



## OFFICER REPORT TO COUNCIL

### CHANGES TO THE COUNTY COUNCIL'S CABINET PORTFOLIOS AND SCRUTINY FUNCTION

#### **KEY ISSUE/DECISION:**

County Council are asked to note the changes to Cabinet portfolios and the introduction of Deputy Cabinet Members and to approve the proposed changes to the Council's scrutiny function.

#### **BACKGROUND:**

- 1 Local government as a whole is under significant pressure with increasing demand and significant decreases in government grant. Councils of the future need to shift towards a more place-based, outcome driven model, working in partnership with others to improve performance, reduce demand, deliver infrastructure and generate new income sources to fund public services. In addition, the Council is aware that local government must be at the forefront of partnership activity to secure community wellbeing, economic prosperity, improve productivity and deliver enhanced skills for business.
- 2 At its meeting on 6 February, the County Council approved the Revenue and Capital Budget 2018/19 to 2020/1. This included a balanced budget for 2018/19 but currently shows a funding shortfall of £86m by 2020/21. This is a significant challenge for the Council and, in order to resolve it, a major programme of transformation will need to be put in place that fundamentally redesigns the way the organisation operates and moves the council to a sustainable position during 2020/21.
- 3 As outlined in the budget report to Council, the transformation programme will take a place-based approach, delivering strong outcomes for Surrey residents by continuing to put them at the heart of everything the Council does. There will also be a focus on achieving good outcomes by strengthening partnership working with other organisations across the county.
- 4 The Council is committed to ensuring that it can meet the challenges it faces and the transformation programme will seek to provide the following benefits:
  - Service Improvements – additional capacity to deliver sustained and long term improvements to services for children, disabled people and people with mental health conditions including children with special educational needs.

- Development of community-based preventative solutions and consistent pathways for learning – including the development of a transformational ‘All Age’ Learning Disability service to minimise disruptive transition points and promote an independence model.
  - A single integrated commissioning service – to deliver the health and social care devolution agreement and improve commissioning for health, care and communities.
  - Greater commercial competence – to deliver growth and investment strategies and expansion of the Council’s asset management and property ambitions to secure sustainable long-term income to fund services.
  - Delivering efficient joined up public services through a focus on place – engaging with residents and partners to make best use of combined resources.
  - Digital focus – a rapid transformation of the Council’s technology strategies to improve the productivity of the Council and improve service access for residents.
  - Performance and Improvement – delivering shared and accessible knowledge and information that underpins service delivery and improvement.
  - Delivery – injecting talent, capacity and capability to ensure that the Council delivers its corporate aims, including significant cost reduction through major transformational change.
- 5 The Council’s new Chief Executive joined the organisation in March 2018 and has begun the process of restructuring the top team to ensure that the right leadership capacity and capability is in place to deliver these outcomes. The new structure is based around three key alignments – People and Place with robust Corporate Support.

<b>CHANGES TO CABINET PORTFOLIOS</b>
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- 6 The Leader is keen to ensure that the Cabinet Team structure is reflective of the changes being made to the organisation and is therefore proposing to make changes to the Cabinet portfolios. The intention is to align them with the Chief Executive’s officer structure but also to ensure that day-to-day performance is managed effectively whilst allowing space for the Cabinet Members to focus on the complex and challenging transformation that is required to deliver a sustainable council in the future.
- 7 The Leader’s proposals will be implemented after the Council’s Annual General Meeting. The full details of each Cabinet Portfolio responsibility can be found at **Annex A**.
- 8 The Leader would also like to introduce four Deputy Cabinet Member roles covering people, place and corporate support.
- 9 A role profile for the Deputy Cabinet Member can be found at **Annex B**.

## CHANGES TO THE SCRUTINY FUNCTION

10 The proposed changes to the scrutiny function seek to respond to the range of challenges facing the Council and broadly to align the select committees to the new Cabinet portfolios and senior officer structure.

11 The key changes to the current arrangements are as follows:

**(a) Committees to be renamed**

The committees are to be renamed to align them to the new officer structure and the revised Cabinet portfolios, and grouped to fit with the people and place themes. The Corporate Overview Committee will replace the current Overview and Budget Scrutiny Committee and will retain oversight of the Council's scrutiny function.

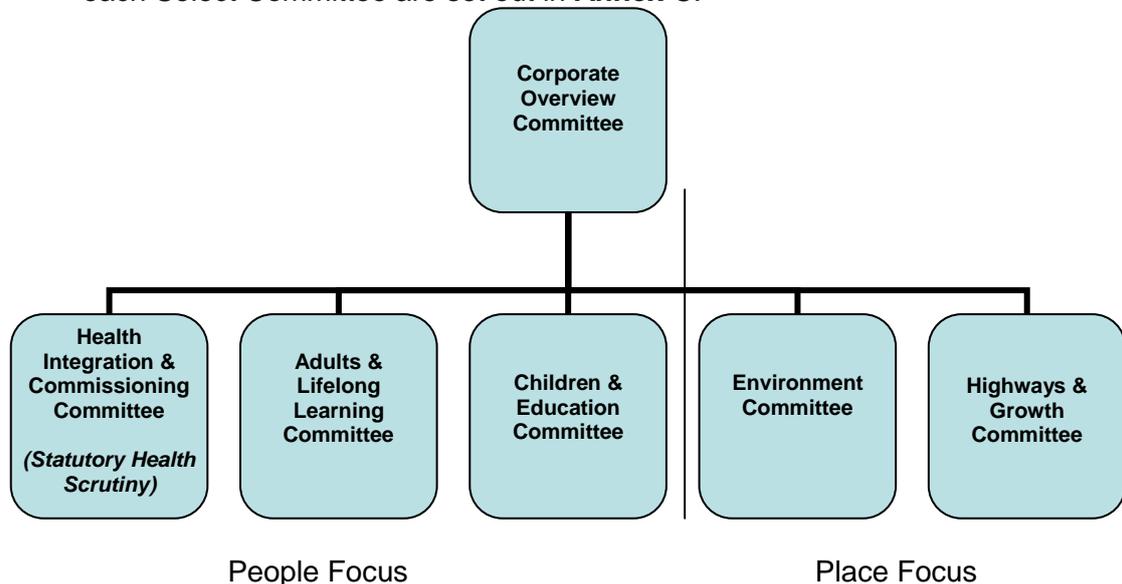
**(b) New arrangements for task groups and increased responsibility for Vice-Chairmen**

Each select committee will have specified areas of focus and will appoint up to two task groups per year that will report back to the relevant select committee. The task groups will be chaired by the select committee's Vice-Chairman, meaning that greater responsibility is added to the current Vice-Chairman role.

**(c) Introduction of a new Health Integration and Commissioning committee**

The Council's requirement to have a statutory health scrutiny committee will be met through the introduction of a new Health Integration and Commissioning committee.

12 The diagram below shows the proposed new structure. The remits of the new Select Committees are intended to align more closely with the Cabinet portfolios, and names have been chosen which more clearly reflect the areas of work for which they are responsible. Details of the services within the remit of each Select Committee are set out in **Annex C**.



14 The number of members to be appointed to each of the committees is as follows:

- Corporate Overview Committee – **10**
- Adults & Lifelong Learning Committee – **10**
- Children & Education Select Committee – **10**, plus 3 co-opted members
- Environment Committee – **10**
- Highways & Growth Committee – **10**
- Health Integration & Commissioning Committee – **10**, plus 3 co-opted members

The Chairman and Vice-Chairman of the Council will be ex-officio members of all the committees.

#### **RECOMMENDATIONS:**

The County Council is asked to:

1. Note the changes to the Cabinet portfolios as set out in Annex A.
2. Note the introduction of a new Deputy Cabinet Member role and the role profile as set out in Annex B.
3. Approve the proposed changes to the structure of the Council's scrutiny function and the revised committee remits as set out in Annex C.
4. Authorise the Head of Legal Services to make the necessary amendments to the Council's Constitution as a result of these changes.

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#### **Lead/Contact Officers:**

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#### **Sources/background papers:**

Constitution of the Council.