

## Notice of Meeting

# Resources and Performance Select Committee

**Date & time**

Friday, 18 October  
2019 at 10.00 am

**Place**

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

**Contact**

Ben Cullimore  
Room 122, County Hall  
Tel 020 8213 2782

[ben.cullimore@surreycc.gov.uk](mailto:ben.cullimore@surreycc.gov.uk)

**Chief Executive**

Joanna Killian

We're on twitter  
[@SCCDemocracy](https://twitter.com/SCCDemocracy)



**If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email [ben.cullimore@surreycc.gov.uk](mailto:ben.cullimore@surreycc.gov.uk)**

**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ben Cullimore on 020 8213 2782.**

### 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

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions.

### 2 MINUTES OF THE PREVIOUS MEETING

(Pages 5  
- 12)

To agree the minutes from the Select Committee held on 11 July 2019.

### 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 AND PETITIONS

To receive any questions or petitions.

#### Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*14 October 2019*).
2. The deadline for public questions is seven days before the meeting (*11 October 2019*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 CABINET MEMBER PRIORITIES UPDATE

(Pages  
13 - 20)

***Purpose of the report:*** For the Select Committee to receive an update from the Cabinet Member for Corporate Support and Cabinet Member for Finance on progress against their priorities and objectives.

**6 QUARTERLY PERFORMANCE REPORT (Q1 2019/20)** (Pages 21 - 36)  
*Purpose of the report:* To invite the Select Committee's comments and suggestions in respect of the Q1 Performance Report 2019/20, regarding the format and nature of the presentation of the information, as well as any of the indicators and/or measures reported.

**7 TRANSFORMATION PROGRAMME UPDATE** (Pages 37 - 44)  
*Purpose of report:* To provide the committee with an update on current progress regarding transformation of the council, to seek their input to the next phase of work, and identify approaches to ensure effective ongoing scrutiny.

**8 ORBIS VALUE FOR MONEY UPDATE** (Pages 45 - 54)  
*Purpose of report:* To update the Committee on the development of the Orbis Partnership, the benefits delivered to date, and an overview of future plans

**9 SELECT COMMITTEE RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 55 - 64)  
*Purpose of the item:* For the Select Committee to review the attached recommendations tracker and forward work programme making suggestions for additions or amendments as appropriate.

**10 DATE OF NEXT MEETING: 16 DECEMBER 2019**  
The next meeting of the Resources and Performance Select Committee will be held on 16 December 2019 from 10:00am.

**Joanna Killian**  
**Chief Executive**  
Published: Thursday, 10 October 2019

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

**MINUTES** of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 11 July 2019 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on 18 October 2019.

**Elected Members:**

(\*present)

- \* 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:**

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

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

Apologies were received from Graham Ellwood, Chris Botten and Mark Brett-Warburton.

**2 DECLARATIONS OF INTEREST [Item 2]**

Rachael I Lake declared an interest in that her son was employed by Surrey County Council.

**3 QUESTIONS AND PETITIONS [Item 3]**

None had been received.

**4 CABINET MEMBER PRIORITIES UPDATE [Item 4]**

*The Chairman informed the Committee and those present at the meeting that there had been an accident on the M25 and therefore a number of attendees were running late including the Cabinet Member for Corporate Support and Vice-Chairman.*

**Declarations of interest:**

None

**Witnesses:**

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

**Key points raised during the discussion:**

1. The Vice-Chairman started with questioning asking the Cabinet Member for Finance the following questions: what his top three priorities for the year ahead were, what his greatest areas of concern were within his portfolio, how these concerns would be tackled and finally how the Cabinet Member would work with the Cabinet Member for Corporate Support going forward. The Cabinet Member for Finance started by saying that the main area of focus for him was the budget and delivering the savings plan of £100m, which included £80m for transformation plans and £20m for operational budgets. The second focus was the delivery of capital projects and the third focus would be working to have a regular cash flow presented. Property was included as a priority and specifically how the council develop and dispose of properties and ensure property is aligned with service requirements. Staffing in property would also need attention.
2. The Cabinet Member for Finance explained that the Cabinet Member for Corporate Support was responsible for the daily running of council property whilst he was responsible for the Capital side of property. The Cabinet Member for Corporate Support was also responsible for agile working, IMT and transforming Orbis.
3. A Member queried how the Cabinet Member for Finance was involved with the development and disposal of property assets alongside services. The Cabinet Member for Finance explained that services were responsible for setting their own property agendas and property requirements were forwarded from the service to the property team for actioning. All capital investments come forward on an investment proposal which have a payback analysis.
4. The Chairman queried to what degree property savings had been separated out from operational savings and if there were savings targets for the property function. The Executive Director of Resources explained that the MTFP was currently being refreshed for the next four years and targets would be coming forward from savings flowing from the assets and place strategy which was agreed by Cabinet earlier in the year. These savings would be counted against property. To date there are some examples where service changes include some property savings which are being tracked to ensure they are being delivered. It was added that the council would be operating a corporate landlord model as part of the assets and place strategy which would require close collaboration between the service and property. Services would also be asked to develop property strategies over the next five years which sets out there service requirements going forward.
5. It was confirmed that service property strategies would focus on delivering service outcomes within financial envelopes rather than purely just being about delivering savings. The Cabinet Member for Finance added that each service now has a budget envelope to operate within.
6. A Member queried what benchmarks would be used to evaluate the property we have or look to acquire. The Cabinet Member for Finance explained that there were two elements in property which included Halsey Garton Property Investments which was set up to drive additional revenue to support council services. CBRE as the council's property advisors identify properties on market and there is a vigorous programme to identify those which will bring in an appropriate return on investment. On the internal side which deals with the council's property portfolio, there is

an assessment process as part of the capital expenditure programme which looks to see if the property meets the service requirements and delivers service objectives.

7. The Cabinet Member for Finance confirmed that there was vigorous criteria in place to ensure properties are generating income as with Halsey Garton Property Investments through the Strategic Investment Board. A committee Member queried if properties would be rejected if they no longer met the council's objectives. The committee were assured that each property would be assessed as explained in the assets and place strategy and then either disposed of or used to generate income.
8. It was queried whether the council paid business rates on empty buildings. The Cabinet Member for Finance stated that he did not have this information available to hand but would provide the Member asking with this information.
9. A Member of the Committee queried if there was a process in place to monitor capital investments, such as an investment re-appraisal process. The Member was of the view that this was something the council should be undertaking rather than leaving to external consultants. The Cabinet Member for Finance explained that with Halsey Garton he does this re-appraisal himself. With internal property, this was a new process which audit were looking through. The Executive Director of Resources added that the Cabinet Member for Finance had been a driving force in making sure investment property was making a return. For the capital programme, work was being done to widen out how capital projects were being monitored, with delivery and outcomes being at the forefront.
10. The Chairman commented that the returns from Halsey Garton were modest, further questioning what had changed culturally with regards to finance reporting. The Cabinet Member for Finance stated that Cabinet Members were now taking personal responsibilities for their budgets and that he would be meeting with them every month to go through performance appraisals and discuss any issues with their budgets. This approach was supported by the Leader. The Executive Director of Resources added that CIPFA (Chartered Institute of Public Finance and Accountancy) had visited the authority and were clear that the relationship between finance and managers had not been working well. The finance improvement programme has led to the development of the partnership protocol which is jointly produced by finance and managers and sets out how finance and managers will work together. This could be shared with the committee in the autumn.

*Dr Zully Grant-Duff, Cabinet Member for Corporate Support arrived at 10:40*

11. It was agreed for the Committee to consider Item 5 and then return to this item later to consider the Cabinet Member for Corporate Support's priorities.
12. The Cabinet Member for Corporate Support explained that her overarching priorities were interlinked and impacted numerous services. She went onto say that her top three priorities were to ensure there was an IT and digital strategy in place by October 2019, improve the customer experience enabling residents to self-serve and create an agile workforce.
13. A Member queried if the workforce were supportive of agile working and if lessons around agile working/IT could be taken from other councils. The Cabinet Member for Corporate Support stated that agile working was a work in progress and that the council needed to increase the pace of

digitisation and technology integration. The council was moving towards Windows 10 and staff had been surveyed about equipment they need to perform and progress in their roles. Discussions had also started to take place with IT around preparations required for agile working and PPDC would be receiving regular reports on the impacts of agile working on the workforce.

14. It was queried what the desk to staff ratio was as part of the agile working programme. The Executive Director explained that the assumption was that the council would move to an aggressive desk ratio and this would be dependent on which building what chosen as the civic heart. Studies of desk utilisations had taken place in council buildings and the Executive Director was of the opinion that the biggest challenge would be the culture change for staff.
15. A Member asked what financial implications were attached to agile working. The Executive Director stated that there was a workstream within the moving closer to resident's project which would be investigating costs associated with agile working.
16. A Member flagged that only 3% of the workforce had declared a disability and asked if there was anything more that could be done to attract people with disabilities to work for the council. It was agreed that the Director for HR & OD could provide more information around these figures.
17. It was argued that virtual meetings should be at the forefront of agile working and it was important that staff role modelled these technologies.
18. It was queried what timeframes had been set to help accelerate the digitisation process. The Cabinet Member for Corporate Support stated that for each transformation programme which the digital project is part off, a timeline including aspirations are in place which officers are working too. The Chairman stated that it would be helpful to understand the key tasks associated with each transformation project. This would be an item for consideration by the committee in October and December.
19. With regards to Orbis, Members were informed by the Executive Director that a decision in principle had been made across all three Orbis partners that HR and finance would return as sovereign Surrey functions. Any centres of expertise within finance would remain within the partnership. There is an agreement that all partners would have their property functions returned to them but integration in this area would be explored.
20. The Chairman invited the Cabinet Member for Corporate Support to pension board meetings explaining that the pension service was experiencing challenging times. The Cabinet Member for Corporate Support said that she was receiving regular reports from the service on the pension's improvement plan.
21. Work was being undertaken to revisit the method for distributing cost across the Orbis partnership by all three partners which is due to report back to the Orbis Joint Committee in October.
22. The Chairman was of the view that the current year procurement plan should be shared with the Committee. There is an attempt to involve Cabinet early in the procurement process and hence the development of the procurement forward plan.

**Resolved:**

That the Resources and Performance Select Committee:

- I. receive an update at each of its formal meetings from the Cabinet Member for Corporate Support and Cabinet Member for Finance on priorities and work undertaken,

- II. to be provided with the specific project targets and timescales in relation to each transformation programme within the Committee's remit at its October and December meetings.

**Actions:**

- a. For the current year procurement plan to be shared with the Select Committee.

**5 QUARTERLY PERFORMANCE REPORT (Q4 2018/19) [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

Dr Zully Grant-Duff, Cabinet Member for Corporate Support

Mr Mel Few, Cabinet Member for Finance

Leigh Whitehouse, Executive Director of Resources

Nicola Kilvington, Director of Intelligence, Analytics & Insight

Una McCarthy, Interim Assistant Director for Intelligence, Data, Analytics & Insight

**Key points raised during the discussion:**

1. The item was introduced by the Cabinet Member for Finance who stated that the report was a great start for performance reporting as the council had not previously had this type of detailed information. He stated that there were a few issues around no trends being displayed in the report and would be asking each Cabinet Member to look through the report focusing on five key drivers and then trying to understand how the report contributes to the delivery of the £82m saving required. The Director of Intelligence, Analytics & Insight explained that this was a new approach to corporate performance reporting which is complimentary to existing performance reporting taking place across the council. An eight lenses approach had been taken with the aim of keeping the report brief to highlight interdependencies. This is a work in progress and will be tailored to comments from members.

*Graham Knight, Vice-Chairman arrived at 10:45*

2. The Vice-Chairman queried with the Cabinet Member for Finance the items marked red in the current year budget. It was explained that the council was forecasting a £10.3m shortfall for the year which was driven by SEND.
3. A Member expressed their support for the scorecard approach to performance reporting asking how this performance report would interlink with various other performance reporting taking place across the organisation. The Director of Intelligence, Analytics & Insight explained that directorate reporting was robust but not standardised across the council and explained that indicators with the Q4 report are taken from directorate based reports.
4. It was queried how targets for service delivery measures were agreed and how this translated to a RAG status. The Director of Intelligence, Analytics & Insight said that she would need to go back to services to discuss individual indicators. As some indicators were new, targets had not been set but the service did want to get into a position where

- targets were set for all indicators. The Member was of the view that a RAG status should not be set if there was no target in place.
5. Another Member expressed their support for the report and the direction performance reporting was moving in.
  6. On the Strategic Risks (April 2019) contained within the Q4 report a Member queried which of the risks numbered between 3-8 would have the biggest payback for the council. The Executive Director of Resources stated that he believed the biggest risk area which would have an adverse impact on the council was SEND. The Member commented that he had knowledge of SEND and that transport in this area was very costly for the council.
  7. Concern was raised around people and customer measures included within the Q4 report. The Cabinet Member for Corporate Support explained that indicators were being worked on. With regards to filled establishment, there are around 400 staff in the process of going through a restructure with children's services being the priority. The Cabinet Member for Corporate Support was working with the HR Director to review the measures in the report. The turnover rate was linked to restructuring and therefore constantly changing. Going forward, the Cabinet Member for Corporate Support would ensure there was more detail around the financial links between people and customer measures.
  8. Concerns were raised around only 5% of staff being under 25 and the need to address this. The Cabinet Member for Corporate Support stated that this was being addressed through increasing the number of apprenticeships the council offers.
  9. It was queried why the sickness absence indicator within the report had no target but was RAG rated as green. It was added that the office of national statistics confirmed that the national average for sickness in 2017 was 4.1 days which is below the councils current 6.36 days per FTE. The Director of Intelligence, Analytics & Insight confirmed that the council's sickness absence was compared with data from other councils whereas the office of national statistics sickness data was the average sickness for all industry. The Executive Director of Resources added that sickness needed to be reviewed with regards to the type of work being undertaken by employees and that this was low when benchmarked with other local authorities. The Chairman agreed that it would be useful to view peer comparisons with regards to staff sickness.
  10. The Vice-Chairman queried how service delivery measures were agreed for inclusion in the report and how the eight performance lenses were agreed. The Director of Intelligence, Analytics & Insight explained that the eight performance lenses had been modelled on a balanced scorecard approach which included service delivery, our people, our customers, risk, finance, transformation, the Target Operating Model and areas where rapid service improvement was required. The service delivery measures included within the report were agreed by the Corporate Leadership Team but would be forwarded to Cabinet for review. The data sources used to develop the report include data reporting systems already used by services in the council. Going forward work would be undertaken to audit the reporting figures and sources.
  11. A Member of the Committee congratulated the team on the work being undertaken with performance monitoring.

12. The Chairman queried if the progress of key projects being undertaken by the council such as the development of the Eco-park could be included in the performance report.
13. Concern was raised as to why the Committee had not been provided with the strategic risk register prior to the meeting. The Executive Director explained that the most recent risk register was considered by Cabinet in May 2019 and it was agreed that it would be reported back to Cabinet on an exception basis.
14. The item was concluded and it was agreed for the Committee to consider the Cabinet Member for Corporate Supports priorities and objectives for the year ahead as part of Item 4.

**Resolved:**

- I. For future performance reports to include trends from previous performance reports.
- II. For the Children and Education Select Committee to review strategic risks within the SEND department as referenced in the Q4 performance report.
- III. For the Resources and Performance Select Committee to be sent the most recent risk register and to review a copy of the strategic risk register alongside future performance reports.
- IV. For each Select Committee to scrutinise service specific measures relevant to their committee remits within the quarterly performance reports.

**Actions:**

- a. For the Director of Intelligence, Analytics & Insight to provide the Select Committee with details of how targets for service delivery measures had been agreed with services.
- b. For the Select Committee to be provided with peer comparison data for workforce sickness absences.

**6 SELECT COMMITTEE FORWARD WORK PROGRAMME [Item 6]**

**Declarations of interest:**

None

**Key points raised during the discussion:**

1. The Chairman explained that the transformation projects within the Committees remit would be considered at the October and December Select Committee meetings with the possibility that the order in which these projects are considered may be changed depending on the acceleration of the projects.
2. The Vice Chairman recommended that the Digital transformation project is the main focus at the October meeting as an item on the digital strategy would be taken to Cabinet in October for consideration. It was agreed that the Chairman and Vice-Chairmen would decide which transformation projects are considered at the October and December Select Committee meetings.

3. A Member of the Committee recommended that Members review investment re-appraisal reports. The Vice Chairman explained that there were plans to convene a budget and property task group which would look at investment re-appraisals.

**Resolved:**

The Select Committee reviewed and agreed its forward work programme.

**7 DATE OF NEXT MEETING: 18 OCTOBER 2019 [Item 7]**

The next meeting of the Select Committee will be held on 18 October 2019 in the Ashcombe Suite, County Hall, Kingston upon Thames.

Meeting ended at: 12:22pm

---

**Chairman**

# Resources and Performance Select Committee

18 October 2019



## Cabinet Member Priorities Update

The Chairman has agreed for the Select Committee to receive an update from the Cabinet Member for Corporate Support and Cabinet Member for Finance against their priorities and objectives.

### Recommendation:

- That the Select Committee reviews the Cabinet Member updates attached and uses this to inform the Select Committee forward work programme and hold the Cabinet Members to account.

### Next Steps:

The Select Committee will receive an update from the Cabinet Member for Corporate Support and Cabinet Member for Finance at each of its meetings focusing on priorities and work undertaken.

---

**Report contact:** Ross Pike, Committees Business Manager

**Contact details:** 020 8541 7368, [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

### Annexes:

Annex 1: Cabinet Member for Corporate Support Update

Annex 2: Cabinet Member for Finance Update

This page is intentionally left blank

**RESOURCES AND PERFORMANCE SELECT  
COMMITTEE  
18 OCTOBER 2019**



**CABINET MEMBER FOR CORPORATE  
SUPPORT UPDATE**

**Purpose of report:**

To share details of the Cabinet Member's priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

**Introduction:**

**IT & Digital Strategy**

1. Rainmaker Solutions Ltd are working with the council to identify opportunities to redesign the service experience of our residents. This work will identify and test where digital technology can deliver improved outcomes for both residents and the council. Following on, a Digital Strategy will identify priorities aligned to the Surrey 2030 Vision. It is anticipated the Digital Strategy will be developed in a series of design phases between October and December 2019. Each phase will last 2 to 3 weeks and be informed by feedback from residents, partner organisations and services, to build a consensus on the changes required. The strategy will define the action and approach required and the measures of success.

**Digital Business and Insights Programme**

2. The Cabinet report recommends that a procurement process is progressed to upgrade or replace the council's existing Enterprise Resource Planning system, based on an outline or indicative business case. This is the technology platform for the management of the council's business critical Finance, HR, Payroll and Procurement processes. The aim is to implement a modern solution that will address urgent technical drivers for change and also to help enable the council to achieve its transformational ambitions. Following procurement evaluation and identification of a preferred bidder, the business case will be updated to include firm costs and be brought back to Cabinet for approval to award a contract and start implementation.

**Orbis – Business Operations – Pensions Service**

3. Work on the backlog clearance is progressing using a specialist third party provider and data quality has increased. Automation technology has increased efficiency and the establishment of a new leadership team and organisational change has improved productivity. Key Regulatory events have been delivered on time. Much work remains to be done; it will include a detailed plan to ensure backlog clearance proceeds at optimal pace as well as establishing a service model which is scalable, resilient and customer-focussed.

**Recommendations:**

1. The Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
2. The Select Committee considers where it may add value to the Cabinet Member’s work through scrutiny and scopes topics as required.

**Next steps:**

The Cabinet Member(s) to return with a further update at the next formal meeting of the Committee.

-----

**Report contact:** Dr Zully Grant-Duff, Cabinet Member for Corporate Support

**Sources/background papers:**

**Appendix 1:** Cabinet Member Update to Full Council 8 October 2019

**CABINET MEMBER UPDATE TO FULL COUNCIL**

**NAME: Zully Grant- Duff    PORTFOLIO: Corporate Support**

**The Agile Working** programme initial phase consisting of the roll out of new devices to a range of staff will be complete by January 2020. Feedback on new devices has been positive. The viability of smaller devices for staff working in the community are being investigated and tested. New technology capabilities including 'Gov wifi' and 'Always On' have been implemented and will enhance reliable wifi access from a wider variety of locations. We are currently mid-way through the implementation of a systems upgrade to Windows 10 which will improve access to a broader range of software and enable easier secure sharing of documents and access to collaboration tools. A review of associated terms and conditions of employment supporting agile working has been undertaken by HR and engagement with staff on agile working is ongoing. A leadership development programme aimed at supporting managers to lead their teams to work in a modern, agile environment is being developed.

**Improved online reporting for highways** to report pothole and carriageway defects went live in July. This was followed in September by a re-designed online journey for reporting tree, vegetation and pavement issues. Reporting for drains and manhole covers, flooding and blocked drainage, faded road markings and gritting is scheduled to go live at the end of October. Initial findings show successful online completion rates have increased by approximately 15%, while the number of people abandoning the self-serve digital journey has reduced by approximately 36%.

**Assisted digital journeys** using 'webchat' on over 20 pages of the Council's website have proved effective in enabling successful online self-service. So far, we have received a 95% positive customer satisfaction rate. We are exploring further opportunities for digital assistance through automated responses.

**Children's Request for Support Team** went live in May as part of the new 'front door' arrangements for Children's Services Single Point of Access (C-SPA). Since then, just over 50% of all enquiries received have been referred in an accurate and timely way to the most appropriate team for specialist advice, information or intervention. Plans are underway for non-urgent service referrals to be routed through a single point of contact within the Contact Centre rather than through the **Adults Multi-Agency Safeguarding Hub (MASH)**. This will free up capacity for specialist officers to focus on urgent safeguarding issues.

**A single view of information** has been progressed by establishing the core technology platforms to match data across multiple IT systems with the first 'single view' dataset in development to support the transition from Children's to Adults' social care.

**Business Operations** completed a data cleanse project over the summer which improved the quality of pensions data to 97.4%, an increase of 9% from previous years. Technological improvements and promotional activity are increasing online engagement. Engagement has taken place with a specialist company to increase the pace of the pensions' administration backlog clearance work. Alongside we are developing a detailed improvement plan for the service.

**The 2020/21 pay and reward proposals** are in preparation and will be considered by the People, Performance & Development Committee in November. The Council's terms and conditions have been assessed against the market to ensure we are able to attract and retain people with the skills and capabilities needed to support the Surrey 2030 vision.

This page is intentionally left blank

**RESOURCES AND PERFORMANCE SELECT  
COMMITTEE  
18 OCTOBER 2019**



**CABINET MEMBER FOR FINANCE UPDATE**

**Purpose of report:**

To share details of the Cabinet Member's priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

**First section: what does the Cabinet Member expect to achieve in 2019/20?**

1.
  - Budget monitoring: current and next financial year
  - Completion of the finance department reorganisation
  - Upgraded internal management accounts
  - Clarity of Capital expenditure process
  - Monitoring of Cash flow
  - Gaining an in depth understanding of the property portfolio
2.
  - Balanced financial performance = Greater resilience to deliver the services strategies in the 2030 vision.
  - The achievement of savings targets as outlined in the 2019/20 budget. These are monitored on a monthly basis and reviewed in depth with each Cabinet member

**Recommendations:**

1. The Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
2. The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

**Next steps:**

The Cabinet Member(s) to return with a further update at the next formal meeting of the Committee.

-----

**Report contact:** Mel Few, Cabinet Member for Finance

## RESOURCES AND PERFORMANCE SELECT COMMITTEE

### 18 October 2019

## QUARTERLY PERFORMANCE REPORT (Q1 2019/20)



### Purpose of report:

To update the Select Committee with the Q1 Performance Report 2019/20.

### Background

1. As part of the Performance Management and Insight Transformation Project, the Council's performance and planning arrangements have been refreshed. A key part of this was the development of a Quarterly Performance Report to provide a comprehensive and holistic overview of the Council's performance, in order to track progress and identify areas for celebration or remedial action to ensure focus on achieving objectives.
2. The report has been developed through the Corporate Leadership Team (CLT) who identified a set of indicators to provide a high level overview of organisation performance. The report draws together multiple dimensions of performance so that relationships, interdependencies and disjunctions between them can be assessed. The dimensions (8 lenses) are: service delivery, our people, our customers, risk, finance, transformation, the Target Operating Model (TOM) and areas where rapid service improvement is required.
3. The Resources and Performance Select Committee saw the report for the first time at the July meeting, where the Quarter 4 (2018/19) Performance Report was shared. Quarterly Performance Reports will continue to be shared with Resources and Performance Select the Committee to ensure robust governance of performance.

### Summary

4. The attached report summarises performance for Quarter 1 (April – June) 2019/20 covering:
  - Service delivery measures
  - People and customer measures
  - Finance and risk
  - Transformation and Target Operating Model (TOM)
  - Service improvement
5. A number of improvements to the report have been made since the last quarter including the introduction of:
  - A summary section showing the number of indicators rated red, amber and green
  - A 'tick' or 'cross' against indicators to show whether things are going well or when you compare the latest results with the previous quarter.

6. And a number of improvements are planned, or in progress, which will be evident in future reports:
  - The Leader has asked Cabinet Members to review the indicators in the report to ensure it meets their objectives
  - Work on the presentation of i) outstanding Audit recommendations follow-up, ii) monitoring the Risk Register and iii) service improvement progress, is in development and will be further iterated in Q2. In relation to (ii), a table in the report lists all risks currently on the Strategic Risk Register. An independent review of strategic risk management will focus on the risk assurance framework and raising the profile of risk across the organisation, which will inform the future strategic risk arrangements. This should take effect from Quarter 2.
  - Work is underway to review the existing transformation programme key performance indicators (KPIs) to ensure that the non-financial benefits of the Category A projects are clear and there is read across between mainstream service delivery and transformation objectives
  - A methodology will be developed for future reports to show areas of convergence and disjunction across the 8 lenses to generate insight.
  
7. The Quarterly Performance Report will continue to evolve as we work through challenges relating to data quality, multiple sources and systems from which the data is extracted from and service restructures. Work is also underway to develop more 'real time' and accessible reporting through the data visualisation software, Tableau.

<b>Recommendations</b>
------------------------

8. The Resources and Performance Select Committee are asked to:
  - Note Q1 2019/20 performance
  - Provide feedback on the format of the report, noting that it is still evolving
  - Advise on any areas where follow up is required and/or where particular matters should be referred to other Select Committees for further investigation.

**Report contact:**

**Nicola Kilvington, Director of Insight, Analytics and Intelligence,  
Nicola.kilvington@surreycc.gov.uk**

# **Surrey County Council**

## **Performance Report – Q1 2019/20**



## Service delivery

Of the 41 indicators:

- 8 are **red**
  - 10 are **amber**
  - 12 are **green**
  - 11 - setting a RAG rating is not currently deemed possible by the service or is in development
- 
- The following indicators are **red** this quarter:
    - × Full year spot care package commitments
    - × Percentage of people in the community purchasing their services with a direct payment
    - × Number of unallocated children's cases for two days or more
    - × Repeat child protection plans
    - × LAC pathway plans at 16.3yrs
    - × Delivery of Surrey Fire and Rescue Service Safe and Well visit programme
    - × Percentage of staff under 30
    - × Apprenticeship levy spend

# Service Delivery Measures- Q1 2019/20

Indicator	2019/20 Full year target	Latest Result (available at Q1 19/20)	Latest Target (available at Q1 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year
ASC 01 The % of new contacts that progress to a social care assessment	30%	36.1% (Mar 19)	36.75%	Green	38.9% (Dec 18)	✓	New
ASC 02 The % of care packages reviewed or assessed within the last 12 months	75%	68.8% (Jun 19)	70.5% (June 19)	Amber	69.0% (Mar 19)	✗	New
ASC 03a The total number of people with a funded package of care [Older People]	Pending	6,338 (Jun 19)	Pending		6,367 (Mar 19)	-	New
ASC 03b The total number of people with a funded package of care [Learning Disabilities – excl. transition]	Pending	3,100 (Jun 19)	Pending		3,147 (Mar 19)	-	New
ASC 04 The total number of adults with a learning disability (excl transition) in residential & nursing care	977	1,077 (Jun 19)	1,059 (Jun 19)	Amber	1,086 (Mar 19)	-	New
ASC 05 Full year spot care package commitments	£402.2m	£409.0m (Jun 19)	£402.2m (Jun 19)	Red	£409.4m (Mar 19)	-	New
ASC 06 Delayed Transfers of Care (DTC) figures and rate – delays due to ASC and joint ASC and health delays	2.8	2.5 (Apr 19)	2.8 (2019/20)	Green	3.3 (Mar 19)	✓	2.8 (Apr 18)
ASC 07 - % of people in the community purchase their services with a direct payment	30%	25.2% (Jun 19)	26.2% (Jun 19)	Red	25.1% (Mar 19)	✓	N/A
ASC 08 - We maintain or improve the overall satisfaction of people who use services with their care and support	67.7%	68.3% (Mar 19)	67.7%	Green	67.7% (Mar 18 ) Annual report	✓	67.7% (Mar 18)

Service Delivery



Page 25

# Service Delivery Measures- Q1 2019/20

Service Delivery



Page 26

Indicator	2019/20 Full year target	Latest Result (available at Q1 19/20)	Latest Target (available at Q1 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year
CFL 01 Number of unallocated children's cases for two days or more	0	18 (Jun 19)		Red	41 (Apr 19)	✓	99 (Aug 18)
CFL 02a Vacancy rate (Social Workers)	TBC						
CFL 02b Vacancy rate (SEND)	TBC						
CFL 03 Agency Rates	TBC						
CFL 04a EHCP rates and requests reach a stable level - rate of increase on previous year	Pending	10.7% (June 19)	Pending		11.2% (May 19)	✓	13.4% (June 18)
CFL 04b EHCP rates and requests reach a stable level – requests (academic year)	Pending	1920 (AY to Jun 2019)	Pending		1719 (AY May 2019)	✗	1702 (AY to Jun 2018)
CFL 05 Contacts to Children's Front Door (previously MASH)	No target	3323 (Jun 19)	No target		2909 (May 19)	✗	5537 (Jun 18)
CFL 06 Repeat Child Protection plans	12% (Jun 19)	23% (Jun 19)	12% (Jun 19)	Red	37% (May 19)	✓	25% (Jun 18)
CFL 07a Child protection child seen	95% (Jun 19)	95% (Jun 19)	90% (Jun 19)	Green	93% (May 19)	✓	88% (Jun 18)
CFL 07b Child protection child seen alone	91% (Jun 19)	91% (Jun 19)	90% (Jun 19)	Green	90% (May 19)	✓	90% (Jun 18)
CFL 08 LAC pathway plans at 16.3yrs	95%	45% (Jun 19)	95% (Jun 19)	Red	47% (May 19)	✗	28% (Jun 18)

# Service Delivery Measures- Q1 2019/20

Service Delivery	Indicator	2019/20 Full year target	Latest Result (available at Q1 19/20)	Latest Target (available at Q1 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year
	CTE 01 Road safety defects repaired within appropriate timescales	98%	99.82% Q1 19/20	98% Q1 19/20	Green	99.84% Q4 18/19	✘	76.41% Q1 18/19
	CTE 02 Recycling and recovery rate	70%	59% Q3 18/19	64% Q3 18/19	Amber	58.6% Q2 18/19	✓	59.7% Q3 17/18
	CTE 03 Length of Road that is renewed and resurfaced	139.2km	130.8km Q1 19/20	27.9km Q1 19/20	Green	216km (Q4 18/19)	Annual programme	154.06km (Q1 18/19)
	CTE 04 Length of Pavement that is renewed and resurfaced	47.58km	1.87km Q1 19/20	9.52km Q1 19/20	Amber	53.5km (Q4 18/19)	Annual programme	7.56km (Q1 18/19)
	CTE 05 First fire engine at a critical incident within 10 minutes from when the crew is alerted and its second, if required, within 15 minutes on 80% of occasions	80%	76% Q1 19/20	80% Q1 19/20	Amber	75.1% Q4 18/19	✓	74.2% Q1 18/19
	CTE 06 Delivery of SFRS Safe and Well visit programme	6,282	559 Q1 19/20	1,570 Q1 19/20	Red	1324 Q4 18/19	✘	1,275 Q1 18/19
	PH 01 People successfully completing alcohol treatment	37.8%	36.7% (18/19 Q4)	37.8%	Amber	37.8% (Q3 18/19)	-	22.8% Q4 (17/18)
	PH 02 People successfully quit smoking at 4 weeks	1,700	911 (cumulative) (Q3 18/19)	N/A	Amber	274 (Q2 18/19)	✘	474 (Q4 17/18)

# Service Delivery Measures- Q1 2019/20

 people	Indicator	2019/20 Full year target	Latest Result <small>(available at Q1 19/20)</small>	Latest Target <small>(available at Q1 19/20)</small>	RAG	Previous Result	Latest vs Previous result	Result this time last year
HROD 01 - Number of employees	6301 (FTE) <small>(5% reduction p.a.)</small>	6429 (FTE) <small>(Jun 19)</small>	6549 (FTE)	Green	6633 (FTE) <small>(Mar 19)</small>	✓	6946 (FTE) <small>(Jun 18)</small>	
HROD 02 - Voluntary turnover	13%	12.9% <small>(Jun 19)</small>	13%	Green	13.2% <small>(Mar 19)</small>	✓	12% <small>(Jun 18)</small>	
HROD 03 - Percentage of staff under 30	16%	11% <small>(Jun 19)</small>	16%	Red	11% <small>(Mar 19)</small>	-	13% <small>(Jun 18)</small>	
HROD 04 – Sickness	6.25 days (FTE)	6.43 (FTE) <small>(Jun 19)</small>	6.25 (FTE)	Amber	6.36 (FTE) <small>(Mar 19)</small>	✘	6.16 (FTE) <small>(Jun 18)</small>	
HROD 05 - Off payroll workers as % of workforce	5%	6.04% <small>(647) (Jun 19)</small>	5%	Amber	6.41% <small>(676) (Mar 19)</small>	✓	5.31% <small>(581) (Jun 18)</small>	
HROD 06 - Apprenticeships as % of workforce	2.3% <small>(192)</small>	0.44% <small>(37) (Jun 19)</small>	0.58% <small>(48)</small>	Amber	0.41% <small>(38) (Mar 19)</small>	✓	0.62% <small>(57) (Jun 18)</small>	
HROD 07 - Apprenticeship levy spend	100%	49.7% <small>(Apr/Jun 19)</small>	62.5%	Red	48.9% <small>(Jan/Mar 19)</small>	✓	11.9% <small>(Jun 18)</small>	

# Service Delivery Measures- Q1 2019/20

  Customer	Indicator	2019/20 Full year target	Latest Result <small>(available at Q1 19/20)</small>	Latest Target <small>(available at Q1 19/20)</small>	RAG	Previous Result	Latest vs Previous result	Result this time last year
	Customer 01 – ASC referrals to preventative services	No target	671 <small>(June 19)</small>	No target	Green	568 <small>(May 19)</small>	✓	468 <small>(June 18)</small>
	Customer 02– First time resolution	80%	81.7% <small>(Jun 19)</small>	80% <small>(Jun 19)</small>	Green	80% <small>(May 19)</small>	✓	79% <small>(Jun 19)</small>
	Customer 03 – Contact centre satisfaction rate	90%	95.8% <small>(Jun 19)</small>	90% <small>(Jun 19)</small>	Green	94.2% <small>(May 19)</small>	✓	93.8% <small>(Jun 18)</small>
	Customer 04– Web transactions completion rate	No target <small>(new measure)</small>	48.9% <small>(Jun 19)</small>	No Target		-	-	-
	RS 01 - Satisfaction with the way the council runs things (Residents Survey)	No target	54% <small>(June 2019)</small>	No target		55% <small>(March 2019)</small>	✘	55% <small>(Jun 2018)</small>
	RS 02 - Satisfaction that the Council offers good value for money (Residents Survey)	No target	37% <small>(Jun 19)</small>	No target		37% <small>(March 2019)</small>	-	34% <small>(Jun 2018)</small>

# Finance - Q1 2019/20

## Finance



Page 30

	Budget Holder	Prior Year Budget £m	Prior Year Outturn £m	Full year budget £m	Fullyear forecast £m	Full year forecast variance at Month 3 £m	Change in forecast since last month £m
Children, Families, Learning & Culture (CFLC)	DH	228.2	245.2	242.4	249.7	7.3	
Public Health	RC	0.0	0.0	0.0	0.0	0.0	
Health, Wellbeing & Adult Social Care (HWA)	SW	381.7	359.6	364.4	364.4	0.0	
Community Protection, Transport & Environment (CTE)	JR	171.9	167.5	162.9	163.4	0.5	(0.5)
Resources (Res)	LW	10.8	9.6	73.7	76.4	2.7	(2.7)
Transformation, Partnership & Prosperity (TPP)	MC	83.3	73.6	10.5	11.7	1.1	(1.1)
Central Income & Expenditure (CIE)	LW	(854.5)	(855.9)	(853.9)	(856.1)	(2.2)	
<b>Deficit/ (Surplus)</b>		<b>21.3</b>	<b>(0.5)</b>	<b>0.0</b>	<b>9.5</b>	<b>9.5</b>	

## Target Operating Model



*Progress against the Target Operating Model (TOM) is reviewed and reported at the close of each monthly "transition state" (or period of change). The next set of transition state goals are for October 2019 so will be reported through the Q2 report. Meanwhile the overall ambitions set out in the TOM will be reviewed as part of wider work to develop the next phase of our transformation programme.*



# and description of current Strategic Risks - July 2019

Risk



able lists all risks  
tly on the  
gic Risk Register.

ependent  
of strategic risk  
ement will  
on the risk  
nce framework  
ising the profile  
across the  
sation, which  
orm the future  
gic risk  
ements. This  
take effect  
Quarter 2.

Risk	Description
<b>Location and ways of working change</b>	The volume and pace of change required for staff moves from County Hall and shift to agile working leads to disruption to service operations and users, and/or failure to deliver savings
<b>Financial Resilience</b>	Failure to develop sustainable medium term financial plans leads to increased levels of exte censure and reactive service reductions.
<b>Delivery of Savings Plans</b>	Failure to deliver savings plan lowers the council's financial resilience and leads to reactive s reductions.
<b>Transformation</b>	Failure to deliver the intended outcomes of the council's Transformation Programme due to insufficient buy in, understanding and engagement, leads to inability to generate service improvements.
<b>Brexit</b>	Brexit impacts significantly on the ability of the council and its partners to deliver services.
<b>Partnership Working</b>	Ineffective partnership working and lack of community resilience due to insufficient buy in, engagement or understanding leads to inability to generate planned outcomes.
<b>Children's Safeguarding (Ofsted rating)</b>	Failure to transform the provision of children's services and related support for vulnerable c and their families through collaborative engagement and commitment of the wider stakeho groups leads to children being left in harmful situations and damaged reputation
<b>Provider Market</b>	Lack of availability of provider market leads to inability to maintain services.
<b>SEND</b>	Lack of transformation of SEND services at scale and pace required leads to inability to cont council's budget.
<b>Workforce</b>	Insufficient capability and competency to deliver and cope with the change needed leads to reduction in staff capacity and resilience.

# Service Improvement Q1 2019/20

There are some priority service areas that are responding to local drivers for improvement and/or the results of external assessment: **Fire and Rescue Service, SEND, Adult Social Care and Children's Social Care.**

Currently, it is not possible to translate progress into a RAG status or produce a visualisation. This is because there is no consistent methodology for service improvement tracking. The cross-directorate Performance Management and Insights Office will review this to explore a consistent method of reporting progress.

## Service Improvement

### Adult Social Care

Key areas of focus for service improvement in Adult Social Care are:

- Reshaping the reablement service and building reablement capacity
- Developing a savings model as part of the learning disability service review
- Building commissioning capacity and capability
- Implementing a new service model for mental health
- Improving our technology enabled care offer



# Service Improvement Q1 2019/20

## Service Improvement



### Fire & Rescue

The SFRS Transformation Project is part of the council’s overall transformation programme (one off investment of £0.9m, annual savings of £2m). There is an interrelated set of improvement actions being completed following the HMICFRS inspection report – a small team of inspectors will re-visit the service on 2-4 September.

The latest June project report has an overall GREEN status, but there are some AMBER and RED areas reported below.

	Rating	Direction of travel	Comments/Risk
1. Headlines: overall rating	Green	✓	
2. Schedule	Amber	✗	Union engagement, finance model, operational data, IM customer interface
3. Benefits	Amber	✗	Currently neutral
4. Costs	Amber	✗	Variance of £2.3m
5. Resources	Red	✗	Program not fully resourced now or over medium/long term

# Service Improvement Q1 2019/20

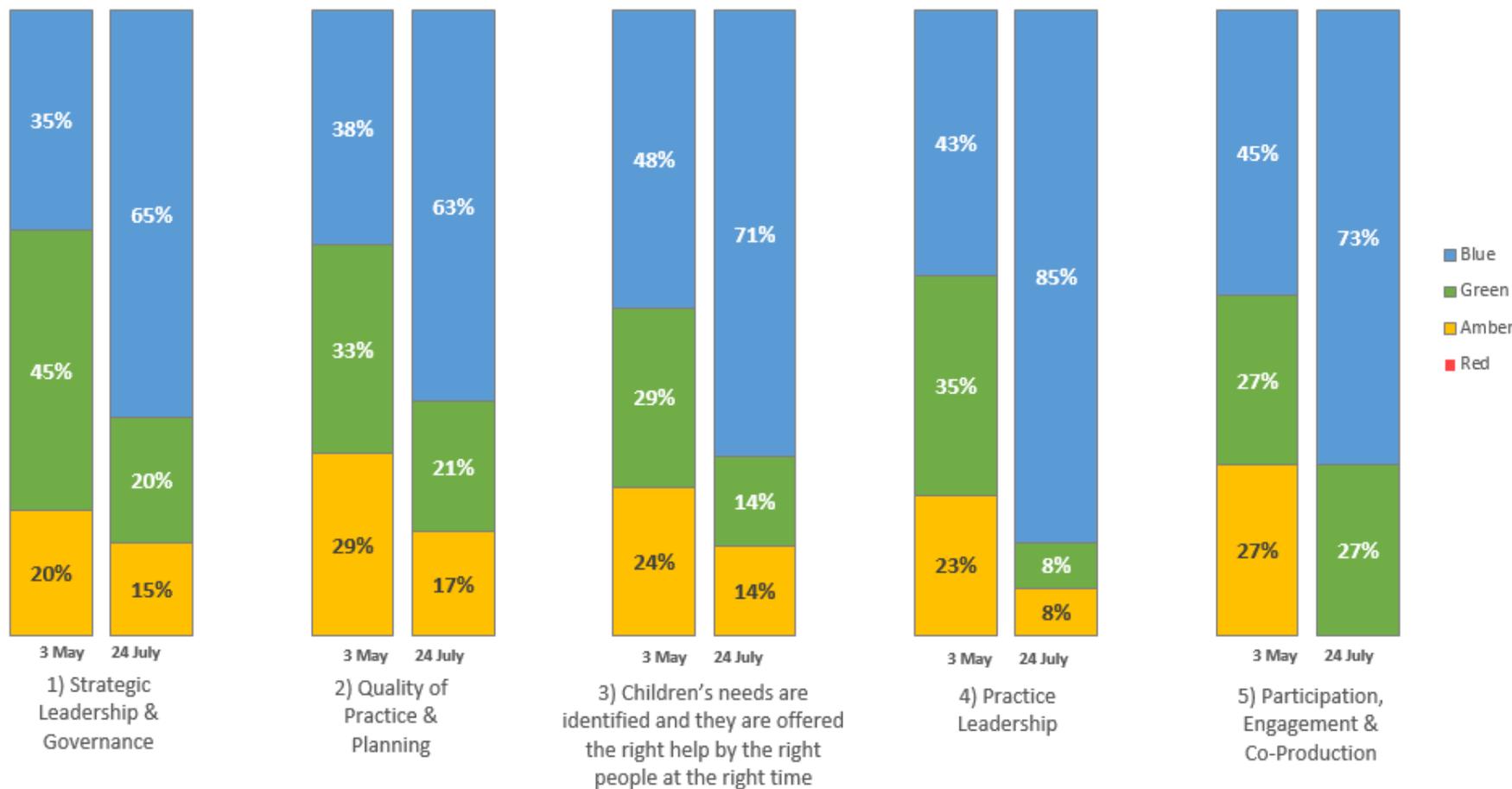
## Service Improvement



### Children's Social Care

The latest July project report shows the programme has moved to an overall BLUE status and a reduction in the number of AMBER and GREEN areas.

Childrens Service Improvement Q1 19/20





## SEND

- Ofsted and the CQC revisited Surrey between 18 and 21 March 2019 to decide whether the local area had made sufficient progress in addressing the five areas of significant weakness. They spoke with children and young people with SEND, parents and carers, head teachers and schools' special educational needs coordinators (SENCOs), local authority and health service officers, and examined a range of local area performance information.
- The inspectors published their report in May 2019 and found the local area had made sufficient progress on four of the five areas of significant weaknesses. The local area had not made sufficient progress on reducing absences for children in mainstream schools with SEND.
- As a result, the local area was required to update its action plan to improve the attendance of children with SEND in schools. The action plan was submitted to DfE and NHS England on 12 July and approved by both bodies. The local area on 22 July submitted its measures and targets to monitor progress on the action plan, and awaits feedback from DfE and NHS England. Work is underway to deliver the actions.

# RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 October 2019

## Transformation Programme Update



**Purpose of report:** To provide the committee with an update on current progress regarding transformation of the council, to seek their input to the next phase of work, and identify approaches to ensure effective ongoing scrutiny.

### Introduction:

1. Over the last year the council has embarked upon an organisation wide programme of change and improvement to address a number of performance, financial and cultural shortcomings in order that we can help deliver the very best outcomes for the people of Surrey.
2. On 13 November 2018, Full Council endorsed a strategic and financial direction for the council in response to the agreed Community Vision for Surrey in 2030. This included a major [programme of transformation](#) for 2018 - 2021, designed to secure the council's financial sustainability and fundamentally reform the function, form and focus of the organisation.
3. Through the work to date we have established the foundations for longer term change and improvement, including a stabilised budget position. We have also introduced new service models and approaches that are successfully delivering different ways of working with our residents and partners. For example, the Effective Family Resilience Model in Children's Services and the practice model for "front door" conversations in Adult Social Care are helping prevent problems earlier and better supporting residents and communities to be independent.
4. The purpose of this report is to present the following aspects of transformation for scrutiny:
  - Overall progress and direction of transformation across the council
  - Those (enabling) projects under the remit of the committee

### Overall progress and direction

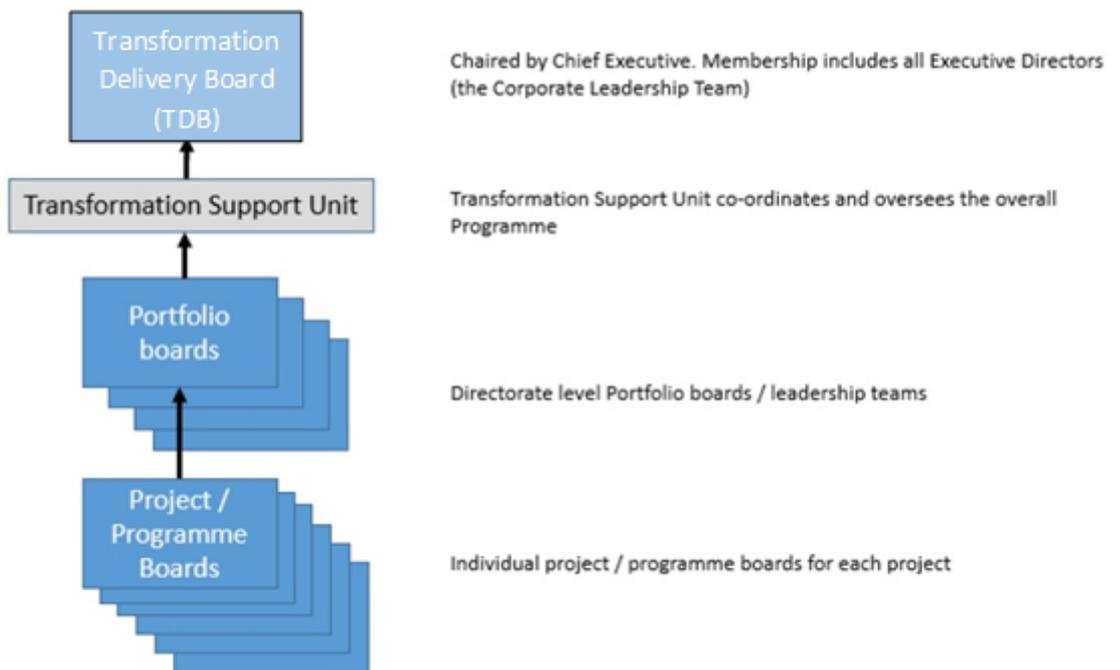
### Ambition

5. Transformation on this scale represents a new and complex challenge for the council. The programme is delivering an ambitious and far reaching portfolio of change projects that address a range of fundamental issues the council faces in responding to the changing needs and expectations of residents and communities. We are already becoming a very different organisation, working in new and innovative ways with our residents and partners to achieve the ambitions in our Community Vision for Surrey in 2030.
6. Our transformative work is already making a significant contribution to required savings and demand management. This is much more than a savings programme or even a collection of projects and programmes.

**Progress so far**

7. At the heart of the transformation programme we have and are putting in place very different service models and approaches that can help prevent problems earlier and better support residents and communities to be independent.
8. A robust officer governance structure (**Fig. 1**, below) is in place to ensure that the projects within the programme deliver their projected benefits. Members are able to scrutinise progress through portfolio meetings, Cabinet and updates to the relevant Select Committees.

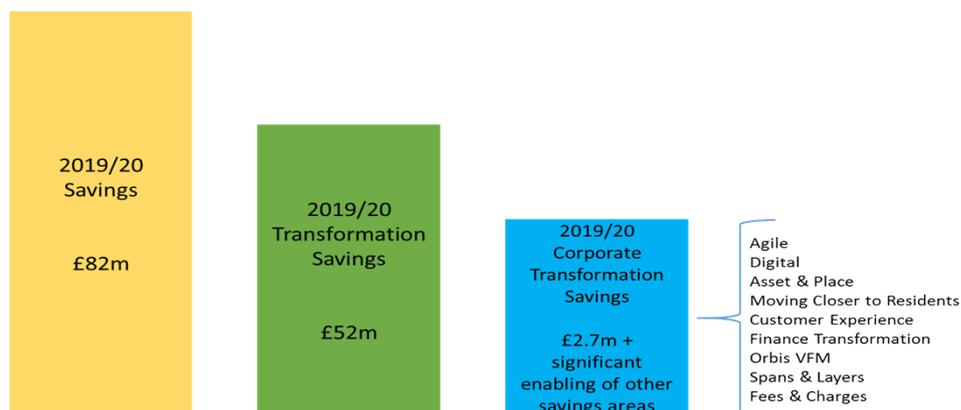
Fig. 1 – Transformation Governance Structure



9. The transformation programme achieved £12m of savings in 2018/19. The transformation savings target in 2019/20 is £52m and the overall investment in transformation is £31.4 million over the three financial years until March 2021. Both the investment and saving were approved as part of the MTFs and overall Council budget for 2019/20.

10. Both costs and benefits are scrutinised by officers and Members through the transformation governance set out above. These are also tracked as part of monthly budget monitoring alongside wider, non-transformation savings programmes.
11. **Fig. 2** below outlines the 2019/20 Council and transformation savings targets in addition to savings for projects and programmes that sit in the remit of the Resources and Performance Select Committee.

Fig. 2 – 2019/20 Transformation savings targets



12. Alongside the financial benefits already delivered and in train, a range of major service benefits have also been achieved. Some examples are outlined below.
13. Our Customer Experience programme has driven a range of innovations including successfully redesigning the council's online pothole and carriageway defect reporting. This is a significant priority for residents and we have made the process more streamlined while adding the facility to upload photos of defects. Feedback received to date has been very positive and the new system has resulted in an increase in people using the service, which is improving resident opinions of the council's response to potholes, while providing valuable information to assist our routine maintenance programmes.
14. We have delivered a Single Point of Access (C-SPA) in the contact centre as part of widespread changes to the way we deliver children's services. Service users are now able to contact a single support team with any query in relation to children's services, meaning that time and effort is no longer lost in trying to contact a particular person or team. There is encouraging evidence that this new service is having a positive impact and this was reflected by Ofsted following their monitoring visit in June '19.
15. As part of the Agile programme, Gov WiFi has been implemented across the council, allowing other partners to automatically connect when visiting a council site. Staff and members are also able to access this service from any other site where Gov WiFi is available. The upgrade of council computers to new Windows 10 devices is being rolled out as part of the Agile programme and this will be a priority in

the forthcoming period to support agile working and cyber security. It will also mean that future upgrades can be undertaken remotely which represents a future saving of £50 per device.

16. The Digital programme has created the capability to have a single view of information which has been progressed by establishing the core technology platforms to match data across multiple IT systems. The first 'single view' dataset to pilot this is in development to support the transition of data from Children's to Adult Social Care.

#### **Corporate project/programme updates**

15. Within the transformation programme there are a sub-set of projects that are acting as key "enablers" to transformative changes in frontline services. These sit within the remit of the Resources and Performance Select Committee (please note that Orbis, which is in this committee's remit, is subject to a separate detailed report on this meeting's agenda). The key projects are set out below along with some headline points on progress and next steps. The latest "Red, Amber, Green, Blue" status for each project is shown in brackets.

#### **Customer Experience**

16. Work continues to deliver a 'single front door' for customer interactions and for services to be 'digital by design'. A Children's Services single point of access has been delivered, as has a redesign of the highways reporting process. Feedback received to date suggests that 35% more customers are now being retained in the customer journey (i.e. no longer dropping out of a process/giving up halfway through), and that service users find the new systems easier to use.
17. Priority activities in the next six months include improvements to the family information service (FIS), children's social care and SEND Local Offer websites and digital pathways. There is also work planned to improve online self-service options for coroner services. (Current status: Amber – a number of new online processes have been implemented and positive feedback received. Interdependencies with other transformation projects and wider changes in the organisation mean renewed focus is required to deliver all outputs for 20/21).
18. It is proposed that the Resources and Performance Select Committee undertakes a "deep dive" piece of work on the customer programme to help shape the next phase of work.

#### **Finance Transformation**

19. This project aimed to build a culture of stronger financial discipline among the council's budget holders, build Members' confidence in financial management, improve the systems and processes used to generate financial data and build the skills and capabilities of the Finance function.

20. A restructure of the Finance Team has been completed and 'go live' is planned for 1 November '19. A Partnership Agreement, outlining how the Finance Team will work with services, is currently being embedded within the organisation's processes. The development of the Finance Academy – an offer from finance to improve financial capability and capacity across the organisation - is progressing in preparation for full launch in November '19. (Current status: Blue/Delivered – restructure has been implemented, activities have transitioned to BAU and closure agreed).

## **Digital**

21. The digital programme is seeking to design, develop and drive our digital capability as an organisation. By enhancing our digital literacy and using digital as a key component in redesigning our services and ways of working, this programme will kick start a fundamental transformation of what we do and how we operate.
22. The focus of the initial phase of the programme has been building and putting in place improved functionality and capabilities to enable this shift to take place. The digital team have been working with services to understand the nature of the opportunity and have recently contracted a strategic partner, Rainmaker Solutions, to accelerate a number of emerging ideas to proof of concept phase.
23. We have additionally been improving some of our core digital functionality with an emphasis on making it easier and more straightforward for residents to interact with us digitally. A number of online reporting processes have been redesigned and the deployment of web chat has also been completed and proved to be popular with service users.
24. In Adult Social Care we have both improved online access to services and the ability to operate within a high demand environment. We have started to use robotics functionality to automate repetitive processes, freeing up staff time and improving the quality of services by tackling backlog tasks. We have also established the core technology required to match data across multiple IT systems, with the first deployment currently in progress to support the transition from Children's Services to Adult Social Care.
25. The programme team have started to work closely with colleagues in the insight team and are starting to establish better foundations to share data and insight and transform our ability to undertake more sophisticated and comprehensive analysis of the data that we and our partners hold. (Current status: Amber – some outputs have been delivered and a solid foundation for going forward established, though owing to wider changes across the organisation full benefits are yet to be realised. An increased focus on delivery will take place in 20/21).

## **Spans and Layers**



out. Feedback received to date regarding the use of these new devices has been positive, with staff welcoming the additional security and confidentiality they bring. The viability of smaller devices for other workers (such as those on highways and other community workers) is also currently being tested.

32. Other key changes underway are the introduction of 'Gov wifi' and 'Always On', both of which enhance Wi-Fi access to enable employees and Members to access stable and reliable networks from a wider variety of locations. We are currently mid-way through the implementation of a systems upgrade which will improve access to a broader range of software. In turn, this will enable easier secure sharing of documents and access to collaboration tools, making the more collaborative working practices needed to be a truly 'agile workforce' closer.
33. The next phase of work will be focused on ensuring that the Moving Closer to Residents programme is supported and that the workforce have access to the appropriate collaboration, technology and cultural tools and are supported to use them effectively to drive the cultural change we are aspiring to achieve. (Current status: Amber/Red – Progress is being made and building blocks for future work are in place. Operational/BAU activities require careful management so as to not impact on transformation work. Greater alignment with Moving Closer to Residents programme is a priority).

#### **Future direction of the programme**

34. As with all large scale and dynamic change programmes, it is important to continue to flex and adapt to ensure that they continue to meet strategic objectives and the changing operating environment. As such, we have committed to review and as necessary refresh our transformation programme approximately every six months. The next refresh is taking place over the autumn period and is reasonably significant as:
  - A number of existing projects / programmes are nearing completion in their current form
  - There are a number of emerging priorities that will benefit from using a structured transformation approach
  - We are getting to grips with the changing context in which we operate and the future scenarios we might face
  - As a council we are in a different place to this time last year. Having delivered a range of positive outcomes over the last year in order to stabilise, we are now starting to look ahead to the medium term, setting our strategic direction and ambitions for the organisation in the context of Vision 2030.
35. This work is important in that it will build the next phase of transformation. It will be guided by and will respond to the stated ambitions for the council and any refresh to the organisation strategy. The direction of the refreshed transformation programme will be presented to Cabinet on 29 October 2019. The Select Committee will receive a further progress update once this has been agreed.

**Conclusions:**

36. The council's transformation programme has already made great strides towards ensuring we have a financially sustainable budget while meeting the changing demands and expectations of residents – though there is more significant work ahead. With the refresh of the transformation programme to support our medium term strategy, we are confident that as an organisation, we are on the correct trajectory towards delivering on our ambitions and Vision to 2030.

**Recommendations:**

37. It is recommended that Select Committee:
- a) Note the overall progress on transformation to date
  - b) Consider the key enabling projects within the remit of the committee and agree what role to play in supporting and scrutinising key projects
  - c) Note the refresh of the Transformation programme over the autumn period.
  - d) Agree to undertake a “deep dive” into the customer services programme at a future meeting.

**Next steps:**

- The Committee to complete a more detailed “deep dive” review of the customer services programme at its next meeting.
- The Committee will review a further update on the overall council-wide transformation programme in six months' time (April '20).

-----

**Report contact:** Michael Coughlin, (Executive Director of Transformation, Prosperity and Partnerships)/Marie Snelling (Director of Transformation)

**Contact details:**  
michael.coughlin@surreycc.gov.uk/marie.snelling@surreycc.gov.uk

**Sources/background papers:** [Community Vision for Surrey in 2030](#).

# RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 October 2019



## Orbis Value for Money Update

### Purpose of report:

To update the Committee on the development of the Orbis Partnership, the benefits delivered to date, and an overview of future plans.

### Introduction:

1. Orbis is a partnership between Surrey County Council (SCC), East Sussex County Council (ESCC), and Brighton & Hove City Council (BHCC) delivering back office and professional support services through an Inter Authority Agreement.
2. It was established, originally between SCC and ESCC, as a positive response to the financial challenge facing local authorities: to “deliver excellent services with the customer at the heart of everything we do, in a way which is sustainable and protects front line services, enhancing local residents’ experience with the Councils”.
3. The Partnership has delivered significant benefits for all three partner Councils since its inception. Five years on since Orbis was created, a strategic review has been undertaken to set the direction for the next three to four years for the Partnership.
4. This report focuses on the outcome and implementation of that review, but also provides an update on the delivery of benefits via the Orbis Partnership.

### Strong Foundations

5. The Orbis Partnership was created to

- a) Drive efficiencies by standardising the way we work and removing duplication
  - b) Share resources, expertise and knowledge to identify best practice approaches that best meet the need of our customers
  - c) Create greater operational resilience
  - d) Deliver greater value for money, placing customers at the heart of everything that we do
  - e) Improve customer service and enable customers to access services more easily
6. Orbis has delivered successfully to date, demonstrating its ability to withstand shocks, accommodate changing circumstances, and flex to meet increased demands on services from the sovereign councils, whilst still delivering savings. Savings of £16m have been delivered up to the end of 2018/19, with a further £3.2m of savings budgeted for 2019/20.
7. Savings attributable to SCC from this programme are as follows:

	To 31/3/19 £000	2019/20 £000
Business Operations	2,940	770
Finance	2,976	338
HR & OD	2,054	700
IT & Digital	4,005	500
Management	200	0
Procurement	866	873
Property	3,001	0
<b>Total</b>	<b>16,042</b>	<b>3,181</b>
<b>SCC share</b>	<b>10,517</b>	<b>1,756</b>

Note: SCC contribution savings to 31/3/19 are more than 55% of total because SCC share was 70% prior to BHCC joining the partnership.

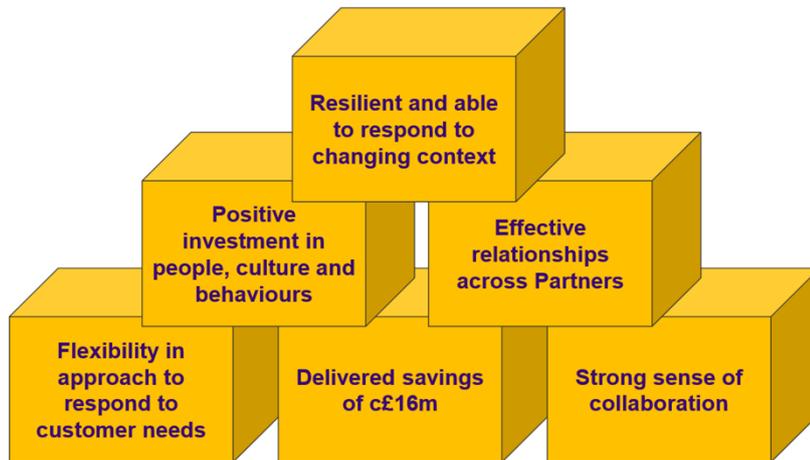
8. During 2018, SCC launched a Transformation Programme and embarked on a very significant period of organisational change. In part, this was a recognition that the approaches taken to manage the impacts of year on year budget reductions since 2010 were no longer sufficient to achieve financial sustainability.

9. The change of organisational direction taken by SCC placed stresses on the operation of Orbis, with new demands being placed on strategic support services inside and outside of the Orbis arrangement. In light of this, the three Orbis partners agreed to undertake a review of the Partnership to ensure that it was well set for the future, and could respond dynamically to the changing context and demands of its partner councils.

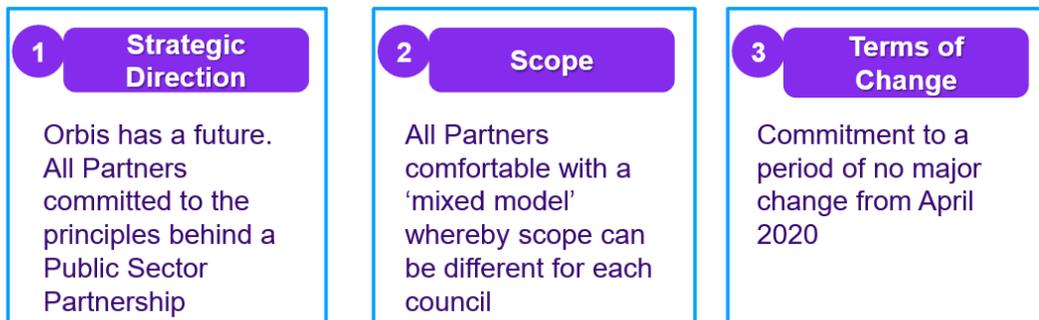
### **The 31ten Review**

10. In December 2018 the Chief Executives of the three Orbis partner councils agreed to commission a review of the Partnership. Boutique consultancy 31ten were engaged to undertake the work. 31ten were able to demonstrate a relevant, insightful and up to date understanding of the local government shared services landscape, and were therefore well placed to support us on this work.
11. Although it is probably fair to say that it was SCC's transformation work that initially prompted the call for a review of Orbis, it was quickly recognised that the whole strategic context that the Partnership was operating in had moved on significantly since it was created, including partly as a result of the success of the original endeavour with Orbis. Importantly this helped ensure that the review was undertaken as a joint piece of work across the Partnership, and taking into account views from all quarters.
12. The review by 31ten was completed in April 2019. It reinforced the point that the strategic context within which Orbis was operating had changed significantly, and that there was a risk that if not responded to appropriately this could undermine the success of the Partnership in the future. The report referred to this as a 'pivot point' (or inflection point) for the Partnership, and concluded that the Orbis Partners were well placed to respond to this.
13. The recommendations flowing from the review have been accepted by the partner councils, who have tasked the Orbis Joint Management Board (JMB) with implementing them. The JMB consists of the Chief Operating Officer from ESCC, the Executive Director of Finance & Resources from BHCC, and the Executive Director of Resources from SCC.

14. The review concluded that the Orbis Partnership had delivered for the partner councils, and that it provided a strong foundation for the future:



15. The recommendations included a renewed focus on an agreed set of core services, and a medium term commitment to the future of the Partnership from all partner councils. One implication of this was changes to the services that would be included in the Partnership, necessitating that some would return to 'sovereign' or single organisation models of delivery.



16. The proposed service reconfiguration of Orbis is set out in the following table:

	HR/OD			Finance			Property			Procurement			IT&D			Bus Ops		
	Strat	Pro	Ops	Strat	Pro	CoE	Strat	Pro	Ops	Strat	Pro	Ops	Strat	Pro	Ops	Pro	Ops	
BHCC	✓	✓	✓	✓	✓	✓	✗	✗	✗*	✓	✓	✓	✓	✓	✓	✓	✓	**
ESCC	✓	✓	✓	✓	✓	✓	✗	✗	✗*	✓	✓	✓	✓	✓	✓	✓	✓	**
SCC	✗	✗	✗	✗	✗	✓	✗	✗	✗*	✓	✓	✓	✓	✓	✓	✓	✓	**

17. All three councils will continue to receive Procurement, IT&D, and Business Operations services provided from within the Orbis Partnership. All three Council's will remove Property Services from Orbis. ESCC and BHCC will continue to receive HR and Finance services from within Orbis, whereas for SCC, HR and the vast majority of Finance services will be removed from the Partnership and return to operating as 'sovereign' functions.
18. The implementation of the proposed changes is intended to take effect from 1 April 2020.

### **Rationale for Review Recommendations**

19. The review endorsed the importance of sovereign decision making in terms of the make-up of the service partnership. In that sense, the view of each client council is most important in deciding which services are provided from within the Orbis Partnership. Most relevant therefore in the analysis below is the thinking behind SCC's decision to change its requirements of Orbis, but it is useful to understand that the focus of the review was on qualitative and perception based information, rather than on quantitative and performance information.

### **Property Services**

20. The review concluded that all three councils would withdraw their property services from Orbis, albeit with some review work commissioned to identify areas where continued sharing or integration could bring benefits.
21. Whilst the significance of the property support required for SCC's transformation agenda was a factor in this thinking, it more broadly reflected the fact that despite substantial effort and investment of time, work on integration to date had realised proportionate dividends.
22. All three councils were clear on the importance of having more direct control over their strategic property functions. Whilst it was recognised that some specific areas of the service might benefit from a 'centre of expertise' (integrated) approach, further work was required to establish these subsequent to the main review work.
23. In anticipation of the implementation of the changes, SCC has created and appointed to a new Director of Land and Assets role within the Resources Directorate. Patricia Barry joined us

from the Valuation Office Agency at the start of October. The new Director will be responsible for putting in place a sovereign SCC Land and Assets team in line with the timetable for the implementation of the Orbis review.

### **Human Resources and Organisational Development**

24. The review concluded that whilst ESCC and BHCC would continue to receive their HR support via Orbis, SCC would revert a sovereign function.
25. Part way through 2018/19, integration work in HR had been put on hold, or 'Paused'. This recognised that the effectiveness of the strategic HR function in particular was of crucial importance to the transformation work being undertaken at SCC. This thinking was then applied through the 31ten review.
26. It is evident from the divergent conclusions reached for SCC service compared to ESCC and BHCC, that it is entirely reasonable to provide the HR service from a shared or sovereign position. Whilst there are some logistical reasons which make sharing of some services easier between ESCC and BHCC rather than SCC, the more important factor was the strategic importance placed on a distinctive HR service and offer by SCC.
27. It is inherent in shared arrangements that to access the benefits that sharing brings requires relinquishing of some direct control of the shared service. It therefore follows that those services that work best are those where the sovereign council is most willing to sacrifice a tailored or bespoke service, and happy to accept compromise in dictating the particular method of delivery in return for the resilience and economy that sharing can bring.
28. SCC's decision to move to a sovereign HR service is a reflection of the premium placed on an effective HR/OD service, and the importance of it to the wider organisational transformation that is a strategic priority for SCC.

### **Finance**

29. Following the CIPFA review into the Council's financial plans and finance function undertaken in the summer of 2018, integration in Finance was also 'Paused'. The Finance Improvement Plan, produced in response to CIPFA's review

and agreed at Cabinet on 25 September 2018, included acceptance of the recommendation that the finance function was restructured.

30. This direction of travel was reflected in the work undertaken by 31ten. Similarly to HR, a judgement was made that there was an imperative to take direct control of the finance function, and to reshape it to support the County Council's transformation agenda.
31. Prior to the application of the pause on integration, a series of 'centres of expertise' were created across the partnership. These integrated teams cover financial accounting, tax, treasury management, and insurance. It is proposed to maintain these arrangements.

### **Procurement, IT&D, Business Operations**

32. Following the review of the Partnership, the three councils have committed to the services that will be provided to them via Orbis from 2020 – 2023. For SCC these will be Procurement, Information Technology, and Business Operations.
33. In each of these areas, we will continue to look to leverage the benefits of shared services and investment, whilst guarding against complexity adding additional costs and bureaucracy to our operations.
34. Delivery via Orbis will not affect the need to transform these services as well as our other enabling and support services. We need to make sure that we provide the absolutely best tools and support to allow our service directorate colleagues to achieve great outcomes for Surrey residents and businesses.
35. One example of joint investment in the development of the Partnership is our new 'Developing Partnering Excellence' Programme. Leaders from across the partnership will be undertaking the programme, working alongside each other to learn valuable skills and to build effective relationships to support future service delivery.

<b>Review of Financial Contributions</b>
--

36. The Orbis Partnership is amongst the largest local government shared service arrangements in England. The

financial contribution that SCC makes to cover its share of the costs is significant in the context of the council's budget.

37. The formula for distributing the cost of the partnership is called the ACR (Aggregated Contribution Ratio). Since the inception of the partnership, this has been based on the initial cost of the services at the point of entering the partnership. All savings made in the partnership have since been shared based on these fixed proportions.
38. Changes to the configuration of services within the Partnership makes a review of the ACR a requirement of the implementation process. Removing services will change the proportion of the costs due to each council. The changes also allow a wider review of the charging mechanism to be undertake.
39. The current contributions to the Orbis Joint Operating Budget are set out in the table below:

	Staffing £000	Non Staffing £000	Income £000	Net £000
Business Ops	10,570	1,612	-6,337	5,844
Finance	12,230	472	-2,304	10,398
HR&OD	6,406	683	-1,283	5,806
IT&D	21,397	1,532	-3,052	19,878
Management	649	1,924	0	2,573
Procurement	4,685	214	-235	4,663
Property	12,509	418	-1,480	11,446
	68,446	6,854	-14,692	60,608

BHCC Contribution	21.4%	12,985
ESCC Contribution	23.6%	14,286
SCC Contribution	55.0%	33,338
		60,608

40. The impact of revisions to the ACR will be reflected in the council's budget for 2020/21. At this time it is expected that the new charge will be consistent with the amount allowed for in the Resources budget envelope for that year.

#### Conclusions:

41. The Orbis Partnership has delivered very significant financial and non-financial benefits to the partner councils, as well as

numerous schools and other public sector bodies who are clients of Orbis.

42. The review undertaken earlier this year looks to set the foundations for this success to continue into the medium term future. Changes as a result of the review include revisiting which SCC services are provided from within the Partnership, with a focus on IT&D, Business Operations and Procurement from 1 April 2020 onwards.

<b>Recommendations:</b>
-------------------------

43. The Committee is recommended to:
- a) note the cumulative benefits delivered via the Orbis Partnership
  - b) review the proposed changes to the structure of the partnership
  - c) agree a time frame for a further report on progress towards implementing the recommendations

<b>Next steps:</b>
--------------------

Implementation of the recommendations arising from the review of Orbis is progressing towards the target date of 31 March 2020. Further updates could be made to the Committee on success and lessons learned post implementation of the changes.

-----  
-----

**Report contact:** Leigh Whitehouse, Executive Director of Resources

**Contact details:** [leigh.whitehouse@surreycc.gov.uk](mailto:leigh.whitehouse@surreycc.gov.uk), 0208 541 7246

**Sources/background papers:**

Review of Orbis Partnership – 31ten Consulting.

This page is intentionally left blank

# Resources and Performance Select Committee

18 October 2019



## Recommendations Tracker and Forward Work Programme

1. The Select Committee is asked to review its attached recommendations tracker and forward work programme.

### Recommendation:

- That the Select Committee reviews the attached recommendations tracker and forward work programme making suggestions for additions or amendments as appropriate.

### Next Steps:

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

---

**Report contact:** Ross Pike, Committees Business Manager

**Contact details:** 020 8541 7368, [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

This page is intentionally left blank

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

---

The actions and 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 and reported to the committee, it will be removed from the tracker.

<b>Date of meeting</b>	<b>Item</b>	<b>Recommendations/ Actions</b>	<b>Update/Response</b>	<b>Responsible Officer/Member</b>
11 July 2019	CABINET MEMBER PRIORITIES UPDATE [Item 4]	<p>That the Resources and Performance Select Committee:</p> <ul style="list-style-type: none"> <li>I. receive an update at each of its formal meetings from the Cabinet Member for Corporate Support and Cabinet Member for Finance on priorities and work undertaken,</li> <li>II. to be provided with the specific project targets and timescales in relation to each transformation programme within the Committees remit at its October and December meetings.</li> </ul>	<ul style="list-style-type: none"> <li>I. This has been agreed with the Cabinet Members and has been added as a standing item to the Committees agenda.</li> <li>II. This information will be provided to the Committee as part of the October and December transformation agenda items.</li> </ul>	<p>Cabinet Member for Corporate Support</p> <p>Cabinet Member for Finance</p> <p>Michael Coughlin, Executive Director for Customer, Digital and Transformation</p>

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

The actions and 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 and reported to the committee, it will be removed from the tracker.

<p>11 July 2019</p>	<p>QUARTERLY PERFORMANCE REPORT (Q4 2018/19) [Item 5]</p>	<p>I. For future performance reports to include trends from previous performance reports.</p> <p>II. For the Children and Education Select Committee to review strategic risks within the SEND department as referenced in the Q4 performance report.</p> <p>III. For the Resources and Performance Select Committee to be sent the most recent risk register and to review a copy of the strategic risk register alongside future performance reports.</p> <p>IV. For each Select Committee to scrutinise service specific measures relevant to their committee remits within the quarterly performance reports.</p>	<p>I. The Committees recommendation has been forwarded to the Director of Intelligence, Analytics &amp; Insight.</p> <p>II. This recommendation has been forwarded to the Chairman of the Children and Education Select Committee for further investigation and subsequently will form part of a SEND Task Group’s terms of reference.</p> <p>III. A copy of the most recent risk register was emailed to the Committee in August.</p> <p>IV. A copy of the Q4 performance report has been forwarded to Select Committee Chairmen for reviewing service specific measures within their committees remits. Two Select Committees operate performance sub-groups.</p>	<p>Director of Intelligence, Analytics &amp; Insight</p> <p>Kay Hammond, Chairman of the Children and Education Select Committee</p> <p>Huma Younis, DSO</p> <p>Select Committee Chairmen</p>
---------------------	---	---	---	---

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

---

The actions and 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 and reported to the committee, it will be removed from the tracker.

--	--	--	--	--

This page is intentionally left blank

## Resources and Performance Select Committee Forward Work Programme 2019/20

DATE OF MEETING	SCRUTINY ITEM	DESCRIPTION	OUTCOME	LEAD OFFICER/ RESPONSIBLE CABINET MEMBER
16 December 2019	<b>Transformation Programme</b>	<p>For the Committee to scrutinise the delivery of the transformation business cases mapped alongside the Committees remit, including an update on KPI's relating to each business case.</p> <p>Full Business cases to include:</p> <ul style="list-style-type: none"> <li>• Agile Workforce</li> <li>• Performance Management/MI Insights</li> <li>• Spans of Control</li> <li>• Commissioning</li> </ul>	For the Select Committee to be assured that the transformation programme is delivering against its stated aims, financial benefits and meeting the outcomes put forward in the business cases and that the strategy supports delivery of the vision outcomes as set out in the Community Vision for Surrey.	<p>Dr Zully Grant-Duff, Cabinet Member for Corporate Support</p> <p>Mel Few, Cabinet Member for Finance</p> <p>Michael Coughlin, Executive Director for Customer, Digital and Transformation</p> <p>Marie Snelling, Director of Transformation</p>
	<b>Budget Scrutiny</b>	For the Select Committee to scrutinise the Councils budget proposals for 2020/21 in relation to services which fall within the committees remit following the release of the provisional local government finance settlement.	For the Select Committee to vigorously scrutinise the councils budget position to ensure sound financial management and a sustainable budget and consider budget recommendations from the other Select Committees before making recommendations to Cabinet.	<p>Mel Few, Cabinet Member for Finance</p> <p>Leigh Whitehouse, Executive Director of Resources</p>

## Resources and Performance Select Committee Forward Work Programme 2019/20

	<b>Procurement Forward Plan</b>	At its meeting on 30 April 2019 the Cabinet considered a report that set out the proposed revisions to procurement and contract standing orders which was approved by Council on 21 May 2019. This would see the introduction of an annual forward procurement plan which provides a platform for early sight of key strategic procurements, improved planning and management of procurement projects and identification of a future savings pipeline.	For the Select Committee to scrutinise the detail within the Procurement Forward Plan before submission to Cabinet for approval. Including the procurement activity required and contracts over Regulatory Thresholds due for extension, renewal or replacement in the coming financial year and the notice required for this.	Dr Zully Grant-Duff, Cabinet Member for Corporate Support  Leigh Whitehouse, Executive Director of Resources  Elizabeth Stavreski, Director of Procurement
	<b>Q2 Performance Report</b>	For the Select Committee to receive a Q2 performance report covering key performance metrics for the organisation including performance monitoring of the transformation programme, risk register and	For the Select Committee to scrutinise the Q2 performance report and identify any areas for further enquiry.	Michael Coughlin, Executive Director for Customer, Digital and Transformation  Nicola Kilvington, Director of Intelligence, Analytics & Insight

## Resources and Performance Select Committee Forward Work Programme 2019/20

		resident satisfaction.		Dr Zully Grant-Duff, Cabinet Member for Corporate Support Mel Few, Cabinet Member for Finance
	<b>Coronial Service (TBC)</b>	<i>Scoping and detail currently being agreed by the Chairman and Executive Director.</i>		Michael Coughlin, Executive Director for Customer, Digital and Transformation  Denise Turner- Stewart, Cabinet Member for Community Safety, Fire and Resilience
<b>24 January 2020</b>	<b>Budget Scrutiny</b>	Scrutiny of the Annual Council budget 2020/21  (revenue and capital budget)	The Committee to scrutinise the revenue and capital budgets for 2020/21 and review recommendations of the Budget Sub-Group, making recommendations to Cabinet before final budget approval by County Council in February 2020.	Mel Few, Cabinet Member for Finance  Leigh Whitehouse, Executive Director of Resources
<b>24 March 2020</b>	<b>Building Partnerships</b>	A fundamental part of the council's transformation journey is transforming the way we work in partnership with key stakeholders and residents. The	For the Committee to review the work that has been undertaken with partners (including district and boroughs, health, local partnership boards and residents) to build on	Tim Oliver, Leader of the Council  Michael Coughlin, Executive Director for Customer,

## Resources and Performance Select Committee Forward Work Programme 2019/20

		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.	existing partnerships and extend and enhance these for the benefit of Surrey residents.	Digital and Transformation  Nicola Kilvington, Director of Intelligence, Analytics & Insight
--	--	--	---	--

### **Standing Items (to be considered at each formal Select Committee)**

- **Update on Cabinet Member priorities-** For the Select Committee to receive an update on work that has been undertaken by Cabinet Members and areas of priority work/focus going forward.
- **Performance monitoring reports-** For the Select Committee to scrutinise quarterly performance reports.

### **Task Groups**

- Assets and Budget Task Group (convened in August 2019)
- Moving Closer to Residents/ Agile Working Task Group (convened in August 2019)