

Notice of Meeting

Resources and Performance Select Committee

**Date & time**

Monday, 16
December 2019 at
10.00 am

Place

Council Chamber,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

Ross Pike
Room 122, County Hall
Tel 020 8541 7368
ross.pike@surreycc.gov.uk

Chief Executive

Joanna Killian

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 huma.younis@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike on 020 8541 7368.

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

Purpose of the report: To report any apologies for absence and substitutions.

2 MINUTES OF THE PREVIOUS MEETING

(Pages 7
- 18)

Purpose of the report: To agree the minutes from the Select Committee held on 18 October 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 (10 December 2019).
2. The deadline for public questions is seven days before the meeting (9 December 2019).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

6 CABINET MEMBER PRIORITIES UPDATE

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.

7 QUARTERLY PERFORMANCE REPORT (Q2 2019/20)

(Pages
19 - 40)

Purpose of the report: To invite the Select Committee's comments and suggestions in respect of the Q2 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.

8 SCRUTINY OF TRANSFORMATION PROPOSAL

(Pages
41 - 44)

Purpose of report: for the Committee to review the scoping of a task group centring on customer experience and to appoint Members to this group.

9 ANNUAL PROCUREMENT FORWARD PLAN 2020/21

(Pages
45 - 72)

Purpose of the report: That the Select Committee reviews the attached Cabinet report and the following Part 2 annex to this report and make recommendations to the Cabinet as appropriate.

10 EXCLUSION OF THE PUBLIC

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

11 ANNUAL PROCUREMENT FORWARD PLAN 2020/21

(Pages
73 - 88)

Purpose of the report: That the Select Committee reviews the attached Part 2 Cabinet report annex and make recommendations to the Cabinet as appropriate.

Confidential: Not for publication under Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

12 SELECT COMMITTEE RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
89 - 96)

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.

13 DATE OF NEXT MEETING: 16 DECEMBER 2019

The next meeting of the Resources and Performance Select Committee will be held on 24 January 2020 from 10:00am.

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 18 October 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 Monday, 16 December 2019.

Elected Members:

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

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Graham Ellwood and Naz Islam.

2 MINUTES OF THE PREVIOUS MEETING [Item 2]

The minutes were agreed as a true record of the meeting.

3 DECLARATIONS OF INTEREST [Item 3]

None received.

4 QUESTIONS AND PETITIONS [Item 4]

None received.

5 CABINET MEMBER PRIORITIES UPDATE [Item 5]

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 Committee heard from the Cabinet Member for Corporate Support, who provided Members with further information on work that had been completed since the last Committee meeting, as well as her ongoing projects.
2. Discussing the implementation of the digital strategy, the Cabinet Member explained that she had hoped the strategy would be in place by October 2019 but that the delay was a result of the appointment of

Rainmaker Solutions as partners in the design phase. As a result, the revised deadline was now February 2020.

3. The Cabinet Member went on to talk about the preparation of the forward procurement plan for the next financial year. This was expected to come to Cabinet in December 2019, and an interim procurement plan had already been approved by Cabinet for Q3 and Q4. Both plans listed the intentions of the strategy commissioning and had been drawn up in conjunction with all of the Council's services.
4. Members heard that the third piece of ongoing work was concerned with the improvement programme in business operations, with a particular emphasis on pensions administration. The service needed to be modernised and work had started but there was still a lot left to do.
5. Referring to the design phase of the digital strategy, a Member questioned whether between two and three weeks was a enough time to get a realistic view of the thoughts of residents and partners. He also asked for further information regarding the dates associated with the Digital Business and Insights Programme. In response, the Cabinet Member explained that the digital strategy design phases were "proof of concept phases", with the idea being to select around five of these cases so that there was a high-level sign of what needed to change. This would allow changes to be made in response to obstacles, issues that users have and matters relating to efficiency. The idea was to get feedback on those five proof of concept cases, and within 15 weeks this proof of concept would inform the strategy. With regards to the Digital Business and Insights Programme, the Cabinet Member informed the Committee that a paper was going to that month's Cabinet meeting and would include an outline of the business plan and a request to proceed to the procurement stage. It was expected to come back to Cabinet with the responses to the tendering exercise, and approval would be sought to begin implementing a new system from April 2020.
6. A Member asked about the improved online reporting for highways and asked for absolute numbers to be provided alongside the percentage changes, as this would better indicate to the Committee how big the problem still was. It was then agreed that the Cabinet Member would provide the Committee with a written response that included the required numbers relating to the percentage figures used in the report.
7. Discussing the digital strategy, the Vice-Chairman asked for assurance that the February 2020 deadline would be met and that a completed version of the system would be able to be rolled out. In response, the Cabinet Member spoke about the three transformation programmes that were being worked on – digital, agile working and moving closer to residents – and explained that they were all interrelated and needed to be supported so that the expected outcomes could be achieved. She reiterated that they were working towards the February 2020 deadline being met.
8. A Member asked for more information on the engagement that had taken place with user groups during the design phase of the online reporting for highways. The Cabinet Member explained that it was possible for users to engage with a member of the service through a web chat feature, which would allow them to raise any issues or complaints. Furthermore, customer service surveys were regularly undertaken by the service, as well as invitations to the public to give

- feedback, and these were used to monitor service satisfaction. It was agreed that a report would be shared with the Committee that explained the consultation that took place during the design phase.
9. Referring to the Children's Request for Support Team, a Member asked for assurance that non-urgent requests that went through the Contact Centre were as secure as those going through the Adults Multi-Agency Safeguarding Hub. The Cabinet Member explained that every precaution was taken but recommended that the issue was considered by a task group of the Committee so that in depth questions could be asked.
 10. Responding to a question about apprenticeships, the Cabinet Member informed the Committee that the Council was not doing as well as it should be. As a result, the service was looking at where the funding it received from levies was being spent and had ensured that an active piece of work was undertaken to push that forward. It was agreed that the number of apprenticeships in IT was to be provided to the Committee.
 11. A Member questioned whether, regarding the software being developed, there was a business plan in place for this to be sold to other authorities and organisations. The Cabinet Member informed the Committee that a team within the organisation was constantly monitoring and interacting with services about their needs and were integrating new applications into what the Council already had. There was a host of applications at any one time that were being integrated into the Council's services, and it was not possible to ascertain whether these could be developed internally and then marketed outside of the Council.
 12. The Committee heard from the Cabinet Member for Finance, who explained the work that had been completed since the last meeting. He had been regularly meeting with Cabinet Members in order to understand where they were relative to their forecasts, and to identify any potential risks. The Cabinet Member went on to speak about the capital expenditure process and the work that had been done on the 2020/21 budget. Regarding property, which was now part of the his portfolio, the Cabinet Member had had numerous meetings with the Head of Property. Going forward, the Cabinet Member said it was important to make sure the budget was balanced, and in period five it would be reported that the Council was £7.8m short.
 13. The Vice-Chairman queried the time lag relating to the interim management accounts and asked the Cabinet Member to comment. In response, the Cabinet Member said he believed good progress had been made and that they were working closely with both CLT and the services. Conversations were taking place regarding the format of reports but these were likely to be resolved shortly.
 14. Responding to a question about the differences between the Cabinet Member's approach to the property portfolio and the one undertaken previously, the Cabinet Member explained that a new Head of Property had joined the Council on 1 October and this represented an opportunity for the service to start anew. The Chairman then informed the Committee that a property update paper was scheduled to be considered at the November Cabinet meeting and would be reviewed by the task group prior to that.
 15. A Member spoke about a statement made by the Leader at a previous Council meeting, where he announced that unused and empty properties would be offered to charities and organisations for

vulnerable people. She asked how that strategy was coming along and was told by the Cabinet Member that there was currently a plan in place for two youth buildings to be opened.

16. Responding to a question about what processes were in place to achieve clarity about the overall capital expenditure process, the Cabinet Member said he felt this was currently one of the weakest process areas. He went on to remind the Committee that he had previously said that in period four there was only £13m spent against the budget, and that in period five the figure stood at £45.7m. The capital budgeting process was currently a separate process to revenue budgets and the objective was for those to align. The format of reports was to be amended so that it would be clearer what had been committed to and approved.
17. Returning to the issue of the management of the property portfolio over the past two years, a Member asked for this to be quantified as a cost. In response, the Cabinet Member said that he could report back to the Committee with an estimate.

Actions/further information to be provided:

1. The Cabinet Member for Corporate Support is to provide the Committee with a written response that includes the absolute numbers relating to the percentage figures used in the online reporting for highways report.
2. The Cabinet Member for Corporate Support is to produce a report on the consultation that took place during the design phase of the online reporting for highways.
3. The Cabinet Member for Corporate Support is to provide the Committee with the number of apprenticeships currently working in IT.
4. The Cabinet Member for Finance is to provide the Committee with an estimate on the cost relating to the management of the property portfolio over the past two years.

Recommendations:

The Committee is to receive further information on questions raised regarding the Cabinet Member Update papers.

6 QUARTERLY PERFORMANCE REPORT (Q1 2019/20) [Item 6]

Witnesses:

Anna D'Alessandro, Director of Corporate Finance
Mr Mel Few, Cabinet Member for Finance
Dr Zully Grant-Duff, Cabinet Member for Corporate Support
Nicola Kilvington, Director of Intelligence, Analytics and Insight

Key points raised during the discussion:

1. The Committee heard from the Director of Insight, Analytics and Intelligence, who explained that the report represented a snapshot in time and that officers were currently in the process of collecting information for Q2 but were not yet in a position to share that.
2. Members examined in detail the service delivery measures as outlined in the Q1 performance report. Discussing indicator ASC 05, the

Director of Insight, Analytics and Intelligence explained that this was a primary focus of the adult social care transformation programme. The Director of Corporate Finance added that adult social care was travelling under the trajectory of a balanced budget and there was currently no underspend being identified in the budget. Responding to a question from the Chairman about the identification of alternative ways of reaching the budget, the Director of Corporate Finance explained that all services were focusing on the transformation plan and the £82m of transformational savings that had been identified in the last budget. Each service had been attributed a portion of that and an attempt to achieve these savings was driving the effort to deliver on the red risk savings. From a financial perspective, adult social care were not overspending and were managing the delivery of the savings they had been allocated as part of the budget setup.

3. Moving to indicator ASC 07, the Director of Insight, Analytics and Intelligence explained that recently compiled data indicated that the risk would be shown as amber in the Q2 performance report. The service had undertaken a diagnostic of their direct payment performance and practice and had been putting improvements in place.
4. The Vice-Chairman spoke about the difficulty of understanding the seriousness of issues without benchmarking figures that indicated the actual financial cost associated. In response, the Director of Insight, Analytics and Intelligence said that benchmarking information could be provided for indicators but that the aim was to try and keep the quarterly performance reports as concise as possible. It was agreed that the Select Committee would request information on specific indicators as and when they felt necessary.
5. Responding to a question about the gaps in RAG ratings relating to children's services indicators and whether ratings would be provided in the Q2 performance report, the Director of Insight, Analytics and Intelligence told the Committee that that was the intention but that they might end up being presented in Q3 due to complications with the data.
6. The Chairman highlighted indicator CTE 06, 'Delivery of SFRS Safe and Well visit programme', and the related red RAG rating, and it was agreed that he would raise the issue with the Chairman of the relevant select committee. The Director of Insight, Analytics and Intelligence informed the Committee that the Surrey Fire and Rescue Service had explained that Q1 tended to be much busier operationally than Q4 and the Safe and Well visits were completed on top of operational duties. As a result, they were unable to complete as many as they wanted. However, there had been a change in the quality assurance process, which required the visits to be audited before being marked as complete, and an additional 711 visits were submitted during Q1 but were not counted as being complete due to that auditing process.
7. Referring to indicator CTE 04 and the latest result available at Q1 (1.87km), a Member of the Committee questioned why the RAG rating was only amber when the latest figures were so far behind both the latest target and result this time last year. The Member also spoke about indicator PH 01 and questioned the use of percentages as results, as it was difficult for the Select Committee to properly understand what those specific percentages were relating to and whether they were good or bad.

8. A Member of the Committee asked for more information to be provided for indicator PH 02 and was informed by the Director of Insight, Analytics and Intelligence that this would be provided by Public Health.
9. Returning to indicators CTE 03 and CTE 04, and related annual programmes, a Member suggested that these and related programmes that were working towards annual targets could instead show a rolling 12 months so that the performance could be viewed relative to a full-year target, or for seasonal targets to be created so that there was greater clarity.
10. A discussion was had about the HROD indicators and the diversity of the Council's workforce. The Director of Insight, Analytics and Intelligence explained that Dave Hill had recently taken on the CLT lead for diversity and inclusion and a lot of work was being done to help increase the diversity of the workforce and connect with a diverse range of communities. She also spoke about the Young Employee Network that had been set up in 2018 and that they had been to CLT to talk about the issue. Work was also taking place to increase the number of apprenticeships being offered.
11. The Chairman questioned why indicators Customer 01, Customer 04, RS 01 and RS 02 did not have targets. In response, the Director of Insight, Analytics and Intelligence informed the Committee that she did not think Customer 01 had a target set for Q2 but that this would be confirmed with the service. Regarding Customer 04, this was a new measure and work was being done to look at the target around that, while traditionally targets had not been set for indicators such as RS 01 and RS 02, as these were viewed as indicators that provided useful information but could be heavily influenced by factors outside of the Council's control, making it difficult to set reliable targets. A Member of the Committee agreed that it would be difficult to set a useful target but expressed his disappointment that the latest result for RS 02 was so low.
12. The Committee heard from the Cabinet Member for Corporate Support, who explained that indicator Customer 01 concerned a piece of work that the customer services team had just started and were working in partnership with the adult social care department. They often found that it was better to wait a couple of months to see how things were working out before setting a realistic target.
13. Returning to indicators RS 01 and RS 02, the Vice-Chairman asked for targets to be provided as these could be compared with results from previous years. He also asked for the RAG rating for indicator Customer 01 to be made grey rather than green as there was no specific target being worked towards. The Vice-Chairman also suggested that information was provided on an annual basis that showed how Surrey County Council's performance figures compared to similar councils.
14. A Member of the Committee suggested that indicators RS 01 and RS 02 could be combined as they both dealt with similar issues. The Director of Insight, Analytics and Intelligence informed the Committee that all of the suggestions made would be considered.
15. The Committee turned its attention to the transformation financial figures on page 31 of the report, with the Vice-Chairman questioning how confident the Cabinet Member for Finance was that he would be able to make up the number over the next six months, and whether there were any other areas of the budget where savings could be made. In response, the Cabinet Member explained that the shortfall

was now £7.8m, and he went on to say that the report scheduled to go to Cabinet showed that the level of achievement in blue and green savings had risen on a monthly basis and that reds and blacks had decreased slightly. The pressure was coming from children's services – particularly regarding SEND – and the flattening out of spend in adult social care.

16. Responding to a question about why the overall Fire and Rescue Service rating on page 34 was showing as green when the schedule, benefits, costs and resources ratings were either amber or red, the Director of Insight, Analytics and Intelligence explained that these were being revised for the Q2 performance report so they would better reflect the nature of where the programme was.

Actions/further information to be provided:

An officer from Public Health is to provide more information on indicator PH 02.

Recommendations:

1. The Committee is to receive further information on questions raised regarding the Q1 2019/20 performance report.
2. Issues relating to the delivery of the SFRS Safe and Well visit programme are to be raised with the Service and the relevant Select Committee.
3. Officers are to explore whether targets can be created for RS 01, RS 02 and Customer 01 for inclusion in the next 2019/20 performance report.
4. The Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.

7 TRANSFORMATION PROGRAMME UPDATE [Item 7]

Witnesses:

Marie Snelling, Director of Transformation

Key points raised during the discussion:

1. The Committee heard from the Director of Transformation, who introduced the report and explained that good progress was being made. Positive changes were being seen within the Council and the transformation portfolio, and they were on track to deliver savings. The Director of Transformation also asked for Members to consider how best the Committee could be engaged in scrutiny work going forward.
2. The Vice-Chairman questioned the lack of dates, targets and benchmarks contained within the report and asked for the service to explore whether these could be provided in future reports so the Committee could be informed if the transformation project fell behind schedule in any way.
3. A Member of the Committee suggested that the service undertook a deep dive to ascertain how staff members felt about the new technology they had been provided with, and whether they felt they required any further training, as well as speaking with those members of staff who had been involved in a move to greater agile working. In

response, the Director of Transformation informed the Committee that an exercise had been undertaken with social workers who had recently moved from Leatherhead to Ashley Park House in Walton-on-Thames. This allowed officers to speak directly to staff members, and the Director of Transformation said that the resulting report would be shared with the Committee. A discussion was also had about the potential for the Committee to undertake a deep dive into agile working and for Members to speak with members of staff directly, and it was agreed that the agile working task group would look into this.

4. A Member of the Committee sought clarity on the Fig. 3 graphic included in the report and asked for more information on the organisational model following the implementation of the new methodology. In response, the Director of Transformation explained that the intention of the graphic was to try and show the shape of the organisation rather than the specific details. The Council was moving towards a more streamlined and delayed structure, and this change could already be seen within the Highways department.
5. Referring to the Fig. 1 graphic, which related to the transformation governance structure, a Member of the Committee asked for more detail so the Committee could better understand what roles were embodied within the individual sections of the structure. The Director of Transformation said that the diagram was a highly simplified version of a detailed and robust architecture and the assurance framework would be shared with the Committee.
6. The Committee turned its attention to the recommendations as set out in the report and considered the overall progress that had been made to date. The Chairman asked for red and amber to be traced through into the future programme and for the Committee to have sight of this. The Director of Transformation explained that the current transformation programme ran until 2021 but they were looking at how best to extend that into future years, and she told the Committee that she would provide an update on progress made at a future meeting.

Actions/further information to be provided:

1. The Director of Transformation is to share with the Committee the report that was produced on the deep dive into the social workers that had moved from Leatherhead to Walton-on-Thames.
2. The Director of Transformation is to share with the Committee the assurance framework.

Recommendations:

1. The Committee is to receive further information on questions raised regarding the transformation programme.
2. The Committee is to receive information on specific dates and targets in future update reports.
3. The Committee is to explore ways to deep dive into customer experience.
4. The Committee is to receive further information on the Transformation Governance Structure.

8 ORBIS VALUE FOR MONEY UPDATE [Item 8]

Witnesses:

Anna D'Alessandro, Director of Corporate Finance
Mr Mel Few, Cabinet Member for Finance
Nikki O'Connor, Strategic Finance Business Partner (Improvement & TPP/Resources)

Key points raised during the discussion:

1. The Director of Corporate Finance introduced the report and explained that the Orbis Partnership had been running for around five years and had, from inception until 2018/19, achieved savings of approximately £16m, and £3.2 was expected for 2019/20. She went on to explain that 31ten had undertaken a review on the Orbis Partnership, which was prompted by the fact that all three of the partnering authorities were moving in different directions. The review concluded that the partnership as a whole had changed its strategic direction, and the review represented a forward-looking view of what each of the councils wanted to achieve in the future. Even though the Orbis Partnership had helped the Council achieve savings, the rationale behind the recommendations was to allow the Council to invest in the back office and support the transformation programme. A lot of the savings came as a result of the three councils coming together and the efficiencies that arose from this, as well as a reduction in headcount.
2. The Director of Corporate Finance went on to explain that the new target operating model was keeping the procurement, business operations and IT functions as part of a future Orbis Partnership. All three were pulling out their property functions, and the Council had removed themselves from the majority of the HR function. With regards to finance, the only arrangement that it was planned to maintain was the series of "centres of expertise", which were integrated teams that covered financial accounting, tax, treasury management and insurance. A review was currently being undertaken to analyse whether it was right for the Council to remain as part of this partnership.
3. Referring to the Director of Corporate Finance's point that savings had been through headcount reduction and not integration, the Chairman questioned whether the headcount would increase when services were moved back into the Council. In response, the Director of Corporate Finance said that one of the areas they were looking at as part of the review was how the Council could deliver savings from integrating its services. A lot of work had been done in the finance department around process integration, and HR was doing the same.
4. The Vice-Chairman asked about the savings of £1.7m that were outlined in the report, as well as the £1.4m black savings in the Q1 performance report, and questioned whether other sectors in which Orbis was operational were at risk in terms of their ability to achieve further savings. In response, the Director of Corporate Finance explained that, in order to balance the budget, the Council had to find the savings, so whatever was not being delivered by Orbis would have to be found using another method, which was the premise behind black savings. The Strategic Finance Business Partner went on to explain that the £1.7m as outlined in paragraph seven of the report was the Council's share of the agreed savings across the original Orbis services, and that £1.7m was outside of the transformation agenda and largely being delivered that financial year. With regards to

the £1.4m black saving, that was a Council-specific target in relation to a transformation project which was added to the transformation programme to highlight the importance of the 31ten review and the need for the Council to review the Orbis Partnership. Conversations were taking place regarding the Council's future contribution rates to Orbis once it pulled out of the services outlined in the report, and savings would be seen in the 2020/21 budget as a result. In terms of what was anticipated when the budget was set, altogether this amounted to savings of approximately £3.1m.

5. The Vice-Chairman questioned why human resources was not being shared across the Orbis Partnership and was told by the Cabinet Member for Finance that they were dealing with specific differences, as there were particular commonalities between Surrey County Council and the other councils regarding areas such as procurement, IT and business operations, whereas the human resources market was different in Surrey. The actual administration of human resources would be left in Orbis but the individual assessments needed to be undertaken by someone who understood the Council and its specific needs. This would allow the person who sits in the organisation to regularly meet with CLT, understand the issues and interpret them into an action plan better than someone overseeing all three authorities.
6. Following a request from the Vice-Chairman, it was agreed that the 31ten review would be shared with the Committee.
7. In response to a further point made by a Member of the Committee questioning the rationale behind human resources returning to Surrey, the Strategic Finance Business Partner explained that paragraph 25 of the report summarised the main reasoning behind the decision, which was focused on the level of transformation that the Council was undertaking and how important it was the human resources function could support that. It was felt that the Council needed to have full control going forward.
8. Referring to paragraph 37 of the report, a Member of the Committee questioned why the aggregated contribution ratio had continued to be based on the initial cost of the services at the point of entering the partnership. He was informed by the Director of Corporate Finance that they were planning to revisit all of the contribution rates and what was going to work going forward.
9. Responding to a question about the full business case that was produced when the Council first entered into the Orbis Partnership, the Cabinet member for Finance agreed to share these details with the Committee.
10. Following a discussion, it was agreed that a follow up report would be provided to the Committee in summer 2020.

Actions/further information to be provided:

1. The 31ten review is to be shared with the Committee.
2. The full business case that was produced when the Council first entered into the Orbis Partnership is to be shared with the Committee.

Recommendations:

The Committee is to receive a follow-up report on the progress made towards implementing the recommendations.

9 SELECT COMMITTEE RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 9]

Key points raised during the discussion:

1. The Committee reviewed the recommendations tracker and noted that all actions had been completed.
2. Regarding the forward work programme, the Chairman informed the Committee that items discussed during the meeting would be added to forward work programme for consideration at future meetings.
3. An update was provided by the Vice-Chairman on the agile working and moving closer to residents task group. He explained that agile working plans were scrutinised by the task group during the summer but that it was difficult for it to scrutinise the move out of County Hall until a new building had been identified. Once one had been identified and announced, the task group would quickly begin the scrutiny process.
4. A Member suggested that the Committee kept a close eye on the property portfolio. The Vice-Chairman informed the Committee that his budget scrutiny and asset task group would be undertaking a review of Halsey Garton and Council-owned properties. In terms of budget scrutiny, the Committee would look at Q2 at its next meeting and would examine how exactly it wanted to scrutinise the 2020/21 budget.
5. The Chairman spoke about the budget process and explained that preliminary budget papers were going to each of the other three select committees before the end of the year. The chairmen of those select committees would be invited to the next meeting of the Committee and budget scrutiny would be the primary focus.
6. It was agreed that Rachael Lake would join the budget scrutiny and asset task group.

Resolved:

The Committee reviewed the recommendations tracker and forward work programme.

10 DATE OF NEXT MEETING: 16 DECEMBER 2019 [Item 10]

The next meeting of the Committee will be held on 16 December 2019.

Meeting ended at: 12:59 pm

Chairman

This page is intentionally left blank

RESOURCES AND PERFORMANCE SELECT COMMITTEE

16 December 2019

QUARTERLY PERFORMANCE REPORT (Q2 2019/20)

Purpose of report:

To update the Select Committee with the Q2 Performance Report (July – September) 2019/20.

Background

1. As part of the Performance Management and Insight Transformation Project, the Council's performance and planning arrangements have been refreshed for 2019/20. 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, people, customers, risk, finance, transformation, service areas where rapid service improvement is required and audit. Audit is a new lens, introduced in this Quarter Two report. The Quarter One report included a lens on the Council's Target Operating Model. The TOM is being embedded into the Council's strategy and key transformation projects. TOM reporting will therefore be consolidated into core performance metrics and programme delivery assurance, rather than as a separate lens.)
3. The Resources and Performance Select Committee reviewed the Quarter One 2019/20 Performance Report on 18 October 2019. Quarterly Performance Reports will continue to be shared with Resources and Performance Select Committee to ensure there is scrutiny of corporate performance.

Summary

4. The attached report summarises performance for Quarter Two (July – September) 2019/20 covering:
 - Service delivery measures
 - People measures
 - Customer measures
 - Finance
 - Risk
 - Transformation
 - Service improvement
 - Audit
5. The report presents progress against service delivery measures on pages three to eight of the report using green, amber and red ratings to report current performance against the expected target level as at Quarter Two. Targets are profiled across the year to take account of seasonal variations. These tables also use a 'tick' or a 'cross' to

show whether performance has improved or deteriorated compared to the previous quarter (Quarter One 2019/20) and also compared to the same time last year (Quarter Two 2018/19).

6. Of the 40 indicators in the report:
 - 8 are red
 - 11 are amber
 - 13 are green
 - 8 – setting a RAG rating is not currently deemed possible by the service or is in development
7. Since the Quarter One report, targets have now been set for:
 - ASC 3a – The total number of people with a funded package of care (Older People)
 - ASC 3b – The total number of people with a funded package of care (Learning Disabilities excluding transition)
 - RS 01 – Satisfaction with the way the council runs things
 - RS 02 – Satisfaction that the council offers good value for money
8. Children, Families, Lifelong Learning and Culture are currently working with HR and service teams to develop targets for non-RAG indicators and these will be presented within the next Quarter Three report.
9. Customer Services are reviewing the Customer Services 01 measure (ASC referrals to preventative services), so as to broaden the scope of preventative referrals made by the Customer Services Team and a target for this indicator will be set following this review. Following the redesign of highways defect reporting, which accounts for a significant proportion of online reporting, Customer Services are also establishing baselines and monitoring customer journeys for Customer Services 04 (Successful on-line completion rate) and will set a target in Quarter Four.
10. Further reporting improvements are planned, or in progress, which will be evident in future reports:
 - Cabinet Members will continue to review the indicators in the report to ensure it meets their objectives.
 - 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. The current listing of the Risk Register will be replaced with this new assurance framework once it is established.
 - Work is underway to review the existing transformation programme key performance indicators (KPIs) to ensure that the non-financial benefits of the projects are clear and there is read across between mainstream service delivery and transformation objectives.
 - A performance and insight officer group continues to meet each quarter to consider and report on areas of convergence and disjunction across the 8 lenses to generate insight.
 - Benchmarking information will be used by services to frame annual target setting for 2020/21 and that benchmarking information will be presented to the Resources and Performance Select Committee for review.

11. 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.

Recommendations

12. The Resources and Performance Select Committee are asked to:
 - Note Q2 2019/20 performance
 - 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**

This page is intentionally left blank

Surrey County Council

Performance Report: Q2 (July – September) 2019/20



SURREY

Service delivery

Of the 40 indicators:

- 8 are **red**
- 11 are **amber**
- 13 are **green**
- 8 - setting a RAG rating is not currently deemed possible by the service or is in development

- The following indicators are **red** this quarter:
 - ASC 02 The % of care packages reviewed or assessed within the last 12 months
 - ASC 03a The total number of people with a funded package of care [Older People]
 - ASC 05 Full year spot care package commitments
 - CFL 01 Number of unallocated children's cases for two days or more
 - CFL 06 Repeat Child Protection plans
 - CFL 08 LAC pathway plans at 16.3yrs
 - CTE 06 Delivery of SFRS Safe and Well visit programme
 - HROD 03 - Percentage of staff under 30

Service Delivery Measures - Q2 2019/20

People



Page 23

Indicator	2019/20 Full year target	Latest Result (available at Q2 19/20)	Latest Target (available at Q2 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
ASC 01 The % of new contacts that progress to a social care assessment	30%	31.8% (June 19)	34.5% (Q2)	Green	36.1% (Mar 19)	✓	New	New
ASC 02 The % of care packages reviewed or assessed within the last 12 months	75%	68.8% (Sept 19)	72% (Q2)	Red	69% (Jun 19)	✗	New	New
ASC 03a The total number of people with a funded package of care [Older People]	6,208	6,358 (Sept 19)	6,287 (Q2)	Red	6,338 (Jun 19)	✗	New	New
ASC 03b The total number of people with a funded package of care [Learning Disabilities – excl. transition]	3,104	3,087 (Sept 19)	3,104 (Q2)	Green	3,100 (Jun 19)	✓	New	New
ASC 04 The total number of adults with a learning disability (excl transition) in residential & nursing care	965	1,052 (Sept 19)	1,018 (Q2)	Amber	1,077 (Jun 19)	✓	New	New
ASC 05 Full year spot care package commitments	£401.9m	£412.8m (Sept 19)	£407.9m (Q2)	Red	£409.0m (Jun 19)	✗	New	New
ASC 06 Delayed Transfers of Care (DTC) figures and rate – delays due to ASC and joint ASC and health delays	2.8	2.1 (Jul 19)	2.8 (Q2)	Green	2.5 (Apr 19)	✓	2.3 (Jul 18)	✓
ASC 07 - % of people in the community purchase their services with a direct payment	30%	26.9% (Sept 19)	27.4% (Q2)	Amber	25.2% (Jun 19)	✓	New	New

Service Delivery Measures - Q2 2019/20

People



Indicator	2019/20 Full year target	Latest Result (available at Q2 19/20)	Latest Target (available at Q2 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
CFL 01 Number of unallocated children's cases for two days or more	0	37 (Sep 19)	0 (Sep19)	Red	28 (Jun 19)	✗	Not Available	✗
CFL 02a Vacancy rate (Social Workers)	Pending	4.39% (Sep 19)	Pending	Not Applicable	9.01% (Jun19)	✓	6.91% (Sep 18)	✓
CFL 02b Vacancy rate (SEND)	Pending	20.8% (Sep 19)	Pending	Not Applicable	26.32% (Jun 19)	✓	Not Available	Not Known
CFL 03 Agency Rates	Pending	Not known	Pending	Not Applicable	Not known	NA	Not Available	Not Known
CFL 04a EHCP rates and requests reach a stable level - rate of increase on previous year	Pending	10.0% (Sep 19)	Pending	Not Applicable	10.7% (Jun 19)	✓	12.7% (Sep 18)	✓
CFL 04b EHCP rates and requests reach a stable level – requests (academic year)	Pending	112 (Sep 19)	Pending	Not Applicable	216 (June 19)	✓	138 (Sep 18)	✓
CFL 05 Contacts to Children's Front Door (previously MASH)	No target	3379 (Sep 19)	No Target	Not Applicable	3323 (Jun 19)	✗	3880 (Sep 18)	✓
CFL 06 Repeat Child Protection plans	12% (Jun 19)	33% (Sep 19)	12% (Jun 19)	Red	23% (Jun 19)	✗	12% (Sep 18)	✗
CFL 07a Child protection child seen	90% (Jun 19)	93% (Sep 19)	95% (Jun 19)	Green	95% (Jun 19)	✗	84% (Sep 18)	✓
CFL 07b Child protection child seen alone	91% (Jun 19)	91% (Sep 19)	91% (Jun 19)	Green	91% (Jun 19)	-	91% (Sep 18)	-
CFL 08 LAC pathway plans at 16.3yrs	95%	45% (Sep 19)	95%	Red	45% (June)	-	28% (Sep 18)	✓

Service Delivery Measures - Q2 2019/20

People 	Indicator	2019/20 Full year target	Latest Result <small>(available at Q2 19/20)</small>	Latest Target <small>(available at Q2 19/20)</small>	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
	PH 01 People successfully completing alcohol treatment	37.8%	35.1% <small>(Q1 19/20)</small>	37.8% <small>(19/20)</small>	Amber	36.7% <small>(Q4 19/20)</small>	-	28.9% <small>(Q1 18/19)</small>	✓
	PH 02 People successfully quit smoking at 4 weeks	1,700	190 <small>(Q1 19/20)</small>	1700 <small>(Annual)</small>	Amber	1631 <small>(18/19)</small>	-	360 <small>(Q1 18/19)</small>	✗

Service Delivery Measures - Q2 2019/20

Place 	Indicator	2019/20 Full year target	Latest Result (available at Q2 19/20)	Latest Target (available at Q2 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
	CTE 01 Road safety defects repaired within appropriate timescales	98%	99.25% Q2 19/20	98% Q2 19/20	Green	99.82% Q1 19/20	-	99.77% Q2 18/19	-
	CTE 02 Recycling and recovery rate	64.5%	59.4% Q4 18/19	64.5% Q4 18/19	Amber	59% Q3 18/19	✓	58.9% Q4 17/18	✓
	CTE 03 Length of Road that is renewed and resurfaced	139.2km	125.1km Q2 19/20	69.6km Q2 19/20	Green	117.2km Q1 19/20	✓	143.7km Q2 18/19	-
	CTE 04 Length of Pavement that is renewed and resurfaced	47.58km	19.62km Q2 19/20	23.79km Q2 19/20	Amber	1.87km Q1 9/20	✓	19.5km Q2 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%	76.1% Q2 19/20YTD	80% Q2 19/20YTD	Amber	74.9% Q1 19/20YTD	✓	74.7% Q2 18/19YTD	✓
	CTE 06 Delivery of SFRS Safe and Well visit programme	6,282	2,669 Q2 19/20YTD	3,141 Q2 19/20YTD	Red	1,371 Q1 19/20YTD	✗	2,282 Q2 18/19YTD	✓

Service Delivery Measures - Q2 2019/20

Organisation	Indicator	2019/20 Full year target	Latest Result <small>(available at Q2 19/20)</small>	Latest Target <small>(available at Q2 19/20)</small>	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
	HROD 01 - Number of employees	6301 (FTE) <small>(5% reduction p.a.)</small>	6308 <small>(Sep 19)</small>	6467 <small>(Sep 19)</small>	Green	6429 <small>(Jun 19)</small>	✓	6832 <small>(Sep 18)</small>	✓
	HROD 02 - Voluntary turnover	13%	13.13% <small>(Sep 19)</small>	13% <small>(Sep 19)</small>	Green	12.9% <small>(Jun 19)</small>	✗	11.9% <small>(Sep 18)</small>	✗
	HROD 03 - Percentage of staff under 30	16%	12.10% <small>(Sep 19)</small>	16% <small>(Sep 19)</small>	Red	11% <small>(Jun 19)</small>	✓	11.84% <small>(Sep 18)</small>	✓
	HROD 04 – Sickness	6.25 days (FTE)	6.19 <small>(Sep 19)</small>	6.25 <small>(Sep 19)</small>	Green	6.43 <small>(Jun 19)</small>	✓	6.15 <small>(Sep 18)</small>	✗
	HROD 05 - Off payroll workers as % of workforce	5%	4.67% <small>(Sep 19)</small>	5% <small>(Sep 19)</small>	Green	6.04% <small>(Jun 19)</small>	✓	4.88% <small>(Sep 18)</small>	✓
	HROD 06 - Apprenticeships as % of workforce	2.3% <small>(192)</small>	1.13% <small>(Sep 19)</small>	2.3% <small>(Sep 19)</small>	Amber	0.46% <small>(Jun 19)</small>	✓	0.95% <small>(Sep 18)</small>	✓
	HROD 07 - Apprenticeship levy 12 months forecast spend (excluding schools) *	100%	90.67% <small>(Sep 19)</small>	100% <small>(Sep 19)</small>	Amber	94.52% <small>(Jun 19)</small>	✗	N/A	-

Service Delivery Measures - Q2 2019/20

Organisation 	Indicator	2019/20 Full year target	Latest Result <small>(available at Q2 19/20)</small>	Latest Target <small>(available at Q2 19/20)</small>	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
	Customer 01 – ASC referrals to preventative services	No target	727 (Sep 19)	N/A		667 (Aug 19)	✓	608 (Sep 18)	✓
	Customer 02– Contact centre first time resolution	80%	82% (Sep 19)	80% (Sep 19)	Green	81% (Aug 19)	✓	76% (Sep 18)	✓
	Customer 03 – Contact centre satisfaction rate	90%	94.6% (Sep 19)	90% (Sep 19)	Green	94.7% (Aug 19)	-	93.4% (Sep 18)	-
	Customer 04– Successful online completion rate.	No target (new measure)	47.8% (Sep 19)	N/A		48.7% (Aug 19)	New	New	New
	RS 01 - Satisfaction with the way the council runs things (Residents Survey)	54%	53% (Sep 19)	54% (Sep 19)	Amber	54% (June 19)	✗	54% (Sep 18)	✗
	RS 02 - Satisfaction that the Council offers good value for money (Residents Survey)	36%	35% (Sep 19)	36% (Sep 19)	Amber	37% (June 19)	✗	35% (Sep 18)	-

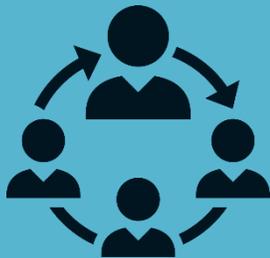
Finance



- At M6 (September 2019) the Council is forecasting an overall deficit of £1.9m.

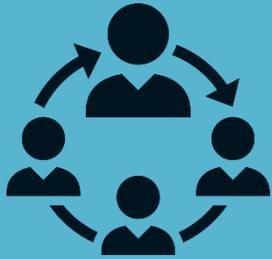
Directorate	Current full year budget £m	Current year forecast outturn £m	Current year forecast variance £m	Last month forecast £m	Change in forecast since last month £m
Children, Families, Learning & Culture (CFLC)	242.6	250.8	8.2	8.1	0.1
Public Health	0.0	0.0	0.0	0.0	0.0
Health, Wellbeing & Adult Social Care (HWA)	364.0	364.0	0.0	0.0	0.0
Community Protection, Transport & Environment (CTE)	128.5	124.1	(4.4)	0.2	(4.6)
Community Protection (CP)	34.3	34.3	0.0	0.1	(0.1)
Resources (Res)	71.3	72.3	1.0	1.0	0.0
Transformation, Partnership & Prosperity (TPP)	14.6	15.9	1.3	1.2	0.1
Central Income & Expenditure (CIE)	-855.4	-859.5	(4.1)	(2.8)	(1.3)
Deficit/ (Surplus)	0.0	1.9	1.9	7.8	(5.9)

Transformation



Project	Project / Programme Status	Headline narrative (Oct 19)	Project/Programme overall		Comments
			Costs £000	Bens £000	
Group A	SEND Transformation	R →	4,749	cost containment 41,000	
	Family Resilience	A/G →	4,687	33,100	
	ASC Practice Improvement	A →	3,063	29,500	
	ASC Market Management	A →	597	cost containment 27,500	The target for this project is to limit price inflation to no more than £5.1m pa. The savings figures are indicative of the level of cost containment required to remain within these limits.
	All Age Learning Disabilities (Transitions)	A →	2,785	3,500	Plus cost containment in Adults & SEND

Transformation



Group B	Agile Workforce	A/R	→	Ashley Park move completed and lessons learnt being fed into MCTR. Individual projects reviewed by new Portfolio Manager to find how they can be aided and interdependencies now to be mapped, using MCTR as a catalyst. Management of Agile to be aligned with MCTR	1763 (plus capital allocation)	£2,000k + (enabling)	plus capital allocation
	Digital	A	→	Digital strategy work underway with CLT (next session 11 Nov) ahead of Informal Cabinet 3 Dec. Stakeholder mapping has begun. Projects being reviewed by new Portfolio Manager to find how they can be aided. Highways work continues but adoption needs attention. BI to become a focus area to aid progress. Programme board concentrated on ways of working between TSU and IT&D to achieve best results.	5,514	£2,000k + (enabling)	
	Customer Experience	A	→	Targeted for closure - confirmation ongoing (further discussion as part of project closure item)	501	£1,000k + (enabling)	
	Closer to Residents	A	→	New building announcement made 1 Nov. MCTR project team now ramping up with Business Readiness and Unified Comms PMs appointed in support. Migration planning and staff stakeholder engagement underway	687	TBC	
Group C	Accommodation with Care & Support	A	→	Cabinet approved recommendations in the extra care housing report on 29 October. Work will now begin with our joint venture partner to progress the development of two selected sites. Separate work will commence to prepare the tender for the remaining site. We are in the process of agreeing the funding allocation with the TSU for dedicated project resources.	291	Enabler	This project enable the direct savings attributable to the ASC Practice Improvement Project and is essential to the longer term sustainability of the service.
	Rethinking Transport	N/A		New PM in place to lead next phase of work – will be formally brought into the Programme as part of the refresh.	189	TBC	
Group D	Libraries & Culture	A	↑	Revised approach to a community model and phased public consultation including community co-design has been agreed. Detailed planning and business case being developed. Assumptions on capital costs and D&B contribution needs to be validated.	1,230	4,000	
	Surrey Fire & Rescue Service	A	→	Programme delivering on time and to budget but significant risk arising re. formal dispute with FBU. Likelihood of action will become clearer following meeting on 8/11. Customer Insight workstream taken off hold and now	975	0	Annual budget will remain the same, outputs are culture change and new response model.

Current Strategic Risks as at September 2019

Risk



An independent review of strategic risk management is taking place during November. This review will provide an assessment of the degree of maturity and effectiveness of the current risk management practices, including risk culture and governance, and strengths and opportunities for potential improvement. A main element of the review will be a series of stakeholder interviews to determine how the risk management strategy is implemented, and its effectiveness. A report is due in December, which will inform the future strategic risk arrangements.

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

Service Improvement Q2 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 consistent RAG status or produce a visualisation for all areas. This is because there is no consistent methodology for service improvement tracking. Work is taking place to increase the consistency of tracking across areas and it is hoped that a more consistent view can be provided in Quarter 3.

<div style="text-align: center;"> Service Improvement  </div>	Adults Social Care	Rating	Direction of travel
	Building commissioning capacity and capability	Green	✓
	Rebalancing the relationship with the provider market	Amber	✓
	Working with the market to deliver a range of accommodation with care and support	Amber	✓
	Reshaping the reablement service and building capacity	Green	✓
	Driving workforce transformation to meet operational and strategic needs	Amber	✓
	Embedding strength based practice across locality and specialist teams	Green	✓
	Refocussing the learning disability service to maximise independence and reduce cost	Red/Amber	✓
	Implementing a new service model for mental health services following the termination of S75	Amber	✓
	Improving our technology enabled care offer	Amber	✓

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 October project report has an overall AMBER status.

Fire and Rescue	Rating	Direction of travel	Comments/Risk
1. Headlines: overall rating	Amber	✘	Whilst the majority of projects are on track the customer interface project was put on hold whilst resources were focussed on to the Inspection and IRMP decision. All extension dates have been agreed since the update was produced and therefore would be green now.
2. Schedule	Amber	✘	As above in relation to the customer interface project
3. Benefits	Green	✓	
4. Costs	Green	✓	Variance of £2.3m. Agreed that the overall funding for SFRS remains the same however realigned to Community Safety.
5. Resources	Amber / Red	✘	Difficulty recruiting to programme management post. Now have support from recruitment and role advertised so moving to amber.

Service Improvement



SEND service improvement

- The Ofsted inspection report published in May 2019 found Surrey had made sufficient progress in four of the five areas of significant weaknesses previously identified in October 2016 but had not made sufficient progress on reducing absences for children in mainstream schools with SEND.
- The action plan was updated to improve the attendance of children with SEND in schools and the plan was submitted to DfE and NHS England on 12 June and approved by both bodies.
- Surrey submitted its measures and targets to monitor progress on the action plan on 22nd July and awaits feedback from DfE and NHS England.
- Work is well underway to deliver the actions in the action plan. This includes implementation of the Graduated Response and Profile of Needs with schools to respond earlier to the causes of absence; the launch of Surrey's Schools Alliance for Excellence which puts inclusion of all children at its core purpose; and Cabinet's agreement to capital investment of 880 new specialist educational placements in order to increase provision for children with SEND.
- Local area leaders are meeting with DfE and NHS England advisers on 10 December 2019 to review progress against the action plan and the Council and its partners are submitting evidence of impact by the end of November to inform that review.

Service Improvement

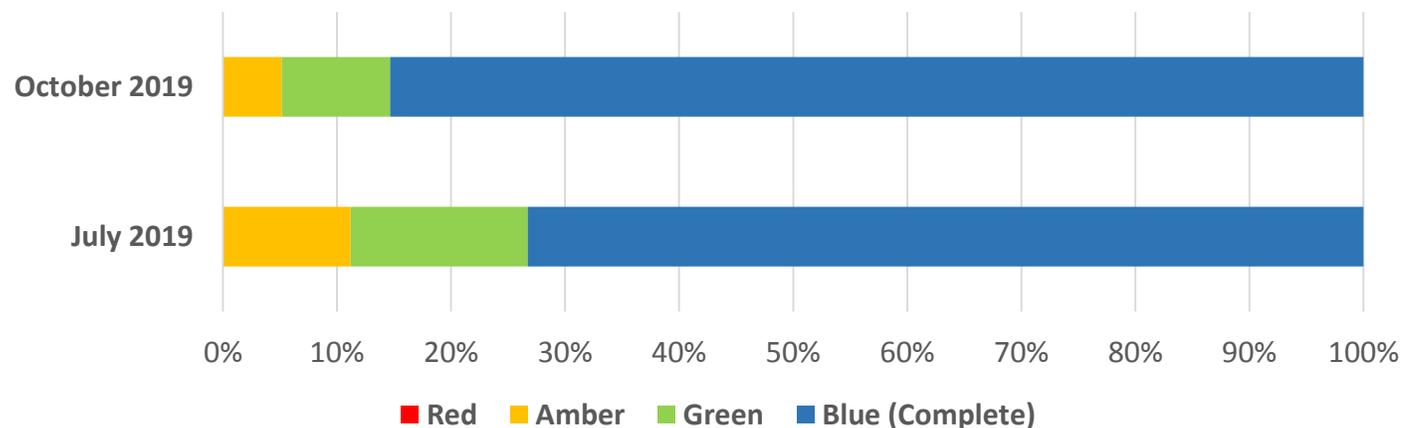


Children's Social Care

The latest October project report for the Children's Improvement Plan shows continued progress delivering the actions related to the specific (18) recommendations of the Ofsted inspection report with over 85% of the actions now complete.

Focus for the programme is shifting from delivery to impact. The Ofsted Priority Action Board (OPAB) is due to meet one further time in November 2019 at which point ongoing scrutiny and oversight of the improvement work will transition to the Safeguarding Partnership and the Corporate Parenting Board. Progress updates (focussed on the impact of the improvement work) will continue to be provided to Cabinet and CLT as required. The next report to Cabinet will be December 2019.

Surrey Children's Improvement Plan - Ofsted Recommendations (July -> October 2019)



Service Improvement



Audit Programme - Key outstanding high priority recommendations as of September 2019:

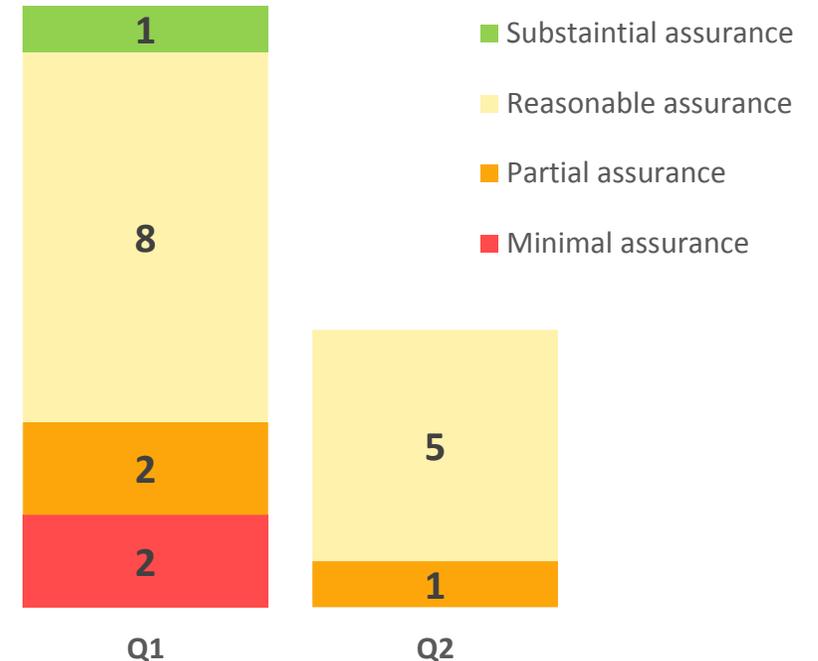
There is currently one audit area with agreed high priority action outstanding:

- Traffic Signals:** The necessary action to complete a retrospective waiver for contract variation is currently underway and with legal services for approval. The process to obtain this started later than planned and it was expected that the action will be fully completed by end of quarter two.
- (Pensions Administration** was an area with outstanding actions from Q1. Following a review between the service, finance and audit on 15 October, a revised timeframe to April 2020 has been agreed. This means the actions are not yet completed, but are not currently outstanding.)

2019-20 Annual Audit Plan - Completion at Q2



2019/20 Audit Opinions Issued



This page is intentionally left blank

Select Committee Task and Finish Group Scoping Document

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Scrutiny Officer complete the scoping template.
3. The Council Overview and Scrutiny Committee reviews the scoping document
4. The Select Committee agrees membership of the task and finish group.

Review Topic: Customer Experience Transformation

Select Committee(s) Resources & Performance

Relevant background

The council is undergoing a major programme of transformation and the Resources & Performance Select committee has previously scrutinised specific programmes that sit within its remit. One of these programmes is Customer Experience, which has already delivered a range of capabilities and benefits including a Single Point of Access for Children's Services, webchat functionality and improved highways defect reporting.

The council's wider transformation programme is being refreshed and refocused to ensure that it is adaptable and continues to meet the organisation's evolving objectives and priorities. Customer experience is a critical element of this work given the links and dependencies it has with other programmes such as Digital, Adult Social Care, Children's and Highways Transformation which all have work streams focusing on improved customer experience and access to online services. It is therefore an appropriate time for Members to contribute their knowledge and perspectives in order to help shape the future direction of the programme and ensure that it supports the next phase of transformation.

Members agreed that the most effective means of doing this would be via a deep dive of the Customer Experience programme, using a creative and practical approach to scrutiny beyond formal committee meetings. It is proposed that a Task Group be formed in order to achieve this.

Why this is a scrutiny item

It is envisaged that Members will play a key role in the successful delivery of the Customer Experience programme by becoming champions for this work. There are a range of opportunities to explore around the concept of customer and Members will be able to provide valuable insights as to what residents want us to deliver.

What question is the task group aiming to answer?

- How do residents prefer to interact with the council?
- What do residents expect and value when they interact with the council as customers?

- How can both Members and Officers understand and develop the concept of Customer to improve insights into customer wants and needs?
- How is our relationship with customers changed and enhanced by being an agile council?
- How can Members become champions for this work?
- How can we effectively link an improved customer journey with benefits to communities 'on the ground'?
- How can this work improve community capacity, capability and participation?
- What best practice or learning can we gather from other local authorities?

Aim

That the Task Group completes a deep dive review of the Customer Experience programme in order to support and champion its successful delivery going forwards.

Objectives

1. To understand and quantify the work on Customer that has been completed as part of the transformation programme to date and the impact it has had on residents, services, staff and the wider organisation
2. To help shape and define the future direction and priorities of the Customer Experience programme
3. To ensure that work both being designed and delivered supports an overarching ambition that we are providing what matters to residents and creating an enhanced customer experience
4. To consider the role of Members and approach to scrutiny in this and other transformation programmes

Scope and approach to the work

The Task Group's remit will be work streams within the Customer Experience programme (business case available separately). As the programme moves into a new phase as part of the transformation refresh it is the intention that Members provide support and insight to ensure that it delivers what residents want and need.

Regular operational activity and the day to day running of the service will not be in the scope of the review.

It is envisaged that Members will be supported to use a wide range of tools and approaches to deliver this work, including:

- Site visits
- Evidence gathering from other authorities
- Feeding-in their knowledge of residents' views, perceptions and expectations
- Hands-on testing of new portals, systems and processes
- Interaction with service staff to better understand the service, its outputs and current pressures (e.g. use of Children's' Single Point of Access)

Outcomes for Surrey / Benefits

- Clearer understanding and definition of the concept of Customer
- Improved insights of customer demands and expectations

- Supporting achievement of the Community Vision’s strategic principles, including enabling people to ‘help themselves and each other’ and ‘get the information they need at the right time and place’
- Improved perceptions and feedback of customer interactions as a result of new approaches and systems
- Effective demand management by redirecting residents to self-help resources
- More cost-effective and efficient means of communication and service delivery
- Positive changes to residents’ behaviour – i.e. greater use of the council website, online and automated systems and reduced reliance on direct contact
- Potential to achieve financial savings as a result of the above
- Supporting delivery of the wider transformation programme’s ambitions, including those related to agile, digital and moving closer to residents

Proposed work plan

It is important to clearly allocate who is responsible for the work, to ensure that Members and officers can plan the resources needed to support the task group.

Timescale	Task	Responsible
Mid-January	<ul style="list-style-type: none"> • Review the work done to date through various work-streams to transform customer experience and understand the impact of this work. • Develop key lines of enquiry to scrutinise customer experience 	Programme Managers, Scrutiny Officers
February	<ul style="list-style-type: none"> • Learning from site visits to council services providing an enhanced customer service (e.g. Contact Centre, Adult Social Care) • Learning from other Local Authorities including interviews and site visits 	Heads of Service, TSU, Scrutiny Officer
March	<ul style="list-style-type: none"> • Collate and review findings from research and experience • Draft task group report for select committee 	Task Group, Scrutiny Officer
April	<ul style="list-style-type: none"> • Final report to Select Committee • Recommendations to Cabinet as necessary 	Task Group, Scrutiny Officer

Witnesses

Cabinet Member for Corporate Support
Cabinet Member for Children, Young People and Families
Cabinet Member for Adults and Public Health
Executive Director - TPP
Director – Transformation
Transformation Programme Managers
Customer Services Group Manager
Customer Relations & Service Improvement Manager
Relevant Service Directors in Children’s, Adults and Highways
Neighbouring Local Authority Cabinet Members and Officers (East Sussex, West Sussex, Brighton & Hove, Hampshire)
Residents/customers

Useful Documents

- Customer Experience transformation programme business case
- Transformation Programme update to Resources & Performance Select Committee (18 October 2019)
- Community Vision for Surrey 2030

Potential barriers to success

- Officer and Member availability
- Member awareness/visibility of the programme’s role in the wider transformation programme (i.e. understanding of interdependencies etc.)
- Engagement with, and capacity for, site visits and testing of new processes
- Resource within the service to facilitate/support Member evidence gathering
- Willingness/availability of external partners to participate in this work

Equalities implications

The Task Group recognises that there are a number considerations around equalities when conducting its work, and there are many people with various needs that will be contributing to this process. It will be mindful of how it conducts its work in order to ensure people are provided the opportunity to contribute, and that any barriers to doing so are mitigated.

Although there are no major equalities implications identified at the outset of this work, the Group will monitor the equalities implications emerging from its recommendations with officers, and will work to identify mitigation measures for those with a potentially negative impact.

Task Group Members

TBC

Co-opted Members

Spokesman for the Group

Scrutiny Officer/s

Resources and Performance Select Committee

16 December 2019



Review of Annual Procurement Forward Plan 2020/21

Recommendation:

- That the Select Committee reviews the attached Cabinet report and make recommendations to the Cabinet as appropriate.

Report contact: Ross Pike, Committees Business Manager

Contact details: 020 8541 7368, ross.pike@surreycc.gov.uk

This page is intentionally left blank

SURREY COUNTY COUNCIL

CABINET

DATE: 17 DECEMBER 2019

REPORT OF: DR ZULLY GRANT-DUFF, CABINET MEMBER FOR CORPORATE SUPPORT

LEAD OFFICER: LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR FOR RESOURCES

SUBJECT: ANNUAL PROCUREMENT FORWARD PLAN 2020/21



SUMMARY OF ISSUE:

The revised Procurement and Contract Standing Orders agreed by the Council in May 2019 require the preparation of an Annual Procurement Forward Plan (APFP) during the business planning cycle. The APFP has been developed for 2020/21 and Cabinet is asked to approve the Plan to allow implementation of the identified procurement activity.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Gives Approval to Procure for the projects listed in Annex 1 – “Annual Procurement Forward Plan for 2020/21” in accordance with the Council’s Procurement and Contract Standing Orders.
2. Agrees that where the first ranked tender for any projects listed in Annex 1 is within the +/-5% budgetary tolerance level, the relevant Executive Director, Director or Head of Service (as appropriate) is authorised to award such contracts.
3. Agrees the procurement activity that will be returned to Cabinet for review of the commissioning and procurement strategy prior to going out to market, and which is highlighted in grey in Annex 1.

REASON FOR RECOMMENDATIONS:

- To comply with the Procurement and Contract Standing Orders agreed by Council in May 2019.
- To provide Cabinet with strategic oversight of planned procurement projects for 2020/21.
- To ensure Cabinet oversight is focussed on the most significant procurements.
- To avoid the need to submit multiple individual requests for Approval to Procure as well as individual contract award approvals for work taking place in 2020/21.

DETAILS:

Business Case

1. Annex 1 lists all known projects over £181,302 that are due for procurement in 2020/21 year for each Directorate and Service. This threshold figure is the level at which the council is bound by the UK Public Contract Regulations 2015 to advertise in the Official Journal of the European Union (OJEU) and conduct a public tender for goods and services above £181,302. The threshold for works contracts is £4,551,413. The threshold levels will be increasing slightly from 1 January 2020. These projects will be publicised in due time using the established e-procurement platforms.
2. Annex 1 has been agreed with the relevant Executive Directors, Directors, Heads of Service, Finance and the Strategic Commissioning Unit.
3. Under section 1.6 of the Procurement & Contract Standing Orders (PCSO), Cabinet is asked to approve these forward plans so that they may proceed to procurement without delay and delegate award decisions to Executive Directors, Directors, or Heads of Service provided the outcome is within +/- 5% of the budget agreed with Finance when each project begins. Any project with an out-turn not within tolerance will be reported in line with PCSO table 2.7a:

Under £1m: S151 Officer

Over £1m: S151 Officer and relevant service Portfolio Holder

Over £5m: S151 Officer and Cabinet
4. By approving the APFP in this way, there will be no need to gain Approval to Procure for each individual project for the remainder of this financial year. This will streamline Cabinet input and ensure focus on the most important projects throughout the year. However, it is likely that unforeseen projects will arise, and officers will need to seek Approval to Procure for these separately.
5. Where significant transformation or material change to the delivery of a commissioned service is proposed these projects have been identified in grey in Annex 1. Depending on the nature of the changes, public consultation and equality impact assessments may also be necessary. Further situations not currently anticipated (but included in Annex 1) may arise during the year. In any situation, the final proposed commissioning strategy and, if applicable, the outcome of any public consultation and equality impact assessment, will be brought back to Cabinet as an exception report for a new Approval to Procure.
6. Whilst the APFP is integral to the business planning cycle, it is not intended to set budgets for coming years, a task which is handled via the council's annual budget report. Where the contractual limits and the available budgetary provision are not in alignment, the lower of the two will generally prevail.

CONSULTATION:

7. Consultation will take place for individual projects as appropriate to the products or services required.

RISK MANAGEMENT AND IMPLICATIONS:

8. If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and required outcomes and benefits from our contracted services. Good forward planning will enable adequate resources and sufficient time are dedicated to ensure appropriate procurement strategies and commercial negotiations to take place. Also, by bringing forward Cabinet approval there will be opportunity for Members to review and influence the plans in advance of any procurements being carried out.

Financial and Value for Money Implications

9. The APFP approach has been designed to facilitate better planning, early engagement and strategic oversight and, therefore, allows for more efficient and effective use of resources to support delivery of commissioning intentions.
10. Further financial and Value for Money implications will be considered on an individual project basis.

Section 151 Officer Commentary

11. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
12. The Section 151 Officer supports the annual procurement plan which sets out the contracts expected to be retendered during the 2020/21 financial year. It remains however, the responsibility of the relevant Executive Director, Director or Head of Service to ensure that any expenditure committed to as a result of these procurements remain within approved budget envelopes and is consistent with the Directorate Commissioning Strategy (which should be approved by Cabinet).

Legal Implications – Monitoring Officer

13. Cabinet is being asked to give formal Approval to Procure for the projects listed in Annex 1 in accordance with the Council's Procurement and Contract Standing Orders. In making this decision, Cabinet should be cognisant of its fiduciary duty to Surrey residents to ensure services are provided effectively while also maintaining a balanced budget.
14. Notwithstanding Cabinet giving Approval to Procure, officers will have to ensure that the Public Contracts Regulations 2015 are complied with in relation to any procurements undertaken. Furthermore, commissioners will need to be aware of the 'best value duty' under Section 3 of the Local Government Act 1999 and its requirements on them. It states that the Council "...must make arrangements to secure continuous improvement in the way in

which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

15. For projects where additional statutory duties arise at a later date, for example as a result of a change in commissioning strategy, the Approval to Procure given at this stage will no longer be valid. Once additional statutory requirements have been satisfied, a report will need to return to Cabinet for a new Approval to Procure. Legal Services will advise in relation to any such situations.
16. Cabinet will note that authority to grant Approval to Procure in relation to selected health and social care matters has been delegated to the Council's representatives on the Committee in Common with Surrey's Clinical Commissioning Groups. The relevant projects are included in Annex 1 for information only.

Other Implications:

17. There are no significant implications upon key council priorities and policy areas.

WHAT HAPPENS NEXT:

18. The approved plans will be delivered during the financial year 2020/21.

Contact Officer:

Anna Kwiatkowska, Head of Procurement, Procurement Service

Consulted:

Service Directors, Finance, Strategic Commissioning Unit.

Annex 1 – “Annual Procurement Forward Plan for 2020/21”
Categories and Terminology – Explanatory Note to Annex 1

Sources/background papers:

Procurement and Contract Standing Orders 2019

Corporate Resources

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Corporate Resources	Commercial Services	SCC Supply of Transport for School Meals	Transport to supply schools meals to schools without production kitchens	Revenue	31/12/2020	Renewal of Existing	Tender	01/01/2021	No
Corporate Resources	Commercial Services	SCC Supply of Light Catering Equipment	Provision of light catering equipment	Revenue	19/04/2020	Renewal of Existing	Accessing Framework Agreement	20/04/2021	No
Corporate Resources	Commercial Services	Commercial Catering Equipment Repairs	Provision of service for repairs of commercial catering equipment in schools where Commercial Services are the catering provider	Revenue	31/12/2020	Renewal of Existing	Tender	01/01/2021	No
Corporate Resources	Commercial Services	Supply of Commercial Catering Equipment	Supply and Installation of Commercial Catering Equipment	Revenue	31/03/2021	Renewal of Existing	Accessing Framework Agreement	01/04/2022	No
Corporate Resources	IT & Digital	(T1130) eDBS checks Solution 2021+	Electronic DBS checks for staff at ESCC and SCC.	Revenue	31/05/2021	Replacement with New Service	Accessing Framework Agreement	01/06/21	No
Corporate Resources	Procurement	(11988) P-Card Contract	Procured at the same time, there are separate contract for SCC (for corporate) & ESCC (for corporate and schools) with single provider. Contracts have been extended in line with the Terms and Conditions. This requirement is for new contract once end.	Revenue	31/10/2021	Renewal of Existing	Accessing Framework Agreement	01/11/21	No

Corporate Resources	Business Operations	Cash Collection Services	Framework for cash collections from premises and car parks	Revenue	30/04/2020	Renewal of Existing	Tender	01/05/20	No
Corporate Resources	Business Operations & Property	SCC - Hybrid Mail	Hybrid Mail solution for external printing. The service provided is a formatting, printing and posting solution which is scalable with the functionality to standardise document printing. These processes were previously carried out in house using large scale printers and manual effort so were time consuming and not cost effective. Currently used in Business Operations, Contact Centre, and ESCC.	Revenue	01/09/2020	Renewal of Existing	Accessing Framework Agreement	02/09/21	No
Corporate Resources	IT & Digital	(11333) Libraries IT 2018+, Library Management System tender (work stream b)	Replacement of Axiell LMS	Mixed	30/11/2021	Replacement with New Service	Accessing Framework Agreement	30/11/20	No
Corporate Resources	IT & Digital	(12024) Dedicated IT Reseller Framework	A new framework to provide a compliant route to access software renewals, support and maintenance to provide resource and time efficiencies. To replace current Essex CC framework.	Revenue	31/12/2020	Replacement with New Service	Creation of Framework Agreement	02/01/21	Yes
Corporate Resources	IT & Digital	(T1078) 2020 Capita SIMS software system, renewal of Support and Maintenance services	Schools data management system. Current Capita SIMS system contract has been extended, will need to be re-tendered in 2021. Strategic decision required around suitability of the existing system thereby requiring an on-going maintenance contract or a tender for a replacement with associated implementation budget. Currently approx. £300,000 per year. SCC annual entitlement is under SCC – 003111.	Revenue	31/03/2021	Renewal of Existing	Accessing Framework Agreement	31/03/20	No
Corporate Resources	IT & Digital	(T1075) SCC & ESCC mySAP.com Software Licence & Maintenance Agreement	Requirement and duration will depend on strategic way forward with SAP	Revenue	31/12/2020	New Procurement Requirement	Tender	31/12/20	No
Corporate Resources	IT & Digital	(T1074) SCC & ESCC - SAP Product Re-instatement & Higher Tier Support (SAP) Jan 18 - Dec 20	Current perpetual licences require on-going 3rd tier support and maintenance services. Requirement and duration will depend on strategic way forward with SAP.	Revenue	31/12/2020	New Procurement Requirement	Tender	31/12/20	No
Corporate Resources	IT & Digital	(T1076) SCC OutSystems Platform Master Subscription Agreement renewal / replacement	Software subscription for Developer team	Revenue	05/11/2020	Renewal of Existing	Accessing Framework Agreement	04/11/20	No
Corporate Resources	IT & Digital	STP-Agile-Cloud Access Security Broker (CASB)	New cloud based security software	Revenue		New Procurement Requirement	Accessing Framework Agreement		No
Corporate Resources	IT & Digital	STP-Agile-Records access sharepoint	New integration solution to allow partner organisations secure access to SCC Sharepoint based records	Revenue		New Procurement Requirement	Accessing Framework Agreement	01/10/20	No
Corporate Resources	Property & IT & Digital	(T1081) SCC Framework Agreement for Managed Documents Services	Framework for managed documents services including supply and leasing of devices, supply of print consumables and support and maintenance	Revenue	31/01/2021	Renewal of Existing	Accessing Framework Agreement	31/01/21	No

Corporate Resources	Property & IT & Digital	SCC Atrium - Software - Property Asset Management Services (PAMS)	Software - Property Asset Management Services (PAMS) Now supplied by Trimble (Atrium was acquired by Trimble)	Revenue	30/04/2020			01/05/20	No
Corporate Resources	IT & Digital	SCC Esri Master Licence Agreement	Master Licence Agreement for ESRI Software and Data (GIS)	Revenue	31/03/2021	Renewal of Existing	Accessing Framework Agreement	01/04/21	No
Corporate Resources	IT & Digital	SCC - Supply of software for SFRS	Supply of software for SFRS mobile data terminals and Hydra database	Revenue	31/03/2021	Renewal of Existing	Light Touch Regime	01/04/21	No
Corporate Resources	IT & Digital	Microsoft Enterprise Agreement	Agreement provides licensing and access to Microsoft applications. The existing agreement has an included set of available licensing, but some additional applications are not currently included in the purchased agreement,	Revenue		Renewal of Existing	Accessing Framework Agreement	See Additional Information	No
Corporate Resources	IT & Digital	Unified Comms	Potential purchase of new software/hardware to deliver unified comms/telephony solution as a replacement to conventional telephony service. Possible requirement for transformation programme.	Mixed		New Procurement Requirement	Accessing Framework Agreement	See Additional Information	No
Corporate Resources	IT & Digital	Staff PC Replacement	Staff PC equipment supply and associated professional services to deploy and support	Mixed		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Corporate Resources	IT & Digital	Public PC Replacement	Public PC equipment supply and associated professional services to deploy and support	Mixed		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No

This page is intentionally left blank

Health Wellbeing and Social Care

Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
(30292) Providing Home Based Care (HBC) support services to vulnerable adults with eligible needs in Surrey is a statutory obligation for the commissioners (potential)	New Framework for the provision of Home Based Care	Revenue	30/09/21	New Procurement Requirement	Creation of Framework Agreement	01/10/21	Yes
Combined Sensory Services Adults	Contract to provide sensory services for people with Visual Impairment, Dual Sensory Loss, Hearing Impairment and Hard of Hearing and services for Deaf Individuals	Revenue	31/01/2021	Renewal of Existing	Light Touch Regime	01/02/21	Yes
Telephone helpline for Substance Misuse, Emotional Difficulties and Mental Health Problems	A combined drug & alcohol and mental health telephone service.	Revenue	31/10/2020	Renewal of Existing	Light Touch Regime	01/11/20	No
Approved Provider list for Pharmacies (Public Health Agreements)	Pre-qualify approximately 170 Surrey pharmacies to establish an approved provider list to deliver public health agreements. Once providers are included on the list they will be awarded rolling contracts with robust termination provisions. Services delivered include Smoking Cessation, Sexual Health, Needle Exchange and Supervised Consumption.	Revenue	31/03/20	New Procurement Requirement	Light Touch Regime	01/04.2020	No
Temporary Agency Staff for SCC care homes	Direct award using NEPO framework for a contract to deliver temporary agency staff to Surrey County Council residential care homes	Revenue	31st Dec 2019	Renewal of Existing	Accessing Framework Agreement	01/01/19	No

This page is intentionally left blank

Childrens Families Learning and Culture

Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Domestic Abuse Re-design Project	SCC will be working with partners to develop Surrey's new DA offer. There will be an 18 month design programme with at least 5 prototypes to go out to tender followed by a full Procurement process.	Mixed	N/A	New Procurement Requirement	Other	01/04/22	No
National Assessment and Accreditation System (NASS) Contract(s)	Standard overarching framework contract for all Non Maintained Independent Schools	Revenue	Not known	Renewal of Existing	Other	TBC	No
South Central IFA Framework	The South Central IFA Framework is a regional framework created in partnership with 13 other local authorities. It is a 4 year framework.	Revenue	31/03/2021	Renewal of Existing	Creation of Framework Agreement	01/04/21	No
Children's Residential Consortia (CRC) – Framework	Surrey worked in partnership with 17 other LAs (led by Southampton) to go to tender for a new Flexible Framework, which officially went live 1 September 2018. It is a three year, 'light touch' framework with the option to extend up to a further 3 years. The framework reopens once each year for new providers to join. Other LAs can join at any time.	Mixed	Sep-21	Renewal of Existing	Creation of Framework Agreement	01/04/21	No

Residential Parenting Assessments (RPAs) Framework	We currently have a Surrey-only Framework in place for RPAs. It went live 1 May 2017. Contract was for two years, with the option to extend for a further 2 years (+1, +1)	Revenue	30/04/2021	Renewal of Existing	Other	TBC	No
Supported Accommodation (16+ & Care Leavers)	A DPS & block contracts have been put in place for Supported Accommodation providers – providing services for children & young people, including looked after children aged 16 & 17, care leavers (18+) and young people at risk of homelessness	Revenue	30/04/2022	Renewal of Existing	Other	TBC	No
Contact Services	There is currently in house delivery of contact however Finance flagged the increasing spend on external contact supervisors and in 2018/19 this exceeded £1m.	Revenue	31/03/2021	Replacement with New Service	Other	TBC	No
Adoption Support Fund	Explore whether SCC's Adoption team still requires recommissioning of external Post Adoption Order support services. Spend was over £500k in 2018/19	Revenue	Apr-21	Replacement with New Service	Competitive Dialogue	TBC	No
Outreach services (ASD, LAN and SEMH)	Re-articulation of Surrey SEND Outreach services for inclusion in mainstream schools.	Revenue	31/03/2021	Replacement with New Service	Competitive Dialogue	TBC	No
Year 11-12 Transition Contract	A preventative service designed to facilitate transition into education, training or employment for those young people deemed to be most at risk of becoming Not in Education, Employment, or Training (NEET) in Year 11.	Revenue	End Feb 2020 but planning to extnd until 28 Feb 2021	New Procurement Requirement	Light Touch Regime	01/03/21	No
SEND Transport	Contract for the provision of home to school/school to home transport for children & young people with EHCPs	Revenue	n/a	Renewal of Existing	Light Touch Regime	TBC	No

(T1080) Library books supply	Provision of library stock under WSCC framework	Revenue	31/03/2021	Replacement with New Service	Accessing Framework Agreement	01/04/21	No
(T1160) Youth case management system	Case Management System (CMS) used by Surrey Youth Support Services and Commissioning & Development to store and maintain data about Surrey Young People - includes electronic documents, record management software and associated services	Mixed	30/06/2020	Replacement with New Service	Accessing Framework Agreement	01/07/20	No

This page is intentionally left blank

Transformation Partnerships & Prosperity

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Transformation Partnerships & Prosperity	HR & Organisational Development	Framework Agreement for Provision of Employee Health and Wellbeing Services	Framework procured with 3 x lots: Occupational Health Services, Employee Assistance Programme, Absence Management	Revenue	31/03/2021	Renewal of Existing	Tender	01/04/21	No

This page is intentionally left blank

Community Protection Transport & Environment

Directorate	Service	Contract Name (over Regulatory Threshold and over £181,302)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by Cabinet to review commissioning and procurement strategy before going to market? (Yes / No)
Community Protection Transport & Environment	Trading Standards	(11370) Provision of Toxicology Services	The Council needs to be able to access experienced and comprehensive Toxicology testing services for Pathologists on behalf of HM Coroner.	Revenue		New Procurement Requirement	Accessing Framework Agreement	01/07/20	No
Community Protection Transport & Environment	IT & Digital	(12031) Renewal of Transport Planning System Software (Surrey Travel and Transport User System)	Current Contract with Mobisoft extension to Jan 2021 in progress. Transport Coordination Team would like to look at the current market to see if there are any direct competitors to the current system.	Capital	01/02/2021	Renewal of Existing	Other	02/02/21	No
Community Protection Transport & Environment	Highways	(T1053) Surface dressing contract for summer 2021 programme	Annual mini-competition from SCC Framework for Roads Surface Dressing Service. £2,000,000 - £3,000,000	Capital	Nov-20	Renewal of Existing	Accessing Framework Agreement	01/12/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	To Be Confirmed, A31 Interchange/ A331 Government Rd & Aldershot Interchange (approx. £750K)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	B2430/3 Kingston Rd Retaining Wall (approx. £500K)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	C130/452 Scotland Bridge Footbridge (approx. £250K)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	D3455/507 Mychett Place Access steps (approx. £200K)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	D2164/2278 Baxter Ave nue Retaining Wall Parapet (approx. £100k)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	One-off capital structure works project under £1million	A320/15 Hoe Stream Mayford (approx £400k)	Capital		New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Highways	Road Weather Information & Bureau Service	Surrey County Council operates a Road Weather Information System (RWIS), which comprises a network of roadside weather stations ("Outstations and Non - Invasive Outstations"), and a centralised weather data management service ('Bureau Service'). (£48k per year 6+2+2 years) This specification outlines the requirements for the provision and operation of the Bureau Service, the maintenance of associated software, and the operation and maintenance of the network of the Outstations and Non-Invasive Outstations.	Revenue	Sept 2021 (TBC)	Renewal of Existing	Accessing Framework Agreement	01/09/21 (TBC)	No

Community Protection Transport & Environment	Highways	Highways Winter Service Lease of salting vehicles	Salting vehicles are presently leased from Econ by Highway contractor (Kier) and paid for from lump sum SCC pay to Kier. 37 salting vehicles in total, 5 x 26 ton and 23 x 18 ton. Estimate provided by Econ based on 7 years, however this term should change to length of new Term Maintenance Contract. (£767k per year over 7 years)	Revenue	April 2021 (end of Kier contract)	New Procurement Requirement	Other	01/09/21	No
Community Protection Transport & Environment	Highways	Highway Winter Service Salt Procurement	To purchase rock and marine salt to increase our salt reserves ahead of and during each winter period. We have been using the ESPO framework under waive, and want to re-tender to see if we can get better value. (£300k per year over 10 years)	Revenue	04/05/2020	New Procurement Requirement	Accessing Framework Agreement	04/05/20	No
Community Protection Transport & Environment	Highways	Highway Winter Service Weather forecasting service	Provision of weather forecasting and decision making system to be used by winter service decision makers	Revenue	April 2021 (end of Kier contract)	New Procurement Requirement	Other	01/04/21	No
Community Protection Transport & Environment	Highways	T1097 SCC Highways RRM Specialist Contractor - Traffic Signals	Provisional scope of works (Refer to Additional Comments) - Inspections, Maintenance and Supply & Installation of new Traffic Signals	Mixed	27/04/2021	Replacement with New Service	Tender	28/04/21	No
Community Protection Transport & Environment	Countryside	T1136 SCC Countryside - Annual Programme - Mini-Competitions under existing Framework	Annual mini-competition from SCC Framework for works and services covered by the four framework lots;	Mixed	31/03/20	New Procurement Requirement	Accessing Framework Agreement	01/04/20	No
Community Protection Transport & Environment	Transport	Bus Shelter Contract - non-advertising (LEP & developer funded programme)	Procurement of non-advertising bus shelters to support quality bus corridors	Capital		New Procurement Requirement	Tender	01/04/20	No
Community Protection Transport & Environment	Transport	Local Bus	Local Bus Tenders for multiple routes. Mini Competitions via the Public Bus DPS	Revenue	31/08/20	Renewal of Existing	Dynamic Purchasing System	01/09/20	No
Community Protection Transport & Environment	Transport	Hopme to School Transport	Home to School Transport	Revenue	31/07/20	Renewal of Existing	Creation of Framework Agreement	01/08/20	No
Community Protection Transport & Environment	Transport	SCC Vehicle Hire Lot 3	Call off contract from Crown Commercial Services Vehicle lease and fleet management framework	Revenue	02/10/2020	Renewal of Existing	Accessing Framework Agreement	03/10/20	No
Community Protection Transport & Environment	Transport	SCC Vehicle Hire Lot 1	Call of contract from Crown Commercial Services Vehicle hire framework	Revenue	02/10/2020	Renewal of Existing	Accessing Framework Agreement	03/10/20	No
Community Protection Transport & Environment	Transport	SCC Vehicle Hire Lot 2	Call off contract from Crown Commercial Services Vehicle hire framework	Revenue	02/10/2020	Renewal of Existing	Accessing Framework Agreement	03/10/20	No
Community Protection Transport & Environment	Transport	SCC SCC Framework Agreement for Advertising Services for Statutory Notices	Framework Agreement for the Provision of Advertising Services for Statutory Notices	Revenue	28/02/2021	Renewal of Existing	Accessing Framework Agreement	01/03/21	No
Community Protection Transport & Environment	Surrey Fire & Rescue Service	Incident Command Vehicle	Procurement of a new Mobile Incident Command Solution	Capital	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No

Community Protection Transport & Environment	Surrey Fire & Rescue Service	Emergency Services Network (ESN)	This is for the replacement to the current Airwave solution provided through the Home office to a new mobile phone based network to provide secure communications across blue light services. The program will require enhancements to the existing mobilising control communications centre and the replacement of all the current radio systems across the Surrey Fire fleet and mobile solution for individual users. The funding is expected to come from the Home Office, but at this time we do not know how much we will receive as a grant.	Grant Funded	N/A	New Procurement Requirement	Accessing Framework Agreement	TBC	No
Community Protection Transport & Environment	Surrey Fire & Rescue Service	CRM (Customer Relationship Management) Replacement	IT Procurement requirement for design and development of new CRM provision and subsequent procurement options which will be required for this item.	Capital	31/08/2020	Replacement with New Service	Accessing Framework Agreement	01/09/20	No

This page is intentionally left blank

Committee in Common - Provided for information only. These projects are subject to SCC Sub-Committee approval on the 18 December 2019

Directorate	Service	Contract Name (over Regulatory Threshold and over £1,000,000)	Contract Description (up to 250 characters)	Capital/ Revenue/Grant funded/Mixed	Current Contract End Date	Procurement Activity Required (Renewal of Existing/ Replacement with New Service/ New Procurement Requirement)	Route to Market	Start date of new contract(s) (enter as dd/mm/yy)	To be reserved by CiC to review commissioning and procurement strategy before going to market? (Yes / No)
Children, Families & Learning	Children's Services	CAMHS Contract	A new model of service co-designed with Children, Young People and Families - Contract to deliver Children and Adolescence Mental Health Services in Surrey	Revenue	31/03/21	Replacement with New Service	Light Touch Regime	01/04/21	No
Health, Wellbeing and Adult Social Care	Public Health	Community Health	The Public Health services currently provided by these contracts are School Nursing, Health Visiting, Family Nurse Partnership. The services identified for joint re-procurement on a countywide footprint (e.g. to form part of the NHS re-procurement process) are School Nursing, Health Visiting and Family Nurse Partnership	Revenue	31/03/22	Replacement with New Service	Light Touch Regime	01/04/22	Yes
Health, Wellbeing and Adult Social Care	Adult Social Care	Independent Living (potential)	Framework for the provision of independent living schemes for working age adults including individuals with learning disabilities and/or autism, people with physical and sensory impairments.	Revenue	N/A	New Procurement Requirement	Light Touch Regime	01/04/20	Yes
Health, Wellbeing and Adult Social Care	Public Health	Remodelling public health agreements for GPs	Contracting on a regional basis for GP public health agreements with approx 125 GPs - lead provider model through the primary care networks (PCN) - £1.3 million per year. This is likely to be delivered as a pilot starting with Surrey Heath.	Revenue	31/03/21	New Procurement Requirement	Light Touch Regime	01/04/21	No
Health, Wellbeing and Adult Social Care	Adult Social Care	Carers	<p>Renew and retender of a number of carers contracts:</p> <p>Home Based Breaks for Carers - SCC-007407 - Expires 5/2/2021 - £2,173,346 per annum</p> <p>Independent Carers Support, currently commissioned as 4 geographical lots - SCC - 007516 - Expires 31/03/2021 - £1,142,000 per annum</p> <p>Benefits advice to carers - SCC - 008535 - Expires 31/7/2021 - £50K per annum</p> <p>County-wide carers - Support Services to Carers & Young Adult Carers (3 lots): - SCC008332</p> <ul style="list-style-type: none"> • Lot 1 Young carers and young adult carers • Lot 2 Giving Carers A Voice" And Multi Agency Awareness Raising • Lot 3 Back care services <p>Expires 31/7/2021 - £1,408,500 per annum</p> <p>Total £4,723,896 per annum</p> <p>Active engagement with health and community partners and carers to determine the best future configuration of these services</p>	Revenue	See description	Renewal of Existing	Light Touch Regime	Various	Yes
Health, Wellbeing and Adult Social Care	Public Health	Sexual Health contract	Retender of the Surrey-wide integrated sexual health contract which includes GUM, CASH and prevention. This project is likely to include a joint procurement with NHS England for the provision of HIV Treatment and Care	Revenue	31/03/2022	Renewal of Existing	Light Touch Regime	01/04/22	Yes
Health, Wellbeing and Adult Social Care	Adult Social Care	Contract for the provision of the Community Equipment Service	To ensure residents living in Surrey who have a required need for community equipment are able to gain access to the service to maintain and/or improve their health and wellbeing, enabling them to continue to live as independently as possible.	Mixed	31/03/2021	Renewal of Existing	Tender	01/04/2021	No

Health, Wellbeing and Adult Social Care	Adult Social Care	Advocacy Services (Including IMHA & IMCA)	<p>Advocacy services help people – particularly those who are most vulnerable in society – to:</p> <ul style="list-style-type: none"> • access information and services • be involved in decisions about their lives • explore choices and options <p>defend and promote their rights and responsibilities</p> <ul style="list-style-type: none"> • speak out about issues that matter to them <p>Advocates and advocacy schemes work in partnership with the people they support and take their side. Advocacy promotes social inclusion, equality and social justice.</p>	Revenue	31/03/2021	New Procurement Requirement	Light Touch Regime	01/04/2021	Yes
---	-------------------	---	---	---------	------------	-----------------------------	--------------------	------------	-----

For information

Directorate	Number of projects
Corporate Resources	56
Health, Wellbeing and Adult Social Care	5
Children Families Lifelong Learning & Culture	14
Transformation Partnerships & Prosperity	2
Community Protection Transport & Environment	26
Committee in Common Projects	8

111

This page is intentionally left blank

Categories and Terminology – explanatory note to Annex 1

This note explains the new arrangements made in section 1.6 of the new Procurement and Contract Standing Orders.

Under previous arrangements, members were asked to approve the award of contracts over £500k. This sometimes meant that it was too late for members to influence the outcome effectively.

The new Orders put an Annual Procurement Forward Plan (APFP) before Cabinet, which provides early visibility of what procurement activities will be carried out, allowing much more time for discussion with the Services concerned.

All the contracts in the plan have been classified under the three categories:

Renewal of Existing: to fulfil a continuing requirement by a new contract or contracts

Replacement with New Service: where requirements have changed, through a different strategy being adopted such as moving to a digital service, to seek different contracts

New Procurement Requirement: where a need for new service has been identified

Cabinet is asked to provide 'Approval to Procure' for the projects listed on the Interim Procurement Forward Plan, which means that contracts can be sourced and awarded without further individual Cabinet member or Cabinet approval at the award stage provided they are within +/-5% of the agreed budget. However, the early notice of the projects means that members are able to shape the strategy with Services before the project begins, and to receive updates on progress from the Services during projects.

Annex 1 - Annual Procurement Forward Plan for financial year 2020/21 is attached to the Cabinet report

Please note the contract values included in Annex 1 are aggregated over the contract duration (including any in-built extensions) and based on a 4 year period for the majority of contracts.

The **rows highlighted in grey** in Annex 1 are where officers have made an initial indication of those contracts that could be of interest to Members (i.e. Cabinet could choose to reserve the right to review the commissioning and procurement strategy before going out to market).

The APFP for FY2021/22 will be developed next year during the business planning cycle alongside commissioners and planners, to ensure good alignment with Service strategies and the priorities set by the Council, and to enable the cost of contracts to be factored into budgets.

Unplanned projects arising during the year will require an individual Approval to Procure.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Resources and Performance Select Committee

16 December 2019



Recommendations Tracker and Forward Work Programme

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

This page is intentionally left blank

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

18 Oct 2019	QUARTERLY PERFORMANCE REPORT (Q1 2019/20) [ITEM 6]	<p>I. An officer from Public Health is to provide more information on indicator PH 02.</p> <p>II. Issues relating to the delivery of the SFRS Safe and Well visit programme are to be raised with the Service and the relevant Select Committee.</p> <p>III. Officers are to explore whether targets can be created for RS 01, RS 02 and Customer 01 for inclusion in the next 2019/20 performance report.</p> <p>IV. The Committee is to receive an annual basis information on how Surrey County Council's performance compares with other councils.</p>	<p>I. The Committee's request has been forwarded to the relevant officer.</p> <p>II. The Committee's request has been raised with the Service and the Chairman of the Communities, Environment and Highways Select Committee.</p> <p>III. The Committee's request has been forwarded to the relevant officers.</p> <p>IV. The Committee's request has been forwarded to the relevant officers.</p>	<p>Director of Intelligence, Analytics and Insight</p> <p>Ben Cullimore, Scrutiny Officer</p>
-------------	--	--	--	---

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

18 Oct 2019	TRANSFORMATION PROGRAMME UPDATE [ITEM 7]	<ul style="list-style-type: none"> I. The Director of Transformation is to share with the Committee the report that was produced on the deep dive into the social workers that had moved offices from Leatherhead to Walton-on-Thames. II. The Committee is to receive information on specific targets and dates in future update reports. III. The Committee is to explore ways to deep dive into customer experience. IV. The Committee is to receive further information on the Transformation Governance Structure. 	<ul style="list-style-type: none"> I. The Committee's request has been forwarded to the Director of Transformation. II. The Committee's request has been forwarded to the Director of Transformation. III. TBC IV. The Committee's request has been forwarded to the Director of Transformation. 	<p>Director of Transformation</p> <p>Ben Cullimore, Scrutiny Officer</p>
18 Oct 2019	ORBIS VALUE FOR MONEY UPDATE [ITEM 8]	<ul style="list-style-type: none"> I. The 31ten review is to be shared with the Committee. II. The full business case that was produced when the Council first entered into the Orbis Partnership is to be shared with the Committee. 	<ul style="list-style-type: none"> I. The Committee's request has been forwarded to the Director of Corporate Finance. II. A copy of the Cabinet Member's response was circulated to the Committee. 	<p>Director of Corporate Finance</p> <p>Cabinet Member for Finance</p>

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
24 January 2020	Budget Scrutiny	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
	Building Partnerships	A fundamental part of the council's transformation journey is transforming the way we work in partnership with key stakeholders and residents. The Community Vision for Surrey in 2030 is a shared one – the council has a key role to play but cannot deliver it alone. In order to achieve the ambitions within the community vision 2030, the council must take a fresh approach to partnership working.	A greater understanding of the benefits of the council partnership working to the organisation and Surrey residents. Identification of opportunities and barriers to future partnership working, possible improvements and areas for further scrutiny.	Tim Oliver, Leader of the Council 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

		The Committee to review the work that has been undertaken with partners (including district and boroughs, health, local partnership boards and residents) in terms of benefits and to deliver the vision.		
--	--	---	--	--

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)