

Supplementary Agenda

Resources and Performance Select Committee



Date & time
Friday, 24 January
2020 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 Clive Mentzel, Scrutiny Officer on 0208 5419 122.

Elected Members:

Mr Nick Harrison (Chairman), Mr Will Forster (Vice-Chairman), Mr Graham Knight (Vice-Chairman), Ms Ayesha Azad, Mr Chris Botten, Mr Mark Brett-Warburton, Mr Graham Ellwood, Mr Bob Gardner, Mr Naz Islam, Rachael I. Lake, Dr Peter Szanto and Mr Chris Townsend

TERMS OF REFERENCE

The Committee is responsible for the following areas:

- Finance
- Orbis Partnership Functions including Orbis Public Law
- HR&OD
- IT and Digital
- Business Ops
- Property
- Procurement
- Equalities and Diversity
- Internal/External Communications
- Legal and Democratic Services
- Coroner
- Customer Services

AGENDA

- 2 MINUTES OF THE PREVIOUS MEETING: 16 DECEMBER 2019** (Pages 5 - 10)
- To agree the minutes of the meeting of the Resources and Performance Select Committee held on 16 December 2019 as a true and accurate record of proceedings.
- 5 SCRUTINY OF REVENUE AND CAPITAL BUDGET 2020/21** (Pages 11 - 40)
- Purpose of report:** To provide details of the budget for scrutiny prior to Cabinet and Council meetings.
- 6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 41 - 58)
- Purpose of report:** For the Select Committee to review the attached Recommendations Tracker and Forward Work Programme, making suggestions for additions or amendments as appropriate.

**Joanna Killian
Chief Executive**

Published: Monday, 13 January 2020

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Thank you for your co-operation

MINUTES of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 16 December 2019 at Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 24 January 2020.

Elected Members:

- * Mr Nick Harrison (Chairman)
- * Mr Will Forster (Vice-Chairman)
- * Mr Graham Knight (Vice-Chairman)
- Ms Ayesha Azad
- * Mr Chris Botten
- * Mr Mark Brett-Warburton
- Mr Graham Ellwood
- Mr Bob Gardner
- * Mr Naz Islam
- * Rachael I. Lake
- * Dr Peter Szanto
- * Mr Chris Townsend

In attendance

Mr Mel Few, Cabinet Member for Finance
Dr Zully Grant-Duff, Cabinet Member for Corporate Support

18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Graham Ellwood, Ayesha Azad and Bob Gardner.

19 MINUTES OF THE PREVIOUS MEETING [Item 2]

The Chairman informed members of some changes to the previous minutes. The minutes with these changes were agreed as a true record of the meeting.

20 DECLARATIONS OF INTEREST [Item 3]

Rachael I. Lake reported that she had an interest, as a family member was employed by Surrey County Council and another worked for Zalaris Consulting UK, who had current contracts with Surrey County Council.

21 QUESTIONS AND PETITIONS [Item 4]

None received.

Mark Brett-Warburton arrived at 10:09.

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

The response to the Moving Closer to Residents Task Group report was tabled. The response is annexed to these minutes.

23 CABINET MEMBER PRIORITIES UPDATE [Item 6]

Witnesses:

Dr Zully Grant-Duff, Cabinet Member for Corporate Support
Mel Few, Cabinet Member for Finance
Leigh Whitehouse, Executive Director of Resources and Section 151 Officer

Key points raised during the discussion:

1. A Member enquired what the key dates were for the Coroner's Service Local Government Accountability and Performance (LGAP) review and when findings for this would be received. The Cabinet Member for Corporate Support responded that the report would be available at the end of December 2019.
2. A Member assumed that the new 'single front door' system in customer services, whereby customers would be assisted as early as possible by the customer services team, rather than by a more specialised team, had been the default system for some time already. They queried the impact there would be on the contact centre with the new system. The Cabinet Member for Corporate Support confirmed that there had indeed always been a 'single front door' in the form of a contact centre, but that now enquiries that would previously have been referred to a specific service at an earlier stage were being triaged and resolved at the contact centre. Enquiries were only referred to a specific service when they needed specialised attention.
3. A Member asked how the new single front door system would translate to more effective services for residents. The Cabinet Member for Corporate Support indicated that the new system was more effective because it was more efficient, as the volume of enquiries that required specialised attention was reduced.
4. The Cabinet Member for Finance reported that the results of periods six and seven showed improvement on the budget shortfall to just over £1 million. The initial indications of period eight showed an estimated shortfall of around £500,000, meaning that the gap in the budget was closing.
5. A Member questioned whether the £8.5 million overspend in Special Educational Needs and Disabilities (SEND) had been reduced or whether measures had been taken elsewhere in the budget to compensate. The Cabinet Member for Finance confirmed that compensatory measures had been taken. A SEND board was being set up to focus directly on the causes and effects of rising demand and cost of the SEND service.
6. The Committee questioned how much of the improvement in the budget position was due to the capitalisation of costs in highways. The Cabinet Member for Finance stated that about £4.5 million was capitalised and it was based on a reassessment of what was being charged into the roads and repairs costs. The Executive Director added that not capitalising highway costs previously was an omission, it was explained that some works had been charged to capital and some to revenue, and capitalising now had brought the council in line with current accounting practice.
7. A Member queried a reference in the report to the majority of capital projects being completed in the financial year, and asked for this to be

quantified. The Executive Director replied that in this meant a vast majority, and that the budget monitoring report set out an estimate of what would be delivered; however, that estimate was not really quantifiable, but rather an assertion of being on track.

8. A Member queried the restructuring of the Finance Service. The Executive Director detailed two significant changes: in January 2019, the 10 most senior finance posts had been restructured and during the summer around 70 posts had been restructured. The recruitment for that had been finished internally in September 2019, with a start date of the 1 November 2019. There were still about five vacancies outstanding, which would be looked at in January 2020. Nine out of the 10 most senior finance posts were filled permanently, and the remaining one was filled on a temporary basis.

9. The Committee wished to know how many Assistant Directors there were in the Property Service. The Executive Director responded that there were four assistant director roles, with two in post, and appointments made to the two remaining roles, start dates for which would be in March 2020.

10. A Member asked whether costs would increase and services would become more expensive in the long run as capitalising went ahead and, for example, interest and minimum revenue provision (MRP) were charged. The Executive Director informed the Select Committee that there was a revenue budget to cover the cost of that work, which would be taken as a saving in the current year, and therefore that capital expenditure would be funded either through capital receipts or borrowing. If it was the latter then that charge would be made over a period of years and require the interest and the MRP to be charged to revenue. This would be budgeted for on an ongoing basis for that year, and for the following year it was proposed that the existing revenue budget would be used to fund the capital works through a direct contribution to capital, in which case, there would not be any such impact.

11. A Member questioned how this version of a corporate landlord model would be successful where previous versions had not. The Cabinet Member for Finance advised that the corporate landlord system meant that property would have the final say. At the moment, an individual service might choose a specific development and request that property obtain this development for them. Under the corporate landlord system, however, an individual service would request provision for a certain number of facilities in certain locations, and then property would find and obtain suitable developments on the service's behalf. This was agreed to be a more efficient arrangement.

12. A Member queried whether the Property Service could secure deals with the NHS for spare space within NHS developments. The Cabinet Member for Finance responded that deals were being worked on as part of devolution to share spaces between the NHS and the council and there would be a property overview to put buildings into maximum use for all services.

13. A Member was critical of the NHS's management of property and praised the possibility of a new, flexible and agile approach to property within the council. The notion that this flexible and agile approach could be brought to the NHS's property team was in the interest of residents. New opportunities for cooperation and devolution might speed up the process by which properties in the public estate could be used for the public benefit.

14. The Committee raised the People for Places partnership, approved by Cabinet in 2018, and questioned why this had not yet delivered. The Cabinet Member for Finance stated that this was partly due to a change of staff; the people who had developed these arrangements had left the organisation. The new Head of Property had now taken on the issue. There were a number of problems that had to be dealt with, such as valuation of the properties.

24 QUARTERLY PERFORMANCE REPORT (Q2 2019/20) [Item 7]

Witnesses:

Dr Zully Grant-Duff, Cabinet Member for Corporate Support
Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity

Key points raised during the discussion:

1. The Cabinet Member for Corporate Support highlighted the particular indicators RS 01 and RS 02 ('satisfaction with the way the council runs things' and 'satisfaction that the council offers good value for money' respectively), which had been given a target following the previous meeting. These targets were developed in comparison with other local authorities.

2. The Committee thanked the Cabinet Member for adding the targets, and queried how the surveys collecting the data operated. A Member expressed concern that while most targets were aspirational, RS 01 and RS 02 had low or static targets. The Executive Director of Transformation, Partnerships and Prosperity explained that data was gathered using both online and telephone surveys, the latter being collected by a market research company.

3. A Member asked where approximately the council stood on customer satisfaction and value for money in comparison to other local authorities. The Cabinet Member detailed some previous figures for satisfaction from other authorities, which ranged from about 58-60% (compared with Surrey County Council's latest result of 53%). With regards to value for money, the Cabinet Member quoted figures of around 40-44% (compared with Surrey County Council's latest result of 35%). However, these figures were for borough councils, not county councils, so they were not directly comparable. Issues with RS 01 and RS 02 and how the data was collected could be investigated by the Customer Services Task Group.

5. A Member expressed concern about CFL 08 ('LAC pathway plans at 16.3 years'), whose latest result was 45%, compared to a target of 95%. The current result had not changed from the previous result.

6. A Member highlighted the indicator CTE 06 ('delivery of SFRS Safe and Well visit programme'), where the latest result was approximately double the previous result, and yet there was a cross indicating that the latest result was worse than the previous result, even though an increase in numbers for this indicator should represent positive progress.

7. A Member noted that HROD 04 ('sickness') might always be in flux due to the effect of seasonal changes on sickness rates. A 12-month rolling picture was suggested as an alternative measure for HROD 04.

9. A Member queried how staff would be retained during and following the relocation to Woking. The Executive Director replied that a number of staff listening and engagement events were being held, and that each service would be examined separately to find out how many staff might be leaving.

10. A Member questioned how the council's sickness target compared to the private sector. The Executive Director responded that while he did not have comparable figures, private sector sickness rates tended to be lower than in the public sector. This information would be provided to the Select Committee.

11. The Committee highlighted that the quarterly performance reports provided to the Select Committee always seemed to be running about a quarter behind, leading to figures being slightly out-of-date which was problematic.

Actions/further information to be provided:

1. For the Customer Services Task Group to examine issues around RS 01 and RS 02;
2. For the Executive Director of Transformation, Partnerships and Prosperity to provide comparative statistics on sickness rates in the private sector.

25 SCRUTINY OF TRANSFORMATION PROPOSAL [Item 8]

Key points raised during the discussion:

1. The Committee reviewed the scoping document and the Chairman sought volunteers to participate in the task group work. Will Forster, Nick Harrison, Rachael I. Lake and Chris Townsend all volunteered to participate in the Customer Experience Transformation Task Group.

26 ANNUAL PROCUREMENT FORWARD PLAN 2020/21 [Item 9]

Witnesses:

Dr Zully Grant-Duff, Cabinet Member for Corporate Support
Mel Few, Cabinet Member for Finance
Leigh Whitehouse, Executive Director of Resources and Section 151 Officer
Elizabeth Stavreski, Director of Procurement

Key points raised during the discussion:

1. A Member expressed concern that the plan could change following the UK's impending exit from the European Union. The Director of Procurement informed the Committee that the only change foreseen was that that the council's tenders would cease to be advertised in the Official Journal of the European Union (OJEU) and would instead be advertised in a UK equivalent.
2. A Member asked whether the budgets mentioned in the report for each procurement contract were for the next financial year or for the whole contract. The Director of Procurement responded that these budgets were for the whole duration of the contract.

3. A Member enquired whether there were savings targets for individual contracts. The Director of Procurement explained that targets and savings opportunities for individual service areas were investigated before the procurement process was completed. Sometimes, however, no savings were possible since this was a tailored approach. Cabinet Members were consulted throughout the procurement process.

27 EXCLUSION OF THE PUBLIC [Item 10]

The Select Committee did not discuss confidential information; there was no exclusion of the public.

28 ANNUAL PROCUREMENT FORWARD PLAN 2020/21 [Item 11]

See the minutes of Item 26 for the discussion of this item.

29 SELECT COMMITTEE RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 12]

Key points raised during the discussion:

1. The Select Committee was reminded that budget scrutiny and a session on building partnerships would be held in January.

2. Members submitted suggestions for the subsequent Forward Work Programme. These included scrutinising property progress more extensively, scrutinising the capital budget, understanding the revenue consequences of the capital budget and understanding more about changes to the coroner's service.

30 DATE OF NEXT MEETING: 24 JANUARY 2020 [Item 13]

The next meeting of the Resources and Performance Select Committee would be held on 24 January 2020 in the Ashcombe Suite, County Hall at 10:00.

Meeting ended at: 11.34 am

Chairman

Resources and Performance Select Committee

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2020/21 Budget Scrutiny

24 January 2020

Context

- Last year - a budget that didn't rely on Reserves and helped stabilise our finances
- This year - moving from short- to long-term: **investing for impact** and for financial sustainability
- Next year – outcome-focused and comprehensive medium-term plan
- Significant progress towards financial stability and good performance
- Plus, the injection of additional resources from Central Government once again means **no use of Reserves**, and a more medium-term and investment-based outlook
- Continuing medium-term challenges:
 - Uncertainty about funding levels from 2021
 - Continuing high demand for services
- A refreshed Organisation Strategy and Phase 2 Transformation

OUR FOCUS FOR THE NEXT 5 YEARS 2020 - 2025

We are changing and improving what the Council does and how it delivers services to reflect the ways in which our residents and communities now live their lives. We are now a year into our transformation to become a leading council. We are ambitious about our future and here we outline where our focus lies in the years ahead.

<p>Tackling inequality Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy for everyone.</p> 	<p>Supporting independence Helping residents help themselves and each other within their community.</p> 	<p>More joined up health and social care Integrating health and council services so they're more effective, efficient and seamless for residents.</p> 	<p>Creating a greener future Tackling the causes of climate change and become a carbon-neutral county as soon as possible.</p> 
<p>Embracing Surrey's diversity Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity.</p> 	<p>Partnership Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities.</p> 	<p>Supporting the local economy Investing in the infrastructure Surrey needs to build a strong and resilient economy.</p> 	<p>Digital revolution Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.</p> 

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OUR VALUES: we care about -

-  our residents
-  being excellent
-  being open
-  working together
-  respecting others

THE PRINCIPLES GUIDING OUR WORK:

- 1** Focus on ensuring no one is left behind
- 2** Take a fresh approach to working in partnership
- 3** Support people to help themselves and each other
- 4** Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges

To read a full list of our achievements from the past year and to read our Organisational Strategy in full, please go to www.surreycc.gov.uk

Transformation Programme 2020 - 2025

There are 28 individual programmes across different stages: 13 are continuing and 15 are newly introduced into the transformation programme

Discover & Define

Design & Develop

Deliver

PEOPLE

Adults with learning disabilities and autism
NEW

Health and social care integration
NEW

Working differently with communities
NEW

Domestic abuse **NEW**

Preparing for adulthood

Libraries and cultural services

Accommodation with care and support

Adult social care practice improvement

Adult social care market management

Adult mental health (including staff transfer) **NEW**

Family resilience

Special Educational Needs and Disabilities (SEND) transformation (including transport)

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Greener future **NEW**

Countryside **NEW**

Economic growth **NEW**

Rethinking transport

Rethinking waste **NEW**

Improving infrastructure **NEW**

Creating Environment, Transport and Infrastructure **NEW**

Community protection (including Surrey Fire and Rescue Service Transformation)

ORGANISATION

Data insights **NEW**

Digital

Agile workforce

Customer experience

Transforming our core business processes
NEW

Land and property **NEW**

Becoming more entrepreneurial **NEW**

Moving closer to residents

Headline Capital Schemes to commence 20/21- 24/25

Over £650M invested in the County
(c£530m over the medium-term)

Highways - Further **£92M** of spend to improve and maintain our highway network which includes 3000 miles of road, over 3000 miles of pavements; from a deteriorating to steady state.



Extra Care - up to 165 units across first three planned extra care sites, with an estimated pre-planning land value of £5.5M. SCC capex of **£1.8M**. Total investment of **£7.3M**. Future phases to deliver up to 725 units.



SEND - Up to **£31M** on specialist provision and a new SEND school. Further phases in future years.

Parish
River Thames Flood Alleviation Scheme - £237M and Wider Surrey Flood Alleviation Scheme - £33M to protect thousands of homes and businesses from the risk of flooding.



Schools Basic Need - SCC will invest a further **£70M** to provide school places.

Community Investment Fund - £100M fund to regenerate high streets and visible investment in communities over the medium term.



Greener Futures - Various projects including a Solar Farm; EV charging point pilot; ULEV purchases and electrification of various transport services. Total spend **c£84M**.

Improved Access to the Countryside - Maintenance and improvements to the rights of way network and visitor improvements totalling **£3M**.



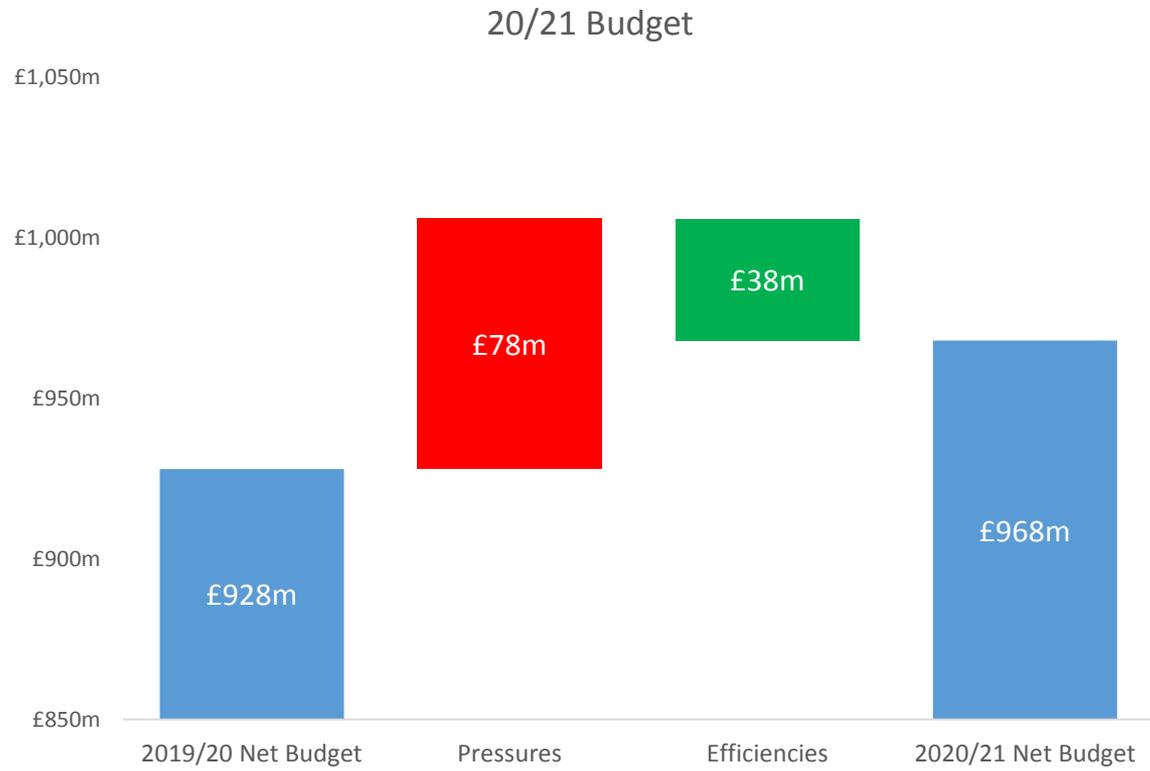
Draft Funding announcements from Central Government

- Draft funding was announced on 20 December (called the Provisional Settlement) - broadly followed our planning assumptions
- It was largely a roll forward of the 2019/20 position and provided additional funding for:
 - Adult Social Care (£14.2m)
 - Children with SEND (£13.5m)
- A new Social Care Precept of 2% (=£14.6m) and Council Tax threshold of 1.99% (=c£16m)

Key Budget Highlights for 20/21

- Additional **c£38M plus £13.5M SEND** from Provisional Settlement, one-year only – waiting on Final Settlement in Jan 2020 to confirm
- Total net funding of **£968M**
- Pressures of **£78M** – including pay and contract inflation
- Efficiencies of **£38M**, of which £24m to be delivered by Transformation
- Future year funding remains very uncertain - **provisional gap of c£160M by 24/25**

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Budget build 19/20 to 20/21 by Directorate

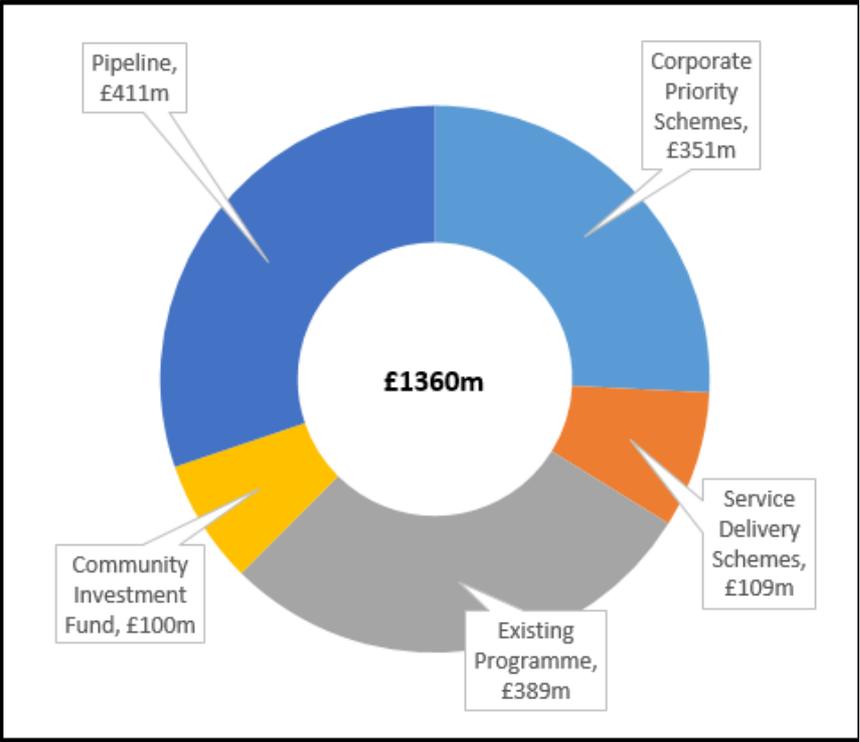
- New funding, additional pressures, pay and contract inflation as well as efficiency proposals identified through the budget process = **Net Budget for 2020/21 of £968M for SCC**

Directorate	2019/20 £m	Pressures £m	Pay Inflation £m	Contract Inflation £m	Efficiencies £m	2020/21 £m
Children, Families, Learning & Culture	243.7	5.7	3.0	3.8	-12.0	244.2
Public Health	30.2	0.3	0.0	0.0	-0.3	30.2
Adult Social Care	363.9	11.7	1.4	7.4	-12.3	372.1
Environment, Transport & Infrastructure	162.6	4.8	1.3	3.5	-4.0	168.2
Transformation, Partnerships & Prosperity	16.9	2.9	0.3	0.1	-1.0	19.1
Resources	65.7	2.6	0.9	1.2	-4.1	66.3
Central Income & Expenditure (1)	45.6	27.1			-4.4	68.2
Total Net Expenditure	928.6	55.0	6.8	16.1	-38.1	968.4
Total Funding	-928.6					-968.4

Note (1) The increase in CIE from 19/20 to 20/21 is mainly attributable to the following increases: £7.5m Transformation Fund, £5m Feasibility Reserve, £10m additional Contingency and additional MRP. This will be further detailed in the final report

Proposed Capital Programme 20/21 – 24/25

- Capital Programme continues to be developed; **c£1.4B** over the period
- **Corporate Priority Schemes** - £351M including SEND, Highways, River Thames, Extra Care
- **Service Delivery Schemes** - £109M of projects being finalised
- **Pipeline Schemes** - £411M of projects at early stages
- **Community Investment Fund** - £100M of schemes to be developed
- **Current Programme** - £389M



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9 • Detailed programme to be presented in January Budget Report



Resources – Revenue Budget 2020/21

Resources Directorate – Context

- The Resources Directorate provides vital services to the organisation, focused on ensuring that our corporate support is of the highest calibre and enables the achievement of the priorities of the services we support to ensure better outcomes for residents.
- Focused on embedding changes and adopting a business partnering approach to ensure we work effectively across the organisation.
- In order to achieve this aspiration, the Resources Directorate has undertaken significant amount of self-reflection, review and restructuring.
- These principles have formed the basis of a transformation project in this area, progress and outcomes will be captured, managed & tracked via the transformation monitoring process.



The initial priority is to ensure services are fit for purpose and can have the right impact to enable the delivery of the Council's wider transformation agenda. Efficiencies are therefore currently tactical, while the Directorate reviews and improves. Longer term efficiencies will come from changes in culture and working practices, enhanced by the Digital & Business Insights project, which will enable more efficient delivery of services while we optimise our impact and improve our relationships.

Resources budget – Where is the money spent?

Service	2019/20			2020/21
	Budget £m	Forecast £m	Variance £m	Budget £m
Legal Services	3.6	4.0	0.4	4.1
Democratic Services	3.4	3.2	(0.2)	3.4
Finance	2.7	1.5	(1.1)	7.2
Property	19.0	19.2	0.2	27.1
Bus Ops**	(0.1)	(0.1)	-	(0.3)
R&D**	10.9	10.6	(0.2)	10.7
SCC contribution to Orbis joint budget	31.9	33.9	1.9	15.8
Twelve15 (Commercial Services)			-	(1.7)
TOTAL	71.4	72.3	1.0*	66.3

Include transfers from Orbis Joint Operating Budget contribution, to reflect the disaggregation of these services

Transfers from CFLC from 1 April 2020



* Variance, as projected at month 8

** These are the budgets for these services relating solely to Surrey County Council, the majority of spend on these services is contained within the Orbis Joint Operating Budget, managed across all 3 Orbis partners.

Resources budget – Where is the money spent?

	£m
Employee Costs	19.8
Orbis Contribution	15.8
IT Costs	10.3
Property Maintenance & Repairs	9.3
Property Rates	5.9
Property Rent	3.8
Utilities	3.5
Contract Cleaning	2.2
Public Liability Insurance	1.6
Operational Equipment	1.5
Members' Allowances	1.5
Fees	1.4
Premises Insurance	1.2
Employee Insurance	1.1
Legal Expenses	0.8
Income (mainly rents & service charges on Property)	-11.8
Net Commercial Services Contribution	-1.7
	66.3

The majority of the Orbis contribution is also spent on staffing, resulting in over 50% of the net budget comprising staffing costs.

Resources budget summary

Budget movement	£m	Comments
Prior year budget	71.3	
Less: Orbis transfer out of Directorate	(3.9)	Due to disaggregation of service
Add: Twelve15 move into Resources	(1.7)	Net income budget
	65.7	
Growth pressures		
Pay inflation	0.9	
Non-pay inflation	1.1	
Non-achievement of 2018/19 efficiencies	0.7	Orbis & legal services
Move towards Greener Electricity	0.2	
Property Strategic Capacity	1.0	
Microsoft Licences	0.3	
Funding of integrated health property function	0.2	
Other pressures	0.4	External legal fees & Insurance premium
Total growth pressures	4.8	
Efficiencies	(4.2)	See next slide for a list of efficiencies
Final 2020/21 budget	66.3	

Resources Efficiencies

	2020/ 21 £m
Orbis Business Plan (share of agreed reductions in Orbis Joint Operating Budget, within IT&D, Business Operations & Procurement)	0.9
Revised approach to funding capital equipment replacement (IT&D)	0.7
Devolution of Crisis Fund to Boroughs/Districts	0.2
Reduced contribution to Self-Insurance Fund	1.3
Property review of structure & delivery models	1.0
Total planned efficiencies	4.2

Efficiencies are all ongoing into future years.

In order to meet future years' budget envelopes, further efficiencies will be required in the years beyond 2020/21.

Summary of key Resources budget issues and risks

The **most significant risks** facing Resources in the delivery of the 2020/21 budget are:

- The efficiency relating to the devolution of the administration of the Crisis Fund depends on a timely transition of these activities being integrated with existing Borough & District (mainly Housing) services. Delays to this transition will impact on the ability of the service to realise the full efficiency during 20/21.
- Property – the £1m efficiency target is expected to be realised from within the total property budget. A combination of bringing back in the Orbis elements of the service, a service review by the new Director, a transformation project in this area and a review of capitalisation opportunities, is expected to result in the delivery of the service costing £1m less than previously. There is a thorough review of each of the Property budget lines planned for January 2020 to ensure robust assumptions are in place, the budget envelope for property is allocated between areas appropriately and to identify detailed plans for the £1m targeted efficiency. If the full amount cannot be found then mitigating efficiencies will need to be realised from elsewhere in the Directorate.
- Twelve 15 (Commercial Services) currently make a material net contribution to the Council's overall budget. In recent years, market share has eroded and there is a risk that this contribution will reduce. An investment plan has been developed to sustain this contribution.

Future Opportunities:

- Digital, Business & Insights Project - the procurement and implementation of a new system will be a catalyst for future opportunities. There are currently no efficiency targets built in, as the scale and timeliness of these will be dependent on the outcome of the procurement exercise.

Resources – Capital Programme 2020/21 – 2024/25

Capital Budget

The Capital Programme can be categorised as follows:

- **Capital Pipeline** – an outline spending programme for the MTFS period. These represent an estimate of future capital investment and, for the most part, are expected to become part of the capital budget as we progress through the MTFS period
- **Capital Budget** – budget allocation backed by firm spending plans, with business cases scrutinised and approved by the Capital Programme Panel (CPP). These schemes will form the main capital programme and be monitored and reported on throughout the year. They can be further classified as one of the following:
 - Corporate Priority Schemes
 - Wider Service Delivery Schemes
 - Continuation of existing programme schemes

Property Capital Budget

Corporate Priority Schemes - New	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Extra Care Housing	1,800	0	0	0	0	1,800
MCTR	8,700	0	0	0	0	8,700
Schools Basic Need	5,000	14,980	20,380	25,080	5,680	71,120
SEND Strategy	8,900	10,000	7,600	0	0	26,500
	24,400	24,980	27,980	25,080	5,680	108,120

- Extra Care Housing - to provide additional residential care accommodation
- MCTR – fit out costs for Midas House
- School Basic Need – additional funds to provide school places for the next five years, in addition to existing budget allocation
- SEND – additional budget to deliver planning strategy for special educational needs and disabilities, in addition to existing budget allocation

Wider Service Delivery Schemes - New	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Corporate Capital Maintenance - New	1,000	1,000	1,000	1,000	1,000	5,000
Recurring Capital Maintenance Schools	4,500	7,500	7,500	7,500	4,280	31,280
PRU	800	0	0	0	0	800
	6,300	8,500	8,500	8,500	5,280	37,080

- Corporate Capital Maintenance – additional budget to improve the condition of corporate assets
- Schools Capital Maintenance - additional budget to improve the condition of schools assets
- PRU – re-provision at Wey Valley College. Phase 1 is to enable temporary co-location of Primary and Secondary facilities at St Francis Centre

Property Capital Budget

Continuation of Existing Schemes	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Capital Maintenance	7,500	7,350	7,350	7,315	7,000	36,515
Cranleigh School Scheme	6,088	6,193	1,029	0	0	13,310
De Burgh School (Invest to sell)	262	0	0	0	0	262
Fire Risk Assessments	700	400	400	400	0	1,900
Fire Station Reconfiguration	729	0	0	0	0	729
Henley Fort	380	0	0	0	0	380
In-house capital improvement scheme	100	100	100	100	0	400
PSBP2 school projects	5,750	0	0	0	0	5,750
Refurbishment of 8 vacant houses	441	0	0	0	0	441
Schools Basic Need	13,336	14,668	18,000	18,598	0	64,602
Schools Capital Maintenance	9,777	9,777	9,777	9,777	9,777	48,885
Winter Maintenance Depot (Salt Barns)	0	3,178	0	0	0	3,178
Wray Park	500	9,250	5,450	0	0	15,200
Adaptions For CWD	339	339	339	339	339	1,695
Adults Capital Equipment	1,500	1,500	1,500	1,500	1,500	7,500
Devolved formula capital	1,133	1,133	1,133	1,133	1,133	5,665
Foster carer grants	200	210	210	210	210	1,040
Major Adaptions	300	300	300	300	300	1,500
SEND Strategy	195	0	0	0	0	195
	49,230	54,398	45,588	39,672	20,259	209,147

Property Capital Pipeline

Pipeline Schemes - New	Brief Narrative	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	TOTAL £000
Academy HQ	New training facility to incorporate SFRS, Schools Academy and Corporate	1,000	5,500	1,000	0	0	7,500
Depots	Implementation of Highways service strategy	1,200	5,000	10,000	0	0	16,200
Looked after Children	Delivery of LAC accommodation	5,000	15,000	15,000	5,000	0	40,000
Mortuary and Coroners	Provision of new mortuary	1,300	8,800	0	0	0	10,100
Priority Schools Building Programme	Grant-funded schemes for schools	2,300	1,000	0	0	0	3,300
PRU	Provision of additional and improved pupil referral units	2,700	10,000	10,000	0	0	22,700
Quadrant Hubs	Delivery of quadrant hubs to provide accommodation for Children's Services (e.g. Ashley Park House)	500	2,500	1,500	0	0	4,500
Residential Care Homes	To fund specific capital maintenance requirements for in-sourced homes	2,000	3,500	3,500	0	0	9,000
Surrey Outdoor Learning & Development (SOLD)	Improvement works and increased capacity on three sites to allow better access	1,000	1,500	1,500	0	0	4,000
Surrey Wildlife Trust (SWT) Buildings	Improvement works for properties coming in from SWT	1,000	3,000	3,000	1,000	0	8,000
Weybridge Rebuild	Rebuild of former health facility, incorporating wider community	300	12,800	12,000	0	0	25,100
Corporate Asset Capital Programme Spend	Delivery of corporate capital projects, including community hubs and service strategies	3,000	15,000	10,000	5,000	5,000	38,000
		21,300	83,600	67,500	11,000	5,000	188,400

IT&D Capital Budget

Continuation of Existing Schemes	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Adult Social Care Infrastructure	55	0	0	0	55
Agile Workforce - Transformation	5,051	190	675	758	6,674
IT&D Hardware	7,476	1,116	1,605	1,942	12,139
IT&D Infrastructure	1,686	706	1,405	1,100	4,896
Telephones UNICORN network (BT)	1,670	210	136	125	2,141
Data Centre Replacementment	0	53	28	52	132
	15,938	2,274	3,849	3,977	26,037
Wider Service Delivery Schemes - New					
Education Management System	900	200			
	900	200			

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Agile Workforce Transformation – IT infrastructure improvements to support Moving Closer To Residents and Agile Working, a Unified Communications platform, the extended provision of the current mobile device offer to all staff and a tailored mobile working offer with hybrid laptops for community-based workers.

IT&D hardware – the replacement of user equipment including, laptops, desktops monitors and mobile devices.

IT&D Infrastructure – the replacement of servers, backup systems and IT security infrastructure.

Telephones UNICORN network (BT) – the replacement of network routers, switches and WiFi equipment

Data Centre Replacement – the replacement of data centre equipment such as power distribution, network cabling, computer cabinets, building management systems and CCTV.

Education Management System – to re-procure and implement an Education Management System that meets the integration as well as the functional requirements of the service – reducing 6 to 1 systems in use.

Transformation, Partnerships & Prosperity



SURREY
COUNTY COUNCIL

Context – Transformation, Partnerships & Prosperity Directorate

The Directorate provides services, resources & activities that are vital to drive forward, enable and support the Council to achieve the Community Vision for Surrey 2030, the Organisational Strategy & deliver an ambitious and forward-looking transformation programme, all aimed at better outcomes for Surrey residents.

It requires effective and adequate resourcing for the following:



Prompting & supporting change across the Council to improve services and outcomes from residents and realise efficiencies for the Council.



Communicating and engaging with our residents and staff, to ensure awareness and understanding of the Council's priorities, ambitions and activities.



Building and sustaining relationships and working with partner agencies, organisations and bodies across and beyond Surrey to better align our activities to the benefit of Surrey residents.



Collating, analysis and using data and information to provide valuable intelligence to support policies and strategies that drive better outcomes and service improvements for Surrey residents.



Creating and sustaining an organisational culture and team of staff that are led and supported to deliver their best for the residents of Surrey.



Working with a range of partners promote economic growth in Surrey through supporting investment in infrastructure, marketing Surrey as a place to do business and supporting the development of a skilled workforce.

In addition to enabling significant efficiency proposals in other Directorates, the TPP Directorate is re-aligning resources to support the refreshed transformation programme, the Organisational Strategy and Our People strategy. This coupled with significant restructures over the last year of both HR&OD and Communications service, should stand the Directorate in a good position to support the Council in achieving its ambitions and far-reaching transformation agenda.

TPP budget – Where is the money spent?

Service	2019/20			2020/21
	Budget £000	Forecast £000	Variance* £000	Budget £000
HR&OD	3,965	3,344	(621)	6,595
Insight, Analytics & Intelligence	3,092	2,855	(237)	3,270
Customer Services	3,133	2,953	(180)	2,917
Coroners	1,772	2,259	487	1,968
Strategic Leadership (including Leadership Support)	992	1,013	21	1,365
Communications	1,410	1,436	26	1,442
Economic Growth	1,205	609	(596)	787
Transformation Support Unit	839	808	(31)	778
Cross County Efficiencies	(2,007)		2,007	
TOTAL	14,401	15,277	876	19,122

Includes £2.6m transfer from Orbis (Resources), as the service is no longer part of Orbis

Mainly relates to special inquests, as required by the Coroner

Includes £229k carry forward from 2018/19

* Variance, as projected at month eight

TPP budget – Where is the money spent?

The majority of this budget, over 75%, is spent on staffing costs.

	£000
Employee Costs	14,699
Training (HR&OD)	1,498
Coroners (inquests)	800
Healthwatch (community care)	617
Coroners (storage)	467
Voluntary Sector Grants	443
Members Allocations	415
Surrey Growth Fund	363
Publicity (advertising & campaigns)	319
Other non-staffing	791
Government Grant Income	(478)
Other Income	(812)
	20,412



TPP budget summary

Budget movement	£m	Comments
Prior year budget	14.3	
Add: HR&OD transfer from Orbis joint budget	2.6	
	16.9	
Growth pressures		
Pay inflation	0.3	Does not include incremental progression
Non-pay inflation	0.1	
Non-achievement of 2018/19 efficiencies	2.0	See narrative below
Coroner costs	0.2	Includes reduced cont. from Police, agreed when at transfer
Strategic leadership	0.3	Funding for integrated health posts
Insight, analytics & intelligence	0.3	Enhanced staffing structure to enable SCC ambitions
Total growth pressures	3.2	
Efficiencies	(1.0)	See next slide for a list of efficiencies
Final 2020/21 budget	19.1	

Non- achievement of 2018/19 efficiencies:

- Additional cross-Directorate efficiencies of £1m were planned to be identified during the year, this has not been achieved
- £0.5m of efficiencies relating to the Channel Shift/Customer Experience transformation project have not been realised as quickly or at the levels initially anticipated.
- £0.5m of efficiencies from the implementation of the 'spans and layers' principles was expected centrally; while 27 staffing efficiencies have been achieved in other Directorates, these central reductions have not be realised.

TPP Efficiencies

Efficiencies	2020/21 £m
HR&OD – Rationalisation of staff development budgets to more closely align with refreshed Organisational Strategy/Our People Strategy/Transformation Programme.	0.2
Insights, Analytics & Intelligence – service efficiencies	0.1
Economic Growth – Review of structure and strategy scheduled for early 20/21	0.2
Coroners – implementation of recent peer review recommendations	0.1
Transformation Support Unit – Re-alignment of resources to reflect transformation refresh	0.1
Customer Services – re-aligning of resource within the service, focusing on areas of highest need. Structure to reflect changes in customer demands and preferences and application of new ways of working, including automation options and chat bot technology.	0.3
Total planned efficiencies	1.0

Efficiencies are all ongoing into future years.

In order to meet future years' budget envelopes, further efficiencies will be required in the years beyond 2020/21.

Summary of key TPP budget issues and risks

The **most significant risks** facing TPP in the delivery of the 2020/21 budget are:

- The Coroner's Service continues to put a pressure on the Directorate budget envelope, as the costs of service provision increase and un-budgeted special inquests continue. A peer review of the service was carried out during December 2019, recommendations are in the process of being reviewed and implemented.

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The efficiencies attached to the Economic Growth service depend on a thorough review of both the structure and the strategy of the service. This review would ideally be carried out by the incoming Director of Economic Development.

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Resources and Performance Select Committee

24 January 2020



Recommendations Tracker and Forward Work Programme

The forward work programme is a standing item on the agenda of the Select Committee. It has been revised to cover expected activity for the year. It differentiates between standing items, task and finish work group scoping and/or reporting as well as additional items the Select Committee would like to engage with from time to time. This approach should enable the Select Committee to strengthen planning and resourcing for its work across the year whilst retaining enough flexibility to consider additional items as needed from time to time.

Recommendations:

It is recommended that the Select Committee:

1. Review the attached recommendations tracker and the forward work programme, making suggestions for additions or amendments including programming of task and finish in-depth reviews and other agenda items. The annual work programme has been separated from the action tracker and is attached as **Annex A**.
2. Agree the timing of Task and Finish Group in-depth review work as contained in the annual forward work programme.
3. Note that at the next Select Committee meeting on 23 April 2020 the Executive Director for Transformation, Partnerships and Prosperity will be asked to present the overall current position of the transformation programme. The outcome of consideration by the Select Committee is expected to increase understanding of the current position and to enable the Select Committee to make any recommendations it feels relevant around challenges and opportunities presented by the Council's transformation programme.
4. Note that at the next Select Committee meeting on 23 April 2020. the Select Committee will consider a status report on the Audit of Surveillance Cameras.
5. Agree the sequencing of and approach to items the Select Committee expressed an interest in scrutinising more closely it its meeting on 16 December 2019. Areas to be looked at include:
 - a) Scrutinising property progress more extensively. This might be built into a re-scoped Assets and Budget task and finish working group? **How: Task and Finish Group?**
 - b) Scrutinising the capital budget, understanding the revenue consequences of the capital budget. **How: Once-off consideration at the next meeting – 1 July 2020?**
 - c) Understanding more about changes to the coroner's service. **How: Once-off consideration at the next meeting – 1 July 2020?**

Next Steps:

The Select Committee reviews its recommendations tracker and forward work programme at each of its meetings.

Report contact: Clive Mentzel, Scrutiny Officer

Contact details: 020 8541 9628, clive.mentzel@surreycc.gov.uk

**RESOURCES AND PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
DECEMBER 2019**

The recommendations tracker allows Committee 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.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Date of meeting	Item	Recommendations/ Actions	Update/Response	Responsible Officer/Member
n/a	AUDIT – SURVEILLANCE CAMERAS	I. The Assistant Director of Business Infrastructure is to provide a report on the progress and current status of the audit of surveillance cameras.	I. The Committee’s request has been forwarded to the Assistant Director and the report is in progress.	Assistant Director – Business Infrastructure Corporate Information Governance Manager
16 Dec 2019	QUARTERLY PERFORMANCE REPORT (Q2 2019/20)	II. The Customer Experience Task Group is to examine the RS 01 and RS 02 indicators and work on how they can be improved. III. The Executive Director of Transformation, Partnerships and Prosperity is to provide comparative statistics on sickness rates in the private sector.	II. To be incorporated and reported on as part of the final report of the Customer Experience Task and Finish Group at the Select Committee meeting of 23 April 2020. III. The Committee’s request has been forwarded to the Executive Director.	Chairman of the Select Committee Executive Director of Transformation, Partnerships and Prosperity

**RESOURCES AND PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
DECEMBER 2019**

The recommendations tracker allows Committee 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.

KEY			
	No Progress Reported	Action In Progress	Action Completed

18 Oct 2019	CABINET MEMBER PRIORITIES UPDATE	I. The Cabinet Member for Corporate Support is to provide the Committee with the number of apprentices currently working in IT.	I. A copy of the Cabinet Member's response was circulated to the Committee.	Cabinet Member for Corporate Support
18 Oct 2019	QUARTERLY PERFORMANCE REPORT (Q1 2019/20)	I. The Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.	I. The Committee's request has been forwarded to the Director.	Director of Intelligence, Analytics and Insight

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Resources and Performance Select Committee Forward Work Programme 2020

MEETING DATE	ITEM	DESCRIPTION	OUTCOME	RESPONSIBLE CABINET MEMBER/LEAD OFFICER
24 January 2020	Standing Items:			
	1. Annual Scrutiny of Council Budget.	<p>Scrutiny of the Annual Council Budget 2020/21 - Revenue and Capital Budget, Treasury Management Strategy.</p> <p>9 January 2020 – budget papers published.</p> <p>13 January 2020 – Select Committee specific budget commentary published as supplementary agendas.</p> <p>28 January 2020 – Cabinet.</p>	<ul style="list-style-type: none"> Scrutiny of the revenue and capital budgets for 2020/21, making recommendations to Cabinet before final budget approval by County Council in February 2020. 	<p>Mel Few, Cabinet Member for Finance. Zully Grant Duff, Cabinet Member for Corporate Support. Leigh Whitehouse, Executive Director of Resources.</p>
	2. Cabinet Member Priorities Update.	<p>None at this meeting, focus on the budget.</p>		
	3. Select Committee Actions and Recommendations Tracker.	<p>Follow up actions and recommendations as needed.</p>	<ul style="list-style-type: none"> Select Committee stays on target with deadlines for in-depth reviews and any other work programmed. 	<p>Select Committee.</p>

Resources and Performance Select Committee Forward Work Programme 2020

	<p>4. Select Committee Annual Forward Work Programme.</p>	<p>Consider and agree this annual Forward Work Programme including programming of task and finish in-depth reviews and other agenda items.</p> <ol style="list-style-type: none"> 1. Sequencing of task and finish groups as programmed in this annual planner – see Annex B for summary. 2. Sequencing and method for consideration of items raised at the 16 December meeting to be agreed. Areas to be looked at include: <ol style="list-style-type: none"> a) Scrutinising property progress more extensively. <p>How: Task and Finish Group?</p> <ol style="list-style-type: none"> b) Scrutinising the capital budget, understanding the revenue consequences of the 	<ul style="list-style-type: none"> • All recommendations and actions are followed up as needed. • Members and Officers able to plan resourcing of work programme appropriately. • Task and Finish Groups report on time. 	<p>Select Committee/Scrutiny Officer.</p>
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Resources and Performance Select Committee Forward Work Programme 2020

		<p>capital budget.</p> <p>How: Once-off consideration at the next meeting – 1 July 2020?</p> <p>Budget and Assets task and finish group?</p> <p>c) Understanding more about changes to the coroner’s service.</p> <p>How: Once-off consideration at the next meeting – 1 July 2020?</p>		
23 April 2020	<p><u>Standing Items:</u></p> <p>1. Cabinet Member Priorities Update.</p> <p>2. Select Committee Recommendations Tracker and Forward Work Programme.</p> <p>3. Quarterly</p>	<p>Cabinet Members to present updates, followed by Select Committee questions.</p> <p>To review previous recommendations and actions, as well as the status of the work programme and consider follow-up as needed.</p> <p>Select Committee discussion</p>	<ul style="list-style-type: none"> • Cabinet Members held to account. • Select Committee aware of decisions and priorities of Cabinet Members. • Select Committee stays on target with deadlines for in-depth reviews and any other work programmed. • All recommendations and actions are followed up as needed. 	<p>Mel Few, Cabinet Member for Finance. Zully Grant Duff, Cabinet Member for Corporate Support.</p> <p>Select Committee/Scrutiny Officer.</p> <p>Nicola Kilvington, Director</p>

Resources and Performance Select Committee Forward Work Programme 2020

	<p>Performance Report Q3 (2020/21).</p>	<p>and questions.</p>	<ul style="list-style-type: none"> • High-level scrutiny of performance ensuring accountability of decision-makers for performance of the Council. • Identification of potential areas for in-depth scrutiny. 	<p>of Intelligence, Analytics and Insight.</p>
	<p><u>Additional Agenda Items as agreed by the Chair:</u></p>	<p>Consider and agree the annual Forward Work Programme including programming of task and finish in-depth reviews and other agenda items.</p> <ol style="list-style-type: none"> 1. Scrutiny of the overall position of the Transformation Programme. How: Once-off consideration at this meeting. 2. Status report on the Audit of Surveillance Cameras. How: Once-off consideration at this meeting. 	<ul style="list-style-type: none"> • To understand and make recommendations around challenges and opportunities presented by the Council's transformation programme. 	<p>Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity.</p> <p>Diane Wilding.</p>

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	<p><u>Task and Finish Working Groups:</u></p>			
	<p>1. Customer Experience Transformation.</p>	<p>To consider and agree the final report of the task and finish working group and agree the recommendations going to Cabinet.</p>	<ul style="list-style-type: none"> • A set of SMART recommendations submitted to - and agreed by – Cabinet. 	<p>Select Committee.</p>
	<p>2. Building Partnerships.</p>	<p>Agree the scope of this review, the proposed methodology and nominate Councillors to serve on the task group.</p> <p>A fundamental part of the council's transformation journey is transforming the way we work in partnership with key stakeholders and residents. The Community Vision for Surrey in 2030 is a shared one – the council has a key role to play but cannot deliver it alone. In order to achieve the ambitions within the community vision 2030, the council must take a fresh approach to partnership working.</p>	<ul style="list-style-type: none"> • The ultimate outcome of this work is a greater understanding of the benefits of council partnership working to the organisation and Surrey residents. • Identification of opportunities and barriers to future partnership working, possible improvements and areas for further scrutiny. 	<p>Select Committee / Task and Finish Work Group.</p> <p>Tim Oliver, Leader of the Council.</p> <p>Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity.</p> <p>Nicola Kilvington, Director of Intelligence, Analytics and Insight.</p> <p>Clive Mentzel, Scrutiny Officer.</p>

Resources and Performance Select Committee Forward Work Programme 2020

	3. Budget and Asset Task and Finish Group.	<p>The Committee to review the work that has been undertaken with partners (including district and boroughs, health, local partnership boards and residents) in terms of benefits and to deliver the vision.</p> <p>Agree the revised scope of this review, the proposed methodology and nominate Councillors to serve on the task group.</p>	<ul style="list-style-type: none"> • Revised scope more focused on assets/property? Budget to be dealt with separately? 	Select Committee.
1 July 2020	<p><u>Standing Items:</u></p> <p>1. Cabinet Member Priorities Update.</p> <p>2. Select Committee Recommendations Tracker and Forward Work Programme.</p>	<p>Cabinet Members to present updates, followed by questions from the select committee.</p> <p>To review the status of the work programme and consider follow-up as needed.</p>	<ul style="list-style-type: none"> • Cabinet Members held to account. • Select Committee aware of decisions and priorities of Cabinet Members. • Select Committee stays on target with deadlines for in-depth reviews and any other work programmed. • All recommendations and actions are followed up as 	<p>Mel Few, Cabinet Member for Finance. Zully Grant Duff, Cabinet Member for Corporate Support.</p> <p>Select Committee/Scrutiny Officer.</p>

Resources and Performance Select Committee Forward Work Programme 2020

	3. Quarterly Performance Report Q4 (2020/21).	Discussion and questions.	<p>needed.</p> <ul style="list-style-type: none"> High-level scrutiny of performance ensuring accountability of decision-makers for performance of the Council. Identification of potential areas for in-depth scrutiny. 	Nicola Kilvington, Director of Intelligence, Analytics and Insight.
	<u>Additional Agenda Items as agreed by the Chair:</u>	To be included as agreed. Potential items raised at meeting on 16 December 2019.	<ul style="list-style-type: none"> To ensure scrutiny of specific areas within the remit of the Select Committee as deemed necessary. 	Chair of Select Committee, Select Committee, Scrutiny Officer, relevant departmental officers and/or external witnesses.
	<u>Task and Finish Working Groups:</u>			
	1. Building Partnerships.	To consider and agree the final report of the task and finish working group including recommendations going to Cabinet.	<ul style="list-style-type: none"> A set of SMART recommendations submitted to - and agreed by – Cabinet. 	Task and Finish group/ Select Committee.
	2. Assets.	Agree the revised scope of this review, the proposed methodology and nominate	Enable the task and finish working group to start its work on	Task and Finish group/ Select Committee.

Resources and Performance Select Committee Forward Work Programme 2020

		Councillors to serve on the task group.	time and report by the planned deadline.	
8 Oct 2020	<p><u>Standing Items:</u></p> <p>1. Cabinet Member Priorities Update.</p> <p>2. Select Committee Recommendations Tracker and Forward Work Programme.</p> <p>3. Quarterly Performance Report Q1 (2020/21).</p>	<p>Cabinet Members to present updates, followed by questions from the select committee.</p> <p>To review the status of the work programme and consider follow-up as needed.</p> <p>Discussion and questions.</p>	<ul style="list-style-type: none"> • Cabinet Members held to account. • Select Committee aware of decisions and priorities of Cabinet Members. • Select Committee stays on target with deadlines for in-depth reviews and any other work programmed. • All recommendations and actions are followed up as needed. • High-level scrutiny of performance ensuring accountability of decision-makers for performance of the Council. • Identification of potential areas for in-depth scrutiny. 	<p>Mel Few, Cabinet Member for Finance. Zully Grant Duff, Cabinet Member for Corporate Support.</p> <p>Select Committee/Scrutiny Officer.</p> <p>Nicola Kilvington, Director of Intelligence, Analytics and Insight.</p>

Resources and Performance Select Committee Forward Work Programme 2020

	<p><u>Additional Agenda Items as agreed by the Chair:</u></p>	<p>To be included as agreed. Potential items raised at meeting on 16 December 2019.</p>	<ul style="list-style-type: none"> To ensure scrutiny of specific areas within the remit of the Select Committee as deemed necessary. 	<p>Chair of Select Committee, Select Committee, Scrutiny Officer, relevant departmental officers and/or external witnesses.</p>
	<p><u>Task and Finish Working Groups:</u></p> <p>1. Assets.</p>	<p>An update from the task and finish working group.</p>	<p>To keep the Select Committee informed of progress.</p>	<p>Chair of the task and finish working group.</p>
<p>9 December 2020</p>	<p><u>Standing Items:</u></p> <p>1. Cabinet Member Priorities Update.</p> <p>2. Select Committee Recommendations Tracker and Forward Work Programme.</p>	<p>Cabinet Members to present updates, followed by questions from the select committee.</p> <p>To review the status of the work programme and consider follow-up as needed.</p>	<ul style="list-style-type: none"> Cabinet Members held to account. Select Committee aware of decisions and priorities of Cabinet Members. Select Committee stays on target with deadlines for in-depth reviews and any other work programmed. All recommendations and actions are followed up as 	<p>Mel Few, Cabinet Member for Finance. Zully Grant Duff, Cabinet Member for Corporate Support.</p> <p>Select Committee/Scrutiny Officer.</p>

Resources and Performance Select Committee Forward Work Programme 2020

	<p>3. Quarterly Performance Report Q2 (2020/21).</p>	<p>Discussion and questions.</p>	<p>needed.</p> <ul style="list-style-type: none"> • High-level scrutiny of performance ensuring accountability of decision-makers for performance of the Council. • Identification of potential areas for in-depth scrutiny. 	<p>Nicola Kilvington, Director of Intelligence, Analytics and Insight.</p>
	<p><u>Additional Agenda Items as agreed by the Chair:</u></p>	<p>To be included as agreed. Raised at meeting on 16 December 2019:</p> <ul style="list-style-type: none"> • Scrutinising property progress more extensively. • Scrutinising the capital budget/understanding the revenue consequences of the capital budget. • Understanding more about changes to the coroner's service. 	<ul style="list-style-type: none"> • To ensure scrutiny of specific areas within the remit of the Select Committee as deemed necessary. 	<p>Chair of Select Committee, Select Committee, Scrutiny Officer, relevant departmental officers and/or external witnesses.</p>
	<p><u>Task and Finish Working Groups:</u> 2. Assets.</p>	<p>To consider and agree the final report of the task and finish working group including</p>	<ul style="list-style-type: none"> • A set of SMART recommendations submitted to - and agreed by – Cabinet. 	<p>Task and finish Group/Select Committee.</p>

Resources and Performance Select Committee Forward Work Programme 2020

		recommendations going to Cabinet.		
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Standing Items (to be considered at each formal Select Committee)

- **Update on Cabinet Member priorities** - An update on work that has been undertaken by Cabinet Members and areas of priority work/focus going forward.
- **Quarterly performance monitoring reports** – Scrutiny of quarterly performance reports.
- **Select Committee Recommendations Tracker and Forward Work Programme** – Monitor Select Committee recommendations and requests, as well as its annual work programme.
- **Council Budget** – The Select Committee to scrutinise the budget annually.

Annex B: Summary of Task Groups agreed for 2020 and proposed timing of work:

Theme	Date convened	Membership	Date of Final Report
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Resources and Performance Select Committee Forward Work Programme 2020

1. Assets and Budget.	August 2019. Proposed to be reconvened with revised scope on 1 July 2020.		9 December 2020.
2. Customer Experience Transformation.	16 December 2019. Work to commence in January 2020 once membership is finalised.	Nick Harrison, Will Forster, Chris Townsend, and others yet tbd.	23 April 2020.
3. Building Partnerships.	Proposed to agree scoping document and membership at the Select Committee meeting on 23 April 2020.	TBD.	1 July 2020.