



## Overview and Budget Scrutiny Committee

17 May 2018

### SELECT COMMITTEE 2017/18 REVIEWS

**Purpose of report:** Performance Management

#### Introduction:

1. At the end of the Council year, prior to the Annual General Meeting of the Council, the Chairman of this Committee requested some self-reflection from the Chairmen of the Select Committee on the performance of the Council's Select Committees.
2. This report outlines highlights and challenges for each of the Select Committees and includes reflections from the Chairmen on the 2017/18 session.

#### Select Committee Feedback

### Overview and Budget Scrutiny Select Committee

#### Chairman's Reflections

'I am pleased to report on the work of the OBSC committee for the last year. We have had a productive year as a new committee with a new remit which inevitably has produced some challenges. I would like to thank all members for their contributions and hard work throughout the year and particularly my Vice-Chairman for his diligence in chairing the Budget Sub Group. I would also like to thank my officer team for their support and without whom we would not be able to be as effective as a committee.

It has been pleasing to work with all the Select Committee Chairmen over the last year on an informal basis, and those discussions have enabled us all to have a clear focus on the work of the council and to scrutinise effectively many aspects of its work.'

Kay Hammond  
**Chairman**

#### Highlights:

1. Implementation of the overview function of the new scrutiny structure including delegated responsibilities to groups of Members to observe other Select Committees.
2. Coordination of the budget scrutiny process through the Budget Sub-Group culminating in Select Committee Chairmen joining OBSC to question the Leader and make a single set of recommendations to the Cabinet in March 2018.

3. In-depth scrutiny of the Investment Strategy including analysis of the returns achieved by the Council's property trading company, Halsey Garton.

### **Challenges:**

1. Embedding new practices on forward planning and budget scrutiny.
2. Defining the Committee's areas of focus and then adding value.
3. Ensuring the Committee as a whole takes responsibility for oversight of scrutiny activity across the Council's Select Committees.

### **Task Groups**

The Budget Sub-Group has met bi-monthly to review Council wide budget monitoring data and emerging transformation plans. It has invited Senior Officers to its meetings to provide input and answer questions. The Sub-Group has reported its findings to each public meeting of the Committee highlighting where services are not meeting forecasts or targets and making recommendations to the Cabinet for improvement. The Committee further appointed a Member to the Transitions Task Group run by Adults & Health and Children & Education Select Committees.

### **Adults and Health Select Committee**

#### **Chairman's Reflections**

'Work has been done during the year on a number of topics but the danger is that the vast compass of our remit can lead to fire-fighting rather than strategic choices. Our original preferences, worked out during an early seminar, have not been significantly carried out and the council's major budgetary commitment of Adult Social Care has had to take second place to Health which is a much larger field of activity if less financially crucial to the council.

Overshadowing the year, and beyond, has been the reorganisation of sexual health services which dominated our early meeting and was subsequently brought up by interested parties at just about every subsequent meeting as well as occupying a very hard working task group for most of the year.

If I could suggest one necessary change it would be the splitting of Health and ASC into two Select Committees.'

Ken Gulati  
**Chairman**

#### **Highlights:**

1. Responding to the House of Commons Health Committees' request for Health Overview and Scrutiny Committee's to review Local Suicide Prevention Plans. The Adults and Health Select Committee scrutinised Surrey's Suicide Prevention Plan at its meeting on 9 November 2017 and identified national issues related to funding, data-sharing and training which hindered the effectiveness of the Plan. These issues were reported back to the House of Commons Health Committee to

inform its ongoing review of the Government's national Suicide Prevention Strategy.

2. Reviewing plans for the introduction of Surrey Care Record, a shared integrated digital care record for Surrey Heartlands and East Surrey Clinical Commissioning Group. The Committee made a series of recommendations about the sharing of patients' medical records through the Surrey Care Record which have been incorporated by Surrey Heartlands officers.
3. Building relationships with other councils to conduct the scrutiny of healthcare services that cross local authority boundaries.

### **Challenges:**

1. The large remit of the Adults and Health Select Committee which has made it necessary to undertake highly targeted scrutiny of Surrey's health and social care services.
2. Scrutinising the budgets of the Adult Social Care and Public Health directorates within the short timeframe allowed.
3. Scrutinising the success of measures to integrate health and social care

### **Task Groups**

The Committee has established two Task Groups over the Course of the year, the Sexual Health Services Task Group and the Surrey Heartlands Task Group. The former has met on numerous occasions to hear evidence on communication and engagement undertaken by commissioners regarding the implementation of an integrated Sexual Health and HIV Service in Surrey and is due to report back its findings to the Committee on 4 July 2018. The Surrey Heartlands Task Group meets quarterly to review developments around the implementation of the Sustainability and Transformation Partnership.

### **Children and Education Select Committee**

#### **Highlights:**

1. The Committee has undertaken work on the on scrutiny of Child and Adolescent Mental Health Services (CAMHS); from the initial reports of concern of performance in November 2017, follow up reports in February 2018 and follow up reports to the performance group to assure itself of progress and make suggestions as to what to do next has been effective and been a catalyst for change.
2. Work to develop and strengthen the Early Help and how it can serve to alleviate pressure on statutory services was robust and strengthened and supported the case for change that was being put forward by officers prior to approval by Cabinet.
3. There has been work done to identify issues in the Multi-Agency Safeguarding Hub (MASH), note the pace of change within the MASH and assure itself that progress to improvement is being made. There was a focus on the future need to review evidence of practice improvement data collected over the period.

**Challenges:**

1. As a consequence of the upcoming results of the Ofsted inspection of Children's Services (2018), there is a significant possibility that the directorate may be concentrating on rapid improvement. This may distract the directorate significantly and lead to lower levels of engagement with the committee which will need to be effectively managed.
2. The Committee has expressed concerns regarding the reporting structure for the Directorate and the need for clear lines of communication between the different bodies that have been established to look and improve the performance of Children, Schools and Families. It is important that there are lines of communication between the CESC and other bodies, such as the Corporate Parenting Board and Surrey Safeguarding Children's Board, in order to improve partnership work and ensure that work is not duplicated.
3. Future work on budget scrutiny in CSF could be a challenge due to the wide range of the directorate and the projected overspend coming from statutory services. This could require longer term work over the year.

**Task Groups:**

Performance Member Reference Group: This group meets on an ad-hoc basis and has undertaken a deep dive on several key areas of performance. It has met four times since November 2017 and looked at: Adult Learning, the performance of Children's Services and readiness for the Ofsted inspection of 2018 and the performance of CAMHS. Recommendations from this group have been fed back to the Committee and provided assurance and direction regarding the performance of Children's Services, and was used by the Committee to perform.

Special Educational Needs and Disabilities (SEND) Improvement Task and Finish Group: This group has met bi-monthly and has worked to follow and monitor the required improvements for Surrey's SEND Services, in line with the conditions set out in the Written Statement of Action. This has involved monitoring progress against the statement and measuring the impact of changes on children. Plans were in place to present its findings to the Committee in the summer 2018.

Learning Disabilities and Transition: This group is a joint task group of the Children & Education Select Committee, Adults & Health Select Committee and Overview & Budget Scrutiny Committee. This group has met once in February 2018. This meeting was a listening session focussed on case studies of children going through transition, and the voice of someone who had experienced the transition, in concert with input from officers. It particularly noted children not requiring as intensive support and identified a "middle group" of children in need of support through transition and expressed concern regarding the support they receive. This group is behind schedule, due in part to the pressures of the Ofsted inspection of Children's Services, there are plans for it to report in the summer of 2018.

## **Communities Select Committee**

### **Chairman's Reflections**

'The Committee has worked well together over the year including the development of new members. This includes progressive work within Surrey Fire & Rescue Services as well as undertaking statutory duties with regards to Community Safety and Trading Standards.

Scrutiny of the Library Service and Performing Arts found the committee recommending that officers work with outside bodies. This has resulted in more joined up working between the Council and service users although there have been unfortunate delays in progressing the outcomes of this collaboration work.

Members have forged good relationships with residents of Surrey and been seen to be an open and responsive Select Committee. This is important as the Committee not only responds to Surrey's diverse communities but also bears in mind the responsibility of meeting the Council's strategic aims.'

Rachael I Lake  
**Chairman**

### **Highlights:**

1. Reviewing options for the future of Surrey Performing Arts Library. The Communities Select Committee recommended that a forum be established for Council officers to discuss proposals with service user representatives which has created the space to have frank discussions about the future of the performing arts library. The Committee submitted recommendations to Cabinet which were considered at its meeting on 27 April 2018.
2. Scrutinising Surrey Fire and Rescue Service's emergency planning procedures in response to the Grenfell Tower disaster.
3. Discharging the Communities Select Committee's responsibilities through scrutinising Surrey's Community Safety Board and the Council's use of the Regulation of Investigatory Powers Act (RIPA)

### **Challenges:**

1. Scrutinising the budgets of the services' in the remit of the Communities Select Committee within the short timeframe allowed.
2. Undertaking robust scrutiny of the many services within the scope of the Select Committee in only four meetings per year.
3. Building consensus around the forward work programme for the Select Committee.

### **Task Groups**

The Committee formed the Surrey Fire and Rescue Service Integrated Risk Management Planning Member Reference Group in July 2017. The MRG meets on an ad hoc basis to provide Member-led support and act as a critical friend in the design and delivery of the new

Integrated Risk Management Plan required to help achieve the savings within the Medium Term Financial Plan.

## **Corporate Services Select Committee**

### **Chairman's Reflections**

'The Committee's work has ensured detailed scrutiny of the authority's 'back office' services which, at the heart of the organisation, provide the corporate infrastructure essential to the delivery of front line services. We have focused on scrutinising quality, efficiency and cost-effectiveness. As a matter of practice the Committee requests 6-monthly follow-up reports, in particular performance reports. Our work on Agency Staff numbers, Workforce Planning and Emergency Planning & Business Continuity are examples of this approach.

At the time of writing three of the four scheduled formal meetings for the municipal year 2017-18 have taken place. In addition, to date, the Committee has held several workshops on Budget Scrutiny and Member Engagement with Property Services. At all meetings the Committee has questioned directly senior officers and the Cabinet Member for Property and Business Services and we have endeavoured to provide timely input into policy development, such as in the case of the refreshed Orbis business plan. The Committee's next scheduled activities are attendance to a Major Incident Practice exercise led by Surrey Fire & Rescue Service as part of the scrutiny of Emergency Planning, and the formal meeting of 13th June 2018.'

Dr Zully Grant-Duff  
**Chairman**

### **Highlights:**

1. The Committee introduced a thorough and detailed budget scrutiny process involving meetings between the Chairman, Vice-Chairman and senior officers as well as budget workshops for the whole committee. The scrutiny undertaken produced a number of firm budget recommendations that were considered by the Overview and Budget Scrutiny Committee as part of the budget setting process. The Committee were commended for their budget scrutiny work.
2. The Committee also held a number of property workshops to support and develop council Member's engagement with Property Services. As part of its work the Committee made specific recommendations on the production of property assets divisional lists. These lists are being rolled out to each individual member for their comment and review.
3. The Committee carried out detailed scrutiny of the Orbis business plan and Orbis public law business plan. The Chairman wrote a letter from the Committee to the Cabinet Member for Property and Business Services suggesting areas of focus and improvement for the service including the introduction of performance monitoring, delivery of further efficiencies and the development of Centre's of Expertise as part of business planning.

### **Challenges:**

1. The Committee was formed at the start of the new council following the 2017 county elections. With a membership including many new Councillors and a new remit, it has been a challenge to ensure all committee members are well versed and well

prepared for scrutiny. To assist, all agenda papers include recommendations on background reading and latterly a member briefing for each item.

2. In addition to the formal meetings, the Committee has achieved considerably at its budget scrutiny workshops and property workshops. However, it remains a challenge to find suitable dates/times to ensure members' maximum attendance.

## **Environment and Infrastructure Select Committee**

### **Highlights:**

1. The Committee took part in the scrutiny of Pay and Conserve Car Parking, and had key input into the decision made by Cabinet in January 2018, recommending option five for the implementation of the proposals and approving the proposal set out, as well as suggesting were looking at putting in cycle racks at the sites, which was being considered by officers as a result of the work of the committee. The Cabinet had also noted its thanks to the Committee for the work that they had done to contribute to the proposals.
2. The Committee has undertaken work as part of the Surrey Waste Local Plan Member Reference Group which has acted effectively as a 'critical friend' to officers and has engaged at various stages of the Plan's preparation, providing impactful input into the consultation which was presented to the committee in May 2018.

### **Challenges:**

1. Following feedback from the previous budget scrutiny session, future work on budget scrutiny in the E&I directorate could be a challenge. This could require some more focused, longer term work over the year.
2. Due to budgetary constraints, the Committee may be asked to consider some challenging service proposals in the future.
3. The wide remit of the Committee poses a challenge to focusing on the key issues that are effecting the Directorate and requires careful management to determine where the Committee can make the greatest impact.

### **Recommendations:**

- That the Committee review the report making recommendations as appropriate within its remit.

### **Next steps:**

Scrutiny Annual Report being developed for July 2018 to take into account these findings.

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**Report contact:** Ross Pike, Scrutiny Manager, Democratic Services  
**Contact details:** 020 8541 7368

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