

## Notice of Meeting

# Corporate Overview Select Committee

**Date & time**

Thursday, 25  
October 2018 at  
10.00 am

**Place**

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

**Contact**

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**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: 20 SEPTEMBER 2018**

(Pages 5  
- 10)

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

#### **Notes:**

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*19 October 2018*).
2. The deadline for public questions is seven days before the meeting (*18 October 2018*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### **5 SURREY COUNTY COUNCIL ORGANISATION STRATEGY 2019 - 2023 AND 'OUR PEOPLE 2021' STRATEGY**

(Pages  
11 - 14)

To update the Corporate Overview Select Committee on the new Surrey County Council Organisation Strategy 2019 – 2023 and 'Our People 2021' Strategy.

**6 PRELIMINARY FINANCIAL STRATEGY** (Pages 15 - 22)

**Purpose of the Report:** In advance of the publication of the Council's Preliminary Financial Strategy, this report sets out the scale of the challenge facing the Council and its approach to setting a balanced budget for 2019/20.

**7 FORWARD WORK PROGRAMMES AND CORPORATE OVERVIEW  
SELECT COMMITTEE RECOMMENDATIONS TRACKER** (Pages 23 - 40)

To agree Select Committee forward plans and review the Corporate Overview Select Committee recommendations and actions tracker.

**8 DATE OF THE NEXT MEETING**

The next meeting of the Select Committee will be held on 15 November 2018 in the Ashcombe Suite at County Hall.

**Joanna Killian**

Published: Wednesday 17 October 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 20 September 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, 25 October 2018.

**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
- \* Mr Richard Walsh

\*= present

**In attendance**

David Hodge, Leader of the Council  
John Furey, Deputy Leader of the Council, Cabinet Member for Economic Prosperity  
Denise Turner-Stewart, Cabinet Member for Community Services

**1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Helyn Clack, Lead Cabinet Member for Corporate Support.

**2 MINUTES OF THE OVERVIEW AND BUDGET SCRUTINY COMMITTEE: 17 MAY 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 VISION FOR SURREY 2030 [Item 5]**

**Witnesses:**

David Hodge, Leader of the Council  
Michael Coughlin, Executive Director for Customers, Digital and Transformation

Louise Footner, Head of Communications

**Key points raised during the discussion:**

1. The Committee were presented with the Vision for Surrey 2030. Officers highlighted that this was the most extensive engagement with residents and partners to date. The Head of Communications confirmed that the service had received over 3,000 online and paper responses which were considered to be statistically robust. It was noted that representatives from various hard to reach groups such as those with certain disabilities, LGBT groups and young people had been contacted. Members further noted that the Vision for Surrey 2030 had been amended to reflect the views received during the consultation.
2. The Executive Director for Customers, Digital and Transformation provided Members with further detail on what the engagement feedback had shown. It was stated, that in order to provide residents with better services stronger partnership working relationships were required. The timescales within the vision had been amended to reflect what had been learnt.
3. It was confirmed that those who chose to take part in the engagement exercise did so on a self-selection basis. The Head of Communications reassured Members that she felt confident there had been a statistically significant response and that efforts had been made to engage with a variety of people. In comparison to other County Councils, Surrey County Council's engagement exercise had received a high number of responses.
4. Members asked which services residents valued the least when responding to the engagement questionnaire. Officers confirmed that this had not been asked of respondents. In the context of prioritising outcomes for 2030 the least popular statements selected by residents were: 'People to benefit from sustainable development and growth', 'Communities to be inclusive', 'Businesses to thrive' and 'Having access to information and services to reduce need in support'.
5. Members felt positive about the number of responses received to the engagement and asked if any District and Borough resident consultation panels had been contacted for a response. The Head of Communications confirmed that all Districts and Boroughs had been contacted but that the extent to which they may have used their own local panels was not known.
6. Members sought clarification on the methodology of the engagement exercise and queried why it was undertaken in-house rather than using a third party company. Officers explained that contracting with a specialised research company would have taken much more time and been more costly than the in-house approach.
7. When discussing what was gained from the exercise, Officers explained that the Council had not previously engaged residents in such a way before, therefore all the information gained was seen to be significant and would be used to shape the future of the county. While

clearly a Vision for Surrey, the place, it was noted that the process of engagement had allowed residents to become more aware of the services the Council provided.

8. Members supported the concept of 'Deal(s)' with residents and the importance of gaining buy-in, support and involvement from them. When asked if trust was needed to be built within the county between partners, officers explained that parts of the organisation needed to be better at building positive working relations with partners. When speaking with partners the idea of improving relationships was welcomed but work still needed to be done to secure these relationships.
9. The Committee agreed that the knowledge gained from the engagement was significant and asked that it be shared with relevant partners for their information.
10. Members highlighted details in the supplementary agenda which confirmed that residents understood the impact of reductions in central government funding but they also wanted the organisation to make sure it was focusing on spending money on the most important services. Officers went on to explain that more information was needed on what was considered to be an 'important service' and that the Council would continue to seek joint solutions for better outcomes.
11. There was a discussion around the potential for another engagement exercise in the future. Officers confirmed that ongoing resident engagement took place through resident surveys that reviewed residents' views. There was also an intention to establish a standing Surrey CC residents' panel.
12. The Leader of the Council highlighted the importance of Members reviewing services and residents' needs strategically. The Committee were also informed that the Leader of the Council would be speaking at the Surrey Leader's Group to discuss cooperation and delivering services.

**Resolved:**

- The Committee noted the Vision for Surrey 2030 and requested that the Vision for Surrey 2030 and engagement report be shared with relevant partners for information.

**6 EXCLUSION OF THE PUBLIC [Item 6]**

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

## 7 TRANSFORMATION FULL BUSINESS CASES [Item 7]

### Witnesses:

Denise Turner-Stewart, Cabinet Member for Community Services  
David Hodge, Leader of the Council  
John Furey, Deputy Leader of the Council, Cabinet Member for Economic Prosperity  
Michael Coughlin, Executive Director for Customers, Digital and Transformation

### Key points raised during the discussion:

1. The Committee formally scrutinised Part 2 business cases that support the Council's transformation programme. Members were, in general, supportive of each of the business cases considered. The Committee discussed in detail the investment needed and financial benefits arising from each business case. There was scrutiny around the risks associated with each business case and measures in place to mitigate these.

*Denise Turner-Stewart left the meeting at 11.00am*

2. There was a recognition by Members that a significant amount of work was needed to increase the robustness of the Council's financial resilience and planning. There was also a recognition that for a programme of transformation to be successful a cultural shift to new ways of working was crucial.

### Resolved:

### The Committee:

- a) Supported the drive to transform the Council's services and, importantly, its culture to become sustainable,
- b) Noted the interdependencies between the transformation projects and the importance of the enabling projects in delivering savings, for example digital and performance management in other service directorates,
- c) Emphasised the risks to the organisation of not implementing the business cases in terms of budget deficits and the outcomes for service users and residents,
- d) Highlights the particular risk of double counting the financial benefits to the Council across the various business cases,
- e) Recommended that Select Committees review the planning and implementation of the business cases relevant to their remits on the basis of value and risk following the Council decision in November 2018,
- f) Recommended that there are clear measures of success and milestones for Select Committees to test the outcomes of each transformation project.

[E-157-18] Exempt minute

## **8 FORWARD WORK PROGRAMME AND TASK GROUP SCOPING [Item 8]**

### **Key points raised during the discussion:**

1. The Committee sought confirmation on the expectations for budget scrutiny at its meeting on 25 October 2018. Officers confirmed that details of budget scrutiny would be circulated to Members following an officer meeting with the Interim Director of Finance in the week commencing 24 September 2018.
2. Members discussed the need for a Modern Councillor item at its Committee meeting in November 2018. It was noted that the Modern Councillor project had an in-year savings target attached to it therefore the Committee would discuss the project's impacts and outcomes.
3. Following a suggestion Members were advised to not merge the 'Effectiveness of Scrutiny' and 'Modern Councillor Project' items due to the variance between the subjects. It was however suggested that a joint conclusion may be produced at the meeting.

### **Resolved:**

- The Committee reviewed and agreed its forward work programme.
- The Committee approved the scoping document for the Out of County Children's Placements Task And Finish Group.

## **9 DATE OF THE NEXT MEETING [Item 9]**

The Committee noted its next meeting would be held on 25 October 2018.

Meeting ended at: 3.25 pm

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**Chairman**

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## Corporate Overview Select Committee

25 October 2018



### Surrey County Council Organisation Strategy 2019 – 2023 and ‘Our People 2021’ Strategy

**Purpose of report:** To update the Corporate Overview Select Committee on the new Surrey County Council Organisation Strategy 2019 – 2023 and ‘Our People 2021’ Strategy.

#### Introduction:

1. On 9 October 2018 at the County Council meeting, Members endorsed the new Community Vision for Surrey in 2030 (Vision for Surrey). The Surrey County Council Organisation Strategy 2019-2023 sets out how the Council will support its delivery. In addition, the new ‘Our People 2021’ Strategy is our plan for the Council’s workforce (current and future) and sets out how we will develop the capacity and capability to contribute to the Community Vision and achieve our priority strategic outcomes.
2. These documents will be presented to the Cabinet for approval at its meeting on 30 October 2018, and the County Council meeting on 13 November 2018

#### Organisation Strategy

3. The Organisation Strategy is the Council’s opportunity to set a level of ambition and tone for its work over the coming years. It does this taking into account the parameters within which the council is operating, such as the national policy context and technological change.
4. There are four strategic principles that underpin the Strategy that will drive the council’s focus and approach:
  - No one left behind – supporting people who do not have the means or capacity to support themselves;
  - Fresh approach to partnership working;
  - Support people to help themselves and each other;
  - Involve and engage residents earlier and more often.
5. It also sets out the key deliverables that illustrate how the Council will support each outcome in the Vision for Surrey, and how it will transform itself to achieve its aspirations.
6. Progress will be measured through an outcomes based performance framework. This will be connected to the Council’s

corporate performance scorecard and other performance management frameworks in development.

7. The Organisation Strategy will be presented to the Cabinet for approval at its meeting on 30 October 2018, and the Council meeting on 13 November 2018.

#### **'Our People 2021' Strategy**

8. 'Our People 2021' sets out how we will develop our capacity and capability to contribute to the Vision for Surrey, achieve our priority strategic outcomes for Surrey residents, ensure the effectiveness and efficiency of the Council, create a high performance culture and drive wholesale transformational change.
9. This strategy will be the foundation for a number of workforce related plans, programmes and strategies, the key elements of which will be held in the 'Our People' Strategic Work Programme, against which progress will be measured on an ongoing basis.
10. This Work Programme is not intended to be a static document; it should and will have the ability to adapt in response to changing organisational need and emerging workforce related priorities. Successful delivery of the strategy will be measured using existing data, and new outcome based measures will also be identified (for example, the impact of people development activity as opposed to the number of people attending training courses). Progress against the strategy will be reported to People, Performance and Development Committee (PPDC) on a six monthly basis.

#### **Recommendations:**

For Members to review and comment on these strategies ahead of the Cabinet meeting on 30 October 2018.

#### **Next steps:**

The strategies will be considered by Cabinet on 30 October 2018 and full Council on 13 November 2018.

Performance frameworks will be put in place to start monitoring progress against the deliverables in these strategies by the start of the 2019/20 financial year.

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#### **Report contact:**

Nicola Kilvington, Head of Strategy, Strategy and Performance

Jackie Foglietta, Interim Head of HR & Organisational Development, HR & Organisational Development

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**Sources/background papers:**

Community Vision for Surrey in 2030

**Annexes:**

Organisation Strategy 2019 – 2023 - *to follow*  
'Our People 2021' Strategy – *to follow*

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## Corporate Overview Select Committee

25 October 2018



### Preliminary Financial Strategy

#### Purpose of report:

In advance of the publication of the Council's Preliminary Financial Strategy, this report sets out the scale of the challenge facing the Council and its approach to setting a balanced budget for 2019/20.

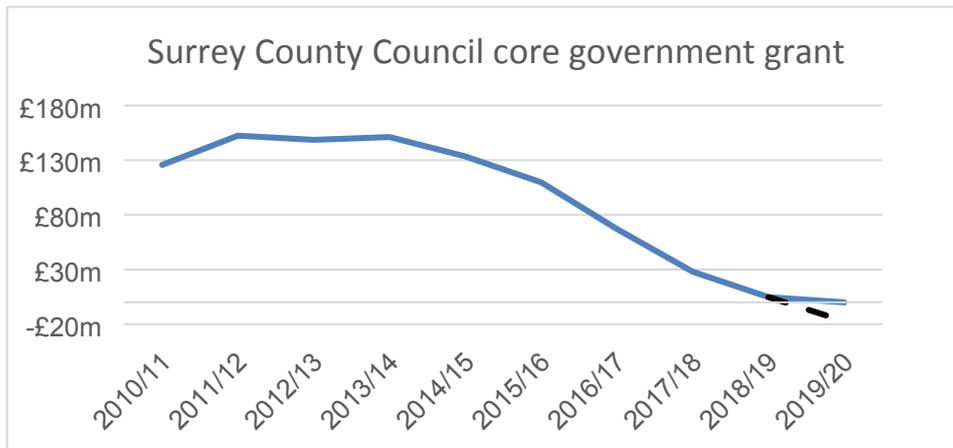
#### Introduction:

1. In common with the local government nationally, Surrey County Council has seen a steady and sustained reduction in its core funding, putting increased pressure on Council Tax. This has been exacerbated through disproportionately lower grant funding for Public Health, Learning Disabilities (where Surrey will have a £46m gap in 2019/20 against the Government's own funding assessment) and Unaccompanied Asylum Seeking Children. The Council has worked hard to contain the costs and volume pressures, and made significant on-going savings over the last 8 years totalling over £540m.
2. Despite the levels of savings, in recent years the Council has had to use its reserves, and in 2018/19 additional one off measures, to balance the budget. We have been able to do this as in the early part of the decade we built up our reserves for this purpose
3. However, continuing austerity and even sharper reductions in government funding in recent years has meant the scale of the budget challenge going forward, and the uncertainty over Government funding for local government, causes this approach to be no longer sustainable and as a result the Council is undertaking a significant transformation programme to ensure that it delivers vital services within its resources.
4. The Preliminary Financial Strategy sets out a preliminary balanced budget for 2019/20, without the use of reserves.

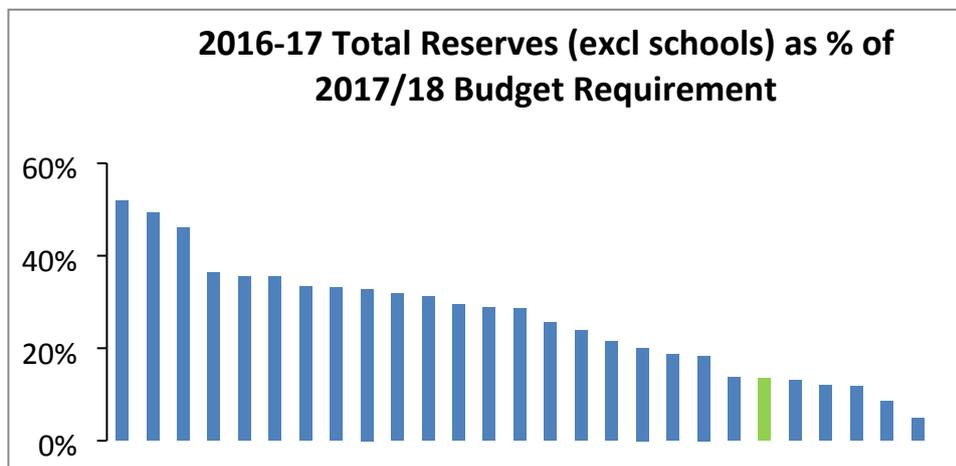
#### Scale of the Financial Challenge

5. The government's policy of austerity and deficit reduction started to take effect on local government in 2010 with in-year reduction in government grants. There have been reductions in grants ever since leading to local government in general losing 60% of its funding since 2010.
6. In this period, Surrey County Council has lost 100% of our Revenue Support Grant (RSG), which is the core grant funding for local authorities. This amounts to £152m, and is shown in the graph below. For 2019/20 the current policy is that should be reduced

further and the County Council would suffer negative RSG of £17m. This is shown by the dotted line.



7. However, at present the Government is consulting on amending this policy so that Surrey County Council and the other 167 authorities facing the prospect of negative RSG receive no less than nil core grant.
8. The financial challenge facing the County Council is not unique, but it is more challenging than most of the Counties.
9. The Council now has a comparatively low level of reserves following a number of years where they have been used to support the annual revenue budget. In 2018/19 this extended to using one-off solutions totalling £56m, including £21m draw-down of reserves. The chart below shows the comparative level of reserves for Surrey County Council (in green) and other county councils.



10. The Medium Term Financial Plan (MTFP) for 2018 to 2021 provided a draft budget for 2019/20, which after identified savings of £50m would still be in deficit by a further £86m. The Council does not hold enough reserves to cover this, and would be an unpredicted level of savings to achieve in one year.
11. One of the main reasons identified for this is budget pressures (both service need and prices) are significantly higher than statistical and geographical neighbours.
12. In September 2018, the Council published a report by the Chartered Institute of Public Finance & Accountancy (CIPFA) in to

the financial resilience of the Council. This report reiterated many of the issues identified above.

**Setting of Budget Envelopes for 2019/20:**

13. Since setting the MTFP in February 2018, the Council has undertaken a series of actions to set a balanced budget for 2019/20.
14. The Council is clear that it must reduce the budget pressures, but mainly through changes to policy, practice, better commissioning and changes to behaviours and culture.
15. A Transformation Programme has been launched and Business cases have been developed to deliver services in a different way and at reduced cost. Several of the business cases focus on managing down cost and service need.
16. The Preliminary Financial Strategy has set budget envelopes for each Executive Directorate to contain spend within sustainable levels without reliance on the use of reserves, and to close the £86m gap assuming, no additional government support.
17. The budget envelopes for 2019/20 followed the Cabinet's approval of a £40m reduction in budgets in year. From this base, the 2019/20 Budget Envelopes allowed for £87m of additional service need and cost, and through the Transformation Programme and its business cases, £85m of savings. The table below summarises the budget envelope for each Directorate.
18. In order to balance the budget for 2019/20, the Council is developing robust business cases to meet the financial challenge, which will change how services are delivered in future.

	<b>Current 2018/19 Budget £m</b>	<b>Revised 2018/19 Budget Envelopes £m</b>	<b>Revised 2019/20 Budget Envelopes £m</b>
Health, Wellbeing & Adults	382	372	366
Children, Families, Learning & Culture	229	223	223
Highways, Transport & Environment	172	170	163
Customer, Digital & Transformation	59	52	49
Economy, Growth & Commercial	22	20	20
Finance, Legal & Coronial	13	11	12
Corporate Income and Expenditure	49	41	57
<b>Total</b>	<b>926</b>	<b>889</b>	<b>890</b>

**Recommendation:**

For the Committee to review the report and Preliminary Financial Strategy, making recommendations to Cabinet as necessary.

**Conclusions:**

19. The Council faces a huge financial challenge, and it will need a combined and collective input to meet that challenge. This includes a Transformation Programme to ensure services can be delivered in an affordable way.
20. Members have to make some very difficult decisions, so they need assurance that we are getting good value for money for every pound we spend

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**Report contact:**

Kevin Kilburn, Deputy Chief Finance Officer

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**Sources/background papers:**

Organisation Strategy and "Our People" Strategy: Cabinet 30 October 2018

Preliminary Financial Strategy: Cabinet 30 October 2018

Transformation Programme: Cabinet 30 October 2018

Surrey County Council Finance: CIPFA report: July 2018

**Annexes:**

Preliminary Financial Strategy (*to follow*)

Report of the Corporate Overview Select Committee Budget Sub-Group,  
July – October 2018

## **Corporate Overview Select Committee**

**25 October 2018**

### **Budget Sub-Group Report July-October 2018**

**Purpose of report:** Scrutiny of Budgets

#### **Introduction:**

1. The Corporate Overview Select Committee formally reconstituted its Budget Sub-Group on 29 June 2018. The Sub-Group has since met on 27 July and 12 October 2018. The Sub-Group, chaired by Nick Harrison with membership from Ayesha Azad, Tim Evans, Chris Botten, David Harmer and Ken Gulati (ex officio) has been tasked with undertaking council-wide budget scrutiny. On 29 June, it was agreed that attendance to meetings of the Budget Sub-Group be extended to all Members of the Corporate Overview Select Committee.
2. The Sub-Group has so far met twice with the Deputy Chief Finance Officer to review budget monitoring data and savings plans.

#### **Activity**

3. A summary of the group's work is outlined below.

*27 July 2018*

4. Members raised concerns around the lack of clarity on the budget scrutiny process for the year, seeking assurance from officers. With the programme of transformation and delivery of the draft Preliminary Financial Strategy (PFS), the Deputy Chief Finance Officer explained that a plan for budget scrutiny would be drawn up imminently alongside Democratic Services.
5. Members noted that new and more robust arrangements were in place to track and monitor the delivery of the Medium Term Financial Plan (MTFP) savings and additional in year savings. The Deputy Chief Finance Officer clarified that Finance would be building on the saving tracker to ensure that each saving was linked to an owner and followed recorded milestones. It was explained that a summary of the savings tracker would be considered by the senior management team on a monthly basis.
6. There was a discussion around the scope of change within the savings plan due to transformation in the Council. The Deputy Chief Finance Officer explained that £133m savings had already been identified and the programme of transformation would identify the remainder of the £250m savings required over the coming years.

7. Members expressed concern with the Council's forecast of a £11.8m overspend at year end. It was noted that this was due to the Council continuing to face significant budget pressures for children with special educational needs and disabilities (SEND). Various pressures including the increased volume of Education, Health and Social Care Plans (EHCPs) had led to an overspend. The Deputy Chief Finance Officer stated that the large increase in EHCPs was due to a change in legislation and that between January and March 2018 there had been an increase of 600 additional EHCPs. Further concerns were raised around adult social care debt and the difficulty faced with trying to secure payment.
8. The Sub-Group was made aware that services had been asked to look at ways to achieve additional savings of between £15-20m for 2018/19. Proposed savings included removing the stationery budget, removing historic underspends from budgets and putting a time restriction on expense claims. (Note that this target was increased to £40m in August to avoid the use of earmarked reserves included in the 2018/19 budget agreed in February 2018).

*12 October 2018*

9. At this meeting, the Sub-Group reviewed officer responses to agreed actions from the previous meeting held on 27 July 2018. There was an in-depth discussion around the Schools and SEND cost containment plan and in particular the need for the service to work with partners to agree the split of costs. The Sub-Group welcomed the 'Reason for RAG status' column included within the cost containment plan. In regards to the 'Expansion of Places' item within the plan, the Deputy Chief Finance Officer confirmed that a capital strategy from property services was being progressed. It was agreed that the Chairman of the Audit and Governance Committee review the Internal Audit Report on Individual Statements of Pupil Support Budgets (ISPSBs) payments item within the cost containment plan and in particular the £800k overpayments for ISPSBs.
10. There was a discussion around the increase in the number of EHCPs being administered by the Council. The Deputy Chief Finance Officer explained that this was a trend impacting all local authorities. It was agreed for benchmarking data from other local authorities on this increase to be provided to the Sub-Group at a later date.
11. There was a short discussion around the transformation projects funded by capital receipts including the SEN transport project. Members of the Sub-Group expressed concerns that there were a number of projects identified within the proposed schemes to apply capital receipts which would not generate on-going savings. The Deputy Chief Finance Officer explained that these projects, in particular the SEN transport project which had been budgeted to use £5.5m in funding, were not to be funded from capital receipts as they did not now meet the necessary criteria.
12. In regards to finance and budget monitoring to July 2018, it was explained that the forecast revenue budget variance stood at £10m overspend. Management actions totalling £32.2m were required to deliver the extra £40m in year savings target. It was commented by the Deputy Chief Finance Officer that the proposed management actions to reduce the 2018/19 forecast net spending by £40m would not impact front line services. It was further added that budget accountability statements would require sign off by budget holders.

13. Members agreed for risks and Red-Amber-Green (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). It was agreed for officers from services to attend Sub-Group meetings to discuss in-depth service savings plans in the future.

#### Conclusions

14. At the July Sub-Group meeting a number of actions were agreed including a request for further information around specific schemes contained within the savings tracker, details around the £5.3m forecast variance for general funding, information on the total number of Council assets and investments held in Halsey Garton Property group and an update on the budget scrutiny process for the remainder of the council year.
15. At the October Sub-Group meeting, Members agreed that a minimum of two Sub-Group meetings would be scheduled to review in-depth proposals made to deliver services as part of the PFS envelopes. It was agreed that Select Committee Chairmen would be invited to these meetings to support the budget scrutiny process.

#### Recommendations:

- a. For 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).
- b. For at least two meetings of the Sub-Group (to include Chairman of relevant Select Committees as appropriate) to be scheduled between October and January 2019 to cover in-depth proposals made to deliver services to the new budget proposals.
- c. 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.

#### Next steps:

- That the Committee review the activity of the Sub-Group providing feedback on the approach taken so far and to suggest any future areas of focus for budget scrutiny.
- The Sub-Group will continue to scrutinise council budgets and savings plans and will provide an update with recommendations to this Committee at its January 2019 meeting.

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**Report contact:** Huma Younis, Democratic Services Officer

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#### Sources:

COSC Budget Sub-Group minutes, 27 July 2018  
COSC Budget Sub-Group minutes, 12 October 2018

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## **Corporate Overview Select Committee 25 October 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 forward work programmes and its recommendations tracker, making suggestions for additions or amendments as appropriate.

#### **Next Steps:**

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

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**Report contact:** Huma Younis, Democratic Services Officer

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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
15 November 2018	Effectiveness of Scrutiny	A new Select Committee structure was introduced in May 2018. The Committee to evaluate the effectiveness of scrutiny to date and how scrutiny can be more impactful as part of ongoing transformational change.	Members review the current approach to scrutiny and agree their overarching principles for scrutiny in 2019.	Formal report
15 November 2018	Modern Councillor Project	On 28 March 2017 the Cabinet agreed to, "Paper free committee meetings by end of first year of new council". To support the services paper-light strategy, digital devices were provided to Members. The	Members to identify areas any successes thus far and where improvements can be made.  The Committee further addresses obstacles to becoming paper-free and how they can utilise digital solutions to become more effective in their roles as Councillors.	Formal report

		Committee is asked to provide feedback on the progress of the Project.		
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**Items to be scheduled**

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

<b>Date of Meeting</b>	<b>Scrutiny Topic</b>	<b>Description</b>	<b>Outcome</b>	<b>Method</b>
13 February 2019	Adults Safeguarding	<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>	Formal report
13 February 2019	Adult Social Care Debt	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.	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.	Formal report

		The Adult Social Care Directorate has introduced new processes to improve how it handles and follows up on debt which the Committee will review alongside information on the Council's current debt position.		
13 February 2019	Apprenticeship Task Force Action Plan	For the Select Committee to review the Apprenticeship Task Force's Action Plan which aims to produce a cohesive strategy for apprenticeships across the Council.	The Committee will review the action plan to consider steps identified by the Task Force to support the Council in improving its retention of qualified apprentices, enhancing the perception of apprenticeships among residents and partners as well as embedding higher apprenticeship level standards across services.	Formal report
TBD	Adult Social Care and Public Health Strategic Priorities: Technology and innovation/ communities and prevention.	Through its Adult Social Care and Public Health Strategic Narrative has identified opportunities for managing demand over the coming years through its communities and prevention and technology and innovation priorities. This item will consider the steps that the Council intends to take in order to deliver against these priorities to understand how these will mitigate pressures on Council delivered adult social care services.	The Committee will develop an understanding of how the Council is delivering on its Technology and Innovation and Communities and Prevention priorities to support officers in utilising these to manage demand on adult social care services. The Committee will also support officers in understanding how carers, service users and partner organisations will be involved in managing demand.	Formal report
TBD	Accommodation with Care and Support	The Council is currently developing an enhanced accommodation with care and support programme to build housing options that support better outcomes for those with social care needs. The Committee will consider the Council's plans for expanding the provision of accommodation with care and support which will include reviewing progress in delivering schemes on the sites that have already been earmarked as sites for Extra Care Housing.	The intended outcome of this item is for Members to develop an understanding of Accommodation with Care and Support schemes that are being developed in Surrey and how these will be configured to best support the needs of those with care needs.  Members will also consider the Council's priority to develop a range of flexible and financial sustainable accommodation to understand how the Council to support officers in delivering against this.	Formal report  Site visit

September/ December 2019	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.	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  The Committee will also seek to raise awareness around the issue of homelessness and the damage that it does to individuals, families and communities.	Witness sessions  Workshop  Site visit (Leatherhead night hospital, Guildford Hostel)
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
<b>Task Groups</b>				
TBD	Learning Disabilities Transition Task Group.	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.	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.	Task and Finish Group

		This has also been identified by the Cabinet Members as an area requiring the support of the Council's scrutiny function.		
TBD	Libraries Strategy	<p>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.</p> <p>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.</p>	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.	Task and Finish Group
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
16 November 2018	Alternative Education Provision	To assess the current Surrey County Council offer of Alternative Education provision, including the provision for Pupil Referral Units, the reasons for and range of children that utilise them, and the educational attainment and outcomes for children that utilise them.	To outline the current Surrey Alternative Learning Provision (SALP) offer and how it is utilised by Surrey County Council and partners, with a particular focus on our work in reducing exclusions, to provide context of this vulnerable group and the range of services offered, including coverage of provision, length of time children utilise them for and whether the provision is being used to best improve children's outcomes.	Formal report
16 November 2018	Children's Improvement Plan	To review the Children's Improvement Plan designed by the Children, Families and Learning Directorate and determine its	To have assessed the capability of the Improvement Plan to resolve the issues in Children's Services, within the context of the Ofsted report (2018) and report of the	Formal report

		effectiveness of resolving the issues highlighted in the Ofsted report (2018).	appointed Children's Commissioner, and have made suggestions as required.	
Early 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
TBC	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 key areas of improvement identified in the Ofsted inspection of Children's Services (2018).	Formal report
<b>Future items in Development</b>				
	Impact of the change to Schools Led System	In Development	To have monitored the progression towards a schools led arrangement and assess current and future impacts on schools and the service, while taking into account the views of the service and schools.	Witness sessions with schools and service.
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 and it has worked to achieve the best outcomes possible for children and young people with SEND.	Formal report

## 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 potential to increase the numbers of placements that are kept within Surrey.	That the Committee understands current levels of provision available for Children’s placements, why they are currently provided as they are, and to suggest options for how to deliver these differently in future.	Membership: Chris Botten Chris Townsend Victoria Young Lesley Steeds
TBC	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
December 2018	Highways Improvement Contract Review	To review the current measurements of performance of the Surrey Highways Improvement contract and determine success against performance criteria and customer satisfaction rates.	To provide the Committee of current performance and success of the Highways Improvement Contract with the aim of aiding the development of the new Highways Improvement Contract in 2021.	Formal report
December 2018	Affordable Housing	To review current provisions for encouraging affordable housing in Surrey for residents and employees of Surrey County Council and ascertain current levels of affordable housing for residents and retirees in the County.	To understand the context of affordable housing in Surrey for residents, employees of Surrey County Council and retirees, and assess potential alternative options for provision.	Formal report
Early/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

Early/Mid 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	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.	Formal report
<b>Future items in Development</b>				
TBC	Surrey Investment Strategy	To review the process, return objectives and contingencies that are utilised in the strategy to invest in new assets and determine the effectiveness of this process.	In Development	TBC

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

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
7 November 2018	Sexual Health and HIV Services Contract	At its meeting on 4 July 2017, the Committee agreed to review implementation of recommendations arising from the Sexual Health Services Task Group Report in six months' time. This included a commitment to monitor delivery against CNWL's action plan for improving communication and engagement with patients, potential patients and stakeholders as well as reviewing performance against the delivery of the Sexual Health and HIV Service contract.	<p>The Committee will review steps taken by commissioners to implement the recommendations made by the Task Group and to embed these in the future commissioning of services by the Council and NHSE Specialised Commissioning. This includes considering CNWL's Communications Plan to understand how this is improving engagement with residents, service users and stakeholders.</p> <p>The Committee will also consider how CNWL is delivering on the aspirations for Sexual Health and HIV Services in Surrey as outlined in the Service Specifications.</p>	Formal report
7 November 2018	Healthwatch Surrey Engagement Plan	The Committee will consider recent patient engagement undertaken by Healthwatch Surrey in its role representing the voice of local people in the healthcare system in Surrey. Members will also be given the opportunity to consider future areas of engagement planned by Healthwatch as well as insights into the challenges that Healthwatch faces in undertaking meaningful engagement with patients regarding service delivery.	To support the Committee in developing an understanding of the role of Healthwatch Surrey in the local healthcare system and to gain an understanding of the key issues and areas that impact on patients regarding the delivery of healthcare services in Surrey.	Formal report
7 November 2018	Sussex and East Surrey STP Joint Health Overview and Scrutiny Committee	Surrey County Council is required to establish a Joint Health Overview and Scrutiny Committee with Brighton and Hove City Council, East	Members will gain an understanding of why the Joint Health Overview and Scrutiny Committee (JHOSC) is	Formal report

		<p>Sussex County Council and West Sussex County Council to scrutinise aspects of the Sussex and East Surrey Sustainability and Transformation Plans. This is in accordance with Regulation 30 of the Health and Social Care Act 2012.</p> <p>This report will provide the Committee with details of the formation of the Joint Health Overview and Scrutiny Committee.</p>	<p>being formed and will agree arrangements for JHOSC activity to be reported back to the Committee.</p> <p>The formation of the Sussex and East Surrey STP JHOSC will be submitted to Full Council for approval at its meeting on 11 October.</p>	
7 November 2018	Surrey Heartlands Health and Care Partnership Ten Year Plan	<p>Intelligence-gathering is underway to inform the vision and development of a plan for the delivery of health and social care services in Surrey over the next ten years detailing how the system will spend the additional money that will be made available to it through the Government's 10-year funding settlement for the NHS.</p> <p>This report will give Members an opportunity to consider areas of focus for the plan identified through intelligence-gathering and to agree an approach for ongoing scrutiny of the plan as it develops.</p>	<p>The Committee will assess how the plan contributes to the development of a sustainable health and social care system in Surrey and improve health outcomes for residents. Consideration will also be given to plans for engaging residents in the production and implementation of the ten year plan.</p> <p>Members will also agree an approach for ongoing scrutiny of the ten year plan through its development and implementation.</p>	Formal report
8 March 2019	South East Coast Ambulance Service (SECamb) Performance Review	<p>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>	<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>	Formal report

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.	Formal report
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 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.	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.	Witness sessions
Ongoing	South West London and Surrey Joint Health Overview and Scrutiny – Improving Healthcare together 2020 - 2030	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.	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.	Joint Health Overview and Scrutiny Committee

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

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
5 December 2018	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection Update and Surrey Fire and Rescue Service (SFRS) Performance Update	Report to outline the key themes and issues arising from the inspection and provide an overview of the wider concerns around the performance of the SFRS.	For Members to understand the issues impacting the Fire Service and the role of scrutiny in supporting improvements and transforming service delivery.	Formal report
5 December 2018	Consultation on Local bus funding and Concessionary Travel	To brief the Committee on the public consultation and stakeholder engagement considering the council's future funding of local bus services and two additional travel concessions. This report will set out the consultation and engagement being completed, the key themes raised to date and next steps.	For the Committee to be sighted on issues and impacts if changes are made to the council's future funding of bus services and the two additional travel concessions, whilst also giving its views on the consultation and engagement being completed.	Formal report
5 December 2018	Changes to Surrey's Community Recycling Centres	To brief the Committee on the public consultation and stakeholder engagement considering the changes to Surrey's CRC's. Report to set out the consultation and engagement being completed, the key themes raised to date and next steps.	For the Committee to be sighted on potential issues and impacts if changes are made to CRC's, whilst also giving its views on the consultation and engagement being completed.	Formal report

### Items to be scheduled

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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**Corporate Overview Select Committee  
ACTIONS AND RECOMMENDATIONS TRACKER – 25 OCTOBER 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.

<b>Date of meeting and reference</b>	<b>Item</b>	<b>Recommendations/ Actions</b>	<b>To</b>	<b>Response</b>
20 September 2018	Transformation Full Business Cases [Item 7]	<ul style="list-style-type: none"> <li>e. Recommended that Select Committees review the planning and implementation of the business cases relevant to their remits on the basis of value and risk following the Council decision in November 2018,</li> <li>f. Recommended that there are clear measures of success and milestones for Select Committees to test the outcomes of each transformation project.</li> </ul>	Select Committee Chairmen	All Select Committee Chairmen have now received full business cases relevant to their respective Select Committee remits. It was agreed at the Select Committee Chairmen’s group meeting that any questions regarding these business cases should be directed to the responsible Cabinet Member and/or Executive Director.

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