Gulati, Democratic Services Officer: Andy Baird)				
Date of Meeting	Scrutiny Topic	Description	Outcome	Method
25 January 2018	Resident Self-Assessment Portal	To update Members of the Adults and Health Select Committee on	Members will review the Council's new Adult Social Care self-assessment portal which will include	Agenda item

NEW		the Adult Social Care systems replacement project with regard to the implementation of online portals.	receiving a demonstration of the portal from officers. Members will also be given the opportunity to give their perspective and input into the future development of Adult Social Care's online portals	
25 January 2018	Home-based Care	This report will provide an update to Members on the Home Based Care market in Surrey while also detailing the impact of the e-brokerage system in more efficiently engaging with and developing the market.	The Committee will review the plans to recommission, and investigate how the Council is responding to the current pressures on providers created by market conditions.	Agenda item
25 January 2018	Adult Social Care Debt	To update the Adults and Health Select Committee on Surrey County Council's Adult Social Care Debt position as at the end of November 2017.	The Committee will review steps being taken to recoup monies owed to the Council for the provision of Adult Social Care Services to residents considering how this process could be streamlined and improved.	Agenda item
25 January 2018 NEW	Surrey Heartlands Sustainability & Transformation Partnership Sub-Group Update	The Committee will receive a report on scrutiny being conducted by the Sub-Group on Surrey Heartlands STP	As well as reviewing progress of the Sub-Group, Members will be asked to propose specific areas of the STP that they feel should receive attention from the Sub-Group.	Sub-Group Update Report
25 January 2018 NEW	Surrey Care Record	A report will be provided by officers from Surrey Heartlands outlining steps being undertaken to introduce Surrey Care Record.	The Committee will be asked to review and comment on phase 1 of the project to introduce Surrey Care Record and to assess plans for future phases of the project.	Agenda item
4 April 2018	Accommodation with Care and Support (Extra Care)	The Committee will review the next phase of the ASC accommodation with care and support project, following a Cabinet decision on the next phase in January 2018.	Members will have the chance to look at how the Council is implementing its project on delivering accommodation with care and support to assess quality, finances and its impact on health and social care integration.	Agenda item
4 April 2018	Integrated Sexual Health Services Contract Review	At its meeting on 4 September 2017, the Adults & Health Select Committee agree to review the performance of the integrated	This item will give Members the opportunity to consider performance in delivering the new Sexual Health & HIV Services contract to assess whether it has had an impact on patient outcomes given the	Agenda item

		Sexual Health and HIV Services contract in nine months' time.	introduction of a new service model	
4 April 2018 NEW	Update from SECAMB Regional HOSC Sub-Group	At its meeting on 9 November 2017, the Committee requested an update on scrutiny undertaken by the SECAMB Regional HOSC Sub-Group including on those areas of scrutiny recommended by the Committee.	The Committee will receive an update on work being undertaken by the SECAMB Regional HOSC Sub-Group to scrutinise SECAMB's performance. This will include a report back on the following areas as proposed areas for scrutiny by Members of the Adults & Health Select Committee: a. performance against call response time targets as outlined in the Ambulance Response Programme (ARP); and b. response times for ambulances on call outs to rural areas	Sub-Group Update Report
4 April 2018	Recommissioning of Sexual Health Services Task group	To receive a report on the findings of the Sexual Health & HIV services Task Group	The Committee will receive a report back on the findings of the Sexual Health Services Task Group and will be given the opportunity to review and comment on the recommendations by the Task Group regarding consultation and communication around service changes arising from the implementation of the new contract.	Agenda Item
4 July 2018 NEW	Mental Health Inpatient Services	To update Members on plans by Surrey & Borders Partnership NHS Foundation Trust to ensure the future accessibility of mental health inpatient services in Surrey.	The Adults & Health Select Committee agreed to receive an update on phase 3 implementing Mental Health Inpatient provision. This will include details of the planned consultation process and accessibility of services.	Agenda item
4 July 2018 NEW	Substance Misuse Contract	The Adults & Health Select Committee will receive a report on proposed changes to the Surrey County Council's contract on the delivery of Substance Misuse services.	The Committee will be asked to consider the reconfiguration of the Council's Substance Misuse contract to review how these services will be delivered in the future.	Agenda item
4 July 2018	SECAMB Performance	The Committee will receive a report outlining SECAMB's	Members will review how SECAMB is delivering against national targets and will assess the steps it is	Agenda item

NEW	Review	performance against key metrics and indicators	taking to improve performance following the CQC's 'Inadequate' rating given to the Trust in October 2017.	
7 November 2018 NEW	Suicide Prevention Framework	This will report provide an update to Members on progress against the Suicide Prevention Framework as requested by the Committee at its meeting on 9 November 2017.	The Committee will be given the opportunity to review and comment on progress against the Suicide Prevention Framework.	Agenda item
TBD	Demand management	The Committee will review the plans to manage demand in ASC, which accounts for approximately £4 million of ASC savings in the MTFP and has been identified as a red risk.		In development
TBD	Sustainability and Transformation Plan Progress	The Committee will need to maintain track on progress around the three STP footprints, and how this is impacting on the delivery and long term planning for social care and health. The Committee will also need to consider how the three plans work together to mitigate risks of regional variation in health outcomes, and represent the best interests for Surrey residents.		In development
TBD	Access to primary care and GP services	This has been identified an area of interest by committee members. The Committee will need to consider how it approaches scrutinising the item. The Committee will scope this item report it back to the Council Overview and Budget Scrutiny Committee in due course		In development
TBD	Blue Light	The Adults & Health Select		In

	Collaboration	Committee will Receive an update on the Blue Light Collaboration project.		development
Task Groups				
Timescale	Scrutiny Topic	Description	Outcome	Membership
Ongoing	Surrey Heartlands	The Committee will need to consider how it reviews the Surrey Heartlands devolution proposal, and other strategic plans across the footprint. As this is an area of considerable strategic change, it may wish to consider a plan of ongoing engagement with the topic.	The Sub-Group will conduct ongoing scrutiny of the Surrey Heartlands STP to provide continued scrutiny around the implementation of STP plans. The Sub-Group will report back to the Select Committee periodically and will give Members the chance to comment on the Sub-Group's priority areas.	Ken Gulati, Bill Chapman, John O'Reilly, Sinead Mooney
August 2017 – April 2018	Learning Disabilities and Transition	The statutory responsibilities of the Council to both children and adults with care and support needs are substantial. The number of young people with complex needs transferring into adult social care has been recognised as a significant demand pressure within the MTFP. This has also been identified by the Cabinet Members as an area requiring the support of the Council's scrutiny function.	The review will seek to make recommendations in respect to improving the experience of young people and their families/carers, and to optimise public value for the benefit of the Council and Surrey residents	Ken Gulati, Chris Botten, Robert Evans, Mike Wainhouse (Parent Governor representative)
September 2017 – April 2018	Sexual Health Services	At the Adults & Health Select Committee, Members agreed to form a Task Group to review the consultation and implementation phases of Surrey's new sexual health services contract.	The Task Group will seek to recommendations regarding how Surrey County Council and NHS England consult and engage with residents around service changes.	Sinead Mooney, Nick Darby, John O'Reilly,

Children and Education Select Committee (Chairman: Mark Brett-Warburton, Democratic Services Officer: Richard Plummer)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
20 February 2018 NEW	School Improvement Contract Update	To review Surrey's current method of school improvement and assess options for future delivery following contract expiry.	Assess future options for the provision of school improvement and recommend the option that represents best value for money for potential future delivery	Agenda item
20 February 2018	Surrey's Pupil Referral Units (PRU)	To receive a report on PRU provision in Surrey, and the educational attainment and outcomes for children that attend them.	Identify whether further support is needed for PRUs and the children that attend them; and if so, how this could be put in place.	Agenda item
20 February 2018	Multi-Agency Safeguarding Hub (MASH)	To review MASH performance and progress to date.	Assess whether implementation of the MASH has delivered planned improvements in demand management and understand what priorities exist in terms of operational delivery.	Agenda item
20 February 2018	Unaccompanied Asylum Seeking Children	To review demand trends and pressures created by the Council's responsibilities to unaccompanied asylum seeking children	Seek assurance that the Council's corporate parenting responsibilities are being in respect to this cohort, and understand how it impacts on budgets and service delivery.	Agenda item/workshop
TBD	Communication with Target Audiences	In development		In development
TBD	Surrey Education in Partnership Programme	To review the development of the Surrey Education in Partnership Programme and monitor and seek assurance regarding the transition to a schools led arrangement.		In development
Task Groups				
Timescale	Scrutiny Topic	Description	Outcome	Membership
August 2017 - September 2018	Special Educational Needs and Disabilities (SEND) Written Statement of Action Task and	To follow and monitor the required improvements for Surrey's SEND Services, in line with the conditions set out in the Written Statement of Action.	Assurance regarding the progress of required services improvements as set out in the Written statement action	Mark Brett-Warburton Chris Townsend Christopher

	Finish Group			Botten Tina Mountain Yvonna Lay
Ongoing	Performance Member Reference Group	To monitor the performance of school improvement, school attainment and Children's Services to ensure that reasonable quality of service is maintained.	Scrutiny has a clear understanding of performance within the key areas of the Children, Schools and Families Directorate, and supports improvements of services for children and their families across Surrey.	Mark Brett-Warburton Chris Townsend Tim Evans Jeff Harris Charlotte Morley
TBD	Learning Disabilities and Transition	To scrutinise how the Council plans care and support for young people with complex needs as they transition into adulthood, and how future demand will be met.	The review will seek to make recommendations in respect to improving the experience of young people and their families/carers, and to optimise public value for the benefit of the Council and Surrey residents.	Ken Gulati Chris Botten Robert Evans Mike Wainhouse

Communities Select Committee (Chairman: Rachael I Lake, Democratic Services Officer: Andrew Baird)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
8 February 2018	Annual Scrutiny of Community Safety Partnerships	The Committee will scrutinise the work of Surrey's Community Safety Partnerships, and provide recommendations for their continued work.	Fulfilment of the statutory scrutiny of Community Safety Partnerships carried out annually.	Agenda item
8 February 2018 NEW	Surrey Performing Arts Library	At its meeting on 7 November 2017, the Communities Select Committee requested an update on the actions undertaken by officers in respect of the options for the future of the Surrey Performing Arts Library.	To update the Committee on recommendations to officers that were made at the Communities Select Committee meeting on 7 November 2017.	Agenda item

8 February 2018	Surrey Fire and Rescue Service Integrated Risk Management Plan update report	A report from the Surrey Fire & Rescue Service Integrated Risk Management Plan Member Reference Group providing an outline of scrutiny undertaken by the Committee following the first two meetings of the MRG.	This report will provide an update to Members on the scrutiny of Surrey Fire & Rescue Service's Integrated Risk Management Plan under taken by the Member Reference Group formed by the Communities Select Committee at its meeting on 7 September 2017	MRG update report
8 February 2018 NEW	Contingency Crewing Arrangements for Surrey Fire & Rescue Service	To update the Select Committee on the recommendations to be presented to Surrey Fire and Rescue Authority (Cabinet) regarding contingency crewing arrangements for Surrey Fire and Rescue Service (SFRS).	The Committee will be given the opportunity to scrutinise the proposed contingency crewing arrangements for proposal to Cabinet.	Agenda item
7 June 2018 NEW	Surrey Fire & Rescue Service Performance Reporting	The report will provide details on how Surrey Fire and Rescue Service are performing against key metrics and targets.	For Members of the Community Select Committee to receive an update on how Surrey Fire & Rescue Service is delivering against its Key Performance Indicators.	Agenda item
7 June 2018 NEW	Surrey Fire & Rescue Service Strategic Planning	The Communities Select Committee will receive a report on how Surrey Fire & Rescue Service is delivering against key strategic priorities as outlined in the Public Safety Plan.	The report will be an opportunity for Members to review and comment on SFRS's strategic plans and how it is delivering against these.	Agenda item
7 June 2018 NEW	Surrey Fire & Rescue Service Blue Light Collaboration	Members will be provided with an update on progress in delivering the Blue Light Collaboration initiative.	For the Committee to receive details on progress against the Blue Light Collaboration initiative as well as understanding challenges to collaboration with blue light partners as well as other areas identified for collaboration.	Agenda item
7 June 2018 NEW	Surrey Fire & Rescue Service Inspection Preparations	Surrey Fire & Rescue Service is expected to be inspected by HMICFRS in Summer 2018. The Communities Select Committee will receive a report highlighting preparations undertaken by SFRS	For Members to consider and comment on preparations undertaken by Surrey Fire & Rescue Service to prepare for its inspection by HMICFRS.	Agenda item

		for this inspection.		
7 June 2018 NEW	Surrey Fire & Rescue Service Duty to Collaborate	The report will outline how Surrey Fire & Rescue Service are implementing their Duty to Collaborate as outlined within the Public Safety Plan.	To update Members of the Communities Select Committee on how Surrey Fire & Rescue Service are implementing their duty to collaborate with partner agencies	Agenda item
13 September 2018 NEW	Prevent Strategy Surrey	The Communities Select Committee has agreed to undertake close scrutiny of the Prevent programme in Surrey as part its duty to review community safety partnerships priorities.	Prevent is a “community safety priority” for the Surrey Community Safety Board. This “deep-dive” report will focus on and review Surrey’s Prevent strategy, as well as other preventative work in this area of community safety. The Committee will make recommendations with an aim to further support community safety, and strengthen links between the Council and its partners.	Agenda item
13 September 2018	Voluntary, Community and Faith Sector Resilience	To review the resilience of Surrey’s Voluntary, Community and Faith Sector in light of increasing demand and growing pressure on budgets.	To Committee is asked to review content of report and make recommendations if any further action is required.	Agenda item
TBD	Armed Forces Covenant	This item requires further scoping.	In development	TBD
TBD	Surrey Public Sector Estate	To review use of the public sector estate in Surrey.	Consider how Surrey County Council and partner organisations’ future plan to utilise publicly owned buildings and infrastructure to support effective and efficient service delivery following the LGA and Cabinet Office’s One Public Sector Estate initiative	Agenda item
Task Groups				
Timescale	Scrutiny Topic	Description	Outcome	Membership
Ongoing	Surrey Fire and Rescue Service Integrated Risk Management Plan	Surrey Fire and Rescue Service will be developing a new comprehensive Integrated Risk Management Plan (IRMP). The new plan will set out how the Service will continue to deliver efficient and effective Prevention, Protection and Response within	Member Reference Group to provide Member-led support and act as a critical friend in the design and delivery of the new Integrated Risk Management Plan required to help achieve the savings within the MTFP.	Saj Hussain Keith Witham Alison Griffiths Bob Gardner

Surrey, whilst achieving required savings within the MTFP.

Corporate Services Select Committee (Chairman: Zully Grant-Duff, Democratic Services Officer: Huma Younis)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
7 March 2018	HR Strategy	HR offer to staff and workforce planning	Scrutiny of the current HR strategy, including: <ul style="list-style-type: none"> • training, • appraisals, • absenteeism rates • welfare current and future workforce planning.	Agenda item
7 March 2018	Civil Protection	Emergency Management, Business Continuity and Local Resilience relating to recent incidents	Scrutiny of emergency preparedness (as per six-monthly update requested October 2017) including: <ul style="list-style-type: none"> • emergency management, • business continuity • local resilience. • an update on partnership work • an update on any plans for inspections of the Local Resilience Forum assurance plans and processes by the DCLG and Cabinet Office. Also, a report on local 'Black Start' plans if there was a nationwide loss of electricity (to be considered in part 2).	Agenda item
7 March 2018 NEW	Workforce Safety and Welfare	Corporate Health and Safety	Scrutiny of the current Corporate Health & Safety Action Plan and its delivery. Review of proposals for the 2018/19 Action Plan.	Agenda item
13 June	Staff Resources	Agency staffing	Scrutiny of agency staffing (as per six-monthly	Agenda item

2018			update requested October 2017) including: <ul style="list-style-type: none"> • procurement policy • management of expenditure • trends • details of the average costs for locum/bank/permanent social workers in both ASC and CSF. 	
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Task Groups

Timescale	Scrutiny Topic	Description	Outcome	Membership
15 May 2018	Civil Protection - Local Resilience	Attendance to a training exercise organised by the Surrey Local Resilience Forum, 15 May 2018 – Exercise Comet, Tactical Command Level Exercise	Scrutinise emergency preparedness and partnership working	All members of the Committee
31 January 2018 NEW	Property Workshop follow up - Member Engagement with Property matters	To model proposals for member and property services engagement.	A prototype for regular member and property service engagement.	All members of the committee

Environment and Infrastructure Select Committee (Chairman: Bob Gardner, Democratic Services Officer: Richard Plummer)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
28 February 2018	Countryside Review	To assess the proposals of the countryside review following the work undertaken with the Member Reference Group.	TBD	Agenda item
28	Street Lighting	To review the impact of changes to	To assess how savings have been realised through	Agenda item

February 2018		street lighting	the proposals and consider any effects of changes.	
10 May 2018	Surrey Waste Local Plan	To scrutinise the proposals for the refreshed Surrey Waste Local Plan following the work undertaken with the Member Reference Group, and prior to Cabinet decision.	TBD	Agenda item
10 May 2018	Rights of Way	To consider what capital investment may be required, and the role of volunteering assets and Parish Councils in maintaining public rights of way.	To assess the added value of any capital investment required and test the roles that the Voluntary Sector and Parish Councils can have.	Agenda item
10 May 2018	Basingstoke Canal	To review options regarding sustainable management of the Basingstoke Canal.	To make a recommendation to Cabinet on the sustainable future management solution for the Basingstoke Canal and make recommendations regarding the long term strategy and business objectives for the Canal.	Agenda item
6 September 2018	Air Quality	To evaluate the progress the Council is making to improve air quality.	To review mechanisms available to support better air quality in the future.	Agenda item
6 December 2018	Performance Review of key E&I services	To review the corporate strategy performance data and Surrey Waste Partnership data on recycling rates.	TBD	Agenda item
6 December 2018	Code of Practice on road maintenance/ safety	To review the UK Roads Board have revision of the code of practice for road maintenance and safety.	Local authorities have two years to decide whether they will adopt the new code or a risk based approach. The Committee will assess what the proposals will mean for the Council and Surrey residents.	Agenda item
Task Groups				
Timescale	Scrutiny Topic	Description	Outcome	Membership
Ongoing	Basingstoke Canal Task Group	To consider the most effective governance option for Surrey County Council in relation to the Basingstoke Canal of which the	Enable the Council to decide whether they continue their involvement with the Basingstoke Canal or make changes to the current joint ownership model.	Bob Gardner, Richard Wilson, Stephen

		Council is a joint owner.		Cooksey
Ongoing	Countryside Management Member Reference Group	To report to the Select Committee with recommendations to advise the Cabinet Member on the changes required to the Surrey Wildlife Trust (SWT)/Surrey County Council (SCC) Agreement and its governance,	Ensure that the agreement is fit for purpose for the remainder of its term. (The MRG meets on an ad hoc basis as and when the service requires support.)	Bob Gardner, Matt Furniss, Richard Wilson, Stephen Cooksey

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