

Notice of Meeting

Overview and Budget Scrutiny Committee

**Date & time**

Thursday, 22 March
2018 at 10.00 am

Place

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

Contact

Ross Pike or Sharmina
Ullah
Room 122, County Hall
Tel 020 8541 7368 or 020
8213 2838

ross.pike@surreycc.gov.uk

Chief Executive

Joanna Killian



We're on Twitter
[@sccdemocracy](https://twitter.com/sccdemocracy)

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, Mr John O'Reilly 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: 26 JANUARY 2018

(Pages 5
- 14)

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 (*16 March 2018*).
2. The deadline for public questions is seven days before the meeting (*15 March 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

(Pages
15 - 18)

A response was received from the Cabinet to recommendations made on the Revenue & Capital Budget 2018/19 to 2020/21.

6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME (Pages 19 - 40)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings and to review its forward work programme.

7 STAFF SURVEY RESULTS (Pages 41 - 54)

This report provides the Committee with a summary of the results from the 2017 staff survey. This is the third staff survey undertaken by Best Companies and includes comparison data to the previous two years of engagement results.

8 BUDGET SCRUTINY (Pages 55 - 64)

This report provides the Committee with an overview of scrutiny of service plans and fee & charges undertaken by the Select Committees during February and March 2018 and the latest budget sub-group findings.

9 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10:00am on 17 May 2018.

Joanna Killian
Chief Executive

Published: Wednesday, 14 March 2018

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MINUTES of the meeting of the **OVERVIEW AND BUDGET SCRUTINY COMMITTEE** held at 10.00 am on 26 January 2018 at Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 22 March 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

In attendance

David Hodge CBE, Leader of the Council
Bob Gardner, Environment and Infrastructure Select Committee Chairman
Ken Gulati, Adults and Health Select Committee Chairman
Rachael I Lake, Communities Select Committee Chairman
Dr Andrew Povey, Corporate Services Select Committee Vice-Chairman

1/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Robert Evans who advised due to a teaching commitment will withdraw from the meeting at 12:30pm. Apologies were also received from Ken Gulati who advised will be leaving the meeting at lunchtime.

2/18 MINUTES OF THE PREVIOUS MEETING: 16 NOVEMBER 2017 [Item 2]

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

3/18 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest received.

4/18 QUESTIONS AND PETITIONS [Item 4]

There were no questions and petitions received.

5/18 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

There were no issues referred.

6/18 BUDGET SCRUTINY [Item 6]

Declarations of interest:

None

Witnesses:

David Hodge CBE, Leader of the Council

Bob Gardner, Environment and Infrastructure Select Committee Chairman

Ken Gulati, Adults and Health Select Committee Chairman

Rachael I Lake, Communities Select Committee Chairman

Dr Andrew Povey, Corporate Services Select Committee Vice-Chairman

Kevin Kilburn, Deputy Chief Finance Officer

Key points raised during the discussion:

1. The Committee received an introductory statement from the Leader of the Council, outlining the report from Cabinet of its proposals, setting out the council tax precept for 2018/19, revenue budget for 2018/19 and Medium Term Financial Plan (MTFP) to 2020/21 which would be recommended to County Council to consider at its meeting on 6 February 2018.
2. It was noted that a refreshed version of the Corporate Strategy for 2018/19 was in progress and would be produced with the incoming Chief Executive and would be presented at the meeting of County Council in May 2018.
3. The Leader of the Council emphasised the importance of the Select Committees' work with Directors and Cabinet Members to provide scrutiny on specific service budgets and proposals. It was stressed that this was an opportunity to challenge or change priorities and steer the direction of services.
4. The Leader of the Council stated that, to aid local Members to take effective action to address local concerns and issues, a part of the additional funding from the extra 1% increase in the council tax would be allocated to new local funds. A new Member Local Highways Fund would be established from 2018/19 with £7.5k per member, as well as a Members' Community Allocation of £5k per member.
5. It was noted by Members that Local Committees will share a Revenue Highways Fund of £1.4m. The Committee was advised that guidelines would be set on how to spend these allocations by the Cabinet Member for Highways and Assistant Director of Highways following Council's approval on 6 February 2018.
6. It was highlighted that the Council was facing significant financial challenges, predominantly within social care services, special educational needs and disability services due to demand. The Budget includes forecasts totalling £107m for demand and cost pressures.
7. It was noted that market inflation, especially within the social care market and the further reduction of Government grants had intensified pressures and created additional financial challenges for balancing the budget.

8. It was noted that although the Council had identified additional savings of £66m in 2018/19, a shortfall of £39m in the budget remained. To meet the overall shortfall of funding and to produce a balanced budget for 2018/19 the Cabinet proposed the following one-off measures: the use of capital receipts, the use of up to £24m of earmarked reserves and the participation in the Government's 100% Business Rate Retention pilot.
9. The Deputy Chief Finance Officer was pleased to report that Surrey's Business Rate Pilot application had been successful and the projected impact of this would be an estimated extra £20m for the Council in 2018/19 from its share of retained business rates growth.
10. It was explained that, following proposed further increase in the council tax precept of 1% (2.99% in total) and the Adult Social Care precept by 3%, the two increases in the precept would provide a further £42m to support the growth in demand for services.
11. It was explained the use of capital receipts allowed local authorities to spend up to 100% of their capital receipts received since 1 April 2016 on the revenue costs of reform projects. It was noted since 1 April 2016, the Council has received £32m capital receipts, which it could use to fund this strategy.
12. The Leader of the Council addressed Members' concerns relating to restrictions on Member Allocations by advising the Committee that, subject to County Council agreeing the budget on 6 February, guidance on Member Allocation spending will be published to advise how to best to utilise these new local funds.
13. The Committee raised concerns about the level of reserves now held by the Council and questioned how and when these could be replenished. The Deputy Chief Finance Officer assured the Committee that future budget planning for the MTFP will seek to replenish the reserve levels and informed members it would be considered going forward.
14. It was reported that the initial use of £15m of capital receipts to fund projects would produce an ongoing saving of £26m annually and the Cabinet can vary this amount during the year with approval of County Council.
15. The Deputy Chief Finance Officer highlighted that the Council's earmarked reserves were low in comparison to other local authorities however, to balance the budget it was necessary to use this resource.

Meeting adjourned 10:50am

Holocaust Memorial Day Ceremony

Meeting resumed 11:40am

16. Members sought clarification as to what was deemed a 'vital service' under the Corporate Strategy. The Leader of the Council explained that vital services were linked to the Council's statutory duties.
17. The Committee discussed the transformation projects to be funded by flexible use of capital receipts, emphasising the need for both service specific and cross-cutting initiatives at the Council and in partnership with other organisations to help realise a sustainable budget. It was noted that a number of these projects included Orbis investment, Finance Transformation Team and SEN transport.
18. The Leader of the Council informed the Committee that delivering these transformation projects were the responsibility of the Strategic Directors' and the Cabinet Member who will oversee them will be addressed at the Annual General Meeting in May.
19. It was mentioned that the November budget papers reported a £19m overspend and Members asked how this will be managed going forward to balance the budget. The Deputy Chief Finance Officer explained that reserves would be reduced further to balance the budget if expenditure was not reduced or delayed over the next few months.
20. The Leader of the Council acknowledged flooding concerns and explained that work was in progress to discuss matters further with the Minister of Housing and Environment Secretary to lobby for funding in this area.
21. It was explained that the Government could potentially introduce new legislation against charging at Community Recycling centres and acquiring property for Investments out of County, as a result the Council could potentially face an additional pressure of £6m.
22. It was noted that the Leader of the Council had written to the Secretary of State in relation to the transition allowance and a business case has been put forward for funding, however there was no indication that this has been received or whether the Council will receive the £12m transition grant as of January 2018.
23. Committee members were advised that a detailed report on the interest rates in relation to the Council's loans could be found in the Audit and Governance meeting held on 22 January 2018.
24. It was highlighted that the Council were putting forward a strong case to local MP's with regards to reducing future repayment of £17.3m (negative RSG) to the Treasury as this pressure intensified financial challenges.
25. The Overview and Budget Scrutiny Committee Chairman invited Select Committee Chairmen to lead discussions around their respective directorates, an opportunity to ask more detailed, service specific enquiries.
26. The Chairman for Adults and Health Select Committee highlighted two areas of focus, the efficiency of the services and controlling the

volumes of care packages. The Leader of the Council recognised these issues and also highlighted the concerns with the cost of care homes and assured the Committee discussions were underway with providers to manage prices.

27. Members raised concerns with the savings aspirations and the lack of improvement in Children's Services, particularly with Ofsted returning to inspect soon. The Leader of the Council informed the Committee that the new Chief Executive was noted for previously improving Children's Services at Essex County Council and was confident Children's Services in Surrey would benefit similarly.
28. It was noted that the Children and Education Select Committee Chairman was carrying out investigative work to review whether other local authorities were delivering services for a lesser cost and if so review how this Council could improve.
29. The Committee recognised the immediate savings produced within Orbis and supported the Corporate Services Select Committee (CSSC) recommendation around energy efficiency, particularly as the cost of electricity had increased. It was noted that CSSC were also reviewing best practices across the Orbis Partnership to improve service across the three authorities.
30. The Deputy Chief Finance Officer was confident that the savings reported under Central Income and Expenditure would be met and achieved, especially with the Minimum Revenue Provision as the use of capital receipts would reduce the amount required for borrowing.
31. The Environment and Infrastructure Select Committee Chairman stated that officers were exploring ways the service could invest in new technologies to generate future savings.
32. The Committee discussed highways and the major issue with traffic density and suggested representations to Government need to be more assertive to secure greater funding as Surrey had the highest used roads in the country outside London.
33. It was noted that the Communities Select Committee were satisfied with the progress being made with the Library Service and Fire and Rescue Service and assurances were given that close scrutiny will continue to follow the development around these services. Members complimented the Fire and Rescue Service for evolving to become a more modern fire service, particularly with trialling Immediate Response Vehicles, reducing significant costs for call outs.
34. The Committee noted the challenging situation facing this Council and the sector as a whole and therefore recommended a need for an increase in the pace of change to ensure services can continue to meet the needs of residents and save money.
35. The Committee wished to commend the Council's Finance Officers for their efforts in providing such a comprehensive and detailed report ahead of the Cabinet and Council meetings to allow for sufficient scrutiny of the proposals.

Recommendations:

The Committee agreed the following recommendations:

Corporate Services Select Committee

- a) 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.
- b) The Select Committee was informed that relatively little of the existing £4.2M 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.
- c) 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.
- d) 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 timelier manner.
- e) 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.

Adults and Health Select Committee

- f) 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.
- g) Increased priority to be given to the provision of Extra Care services, in order to achieve a significant improvement in the level of delivery.
- h) 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.
- i) 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.

- j) Cabinet continues to argue the case for fairer funding with Central Government in respect of Surrey's Public Health allocation.
- k) 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.
- l) 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.
- m) Officers investigate opportunities for collaborating with the Voluntary, Community and Faith Sector in the planning and delivery of services commissioned by Public Health.

Communities Select Committee

- n) Encourages the Library Service to progress its development of community supported libraries.
- o) Recommends that the Library Service undertakes appropriate public consultation regarding future changes to libraries in early 2018.
- p) 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.
- q) 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.

Cross Service

- r) A Cabinet Member is given responsibility for the delivery of the transformation projects outlined in the Revenue and Capital Budget for 2018/19 to 2020/21 complemented by a similar role for a specific Officer.
- s) 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).

Scrutiny Next Steps:

1. 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.
2. 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.
3. Select Committees to undertake reviews of the fees & charges schedules and savings plans in their remits in order to comment on these plans and the overall direction set by the Cabinet prior to the adoption of a refreshed Medium Term Financial Plan. These findings will be communicated to Cabinet on 27 March 2017 by the Overview & Budget Scrutiny Committee.

7/18 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

Key point raised during the discussion:

1. The Committee reviewed its Recommendations tracker and commented on the response received in relation to Item 9, Investment Strategy, Investment Board Annual Report where it was stated that 'some information will remain confidential'. The Chairman advised that future review of the annual report could be considered in Part 2 Private to comply with exempt information. Member concerns were noted that the information should be available in the public domain.
2. The Chairman notified members that the wording of the control for L3 in the newest Leadership risk register was changed to: 'We are working with Surrey Safeguarding Adults Board and our partners to revise our adult safeguarding policies, procedures and guidance, associated tools such as the competency framework and our learning and development offer to support these. It is anticipated that these will be completed by April 2018'.
3. It was noted that new items on the Select Committee Forward Work Programmes (FWP) were highlighted for Member's attention and details of Select Committee task groups had also been incorporated into the FWP for reference.
4. Members were informed that all the items on the Overview and Budget Scrutiny Committee plan were provisional and the proposed timing of the new Chief Executive item was subject to change.
5. It was highlighted that the Children and Education FWP would be reviewed for further development at its February meeting of the Committee.

6. It was further highlighted that the Communities Select Committee plan included joint scrutiny work of the Blue Light Collaboration item with the Adults and Health Select Committee.
7. Members asked whether the workshops on the Corporate Services Select Committee plan were open to members outside of the Committee to attend. Chairman advised that Members could attend any meeting of the Council.
8. Members requested revision to the wording of the Street Lighting item on the Environment and Infrastructure Select Committee (EISC) plan to incorporate the review of both existing and proposed changes.
9. It was suggested that the Committee should also review the revenue budget to assess whether this can add value to maintaining public rights of way.
10. It was noted that the EISC plan did not mention the waste task group and for officers to update the Select Committee FWP accordingly.

8/18 DATE OF NEXT MEETING [Item 8]

The Committee noted its next meeting would be held on Thursday 22 March 2018.

Meeting ended at: 1.15 pm

Chairman

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CABINET RESPONSE TO OVERVIEW AND BUDGET SCRUTINY COMMITTEE

FINAL BUDGET RECOMMENDATIONS

(Considered by the Overview and Budget Scrutiny Committee on 26 January 2018)

COMMITTEE RECOMMENDATIONS:

Corporate Services Select Committee

- a) 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.
- b) The Select Committee was informed that relatively little of the existing £4.2M 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.
- c) 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.
- d) 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.
- e) 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.

Adults and Health Select Committee

- f) 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.
- g) Increased priority to be given to the provision of Extra Care services, in order to achieve a significant improvement in the level of delivery.
- h) 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.
- i) 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.

- j) Cabinet continues to argue the case for fairer funding with Central Government in respect of Surrey's Public Health allocation.
- k) 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.
- l) 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.
- m) Officers investigate opportunities for collaborating with the Voluntary, Community and Faith Sector in the planning and delivery of services commissioned by Public Health.

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- n) Encourages the Library Service to progress its development of community supported libraries.
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- p) 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.
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Cross Service

- r) A Cabinet Member is given responsibility for the delivery of the transformation projects outlined in the Revenue and Capital Budget for 2018/19 to 2017/18 complemented by a similar role for a specific Officer.
- s) 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).

RESPONSE:

The cabinet would like to thank the Overview and Budget Scrutiny Committee for their recommendations on the budget, and for their work and all the scrutiny boards in reviewing the savings for the financial year.

The cabinet recognise that in order to balance the budget for 2018/19 the council needs to use reserves, as further savings beyond the £66m identified are not considered achievable in 2018/19. As a part of future years' budget planning the cabinet will look to replenish these reserves as a part of a strategy to ensure a sustainable budget.

The strategy to develop and ensure sustainable services and finances will include a major programme of transformation on how we deliver services to our residents. The cabinet recognise that to achieve such a change, the council cannot act alone. It will work even more closely with residents and our partners, whether they be district and borough councils, health, police and importantly, the voluntary, community and faith organisations across Surrey to achieve this transformation. It will be challenging but discussions on taking a more place-based approach are progressing well. I hope that the scrutiny committees will also play an active part in looking at how and where we need to transform to meet residents' needs

Since 2010 the council, under this administration, has saved a total of £540m. Most of this has been through improving efficiencies and the way we deliver services. Although efficiencies are increasingly hard to find, we will still search for them, wherever they are in our organisation, to make sure that the council gets the best value for our residents.

Mr David Hodge CBE
Leader of the Council
30 January 2018

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Overview and Budget Scrutiny Committee

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

Report contact: Sharmina Ullah, Democratic Services Assistant

Contact details: 020 8213 2838, Sharmina.ullah@surreycc.gov.uk

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Overview & Budget Scrutiny Committee
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED MARCH 2018.

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
26 Jan 2018	BUDGET SCRUTINY [ITEM 6]	Recommendations are tabled in Item 5 of the agenda papers.	Cabinet	A response was received from the Cabinet to recommendations made on the Revenue & Capital Budget 2018/19 to 2020/21.

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 SELECT 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.
14 Sept 2017	RECOMMENDATIONS TRACKER AND SELECT COMMITTEE FORWARD WORK	The Chairman agreed to contact the Chairman of the Environment & Infrastructure Select Committee to ensure that the areas of scrutiny	Environment and Infrastructure Committee	Select Committee Chairman and Vice-Chairman are consulting with relevant Cabinet Members on the forward plan on November 14.

	PROGRAMME	suggested by OBSC had been considered.		
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	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 were setting out to achieve.	Children and Education Select Committee	The Terms of Reference have been updated.
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 was provided to the Committee at its January 2018 meeting.
16 Nov 2017	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 <p>The Investment Board develops a written</p>	Secretary to the Investment Board	<p>The Investment Board met on 5/12/17 and agreed to the recommendations.</p> <p>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</p>

		non-financial investment policy covering ethical, environment, social and governance indicators to accompany its existing practice for discussion at its next meeting		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.
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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	Select Committees' review of 2018/19 service plans and fees & charges (Strategic Goal: Resident Experience)	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
22 March 2018	Staff Survey results 2017	A summary of the results from the 2017 staff survey. This is the third	To review Staff Survey results and identify any areas of improvement or follow up on any service specific	Agenda item

NEW		SCC staff survey undertaken by Best Companies and includes helpful comparison data to the previous two years of engagement results.	responses by individual Select Committees.	
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 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
17 May 2018	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	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 strategy.	Committee provides feedback and is assured on the future of the Council's digital approach.	Agenda item
12 July	Scrutiny Annual	Review of the work and processes	Identification of areas of good practice and any areas	Agenda item

2018	Report	of Select Committees in 2017/18	for improvement.	
20 September 2018	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 September 2018	Corporate Strategy	In development		
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
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
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 Sexual Health and HIV Services contract in nine months' time.	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 introduction of a new service model	Agenda item
4 April 2018	Recommissioning of Sexual Health Services Task Group Interim Report	To review the consultation process, implementation phase and lessons that can be learned from the commissioning of sexual health and HIV services, with a view to informing future commissioning of services.	The Committee will receive an interim report providing details of scrutiny that has been undertaken by the Task Group.	Agenda Item
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	Mental Health Inpatient Services	To update Members on plans by Surrey & Borders Partnership NHS Foundation Trust to ensure the future accessibility of mental	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	Agenda item

		health inpatient services in Surrey.	services.	
4 July 2018	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 Review	The Committee will receive a report outlining SECamb's performance against key metrics and indicators	Members will review how SECamb is delivering against national targets and will assess the steps it is taking to improve performance following the CQC's 'Inadequate' rating given to the Trust in October 2017.	Agenda item
7 November 2018	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
7 November 2018 NEW	Guildford & Waverley CCG Adult Community Health Services Contract	The report will provide an outline of Guildford and Waverley CCG's Integrated Adult Community Health Services contract, how the provider is delivering against the terms of this contract.	Members will review delivery on Guildford & Waverley CCG's Integrated Adult Community Health Services Contract following implementation.	Agenda item
7 November 2018 NEW	Surrey Heartlands (Task Group)	(see below)	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.	Agenda Item
TBD	Sustainability and Transformation Plan Progress	The Committee will need to maintain track on progress around the three STP footprints, and how	In development	In development

		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.		
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	In development
TBD	Blue Light Collaboration	The Adults & Health Select Committee will Receive an update on the Blue Light Collaboration project.	In development	In development
TBD NEW	Adult Social Care Debt	The Select Committee has agreed to receive an annual report on the Adult Social Care debt position.	In development	In 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

November 2017 onwards	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)
December 2017 onwards	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,
Ongoing	SECamb regional Sub Group	The SECamb regional sub-group is formally constituted and its terms of reference cover regional scrutiny of SECamb performance and improvement plans.	The Committee recommends that involvement in this group continues for the duration for 2017, as the CQC has recently re-inspected the Trust and expect to publish the results in September.	Sinead Mooney, David Mansfield

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

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
May 2018 NEW	School Organisation Plan 2017/18 - 2026/27	To review the school organisation plan, assess education provision in the county and demand trends and review how the service is working to provide school places.	To have considered the provision and demands placed on education providers and determined any areas of potential future risk.	Agenda Item

May 2018 NEW	Further Education Colleges	To review progress of the implementation of the recommendations of key areas of change in the Surrey Area Review conducted by the Department for Education in November 2016 and following up on work undertaken by the Education and Skills Board in September 2016.	To have assessed the programme and progress of change in Further Education Colleges; to have assessed provision available for students, particularly those with SEND, and have assured themselves that adequate work is being undertaken regarding promotion of apprenticeships and enable children to take advantage of the opportunities available in the local jobs market	Agenda item
May 2018	Surrey Education in Partnership Programme	To review progress of the Surrey Education in Partnership Programme and to monitor and seek assurance regarding the transition to a schools led arrangement.	To have monitored the progression towards a schools led arrangement and assess current and future impacts on schools and the service taking into account the views of the service and schools.	Agenda Item
May 2018 Education Provision theme NEW	Alternative Education Provision	To receive a report on Alternative Education Provision in Surrey, and the educational attainment and outcomes for children that attend them.	To have identified whether further support is needed for Alternative Education Provision and the children that need it; and if so, how this could be put in place. To identify the coverage of Alternative Education Provision and identified whether there is adequate provision and places for children that attend them in Surrey.	Agenda item
May 2018 NEW	Re-commissioning Supported Accommodation for Young People in Surrey	To review the use of the Dynamic Purchasing System and assess the value for money for the contract award for the provision of Supported Accommodation for young people in Surrey.	To have sought assurance that the decision made by Cabinet in January 2018 is having positive impact and that the decision has proven value for money and effective, and make suggestions to improve as required.	Agenda item

September 2018 NEW	Edge of Care	To review the Edge of Care Service. Surrey Family Services have piloted a dedicated Edge of Care Service with the aim to reduce the use of care by strengthening family relationships. The Committee will review the completion of the Edge of Care Service's trial phase and determine its effectiveness.	To have sought assurance that the Edge of Care service has strengthen family relationships and increased resilience of family units and determine the effectiveness of the Edge of Care services in its role following the completion of its trial phase.	Agenda item
September 2018 NEW	Children's Services Complaints Report	To review the Children's Services Complaints report and determine whether there are trends that raise concerns within Children's Services practice.	In Development	Agenda item
December 2018 NEW	Early Help Follow up Report	To review the progress of the Early Help Transformation Strategy implementation and measure performance.	<p>To have assessed whether the service has successfully worked to:</p> <ol style="list-style-type: none"> 1. Reduce the likelihood of children and young people entering care or other acute and specialist services, where this can be prevented 2. Ensure timely contact with services leading to better family outcomes 3. Ensure that families are enabled to help themselves and to build resilience which will be protective for the future <p>That the Early Help transformation needs to realise</p>	Agenda item

			savings as outlined in the MTFP including reductions in Children's Service demand	
TBC	Communication with target audiences	In Development	In Development	
TBC	Provisional Test and Exam Results	In Development	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 Finish Group	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 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
7 June 2018	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	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	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	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 this inspection.	For Members to consider and comment on preparations undertaken by Surrey Fire & Rescue Service to prepare for its inspection by HMICFRS.	Agenda item
13 September 2018	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	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
TBD NEW	Surrey Performing Arts Library – Update on Options for the Future	At its meeting on 8 February, the Committee agreed to review progress against the development of NewSPAL as well as considering the performance of Option 1 at its meeting in February 2019 or before.	In development	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 Surrey, whilst achieving required savings within the MTFP.	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

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

Date of	Scrutiny Topic	Description	Outcome	Method
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Meeting				
13 June 2018	Staff Resources	Agency staffing	Scrutiny of agency staffing (as per six-monthly 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. 	Agenda item
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
Environment and Infrastructure Select Committee (Chairman: Bob Gardner, Democratic Services Officer: Richard Plummer)				
Date of Meeting	Scrutiny Topic	Description	Outcome	Method
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	Formal Report
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 have assessed the added value of any capital investment required and test the roles that the Voluntary Sector and Parish Councils can have.	Formal Report
10 May	Basingstoke Canal	To review options regarding	To have made a recommendation to Cabinet on the	Formal Report

2018		sustainable management of the Basingstoke Canal.	sustainable future management solution for the Basingstoke Canal and made recommendations regarding the long term strategy and business objectives for the Canal.	
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.	Formal Report
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.	In Development	Formal Report
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.	Formal Report
TBD NEW	Strategic Transport Priorities	In Development	In Development	

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 council is a joint owner.	Recommendations of this Task Group will enable the county 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 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, (<i>The MRG</i>	To have ensured that the Surrey Wildlife Trust is fit for purpose for the remainder of its term	Bob Gardner, Matt Furniss, Richard Wilson, Stephen Cooksey

		<i>meets on an ad hoc basis as and when the service requires support.)</i>		
Ongoing	Surrey Waste Local Plan Member Reference Group	To Act as champions for the new Surrey Waste Local Plan with Member colleagues and community organisations on draft proposals developed as part of the emerging SWLP	To have given officers the perspective of members and other stakeholders, including communities and to have provided feedback on the approach taken for engagement with the public and stakeholders	Wyatt Ramsdale, Jonathan Essex, Richard Wilson, Matthew Furniss

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Overview and Budget Scrutiny Committee

22 March 2018

Staff Survey Results

Purpose of report: This report provides the Committee with a summary of the results from the 2017 staff survey. This is the third SCC staff survey undertaken by Best Companies and includes helpful comparison data to the previous two years of engagement results.

Introduction:

1. In 2015, Best Companies was appointed by Surrey County Council (SCC) to administer a three year programme of annual employee surveys. The final survey went live on 2 October 2017 and closed on 10 November 2017. During the period of the survey being open, reminders were sent to all staff who had not completed their email survey and the Extended Leadership Team took an active role in encouraging their teams to complete the survey through team meeting discussions, newsletters and email cascades.
2. The survey was made up of 70 questions or statements. The majority of these are categorised against one of the eight areas detailed below, with each area having between 4 – 12 questions or statements assigned to it. The remaining questions look at general feedback and don't contribute to the overall engagement score. In addition, all surveys include the option of providing free text to the following two questions: '*what makes this a great workplace?*' and '*what would make this a better workplace?*'.
3. All surveys included a unique code which identified the specified employee and allowed results to then be grouped according to the relevant details of the employee, such as team, job grade, contracted hours and length of service. The organisation is not able to identify individuals from the results but can analyse the data based on different demographics to identify trends.
4. The survey results are grouped into eight areas as follows:
 - i. **Leadership** – measures how staff feel about the head of their organisation, the senior management team and organisational values.
 - ii. **My Company** – focuses on how much employees' value their organisation, how proud they are to work there and whether they make a difference.
 - iii. **My Manager** – measures whether staff feel supported, trusted and cared for by their immediate manager.
 - iv. **Personal Growth** – examines whether employees feel challenged by their job, whether their skills are being utilised and there are perceived opportunities for advancement.

- v. **My Team** – includes encouraging team spirit, having fun and feelings of belonging within a group of direct colleagues.
- vi. **Well Being** – measures stress, pressure, the balance between work and home life as well as the impact of these factors on personal health and performance.
- vii. **Fair Deal** – includes how well employees feel they are treated and how their pay and benefits compare to similar organisations.
- viii. **Giving Something Back** – explores to what extent staff think their organisation is socially responsible and whether they believe this effort is driven by appropriate motives.

Response Rate

5. The overall response rate for the County Council was 54%, a significant increase on the last two year's rates of 34.46% and 48.94% respectively. According to Best Companies data, large (3,500+ employees) not-for-profit organisations have an average response rate of 40.44% and large private sector organisations 49.49%.
6. Two areas of the organisation have had particularly low response rates in previous years - commercial services catering staff (largely based in schools) and music tutors. Working with the services, it was agreed that a tailored survey would more appropriate for these two groups and this was implemented this year. As a result of this alternative approach, the response rate for this cohort increased from 4% to 29%. The results from these surveys are outside of Best Companies data and therefore not included within this report but have been fed back to the relevant Heads of Service.
7. The response rate can be broken down by Directorate, as summarised in the following table, and by service (**Appendix 1**).

Directorate	Headcount	Responses	Response Percentage
Adult Social Care & Public Health	1810	991	55%
Business Services	170	141	83%
Children, Schools and Families	3024	1387	46%
Environment & Infrastructure	654	431	66%
Environment & Infrastructure Trading Standards	104	62	60%
Environment & Infrastructure Fire & Rescue	645	258	39%
Legal, Democratic and Cultural Services	1066	606	57%
Orbis*	1964	1256	64%
SCC Total	9442	5137	54%

* Orbis includes staff from Surrey and East Sussex County Councils and Brighton & Hove City Council.

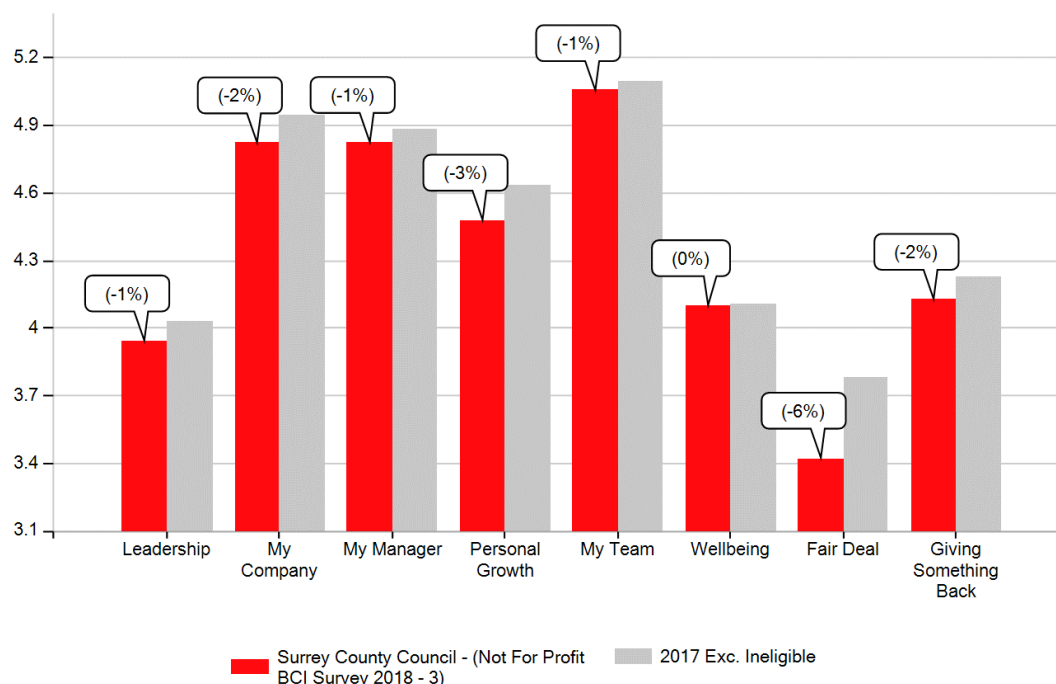
Findings

8. In answering the questions in the survey, staff were asked to rate each question on a scale from strongly disagree to strongly agree. These are then given a score by Best Companies on the following scale:

Strongly disagree	Disagree	Slightly Disagree	Neither agree nor disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

9. Each of the eight factors then receives an 'average' score based on all responses to the questions or statements that relate to that factor. Graph 1 shows the distribution of scores against all factors, along with the comparisons to last year's survey.

Graph 1 – distribution of average scores against all eight factors areas for Surrey County Council (excluding Orbis Brighton & Hove and Orbis East Sussex).



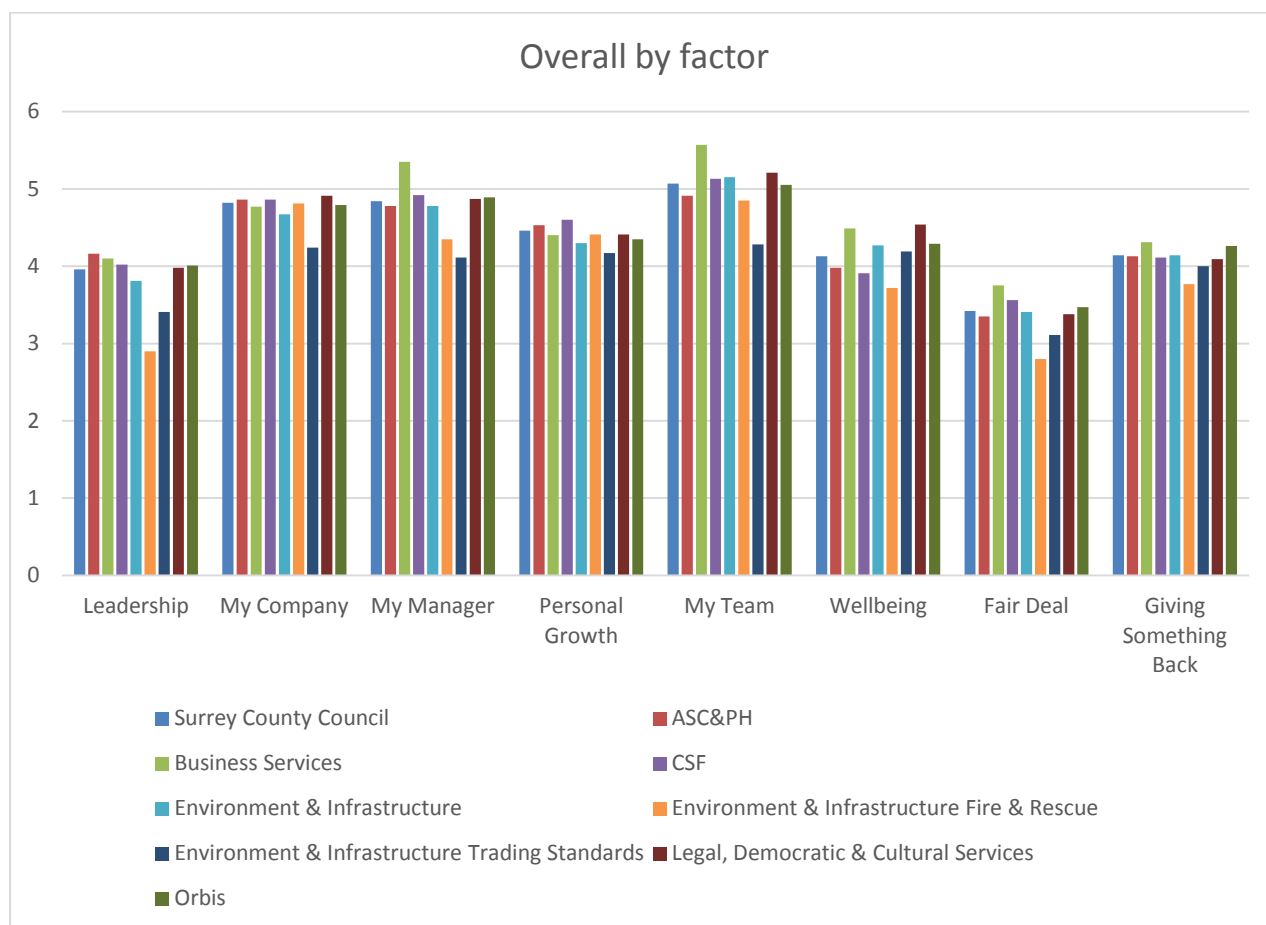
10. My Team, My Manager and My Company scored highest, with the three highest questions within the organisation falling within these factors. The following three questions have been the highest scoring questions for the past three years and the change in results since last year is shown below.

- i. I believe I can make a valuable contribution to the success of this organisation (5.52 2017 / 5.62 2016 - My Company)

- ii. People in my team go out of their way to help me (5.49 2017 / 5.54 2016 - My Team)
 - iii. My work is an important part of my life (5.44 2017 / 5.47 2016 - My Company)
11. Fair Deal and Leadership scores remain our two lowest areas and the following questions scored the lowest overall within the organisation.
 - a) Most days I feel exhausted when I come home from work (3.25 2017 / 3.2 2016– Wellbeing)
 - b) Profit / budget concerns are the only things driving this business (3.36 2017 / 3.54 2016 – Giving Something Back)
 - c) I am paid fairly for the work I do relative to people in similar positions in similar organisations (3.36 2017 / 3.72 2016 Fair Deal)
 12. The three highest scoring questions are the same as last year, although all three scores have marginally dropped. The lowest scoring questions are also similar although the Fair Deal statement 'I feel I receive fair pay for the responsibilities I have in my job' made it to fourth lowest scoring question this year rather than third place in last year's results. This statement was replaced by 'I am paid fairly for the work I do relative to people in similar organisations'.
 13. The results this year show some interesting differences in how people are feeling when analysed by job grade. In particular, organisational clarity and leadership shows improved scores for Senior Managers and Directors (S13+) but a drop in scores for levels below S13.
 14. Conversely, wellbeing results show that Senior Managers & Directors have reduced scores from last year and significantly lower in all questions when compared to the benchmark. However staff graded S12 and below show improved results for wellbeing areas when compared to last year and benchmarking results. As an example, 'I'm spending too much time working' results in different scores when looking at staff graded S12 and below (generally improved scores from last year and comparable to our benchmark) than when compared to Senior Managers (graded S13+) whose results have decreased since last year and are significantly lower than the benchmark.

15. The factors can also be compared at a Directorate level, as illustrated in graph 2.

Graph 2 – distribution of average scores against all factors by Directorate



16. From this graph it can be seen that Business Services show the highest levels of engagement across most areas.

Results by Service

17. A full breakdown of scores across all services is attached at Appendix 1. This shows the scores for each factor, the response rate and the service's overall engagement score (out of 1000) which then translates onto Best Companies ranking – unclassified (0-599), One to Watch (600-659.5), 1Star (659.6-696.5), 2Star (696.6-738) and 3star (738+).
18. On the factors in Appendix 1, a RAG rating has been applied to identify areas of strength (scoring above 5 – green) and potential areas of focus (scoring below 3.75 – red). From this data, services where there are two or more areas scoring below 3.75 include Surrey Fire & Rescue, Trading Standards, ASC Mental Health, E&I Emergency Management & Projects, Legal Services & Orbis Audit. All of these areas scored below 4 for Fair Deal and at least one other factor.
19. The highest overall single factor score by service was for New Models & Business Improvement who scored 6.36 for 'My Manager'. In addition, all 8 factors within this service area scored above 4 indicating overall positivity for all areas of engagement within this team.

20. There are caveats with comparing services year on year due to changes in the structure. However, there are some notable increases including Cultural Services, New Models of Delivery & Business Improvement, Orbis Strategic Directorate, Orbis Procurement & Commissioning and Environment & Infrastructure – all of whom have achieved increases in 4 or more engagement factors. This year on year comparison can be seen in **Appendix 2**.
21. Within the survey, individuals have the option to answer two free-text questions. These are 'What makes this a great workplace' and 'what would make this a better workplace'. Over 5,100 comments were recorded and this data is provided to Heads of Service to support with the interpretation of survey results. In addition, Best Companies provides an analysis of the key themes from these comments.

General Comment

22. The results from the staff survey are broadly similar to our results from the first two surveys, and whilst overall results have dropped, the areas of strength and improvement remain consistent.
23. In particular, the Leadership results have gone down by 1% and is not unexpected given the timing of the survey coinciding with the Chief Executive's retirement and the wider context the Council operates within. The new Chief Executive joining the Council in March 2018 provides more clarity and an opportunity for the new leadership team to re-engage with staff on future priorities and direction for the organisation.
24. Results for Fair Deal increased in 2016 following the pay and reward consultation. However in 2017 the result for Fair Deal dropped. This could be linked to the delay in agreeing the pay deal for this year which was anticipated to be in July 2017 but was actioned in October 2017. In addition, staff appear to be feeling the effects of austerity in their personal lives and a feeling that others are paid more for similar jobs. These factors coupled with an unrelenting need to cut costs whilst at work is having a clear effect on how individuals' perceive the fairness of their pay and reward.
25. A further decrease in results since last year is for Personal Growth. This factor looks at how individuals perceive the training and development and opportunities to develop their career within the Council. There has been significant change surrounding training and development over the past 12 months with the introduction of the apprentice levy which has replaced some established training, e.g. ILM and accredited courses. There is also a shift towards more self-directed learning to address immediate learning needs rather than a heavy reliance on classroom learning which will take some time to embed. The organisation remains committed to investing in staff and providing opportunities for individual's to develop. One example is the new leadership development Offer that was launched in September 2017 and provides opportunities to current managers to develop core management and leadership skills but also has a focus on developing a pipeline of future leaders through the Talent management initiatives such as the aspiring leaders programme and leading in challenging times for Strategic leaders.
26. We continue to see great strengths from our results around the support people receive from their manager and also from their team more generally and it is reassuring to see this continue to be reflected into the third year.

Next Steps

27. Best Companies presented the full survey results were to Senior Managers in late January 2018. The results were then shared with managers via service-specific data packs and more widely with staff on the council's intranet. During February and March, services are encouraged to talk through the results and share through normal channels such as newsletters and meetings. The assigned workforce lead within each Directorate will their senior leadership teams with the support of the HR&OD lead to ensure a clear action plan is developed which allows focus on a small number of key areas of improvement. These improvement areas and actions are due to be confirmed by the end of March 2018.
28. This is the last year of the current contract to deliver the staff survey with Best Companies. Whilst the immediate focus is ensuring services are actively responding to the recent survey results, work will also begin in parallel to review the options going forward, looking at best practice within the sector and also more widely in terms of alternative approaches to engagement. A further report will be shared with Members on the future approach as appropriate.

Conclusions:

29. This report details the key results of the 2017 staff survey and the resulting proposed areas of focus. Over half of the Council's employees responded, providing a strong evidence base of how staff are feeling and, having completed the survey three times, an understanding of how the organisation is changing and evolving.
30. Using Best Companies provides the council with a detailed understanding of engagement and allows benchmarking against other organisations. This year the overall results have dropped slightly but here are some areas within the Council where results have improved. For the reasons outlined in this report, there is evidence that the environment colleagues are working within and the challenges this produces continues to impact on their engagement.
31. In terms of looking ahead, there needs to be renewed focus on areas of Fair Deal, Leadership and Personal Growth. The Council also needs to remain focused on wellbeing – especially for Senior Managers. The Extended Leadership Team will be working with services during February and March 2018 on actions to address concerns raised in the staff survey.

Financial and value for money implications

32. The section 151 Officer confirms that there are no financial and value for money implications associated with this report.

Equalities and Diversity Implications

33. In engaging Best Companies to undertake the staff survey, we are using an experienced and established methodology which has been rigorously tested to ensure a fair and consistent approach which does not discriminate or differentiate against any known protected characteristics.

Next steps:

- 1) Directors and management teams have been provided with packs detailing their own results, including comparisons with last year's results as well as other teams and services. This has been cascaded across the organisation, supported through the Chief Executive's weekly email and discussions with the Extended Leadership Team.
- 2) Individual teams are encouraged to use the data to have conversations about the results and agree what area they most want to work on between April and September.
- 3) As this is the end of the three year contract with Best Companies, an options appraisal will be carried out and recommendations put forward on how best to engage staff going forward.

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Annexes

Appendix 1 – Overall results by service 2017

Appendix 2 – Comparison of results by service 2016 & 2017

Overall results by service 2017

	Leadership	My Company	My Manager	Personal Growth	My Team	Wellbeing	Fairdeal	Giving Something Back	Response Rate	Engagement Score (if avail)	Best Companies ranking
Surrey County Council Overall	3.96	4.82	4.84	4.46	5.07	4.13	3.42	4.14	54%	595.1	
Adult Social Care & Pub Health	4.16	4.86	4.78	4.53	4.91	3.98	3.35	4.13	55%	590.1	
Business Services	4.1	4.77	5.35	4.4	5.57	4.49	3.75	4.31	83%	637.8	OTW
CEDR	6.15	6.19	6.13	6.08	6.01	4.51	5.55	4.92	100%	817.7	3Star
Childrens Sch & Fam Service	4.02	4.86	4.92	4.6	5.13	3.91	3.56	4.11	46%	600.3	OTW
E&I	3.81	4.67	4.78	4.3	5.15	4.28	3.41	4.14	66%	589.4	
SFRS	2.9	4.81	4.35	4.41	4.85	3.73	2.8	3.77	40%	530.6	
Trading Standards	3.41	4.24	4.11	4.17	4.28	4.19	3.11	4	60%	520.6	
Legal, Demo & Cultural Service	3.98	4.91	4.87	4.41	5.21	4.54	3.38	4.09	57%	608.5	OTW
Orbis	4.01	4.79	4.89	4.35	5.05	4.29	3.46	4.26	64%	600.1	OTW
Service Level Results:											
ASC Comms & Ops	4.08	4.77	4.67	4.44	4.95	3.89	3.27	4.09	69%	578.6	
Mental Health	3.89	4.81	4.99	4.67	4.93	3.65	3.35	3.92	42%	581.3	
Public Health	4.56	4.92	5.11	4.41	4.95	4.21	3.47	4.29	96%	615.1	OTW
Service Delivery	4.49	5.22	5.04	4.87	4.74	4.47	3.62	4.37	30%	634.1	OTW
Communi cations	3.85	4.39	5.09	3.99	5.47	4.18	3.46	4.36	97%	595	
Customer Services	4.2	4.9	5.35	4.48	5.53	4.48	3.78	4.27	78%	642.7	OTW
New Models and Bus Imp	4.8	5.2	6.1	5.29	6.36	5.17	4.4	4.83	100%	755.1	3Star
Strategy & Performance	3.8	4.58	5.53	4.4	5.76	4.85	3.85	4.29	86%	647.1	OTW
Childrens Services	4.04	4.97	4.85	4.78	5.03	3.83	3.5	4.15	35%	600.2	OTW
Commissi oning & Prev	3.78	4.67	4.87	4.44	5.07	3.82	3.53	3.94	44%	579.2	

	Leadership	My Company	My Manager	Personal Growth	My Team	Wellbeing	Fairdeal	Giving Something Back	Response Rate	Engagement Score (if avail)	Best Companies ranking
Schools & Learning	4.17	4.92	5.01	4.55	5.27	4.06	3.64	4.21	65%	615.4	OTW
E&I DLT, LO & Waste	4.19	4.96	5.06	4.74	5.28	4.54	4.14	4.32	83%	644.9	OTW
Emergency Management & Projects	3.26	4.04	4.39	4.42	5.02	4.58	3	3.74	100%	546.9	
Highways	3.81	4.67	4.78	4.27	5.15	4.25	3.38	4.14	64%	587.3	
F&R Mobilising	2.31	4.65	3.69	4.03	4.45	3.69	3.58	3.57	88%	491.6	
F&R On-Call	3.07	5.27	3.96	5.21	4.75	4.12	3.11	4.13	22%	571.5	
F&R Support Staff	3.3	5.08	4.81	4.23	5.09	4.08	3.08	3.92	72%	573.2	
Wholetime	2.83	4.71	4.34	4.39	4.84	3.59	2.62	3.7	38%	517.9	
Cultural Services	3.92	4.92	4.82	4.39	5.19	4.61	3.4	4.07	55%	607.3	OTW
Democratic Services	4.25	4.88	5.49	4.67	5.44	4.67	3.6	4.07	85%	646	OTW
Legal Services	4.14	4.7	4.78	4.36	5.05	3.6	2.68	4.31	55%	568.4	
Legal, Demo & Cultural Services Leadership Team	5.21	5.49	4.82	4.86	5.9	4.16	3.79	4.6	64%	677.3	1Star
Orbis Audit	3.61	4.67	5.03	3.93	5.03	3.98	3.13	3.97	67%	565.4	
Orbis Business Ops	3.75	4.48	4.63	4.11	4.96	4.13	3.13	4.11	59%	561.8	
Orbis Finance	4.26	4.8	4.9	4.35	5.04	4.33	3.69	4.47	82%	613.6	OTW
Orbis HR & OD	4.23	4.9	5.15	4.52	5.23	4.41	3.59	4.27	63%	626	OTW
Orbis IT	3.8	4.69	4.71	4.23	4.84	4.15	3.51	4.11	60%	576.2	
Orbis Procurement&Comm	4.45	5.14	5.26	5.06	5.52	4.4	3.6	4.66	76%	665.2	1Star
Orbis Property	3.94	4.91	4.89	4.32	5.04	4.42	3.3	4.27	59%	601.1	OTW
Orbis Strategic Directorate	4.91	6	6.12	5.58	6.05	4.79	5.25	4.76	82%	780.3	3Star

Comparison of results by service 2016 & 2017

	Leadership	My Company	My Manager	Personal Growth	My Team	Wellbeing	Fairdeal	Giving Something Back
Surrey County Council Overall	-0.07	-0.12	-0.04	-0.16	-0.03	-0.01	-0.34	-0.09
Adult Social Care & Pub Health	-0.09	-0.16	-0.07	-0.28	-0.12	-0.03	-0.46	-0.11
Business Services	-0.13	-0.12	0.15	-0.05	0.26	0.02	-0.28	-0.14
Childrens Sch & Fam Service	-0.08	-0.2	-0.14	-0.18	-0.07	-0.08	-0.34	-0.12
Customer and Communities								
Environment & Infra	0.2	-0.13	0	-0.13	0.02	0.15	-0.18	0.08
Legal, Demo & Cultural Service	0.1	0.02	0.09	-0.01	0.17	0.18	-0.2	-0.05
Orbis	-0.1	-0.04	0.08	-0.1	0.04	0.07	-0.25	-0.07
Service Level Results:								
ASC Operations	-0.32	-0.56	-0.45	-0.53	-0.57	-0.17	-1.23	-0.23
Mental Health	0.18	-0.17	0.45	-0.19	-0.14	0.02	-0.36	-0.07
Public Health	-0.28	-0.28	-0.23	-0.6	-0.39	-0.16	-0.59	-0.33
Service Delivery	-0.07	-0.13	0	-0.18	-0.21	-0.22	-0.41	-0.07
Communications	-0.11	-0.17	-0.31	-0.36	0.04	-0.07	-0.23	-0.17
Customer Services	-0.02	-0.07	0.24	0.17	0.2	0.08	-0.24	-0.06

	Leadership	My Company	My Manager	Personal Growth	My Team	Wellbeing	Fairdeal	Giving Something Back
New Models and Bus Imp	0.33	0.25	0.59	0.24	-0.16	0.2	-0.07	0
Strategy & Performance	-0.56	-0.34	0.37	-0.28	0.65	0.19	-0.33	-0.28
Trading Standards	-0.2	-0.37	-0.19	-0.23	-0.43	-0.05	-0.43	-0.21
Community Partnerships	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison
Childrens Services	-0.09	-0.16	-0.24	-0.18	-0.17	-0.12	-0.44	-0.06
Commissioning & Prev	-0.29	-0.41	-0.19	-0.31	-0.03	-0.24	-0.41	-0.35
Schools & Learning	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison
Sch & Learning (exc Commercial Services)	0.14	-0.07	-0.03	-0.1	-0.06	0.17	-0.24	0
Economy, T&P	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison
Emergency Mgt & Projects	-0.69	-0.67	-0.34	-0.22	-0.52	0.3	-0.81	-0.43
Environment	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison	No comparison
Fire & Rescue	-0.18	0.04	-0.19	0.07	-0.15	-0.02	-0.36	-0.04
Highways	-0.09	0	-0.1	-0.1	-0.05	-0.05	-0.27	-0.05
Cultural Services	0.12	0.07	0.13	0.04	0.16	0.19	-0.16	-0.01
Democratic Services	0.06	-0.24	-0.2	-0.24	-0.1	-0.06	-0.7	-0.4

	Leadership	My Company	My Manager	Personal Growth	My Team	Wellbeing	Fairdeal	Giving Something Back
Legal Services	-0.25	-0.44	-0.15	-0.46	0.28	0.16	-0.49	-0.17
Orbis Business Ops	-0.28	-0.12	0.04	-0.14	0.05	0.01	-0.1	-0.1
Orbis Finance	0.03	-0.04	0	-0.08	-0.09	0	-0.4	-0.06
Orbis HR & OD	-0.16	-0.18	-0.14	-0.33	-0.15	-0.07	-0.6	-0.15
Orbis IT	-0.21	-0.1	-0.01	-0.15	-0.04	0.03	-0.29	-0.08
Orbis Procurement&Comm	0.06	0.2	0.25	0.02	0.56	0.13	-0.34	-0.05
Orbis Property	-0.02	-0.02	0.18	-0.06	0.05	0.22	-0.18	-0.03
Orbis Strategic Directorate	0.07	0.22	0.88	0.02	0.73	0.68	0.39	0.06

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Overview and Budget Scrutiny Committee

22 March 2018

BUDGET SCRUTINY REPORT

Purpose of report: Scrutiny of Budgets

Introduction:

1. Following scrutiny of the Revenue and Capital Budget 2018/19 to 2020/21 proposals at the January meeting of this Committee, Select Committees were asked to test service plans and priorities for 2018/19 and any new fees or charges that were to be introduced.
2. Against a tight timescale Select Committees organised meetings in February and March to meet with Cabinet Members and Senior Officers to review service plans along with fees & charges in detail. The conclusions of the Select Committees are summarised in this report.
3. The Overview and Budget Scrutiny Committee's Budget Sub-Group also met in this period to review the latest budget monitoring data and initiate discussion on the Council's transformation plans. The outcome of this group's meeting is also summarised in this report.

Select Committee Findings

4. Each of the Select Committees have submitted recommendations based on their scrutiny of their budget areas. Further information from these sessions is presented below:

Adults and Health
5. Members reviewed data comparing income generated through charging for adult social care services by Surrey County Council with that of neighbouring local authorities that showed income was lower or comparable to local authorities with significantly smaller populations. The Committee requested that the Officers review income from charging for adult social care services in comparison with other neighbouring local authorities to identify opportunities to maximise income from charging for adult social care.
6. Members enquired whether the Directorate had any processes in place to review the impact of reductions to discretionary services and the impact that this would have on the Council's statutory services in respect of delivering adult social care. Officers indicated that the implications of changing or reducing a service, such as Housing Related Support, would be assessed through the Equalities Impact Assessment as well as through discussions with service users and stakeholders. Members proposed the introduction of an active process for reviewing the impact of changes to discretionary

services to ensure that they do not have unintended consequences which will place additional financial pressures on statutory services.

Children and Education

7. Officers stressed that any significant increase in fees & charges that were not based upon cost recovery would need to be justified sufficiently. It was stressed that there have been instances of case law that Local Authorities had been challenged on increases that were not based on cost recovery.
8. Members questioned how the service planned to reduce the significant spend and demand on Early Help and queried why the reconfiguration spend was high. It was also noted that the Edge of Care service had worked to lessen the burden upon social care and improve outcomes for children.
9. Members questioned why there was a higher level of need and a higher complexity of need recorded than before and what effects this would have on the service budget. Officers noted that there were unprecedented number of children in need of placements and that there were also significant issues with the deficit of funding for Unaccompanied Asylum Seeking Children.
10. It was noted that there had been a significant increase in the numbers of children requiring Education Health and Care Plans (EHCPs) which increased cost pressures on the service.
11. The service highlighted key concerns: numbers in receipt of residential care and the effects that this had, staffing profiles and the expense of locum workers, and Risk adverse nature of the service, which limited opportunities in some areas to reduce spend or invest to save.

Communities

12. The Communities Select Committee discussed the large number of fees and charges levied by Cultural Services many of which are set locally by the Service. Officers highlighted that the importance of Cultural Services' fees and charges remaining competitive to ensure that it continued to attract income across the full range of chargeable services that it provided. The Committee suggested that Officers review fees and charges levied at neighbouring local authorities to ensure that those within the Council's Cultural Services were set an appropriate level
13. The Committee heard that a number of the Surrey Fire and Rescue Service's (SFRS) savings were marked as Amber within the Medium Term Financial Plan (MTFP) reflecting a degree of uncertainty around how these reductions would be delivered. Members stated that greater clarity was required on how SFRS intended to deliver the savings outlined within the MTFP in order to progress these plans or explore alternative opportunities to deliver these savings where appropriate. SFRS Officers advised the Committee that collaboration with other fire and rescue authorities was the most effective way of creating a sustainable and optimised fire and rescue service for Surrey and neighbouring local authority areas

Corporate Services

14. It was felt that fees and charges should be generated from the numerous additional cycling events in Surrey especially when taking into account the resulting impact on the highways. It was agreed that there were a number of running and cycling events which were driven by profit and therefore there was opportunity for the County Council to charge a cost for support and involvement with the planning and administration of these events.
15. It was agreed that an 'offer' of services the County provided for Schools needed to be drawn up.
16. It was agreed that the Chief of Staff would review the support costs for the Lord-Lieutenant and High Sheriff for Surrey. The policy and costing around sending paper agendas to members of the public was queried. The Chief of Staff agreed to investigate this.
17. The Chairman and Vice-Chairman agreed that the net costs for Healthwatch to the Council needed to be reduced. It was agreed that the costs incurred by the Council for NHS Sustainability and Transformation Partnerships (STPs) such as research and engagement required further investigation.
18. The Cabinet Member for Property & Business Services agreed that Communications' design services could be promoted through South East Business Services (SEBS). It was confirmed that there were income generation opportunities within employment law and the special projects sector.
19. The Head of Emergency Management confirmed that there was an opportunity to generate income through emergency management event support and planning. Westminster City Council currently charged a cost for this support.

Environment & Infrastructure

20. Officers noted that there were significant income generation opportunities to be explored within in the service, highlighting the Laboratory as a possibility. However, Officers and the Cabinet Members noted that any changes to fees and charges must be a based on cost recovery. It was explained that advanced income generation opportunities must be formed as a Local Authority Trading Company (LATC), which limits the control of the Council on its functions.
21. Members questioned the percentage increases to services was less than inflation in some cases, and noted that the service should begin at a baseline above inflation rather than the current draft of a baseline of 0%. Officers noted that those schedules currently labelled as 0% were in draft and were likely to increase upon review.
22. Members raised cost recovery regarding damage to Council property and what the recovery rate was. Officers would provide to the Committee with recovery rate statistics. However, it was stressed that costs were not always recoverable due to circumstance, but that the service would do all in its power to recover these costs. It was explained that the service had improved on its recovery of damages from previous years.

Budget Sub-Group Findings

23. The Group reviewed the latest monitoring figures and noted the £3.9m in additional business rates growth earmarked for reserves depending on the Council's budgetary position at the end of March 2018.
24. The Group agreed that a taxonomy of savings would be useful to allow Members to gauge whether savings were short or long term, recurring, permanent or one-offs and also whether they were deferred to future budgets.
25. The particulars of the Eco-Park contract were discussed. Delays to the completion have meant reduced payments owing to the contractor. This saving has been added to a sinking fund to pay for future costs associated with the park. The Group requested a detailed breakdown of the contract costs and the schedule of payments.
26. A Red-Amber-Green rated list of the savings listed in the Medium Term Financial Plan was reviewed by the Group. Members were advised that Finance was tracking both the savings and pressures on a monthly basis this year which is a new initiative.
27. Members sought further detail on the red and amber rated savings. In particular, they queried the status of actions on demand management in Adult Social Care which have been removed but remain in the base budget and the impact of alternative Direct Schools Grant savings in Children's Schools and Families. For amber savings Members requested an indication of confidence in realising these savings, perhaps a percentage figure could be added.
28. The amber rated savings in Adult Social Care were taken together with Members being advised that Extra Care Housing whereby care is provided on domestic sites so that clients can remain in their own homes at less cost than residential care was being developed. Developers have been able to make bids for low cost, long leases of Local Authority owned land on the proviso that affordable housing is made available to Council service users. There are currently five sites on offer with savings to the Council anticipated in 2021.
29. The Group were advised by the Chief of Staff that the Council was new to this market and that its Property Service and Procurement workforce needed the right skill mix to maximise the benefits to the budget.
30. Finally, the Group were given a brief summary of the preparations for the transformation work required to achieve sustainable budgets in the future. Plans include recruitment of an Interim Transformation Director and procurement of a Programme Office to boost capacity in this area.

Conclusions:

31. The Budget Sub-Group reiterated the need for an increased pace of change at the Council to ensure a sustainable budget and it would follow up on transformation plans as they emerge as these would play a key part in meeting savings targets.
32. The Select Committees did not make significant recommendations to alter fees and charging schedules. There was broad agreement with the direction of the service plans with emphasis put on taking advantage of opportunities to generate income and ensuring the Council compared favourably with other Authorities.

33. The process for 2019/20 budget scrutiny needs to be agreed early with the Cabinet and Strategic Directors to give Members the earliest opportunity to contribute to the budget planning and service priorities from July 2018.

Recommendations:

34. The **Adults and Health Select Committee** recommended that:
- a) Officers benchmark income from charging for adult social care services with neighbouring local authorities to identify opportunities for Surrey County Council to maximise income from charging for adult social care.
 - b) The Adult Social Care & Public Health Directorate embeds a process for reviewing the potential financial implications to the Council arising from reduced spending on Public Health programmes or non-statutory adult social care services.
35. The **Children and Education Services Select Committee** noted:
- a) The service plans and recognised that there were significant challenges to the Directorate regarding securing external funding; and
 - b) That the Committee reviewed and approved the current scheme of charges as proposed by the Children, Schools and Families Directorate.
36. The **Communities Select Committee** recommended that:
- a) An assumption is made that inflation is taken into account when annual increases in fees and charges are being considered by Cultural Services;
 - b) Officers adopt a more commercial approach to operating the Library Service in order to optimise income generation, this includes improved marketing of the stock and services that the Library Service has to offer;
 - c) Officers benchmark fees and charges within Cultural Services against those levied by neighbouring authorities;
 - d) Surrey Fire and Rescue Services' plans to achieve savings as outlined within the Medium Term Financial Plan are shown to the Cabinet in order to progress these plans or explore alternative opportunities to deliver these savings where appropriate; and
 - e) Encourages the Buckinghamshire County Council and Surrey County Council Joint Trading Standards Service to continue its work establishing Primary Authority Partnerships (PAP) and recommends that the Service seeks to expand the number of PAPs by actively marketing them through district and borough councils and chambers of commerce
37. The **Corporate Services Select Committee** recommended that
- a) The Cabinet Member for Communities considers the introduction of an administration fee for health and safety planning and support provided by the Emergency Management Team to event organisers.

- b) The Chief of Staff reviews the budget allocated to the Healthwatch contract so that total expenditure does not exceed the amount of the national government grant.
- c) The Orbis Lead explore income generation opportunities within Audit and Pension Administration Services.
- d) The Head of Communications explore income generation through online advertising on the Surrey County Council website and promoting in-house communication services to Local Authorities and Government bodies.
- e) The Head of Legal Services explore income generation opportunities within employment law and special projects as part of Orbis Public Law integration.

38. The **Environment & Infrastructure Select Committee** recommended that:

- a) Future reviews of fees and charges assume an increase at least by the level of inflation and ensure that it presents justifications for any variation on this; and
- b) Further work is undertaken regarding cost recovery: where it is focussed and what can effectively be recovered, as part of a review of fees and charges and that this is reviewed by the Select Committee in late 2018.
- c) The Highways & Transport Service considers the implementation of new technologies such as LED lighting and charging points on lamp posts; and
- d) The service presents a business case for use of such new technologies as outlined in the IoT (Internet of Things) UK research report^[1] for use in Surrey in 2018/19 as this presents an income opportunity.

Next steps:

- The Overview and Budget Scrutiny Committee to submit recommendations to Cabinet as required.
- The Budget Sub-Group to meet next on 2 April 2018 to continue its monitoring role and follow-up on transformation plans.

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^[1] Hannah Griffiths, *The Future of Street Lighting: The Potential for New Service Development*, IoTUK, April 2017, (available at: <https://iotuk.org.uk/wp-content/uploads/2017/04/The-Future-of-Street-Lighting.pdf>, as accessed 13/03/2018).

Sources/background papers:

- Annex 1 – Cabinet Member Response to Corporate Services Select Committee recommendations
- Cabinet Response to Scrutiny Recommendations
- Surrey County Council Cabinet, Finance and Budget Monitoring Report to 31 January 2018, (27 February 2018)
- Private budget scrutiny sessions

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Annex 1

Cabinet Member for Property and Business Services response to Corporate Services Select Committee budget recommendations (6 December 2017)

01 March 2018

- a. It was noted that the net budget for total Property costs was £21.588m of which £13.181m was for building running costs. For property services to investigate energy efficiency measures and utilities costs within Surrey's buildings in a bid to reduce costs. (See Annex 1 for more details).

Response to recommendation a: *We have been working on a detailed spreadsheet of the running costs of all buildings occupied by the County. This is nearing completion and will be useful as part of the discussions around the future use of all of our buildings. Included in that piece of work will be a review of ways of making the buildings more energy efficient. There is already a regular review of the cost of the utilities that are purchased by Surrey.*

- b. For property services not to contribute £200k to the office furniture replacement reserve in 2018/19. As per the latest information given by the Orbis Lead and Section 151 Officer, the Committee has not been able to confirm the total amount in the reserve at present but has been informed that this is in the region of £600k.
- c. To reduce funds in the office furniture replacement reserve as a whole.

Combined response to recommendation b and c: *The equipment fund is established following the Making a Difference programme, to ensure that the council has sufficient funds to replace equipment over a period of years as it wears out. An annual contribution to a fund smooths out this funding so that it does not fall unevenly in any one year. The aim of the fund is to be at a level of £1.5m. Currently the fund has a balance of £1.1m. However, given the council's current budget pressures, the cabinet agreed to not make the contribution in the current financial year and also to extend this into 2018/19. This is not expected to have impact on the ability to replace necessary equipment in the short / medium term.*

- d. Strategy and Performance savings of £72k for 2019/20 to be brought forward into 2018/19.

Response to recommendation d: *The budget approved by the Cabinet and the Council includes a saving for Strategy and Performance of £140,000 in 2018/19 in relation to restructuring the service. This is being achieved through bringing forward by a year the planned saving of £72,000 from 2019/20.*

- e. For the property and communications teams to explore income generating opportunities in their respective services.

Response to recommendation e: *This will be looked at as an opportunity, though in respect of the property team there is no spare capacity at present and indeed there is a need for additional resource to deliver the current projects. Property services are delivered through Orbis*

and as such there is a cost sharing arrangement already, albeit that doesn't generate 3rd party revenue.

- f. For Heads of Services to identify cost-effective measures by introducing time-recording and cross-charging across services. For example, time-recording and cross-charging for legal services.

Response to recommendation f: *There is definitely a need for complete transparency on the costs of delivering services. Introducing cross charging may end up adding a layer of administration but the point is a fair one particularly in relation to support from legal services. We will investigate further the feasibility and cost benefit.*

- g. For officers to keep service budgets within 2.0% inflation. It was noted for the Orbis managed budgets that non-pay inflation pressures for 2018/19 were based on a 2.5% forecast.

Response to recommendation g: *In setting the budget the council reviews the inflation estimates for the UK economy from a range of forecasters, including the Bank of England and the Office for Budget Responsibility. The average forecast for the year to March 2019 was 2.5%. While a lower rate of inflation may be used in budget setting, this runs the risk of creating a budget pressure in 2018/19.*

- h. For officers to investigate opportunities to generate income through the provision of back office services to Academies.

Response to recommendation h: *Orbis are already pursuing this*

- i. For officers to consider reducing the earmarked reserve for Orbis within the invest to save fund. This reserve currently stands at £4.2m.

Response to recommendation i: *The Invest to Save fund is a council-wide reserve to enable investment in projects that will reduce the cost of future service delivery. £4.2m was earmarked for Orbis in 2015. A recent review of the need for this level of investment, as part of the Orbis business plan refresh work, has shown that this could be reduced to £1.5m for 2018/19 and be met from the Orbis revenue budget. This frees up Invest to Save funding that may be needed for investment in other services' transformation plans in the future.*

- j. As a result of the scrutiny of the revised Orbis business plan, the Committee noted that Orbis delivered its savings target which was a 17% average reduction in costs compared to 2015/16 net budgets. This was primarily through a reduction in senior management posts. As services across Orbis continue to converge, new savings targets should be set to account for further integration.

Response to recommendation j: *This will be picked up as part of the revised Orbis business plan.*