

Notice of Meeting

Corporate Overview Select Committee

**Date & time**

Thursday, 13
December 2018 at
10.00 am

Place

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

Contact

Huma Younis or
Joss Butler
Room 122, County Hall
Tel 020 8213 2725 or 020
8541 9702

Chief Executive

Joanna Killian



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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis or Joss Butler on 020 8213 2725 or 020 8541 9702.

Elected Members

Mr Ken Gulati (Chairman), Ms Ayesha Azad, Mr Mark Brett-Warburton, Mr Tim Evans, Mr Tim Hall, Mr David Harmer, Mr Nick Harrison (Vice-Chairman), Mr Keith Witham, Mr Chris Botten and Mr Richard Walsh

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:

- Council's budget and Financial Management
- Change Management Programme (including development and implementation of the Digital Strategy)
- Corporate Performance Management
- Orbis Partnership Functions (HR&OD, IT, Business Ops, Property, Procurement)
- Orbis Public Law
- Equalities and Diversity
- Internal/External Communications
- Legal and Democratic Services
- Coroner
- Customer Services

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions

2 MINUTES OF THE PREVIOUS MEETING: 25 OCTOBER 2018

(Pages 5
- 12)

To agree the minutes of the previous meeting as a true and accurate record of proceedings.

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); and
- 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 & PETITIONS

To receive any questions or petitions.

The following public question has been received from Julia Dickinson.

“Given the example of the large gender pay gap in Mole Valley - the 2017 median for Gross Weekly Pay of those working in Mole Valley was Male £752.50 and Female £534.20, what actions will Surrey County Council and other bodies take to understand the drivers for pay inequity and to improve the statistics across the county?”

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (7 December 2018).
2. The deadline for public questions is seven days before the meeting (6 December 2018).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 BUDGET SCRUTINY

Purpose of the Report: For the Committee to review the most recent budget monitoring report to Cabinet and a report from the Corporate Overview Select Committee Budget Sub-Group regarding the budget scrutiny sessions undertaken by the Group between November and December 2018.

Please be informed these reports are to follow.

6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
13 - 32)

The Committee is asked to review its recommendation tracker and forward work programme, including the forward work programmes of the other Select Committees which are attached.

7 DATE OF THE NEXT MEETING

The next meeting of the Select Committee will be held on 25 January 2019 in the Ashcombe Suite at County Hall.

**Joanna Killian
Chief Executive**

Published: Wednesday, 5 December 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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MINUTES of the meeting of the **CORPORATE OVERVIEW SELECT COMMITTEE** held at 10.00 am on 25 October 2018 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 13 December 2018.

Elected Members:

*= present

- * Mr Ken Gulati (Chairman)
- * Ms Ayesha Azad
- * Mr Mark Brett-Warburton
- Mr Tim Evans
- * Mr Tim Hall
- * Mr David Harmer
- * Mr Nick Harrison (Vice-Chairman)
- Mr Keith Witham
- * Mr Chris Botten
- * Mr Richard Walsh

In attendance

Tim Oliver, Lead Cabinet Member for People
Charlotte Morley, Cabinet Member for Corporate Support

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Keith Witham.

2 MINUTES OF THE PREVIOUS MEETING: 20 SEPTEMBER 2018 [Item 2]

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

3 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest made.

4 QUESTIONS & PETITIONS [Item 4]

There were no questions and petitions submitted to the Committee.

5 SURREY COUNTY COUNCIL ORGANISATION STRATEGY 2019 - 2023 AND 'OUR PEOPLE 2021' STRATEGY [Item 5]

Witnesses:

Tim Oliver, Lead Cabinet Member for People
Charlotte Morley, Cabinet Member for Corporate Support
Michael Coughlin, Executive Director for Customers, Digital and Transformation
Jackie Foglietta, Interim Head of HR & OD

Key points raised during the discussion:

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Councillor Azad arrived to the meeting at 10.05am

1. Members were informed that the Organisational Strategy 2019 - 2023 would set out how the Council would support the delivery of the new 'Community Vision for Surrey in 2030'. The 'Our People 2021' Strategy would set out how the Council's workforce would develop the capacity to contribute to the Community Vision and achieve the Council's Strategic outcomes. Officers further explained that the strategies laid out the initial changes to the authority to create a different type of council to better suit the needs of the residents. Both strategies would be considered at the Cabinet meeting on 30 October 2018 and at the County Council meeting on 13 November 2018.
2. Members highlighted that some residents were concerned that the new organisational strategy was a retreat from current service provision and standards. Officers explained that the Council would need to explore new ways of providing services and that this was not stepping back from responsibilities but improving the way services were delivered. The Council would continue to provide its statutory duties but the manner in which the Council responds to these duties may change going forward.
3. Some Members of the Committee expressed cynicism from residents when discussing the organisation strategy. The Cabinet Lead Member for People explained that the Council no longer had the resource to deliver services as it had been doing and required the support and cooperation from partners and going forward. He further stated that work was ongoing to find the best way to transform and deliver services.
4. A Member of the Committee highlighted that there had historically been other transformation projects within the Council to transform services that never came to fruition. There was also some concern around cynicism from partners with the Council's new outlook.
5. Members sought clarification on how services would continue to be delivered if partners did not have the resource available to provide a high service standard. Officers explained a key change in approach was to look at prevention and early intervention to deal with situations before they become issues. Along with this, it was noted that there had been some positive conversations with Chief Executive Officers and Leaders of district and borough councils to discuss future partnerships with the Council.
6. Members commented that there seemed to be contradictions between the strategic principles and activity outlined in the organisation strategy and the Council's future savings programme. An example of the closure of children's centres was given. A Member queried how in practice these contradictions would be resolved. The Cabinet Member for Corporate Services noted that early help would be crucial to the success of transformational processes. The Lead Cabinet Member for People added that no decisions had been taken to close children's centres and the way services are delivered would be the focus of the organisation strategy.

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7. A Member of the Committee suggested that officers should not over rely on digital media to communicate messages of transformation to residents. It was felt that a significant portion of service users did not have the appropriate access to digital media and therefore other communication formats should be explored.
8. The Committee discussed opportunities to reduce non-statutory services to make savings. Officers noted discussions and confirmed that detailed service plans were in place and the Preliminary Financial Strategy would account for non-statutory areas of spend. It was stated that if there were particular services the authority should not be providing, these would be revisited as part of performance management.
9. A Member of the Committee sought clarification on how the Children Centre in their electoral division would continue to deliver services with significantly less resource available. The Cabinet Lead Member for People stated that he was unable to comment on specific cases but reassured Members that services would still be provided in a transformed way with a focus on early intervention.
10. The Committee were made aware that a number of consultations with residents and partners would be taking place which would inform the future shape of services. Members urged that officers sufficiently communicate the details of the consultations to ensure a robust response.
11. A Members of the Committee felt that the organisational strategy was light on detail and queried how it would be monitored to ensure the delivery of outcomes. Officers explained that there would be an outcomes based performance management framework to track key performance indicators and monitor the implementation of the strategy and vision. It was explained that there was a full business case in place which would support performance management and the development of the framework for the monitoring the strategy. Members requested that the outcomes based performance management framework be reported to the Committee at the earliest convenience.
12. Officers were asked to clarify what the motivations were to transform the Pay & Reward policy for staff. It was explained that feedback had shown that staff were confused with the current arrangements which seemed to focus on the process rather than the actual outcome. The new policy intended to provide a clearer process which would focus on staff performance and the quality of conversations taking place with managers.
13. A set of recommendations and conclusions arising from the meeting were agreed between the Committee.

Resolved:

The Corporate Overview Select Committee:

- I. were made aware that a number of consultations with residents and partners would be taking place which would inform the future shape of services and urged that Members and residents be provided with details of future consultations impacting upon the delivery of services.
- II. recognised that the organisation strategy is designed to transform the way services are delivered to residents and that work would be required to enlist support and buy in from residents and partners.
- III. recognised the dependency of the organisation strategy upon working with partners.
- IV. raised concerns around how strategic principles and activity within the organisation strategy would be met at a time of decreased financial resources.
- V. requested that the outcomes based performance management framework to monitor the organisation strategy be reported to the committee at the earliest convenience and annually thereafter.

6 PRELIMINARY FINANCIAL STRATEGY [Item 6]

Witnesses:

Tim Oliver, Lead Cabinet Member for People
Charlotte Morley, Cabinet Member for Corporate Support
Leigh Whitehouse, Interim Executive Director of Finance
Nick Carroll, Finance Manager – Funding and Planning
Michael Coughlin, Executive Director for Customers, Digital and Transformation

Key points raised during the discussion:

1. The Interim Executive Director of Finance introduced the item and provided Members with a brief summary. Officers noted that the Preliminary Financial Strategy (PFS) was being considered earlier in the year than expected to ensure that there was a robust engagement for consultations. It was further stated that the PFS focused on producing a balanced budget for 2019/20 with some discussion on the medium term. More detail would be provided on the medium term position at the beginning of 2019.
2. Members sought confirmation on how the budget envelopes for each service had been calculated. It was explained that a starting point was the budget envelopes agreed by council last year. Officers initially conducted a series of deep dives into services to review the extent in which demand pressures were being built. This showed that demand pressures were higher than those of other comparable local authorities. These budgets were then further reviewed for inclusion in the budget envelopes.
3. It was further added by the Interim Executive Director of Finance that the CIPFA report supported the view that there was no standardised approach at the council in projecting and estimating demand. Budget envelopes would ensure that there was a focus on delivery services within a fixed set of resources.

4. The Chairman of the Audit & Governance Committee provided Members with an update on Recommendation C of the Budget Sub-Group Report July-October 2018. He stated that he had so far identified some initial details on the service-run audit but that he would be later meeting with the appropriate officer for a more detailed response.
5. The Committee asked for details on what safeguards were in place in the event that a service was unable to meet the targets within their relevant budget envelope. Officers stated that they were in the process of validating budget proposals submitted by Executive Directors and if, following this, the services were seen to be off-track, the relevant Executive Director would be supported to find alternative savings within their service. Members further noted that, due to services working with the finance team to generate budget envelopes, services now had greater responsibility and accountability to stay within these envelopes.
6. The Lead Cabinet Member for People stated that there had been a cultural change and the budget had been worked upwards. There was also now much greater accountability at officer and Cabinet level with the budget setting process.
7. It was queried what actions had been taken as a result of the CIPFA report. The Interim Executive Director of Finance explained that there was a finance improvement plan in place which he had been leading on. There was a Programme Manager now in place to support this work which would include improving the Council's financial capabilities and processes. It was clear that there was a lack of challenge to the budget monitoring process in-year and interim finance support would be required to support on-going work.
8. A Member of the Committee felt that it would be appropriate to appoint a Cabinet Member with a portfolio specifically responsible for the Council's finances. It was explained that finance was contained within the remit of the Leaders portfolio.
9. In relation to Orbis, it was explained that as part of the changes to the finance department, the finance department within the Orbis structure would be reviewed. The Section 151 officer would make sure there was a well-resourced finance function at county level.
10. A Member of the Committee requested that transformation plans be mapped against the 2019/20 budget envelopes for services. It was explained that the savings to be obtained from transformation plans was available.
11. The Vice-Chairman presented the Committee with recommendations submitted by the Budget Sub-Group.
12. A set of recommendations and conclusions arising from the meeting were agreed between the Committee.

Resolved:

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The Corporate Overview Select Committee:

- I. endorsed the strategic activity taking place to ensure the Council achieves financial sustainability and a balanced budget in 2019/20.
- II. recognised there will be greater budget accountability processes in place with sign off being required from relevant Cabinet Members and Officers.
- III. recommended risks and RAG statuses to be included alongside all budgetary information produced by the finance team (including forecast revenue budgetary information and proposed in year savings plans).
- IV. agreed that at least two meetings of the Sub-Group (to include Chairman of relevant Select Committees as appropriate) to be scheduled between October 2018 and January 2019 to cover in-depth proposals made to deliver services within budget envelopes with recommendations being shared with Cabinet in January 2019.
- V. agreed for the Chairman of the Audit and Governance Committee to review the Audit of ISPSB (Individual Statements of Pupil Support Budgets) payments item within the cost containment plan and in particular the £800k overpayments for ISPSBs.
- VI. review budget proposals in January 2019 before consideration by Cabinet (29 January), to include an update on consultation and engagement activity which has taken place with residents and stakeholders as part of budget setting process.
- VII. request that transformation plans are mapped against the 2019/20 budget envelope proposals by directorate and provided to Members.

7 FORWARD WORK PROGRAMMES AND CORPORATE OVERVIEW SELECT COMMITTEE RECOMMENDATIONS TRACKER [Item 7]

Key points raised during the discussion:

1. The Chairman was of the opinion that the agenda for the Health, Integrating and Commissioning Select Committee meeting on 7 November 2018 was substantial and queried if the number of items on the agenda could possibly be reduced.
2. Members noted that Select Committees would be scrutinising full business cases relevant to their remit following County Council approval on 13 November 2018. The Chairman asked that Select Committee Chairman schedule the scrutiny of full business cases within forward plans after the November Council meeting.

Resolved:

That Committee reviewed the forward work programmes and its recommendation tracker.

8 DATE OF THE NEXT MEETING [Item 8]

The Committee noted its next meeting would be held on 13 December 2018.

Meeting ended at: 12.10 pm

Chairman

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Corporate Overview Select Committee

13 December 2018

Recommendation Tracker and Forward Work Programme

1. The Committee is asked to review its recommendation tracker and forward work programme, including the forward work programmes of the other Select Committees which are attached.

Recommendation:

- That the Committee reviews the attached forward work programmes and its recommendations tracker, making suggestions for additions or amendments as appropriate.
- That the Committee reviews the task and finish group scoping document from the Highways and Growth Select Committee and suggests any amendments or additions.

Next Steps:

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

Report contact: Huma Younis, Democratic Services Officer

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

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Corporate Overview Select Committee
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED December 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	Item	Recommendations/ Actions	To	Response
25 October 2018	PRELIMINARY FINANCIAL STRATEGY [Item 6]	<p>III. recommended risks and RAG statuses to be included alongside all budgetary information produced by the finance team (including forecast revenue budgetary information and proposed in year savings plans).</p> <p>IV. agreed that at least two meetings of the Sub-Group (to include Chairman of relevant Select Committees as appropriate) to be scheduled between October 2018 and January 2019 to cover in-depth proposals made to deliver services within budget envelopes with recommendations being shared with Cabinet in January 2019.</p> <p>V. agreed for the Chairman of the Audit and Governance Committee to review the Audit of ISPSB (Individual Statements of Pupil Support Budgets) payments item within the cost containment plan and in particular the £800k overpayments for ISPSBs.</p> <p>VI. review budget proposals in January 2019 before consideration by Cabinet (29 January), to include an</p>	<p>III. Interim Executive Director of Finance</p> <p>IV. Vice-Chairman/ Dem Services</p> <p>V. Chairman of the Audit and Governance Committee</p> <p>VI. Chairman/ Dem Services</p> <p>VII. Interim Executive Director of Finance</p>	<p>III- Email received from the Interim Executive Director of Finance on 12/11 explaining that the action had been completed with risks and RAG statuses to be included alongside all budgetary information provided alongside the next budget monitoring report to Cabinet.</p> <p>IV. Budget Sub-Group meetings have taken place and a report from the Sub-Group is included within the meeting agenda.</p> <p>V. Update from the Chairman of the Audit and Governance Committee, 'This issue has been discussed with the appropriate officers and the process for making ISPSB payments is currently under review, with plans to tighten up the process. Internal Audit will review developments regarding this'.</p> <p>VI. Scrutiny of the council's annual budget has been included as an item on the COSC forward plan for consideration in January 2019.</p>

		<p>update on consultation and engagement activity which has taken place with residents and stakeholders as part of budget setting process.</p> <p>VII. request that transformation plans are mapped against the 2019/20 budget envelope proposals by directorate and provided to Members.</p>		<p>VII. Email received from the Interim Executive Director of Finance on 12/11 explaining that this information would be provided to the Committee by the 25 January 2019 meeting and the budget sub-group at an earlier date.</p>
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Select Committee Forward Work Programmes 2018/2019

Corporate Overview Select Committee (Chairman: Ken Gulati, Support Officers: Huma Younis and Joss Butler)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
Each Meeting	Budget Scrutiny	An update on the activity of the Budget Sub-Group to date.	Members appraised of activity and able to influence areas of focus.	Formal report
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.	Formal report
25 January 2019	Revenue & Capital Budget 2019/20	Final budget proposals including risk commentary and outcomes from the five public consultations will be provided to the Committee for scrutiny prior to Cabinet review and Council decision. The Budget Sub-Group will also provide feedback on its review of Directorate proposals.	The Committee will have taken the opportunity to review and comment on the final proposals and the new budget setting process making recommendations to Cabinet as required.	Formal report
	Scrutiny of Orbis Partnership: IT & Digital *NEW*	For the Committee to review the current partnership for value for money and its ability to support transformative change. Scrutiny will begin by focusing on IT & Digital before reviewing other services.	The Committee makes recommendations to the Cabinet concerning the future shape of the organisation, investment and integration levels and confidence in Orbis' ability to enable transformation of the Council's services.	Formal report

	<p>Treasury Management Strategy Statement (TMSS)</p> <p>*NEW*</p>	<p>Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice which requires the Authority to approve a treasury management strategy statement (TMSS) before the start of each financial year.</p> <p>The 2017 Code allows local authorities to delegate approval of the TMSS to a subcommittee. It is therefore necessary to allocate the scrutiny function to another committee, i.e. the Corporate Overview Select Committee.</p> <p>This item will provide training on the TMSS and allow for the Committee to scrutinise the strategy prior to consideration by Audit & Governance.</p>	<p>The Committee understand and scrutinise the Treasury Management Strategy and associated activity, ensuring financial resilience of cash flows, borrowing, investments and identified risks before the Audit & Governance Committee is due to review and approve the annual TMSS on 7 February 2019.</p>	<p>Formal Report</p>
Items to be scheduled				
<p>2019</p>	<p>Transformation Programme, Organisational Strategy</p>	<p>Scrutiny of relevant projects:</p> <ul style="list-style-type: none"> • Customer Experience • Finance Transformation • Fees & Charges • Digital • Agile Workforce • Performance Management/MI Insights • Spans of Control • Orbis VfM 	<p>Assurance that the programme is delivering against its stated aims, financial benefits and meeting the outcomes put forward in the business cases and that the strategy supports delivery of the vision outcomes as set out in the Community Vision for Surrey.</p> <p>Ensuring that Select Committees have effectively scrutinised the transformation projects in their remit.</p>	<p>Mixed methods</p>

		Overview of the whole transformation programme including delivery of savings and outcomes for residents		
21 March 2019	Welfare Reform	A report on the impact of Government policy on Surrey and the Council's ongoing work to support residents.	The Committee understands the Surrey context and is assured that adequate preparations have been made to mitigate any negative impacts across Council services.	Formal report

Adults and Lifelong Learning Select Committee (Chairman: Sinead Mooney, Democratic Services Officer: Andy Baird)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
13 February 2018	Transformation: Accommodation with Care & Support	<p>Developing housing options that support better outcomes for those with social care needs within a reduce budget envelope is a key strand of the Council's Transformation Programme</p> <p>The Committee will consider plans to build accommodation with care and support provision to review progress in implementing the scheme and agree how it can conduct ongoing scrutiny of these schemes.</p>	<p>Members will acquire an understanding of the Council's plans to deliver against the Accommodation with Care and Support business case agreed by Cabinet in October 2018 and assess progress made in implementing the business case.</p> <p>The Committee will also come to an agreement on the most effective way for it to scrutinise implementation of the Accommodation with Care and Support Business Case going forward.</p>	Officer report to Committee
13 February 2018	Transformation: Adult Social Care Practice Improvement	<p>Changing the dialogue over the provision of support to those with social care needs to focus on existing assets within their family and community is a key strategy for the Council to manage demand on adult social care.</p> <p>The Committee will consider steps being taken by the Council to embed</p>	<p>Members will acquire an understanding of the Council's plans to deliver against the Adult Social Care Practice Improvement Business case agreed by Cabinet in October 2018 and assess progress made in implementing the business case.</p> <p>The Committee will also come to an agreement on the most effective way for it to scrutinise implementation of the Adult Social Care Practice Improvement Business Case going forward.</p>	Officer Report to Committee

		<p>this new way of working and agree how it can conduct ongoing scrutiny of this area.</p>		
13 February 2018	<p>Transformation: Adult Social Care Market Management</p>	<p>Managing the cost of social care packages commissioned from independent care sector providers is key to plans for addressing financial pressures in Adult Social Care, the Council's biggest single area of expenditure.</p> <p>The Committee will consider how the Council plans to reduce the amount it pays for social care packages and agree how it can conduct ongoing scrutiny of this area.</p>	<p>Members will acquire an understanding of the Council's plans to deliver against the Adult Social Care Market Management Business case agreed by Cabinet in October 2018 and assess progress made in implementing the Business Case.</p> <p>The Committee will also come to an agreement on the most effective way for it to scrutinise implementation of the Adult Social Care Market Management Business Case going forward.</p>	Officer Report to Committee
5 June 2019	Safeguarding Adults	<p>Ensuring the safety of vulnerable adults in Surrey is a key priority for the Council and its partner organisations. The Council has a duty to ensure that it has appropriate arrangements in place to ensure that it protects and safeguards the population.</p> <p>The Committee will examine how the Council and its partners deliver of their responsibilities to safeguard vulnerable adults in Surrey.</p>	<p>The Committee will understand how the Council performs against its duty to safeguard vulnerable residents, how it embeds learning from safeguarding incidents, how officers keep ahead of potential safeguarding challenges and how safeguarding is embedded as part of Council policies and training.</p> <p>Members will also hear from officers regarding the impact of potential new legislation on Deprivation of Liberties Safeguards and options for the Council in responding to this legislation.</p> <p>This item will involve contributions from both the Surrey Safeguarding Adults Board and the Health and Wellbeing Board.</p>	Officer Report to Committee
5 June 2019	Adult Social Care Debt	<p>The Select Committee has identified the reduction of debt owed to the Council for the provision of Adult Social Care services as a key priority for the Council.</p> <p>The Adult Social Care Directorate has introduced new processes to</p>	<p>The Committee will gain an understanding of how the Council manages debt owed to it by residents for the provision of adult social care services and gain an insight into whether new initiatives introduced to expedite debt recovery have been successful.</p>	

		improve how it handles and follows up on debt which the Committee will review alongside information on the Council's current debt position.		
Items to be scheduled				
TBD	Preventing Homelessness	The Committee will consider how public sector organisations in Surrey are working together in order to prevent and alleviate homelessness in response to the requirements of the Homelessness Reduction Act and to ensure that those at risk of homelessness experience better outcomes.	<p>The Committee will develop an understanding of the risk factors that cause homelessness and build a picture of the journey that leads to homelessness for individuals and households. The Committee will then consider these in light of approaches to preventing homelessness that have been implemented across Surrey following introduction of the Homelessness Reduction Bill</p> <p>The Committee will also seek to raise awareness around the issue of homelessness and the damage that it does to individuals, families and communities.</p>	<p>Witness sessions</p> <p>Workshop</p> <p>Site visit (Leatherhead night hospital, Guildford Hostel)</p>
TBD	Implications of the Adult Social Care Green Paper	The Government has committed to publishing a green paper in Autumn 2018 outlining how it proposes to improve care and support for older people and tackle the challenge of an ageing population. The outcomes of the Green Paper could have significant implications for the provision of adult social care impacting on how these services are funded and delivered in the future. This item will look at the implications of the green paper on the delivery of adult social care services in Surrey.	For the Committee to understand the impacts of the Green Paper on the delivery of adult social care services in Surrey and steps that the Council intends to take in order to respond to the proposals outlined within the Green Paper.	Workshop/ informal learning session
Task and Finish Groups				
TBD	Libraries Strategy	The Council is planning to undertake a comprehensive review of its library strategy over the coming months to consider how they can support a wider range of culture and learning opportunities for residents.	The Committee will contribute to the production of the Library Strategy while it is being developed to understand the options being considered and ensuring that the expertise of Members are engaged in producing the strategy. The Committee will aim to ensure that its views are incorporated into the strategy as it is being developed but may make recommendations to officers regarding the implementation of the strategy.	

		The Committee will consider how Surrey's library network will look in the future and support SCC in understanding how these community assets can deliver the right skills and learning opportunities.	
TBD	All-Age Learning Strategy	Item to be scoped.	

Children and Education Select Committee (Chairman: Kay Hammond, Democratic Services Officer: Richard Plummer)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
6 March 2019	Educational Attainment of Children with Multiple Disadvantages	To explain the causes for current lower educational attainment for disadvantaged children and impacts that this can have on wider wellbeing.	To have assessed the educational attainment for disadvantaged children as a means of identifying potential underlying issues for disadvantaged children and suggest methods to alleviate these.	Formal report
6 March 2019	SEND Transformation	To assess the plans for transformation in Surrey's Special Educational Needs and Disabilities services and to look at the improvement of SEND services based on the points raised in the response to the Written Statement of Action	To have assured itself that the transformation of SEND services addresses the key points of concern raised, assured itself that the transformation can deliver required services in the face of increasing demand, sought the views of family representative groups, and it has worked to achieve the best outcomes possible for children and young people with SEND.	Formal report
6 March 2019	Children's Services Performance Monitoring	To receive a quarterly update of key performance measures, and highlight areas of sustained downwards trend with a narrative of the service's response.	To have assessed the trend of performance in Children's Services, assured itself that the service is improving sufficiently and at the expected pace.	Formal report
26 June 2019	Early Help/Family Resilience Transformation	To identify key areas of improvement needed in the current early help offer, and whether the proposed transformed offer will alleviate these areas.	To have assessed the transformation of EH and determine whether the redesigned offer will be able to effectively target children before they enter statutory services and provide effective support and to alleviate	Formal report

			key areas of improvement identified in the Ofsted inspection of Children's Services (2018).	
26 June 2019	Children's Service Performance Improvement *New*	To continue to review the Children's Improvement Plan designed by the Children, Families and Learning Directorate, identify performance trends and determine the effectiveness of the Improvement Plan in improving Performance across the Directorate.	To have assessed the capability of the Improvement Plan to have continued to resolve the identified performance issues and assured itself that the plan is working to improve services at a good rate.	Formal Report
26 June 2019	Impact of the change to Schools Led System *Updated*	The Council has fundamentally changed how it works with schools and progressed towards a schools led arrangement in delivery and improvement. It is important to understand the impact that this has had on schools and their performance.	To have monitored the progression towards a schools led arrangement and the impact that this has had upon the Council and schools. To have taken into consideration the views of the service and schools on these changes, the risks that this could entail in future and understand the impacts of any potential future changes.	Mid 2019
5 September 2019	Children's Services Performance Monitoring	To receive a quarterly update of key performance measures, and highlight areas of sustained downwards trend with a narrative of the service's response.	To have assessed the trend of performance in Children's Services, assured itself that the service is improving sufficiently and at the expected pace.	Formal report
Future items in Development				
TBD	Children and Adolescent Mental Health Services *NEW*	TBD	TBD	
Task Groups				
March 2019	Out of County Placements Task and Finish Group	To identify the prevalence of out of county placements, whether there are "in house" options and the	That the Committee understands current levels of provision available for Children's placements, why they	Membership: Chris Botten Chris Townsend

		potential to increase the numbers of placements that are kept within Surrey.	are currently provided as they are, and to suggest options for how to deliver these differently in future.	Victoria Young Lesley Steeds
	Learning Disabilities and Transition Task and Finish Group	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.	TBC

Highways and Growth Select Committee (Chairman: Bob Gardner, Democratic Services Officer: Richard Plummer)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
28 February 2019	Surrey Asset and Place Strategy *REVISED FROM INVESTMENT STRATEGY*	The Council is developing an Asset and Place Strategy to fundamentally change how it plans to deliver returns on its investment portfolio. The Committee will review the strategy and ensure that it will successfully deliver on the proposed future vision.	To understand the vision for the Asset and Place Strategy; to have monitored how this plan will attempt to deal with identified challenges and assured itself that it can sufficiently overcome challenges to future investment; and to develop a benchmark to compare the returns on the council's investments.	Formal Report
28 February 2019	Transport for the South East (TfSE) Strategy	To review the Strategy for TfSE and ascertain the effects that this will have upon Surrey's infrastructure.	To understand the impact that the TfSE Strategy will have upon current infrastructure, determine the impact will for Surrey and make suggestions as to how the strategy can further benefit partners upon the start of its full operation in 2019.	Stakeholder Engagement with TfSE/ Formal Report
Mid 2019	Local Enterprise Partnerships (LEPs)	To undertake scrutiny of the output and impact of the two LEPs that cover Surrey and identify any gaps in provision and better ways of working.	To understand the work underpinning investment in Surrey's economy and investigate the impact of LEP spending in the county.	Stakeholder Engagement with LEPs /Formal report
Mid 2019	Place and partnerships	The Council has entered into numerous partnerships across its many functions. The Committee will	Review the Council's partnerships with other organisations, how they are developed and what they deliver for residents.	Formal report

review the approach taken and impact of these partnerships.

Health, Integration and Commissioning Select Committee (Chairman: Zully Grant-Duff, Democratic Services Officer: Andrew Baird)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
8 March 2019	South East Coast Ambulance Service (SECAMB) Performance Review	The purpose of this item is to assess how SECAMB is delivering against its Improvement Plan following the CQC rating of 'Inadequate' received by the Trust in October 2017. The Committee will also consider challenges experienced by the Trust in delivering against national response time targets and find out how SECAMB are mitigating these.	<p>The Committee will seek to understand the main challenges facing SECAMB and how these impact on patients' experience of ambulatory care in Surrey. Members will consider the role of the Trust within the wider healthcare system in Surrey to understand how SECAMB's commissioners and its partners are supporting the Trust's improvement journey.</p> <p>The Committee will also come to a view on how it can best scrutinise SECAMB going forward to support the Trust in delivering against its Improvement Plan.</p>	Officer report to Committee
8 March 2019	Substance Misuse Contract	In July 2018, Surrey County Council implemented changes to its Substance Misuse Services following a review of these services. Following engagement with service users, stakeholders and clinicians the Council has removed inpatient detox beds replacing these with enhanced provision in the community.	The Committee will consider how the new model of service provision is supporting those with Substance Misuse problems in Surrey.	Officer report to Committee
TBD	Mental Health	The purpose of this item is to review delivery against the Joint Health and Wellbeing Strategy's Priority to improve emotional wellbeing and	The Committee will assess efforts to embed parity of esteem between the treatment of physical and mental health conditions in Surrey through the implementation of Sustainability and Transformation Partnerships in	Task Group

		<p>mental health. This includes considering steps being taken to prevent poor mental health and to promote a culture of openness about mental health conditions. The Committee will also look at current and future provision of mental health services in Surrey.</p>	<p>Surrey. Members will also look at how emotional wellbeing is incorporated within STP plans how they will help to build resilience against mental health conditions among Surrey residents.</p>	
Ongoing	<p>South West London and Surrey Joint Health Overview and Scrutiny – Improving Healthcare together 2020 - 2030</p>	<p>In June 2017, Improving Healthcare Together 2020 - 2030 was launched, a programme led by Merton, Sutton and Surrey Downs CCGs to review the delivery of acute services at Epsom and St Helier University Hospitals NHS Trust (ESTH). ESTH serves patients from across Merton, Sutton and Surrey and so the Health, Integration and Commissioning Select Committee joined colleagues from the London Borough of Merton and the London Borough of Sutton to review the Improving Healthcare Together Programme as it progresses.</p>	<p>A Sub-Committee of the South West London and Surrey Joint Health Overview and Scrutiny Committee has been established to scrutinise the Improving Healthcare Together 2020 – 2030 Programme as it develops.</p>	<p>Joint Health Overview and Scrutiny Committee</p>
Task and Finish Groups				
<p>December 2018 - March 2019</p>	<p>Mental Health</p>	<p>The purpose of this item is to review delivery against the Joint Health and Wellbeing Strategy's Priority to improve emotional wellbeing and mental health. This includes considering steps being taken to prevent poor mental health and to promote a culture of openness about mental health conditions. The Committee will also look at current</p>	<p>The Committee will assess efforts to embed parity of esteem between the treatment of physical and mental health conditions in Surrey through the implementation of Sustainability and Transformation Partnerships in Surrey. Members will also look at how emotional wellbeing is incorporated within STP plans how they will help to build resilience against mental health conditions among Surrey residents.</p>	

		and future provision of mental health services in Surrey.	
December 2018 – March 2019	Surrey Ten Year Strategic Plan	Building on work by Surrey County Council and its partners in creating a 'Vision for Surrey in 2030', the Ten Year Strategic Plan will establish a common set of priorities for the entirety of the health and care system in Surrey. These priorities will be informed by the outcomes of a ten week intelligence-gathering exercise which will identify those areas that have the most significant impact on population health in the County. The Strategic Plan will set out long-term priorities taking account of the wider determinants of health and wellbeing to understand their impact on demand and system finances.	To support system leaders in shaping the priorities underpinning Surrey's Ten Year Strategic Plan that will improve outcomes for residents as well as ensuring contributing to the development of an outcomes framework to judge performance against priorities that promotes collective ownership across the health and care system in Surrey.

Environment Select Committee (Chairman: Rachael I Lake, Democratic Services Officer: Huma Younis)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
22 February 2019 <i>(moved from 5 December 2018)</i>	Countryside Estate Strategy	To review the Countryside Estate Strategy, following public engagement activity and the convening of a Countryside Estate Strategy MRG.	To review and scrutinise the Countryside Estate Strategy and receive feedback from the Countryside Estate Strategy MRG, making recommendations to Cabinet as necessary.	Formal report

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TASK AND FINISH GROUP SCOPING DOCUMENT

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Democratic Services Officer complete the scoping template.
3. The Corporate Overview Scrutiny Committee reviews the scoping document
4. The Select Committee agrees membership of the group.

Review Topic: Highways Maintenance Contract
Select Committee(s) Highways and Growth Select Committee
Relevant background <p>Surrey Highways' reactive, routine and planned road maintenance is currently delivered by Kier Highways Ltd in a competitive contract put out to procurement by Surrey County Council in 2010. The contract started in April 2011 and has since been modified, with a one year extension being agreed in 2015 and the final extension and modification being agreed in 2016, which included some changes to how the contract was delivered. This modification also increased the annual contract value from an initial cost of £10 – 15 million to approximately £35-40 million, which included costs to delivering large infrastructure projects such as Project Horizon.</p> <p>The current contract arrangements are reflective of the Council's position in 2011 in which it was considered appropriate at that time to move away from a single supplier that delivered everything. This was primarily due to concern over achieving value for money for those activities which required specialists as these were attracting significant mark up and overhead payments.</p> <p>It will come to its conclusion in 2021 and there is a requirement to re-procure this contract, as there is no option for further extension. This will include undertaking work to understand the successes and failures of the previous iteration of the contract, what new ways of working could be implemented, and then use this information to redesign the contract to go out to tender.</p>
Why this is a scrutiny item <p>Surrey County Council's Highway Service currently has several existing contracts to deliver maintenance and investment activities. Most of these come to an end in 2021. Therefore, the authority must look to re-procure this service before the contract end. This provides the authority a good opportunity to review how it has procured this contract, how successful the contract has been, how it measures success, and to use the lessons learnt from all of these points to redesign the contract to be best value for money.</p>

What questions are the group aiming to answer?

1. What design model for the contract does the service intend to utilise? There are a range of options available which include:
 - a. Retain the current arrangement of a multiple supplier arrangement in place, the majority of activities are currently undertaken by a single provider;
 - b. Consolidate the contract to be entirely provided by a single provider;
 - c. Further break up the contract to be delivered by multiple providers; or
 - d. Another option determined by officers or the task and finish group
2. What will the performance indicators be, and how will they be utilised for the new contract, taking into consideration the current contract specifications, performance of the current contractor and the effectiveness of the current performance indicators?
3. How will the new contract aim to effectively manage risks to the service?
4. How will the contract seek to effectively deliver in light of reducing budget and continue being value for money?

Aim

To scrutinise, challenge and validate officers' recommendations as to what the optimal model and performance measurements for the future Highways Core Maintenance Contract will be upon re-procurement in 2021, taking into consideration quality of delivery and value for money.

Objectives

- To understand the original Highways Maintenance Contract, changes to it, and reasoning behind why these changes were made, to provide an understanding of the context and potentially inform how the service could design the future contract.
- To provide input on the contract model to be used based on research and evidence and understand the potential options for the delivery of highway maintenance.
- To provide input on the Key Performance Indicators (KPIs) of the Contract, and how they will be measured and utilised to ensure good performance and value for money.

Scope (within / out of)**In scope:**

- Current Highways contract model
- Performance of current Contract
- Resident feedback directly linked to current contract performance and communication with residents.

Out of scope:

- Local Committee highways issues
- Specific area quality issues
- Resident perception of Highways Authority in general

Outcomes for Surrey / Benefits

The design work for the contract will have implications on the maintenance of the road network of Surrey. Designing a contract which delivers the best value for money will have significant benefits to Surrey.

Proposed work plan

Timescale	Task	Responsible
January 2019	Review contract performance including benchmarking against other similar Highway Authorities and review value for money assessments and benchmarking outputs	Democratic Services Officer, Head of Highways
March 2019	Review available contract model options, SCC Officer's assessments (including supplier engagement outputs) and recommended route to market	Democratic Services Officer, Head of Highways
May 2019	Final Report to Select Committee	Democratic Services Officer

Potential Witnesses

Lucy Monie, Head of Highways
 Paul Wheadon, Business Improvement & Consultancy Team Manager
 Lead Cabinet Member for Place
 Other Highways Officers as required
 Kier Highways Ltd representatives

<p>Useful Documents</p> <p>Term Maintenance Contract</p> <p>Performance structure including KPIs, performance results and profit model</p>
<p>Potential barriers to success (Risks / Dependencies)</p> <p>Member & Officer availability Contract information availability</p>
<p>Equalities implications</p> <p>None</p>

Task Group Members	John O'Reilly, TBD
Co-opted Members	None
Spokesman for the Group	John O'Reilly
Democratic Services Officer/s	Richard Plummer