

Notice of Meeting

Resources and Performance Select Committee

**Date & time**

Wednesday, 1 July
2020 at 10.00 am

Place

REMOTE MEETING
Streaming here:
<https://surreycc.public-tv/core/portal/home>

Contact

Kunwar Khan, Scrutiny
Officer

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Chief Executive

Joanna Killian

We're on Twitter:

[@SCCdemocracy](https://twitter.com/SCCdemocracy)



Elected Members

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

TERMS OF REFERENCE

The Committee is responsible for the following areas:

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

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence and substitutions.

2 MINUTES OF THE PREVIOUS MEETINGS: 24 JANUARY 2020

(Pages 5
- 12)

To agree the minutes of the Resources and Performance Select Committee held on 24 January 2020 as a true and accurate record of proceedings.

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)
- 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 Members' questions is 12:00pm four working days before the meeting (*25 June 2020*).
2. The deadline for public questions is 5:00pm seven days before the meeting (*24 June 2020*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 2019/20 OUTTURN, COVID-19 COSTS & FUNDING & BUDGET LESSONS LEARNED

(Pages
13 - 34)

Purpose of the report: To present the 2019/20 outturn position, the latest forecast on COVID-19 costs and funding and the lessons learned from the

2020/21 budget process.

- 6 MIDAS HOUSE CANCELLATION DECISION** (Pages 35 - 40)
Purpose of the report: To provide details of the Council's decision not to proceed with the acquisition of Midas House as the new County Hall.
- 7 QUARTERLY PERFORMANCE REPORT (Q4 2019/20)** (Pages 41 - 54)
Purpose of the report: To provide an overview of progress against a set of key performance indicators that fall within the remit of the Resources and Performance Select Committee, including HR&OD, customers, finance, transformation and risk management.
- 8 CABINET MEMBER PRIORITIES UPDATE** (Pages 55 - 60)
Purpose of the report: To share details of the Cabinet Members' priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within their portfolios.
- 9 TRANSFORMATION PROGRAMME UPDATE** (Pages 61 - 104)
Purpose of the report: To provide the committee with an update on current progress regarding transformation of the council, including the impacts of COVID-19.
- 10 TASK AND FINISH GROUP UPDATES** (Pages 105 - 110)
To update on and review the minutes of the Customer Experience Task Group meeting of 3 April 2020 (attached to this item), and the Budget Sub-Group meeting of 28 May (attached to the item 5 2019/20 Outturn report).
- 11 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 111 - 122)
The Select Committee to review the attached Recommendations Tracker and Forward Work Programme, making suggestions for additions or amendments as appropriate.
- 12 DATE OF THE NEXT MEETING**
The next meeting of the Resources and Performance Select Committee will be held on 8 October 2020 at 10:00am.

**Joanna Killian
Chief Executive**

Published: Tuesday, 23 June 2020

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MINUTES of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 24 January 2020 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 1 July 2020.

Elected Members:

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

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Graham Ellwood, Will Forster and Naz Islam.

2 MINUTES OF THE PREVIOUS MEETING: 16 DECEMBER 2019 [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.

Mark Brett-Warburton arrived at 10:07am.

5 SCRUTINY OF REVENUE AND CAPITAL BUDGET 2020/21 [Item 5]

Witnesses:

Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity

Anna D'Alessandro, Director of Corporate Finance

Mel Few, Cabinet Member for Finance

Zully Grant-Duff, Cabinet Member for Corporate Support

Mark Hak-Sanders, Strategic Capital Accountant

Nikki O'Connor, Strategic Finance Business Partner

Rachel Wigley, Director of Financial Insight

Key points raised during the discussion:

1. Having received the Treasury Management Strategy Statement (TMS) on the morning of the Select Committee meeting, it was agreed that the Select Committee would adjourn for a short time after discussion of the main budget to give Members of the Select Committee time to read the TMS report, following which the Select Committee would again reconvene to discuss and scrutinise the TMS. It is annexed to these minutes.
2. The Witnesses introduced the budget report. While this budget was the first in a decade to be balanced without the use of reserves, it still entailed challenges, such as growing demand in adult social care (ASC) and children's special educational needs and disabilities (SEND) services, a need for further transformation in order to achieve efficiencies, in turn resulting in savings, and the delay of the Fair Funding Review (FFR) from central government, which meant that the budget could only go so far to address the short and medium terms. The general election of December 2019 and Britain's imminent exit from the European Union had created further uncertainty.

Ayesha Azad arrived at 10:08am.

3. The Director of Corporate Finance emphasised the positive differences between the 2020/21 budget and those of previous years. Where previous budgets had been short-term and defensive, the 2020/21 budget was realistic, achievable, sustainable and medium-term. While a number of assumptions had to be relied upon, no reserves had had to be used to balance the budget, and it was not forecast that any reserves would have to be used over the medium term. Revenue was budgeted to increase incrementally, driven by a 1.99% increase in council tax and an additional 2% ASC precept, which the government had confirmed that the Council was able to levy.
4. The Select Committee was informed that the capital programme would increase to £1.4 billion over the medium term.
5. The Director of Financial Insight outlined the budget of the Resources directorate, 50% of which was to be spent on staffing costs. Long-term efficiencies in this directorate would come from changing working practices.
6. The Executive Director of Transformation, Partnerships and Prosperity (TPP) remarked that while the TPP directorate spent the least of any directorate in the Council, it acted as a catalyst for efficiencies to be made elsewhere, and multiple steps had been taken to achieve efficiencies within the directorate. He was determined to ensure that the TPP directorate had a focus on resident outcomes and was not perceived as purely transactional. Moreover, the Strategic Finance Business Partner asked Members to note that there was no capital budget in the TPP directorate.
7. A Member requested more information on progress that had been made on bringing looked-after children back into Surrey from out-of-county, which could save money. He wished to know what difficulties had been encountered and how the Council was encouraging people

to become foster carers. The Director of Financial Insight explained that there was a number of transformation programmes within the Children, Families, Lifelong Learning and Culture directorate, including corporate parenting and family resilience. A new model to encourage more families to foster was being worked on and the SEND services were being transformed with ambitious targets. The Member expressed further concerns about efficiencies within the high needs block (a part of the Dedicated Schools Grant for funding services for pupils with SEND). The Director of Financial Insight responded that the programme was indeed ambitious. The SEND team was fairly confident that they could deliver efficiencies, and one way of doing this was to introduce a 'front door' (arrangements for the Council's response to initial contact from a professional or resident) for SEND. Moreover, the Director of Financial Insight referred to the projected overspend in 2020/21. Unlike the previous year, central government would not allow a 0.5% transfer from the schools' block into the high needs block in 2020/21. The overspend, estimated at £24 million in 2020/21 after achieving £15 million efficiencies through the SEND transformation programme, would be transferred to the balance sheet. However, resilience had been built into the balance sheet by creating a separate offsetting reserve equal to the overspend on the high needs block. It was noted that other Local Authorities (LAs) also overspent on the high needs block. It was recognised that the challenge was of an ambitious scale.

8. A Member asked whether the Finance team were confident that partnership working with the NHS and schools would deliver efficiencies. The Cabinet Member for Finance affirmed that he was fairly confident, and explained that there was a trend of moving away from Health services and supporting residents directly through either Children's Services or ASC. In some areas, such as Surrey Heath, there was a good relationship between NHS services and ASC services. A Member said that, to the contrary, there were flaws in families' experience of NHS, ASC and Public Health services, as these services did not always work together seamlessly and there could be confusion over the remit of each.
9. A Member asked how property estate and future investment were being coordinated in a holistic way and how Members could monitor this. The Cabinet Member for Finance responded that the new leadership of the Council had decided not to grow the Council's property portfolio, other than the new County Hall in Woking. However, so long as properties currently invested in by the Council continued to generate the revenue on which the original investment was predicated, the Council would retain its investment. A property strategy had been published regarding properties owned by the Council. Patricia Barry had now been in-post as the Director of Strategic Land and Property Assets for several months, and other vacancies in the Property team would be filled by March. The Director of Corporate Finance added that in 2019, the capital programme had been somewhat redesigned and there was no longer a growth strategy, but rather a drive to create funding to use elsewhere. Finance had demonstrated its holistic approach by looking closely at both the divestment and investment portfolios and working with Property services. The Capital Programme Panel, chaired by either the Director of Corporate Finance or the Executive Director of Resources, was examining capital investments, disposals and capital receipts, and thus creating an integrated

- approach to managing capital spend. This information was also discussed at the Strategic Investment Board. There was £2.1 million assumed in the budget for additional income from the commercial portfolio; the Director added that, given that the growth strategy was no longer employed, the additional income would not be received.
10. A Member expressed concern about pressure being put on community and voluntary organisations – especially community-run libraries and faith organisations. The Cabinet Member for Finance said that voluntary libraries could be very positive and effective; the Council's aim was not to close libraries but rather to re-examine what could be done with library buildings to make full use of them. The Member acknowledged that community organisations could be valuable, but asserted that this model would not be successful for every community, and could increase cost in unsuccessful cases.
 11. A Member requested more information on the mention in the report of 'mitigating efficiencies' that might need to be made in the Resources directorate. The Strategic Finance Business Partner replied that there was a £1 million efficiency in Property, but she did not have the details of exactly where these would be achieved. If these efficiencies could not be made within Property, they would be found elsewhere within the Resources directorate.
 12. A Member queried whether there was any mention of the Moving Closer to Residents (MCTR) programme in the budget report, or if it was treated completely separately. He stated that MCTR was of considerable interest from a community point of view. The Executive Director of TPP responded that there were details in the budget about the acquisition of Midas House, but there was not a specific budget line for moving out of the current County Hall in Kingston upon Thames.
 13. A Member asked how much of a buffer there was in the budget for unpredictable events such as the Britain's exit from the European Union. The Director of Corporate Finance stated that there was some revenue provision, which had been built in from the start of the planning process. Provision had been made in the revenue budget for the delivery of the capital programme. However, the Chairman pointed out that some of the pressures in 2020/21 came from non-achievement in 2019/21, so these did deserve scrutiny.
 14. A Member asked for more information regarding the mention in the report of an enhanced staffing structure to enable the Council's ambitions. The Executive Director of TPP remarked that a Joint Strategic Chief Digital Officer had recently been recruited in conjunction with Surrey Heartlands. Also, money had been put towards recruiting staff in Insight, Analytics and Intelligence, although these were difficult posts to recruit to.
 15. A Member said that given the enthusiasm for a project on 'spans and layers' (the hierarchy of staff in the Council), it was disappointing that the Council had not made savings on this front, and asked whether the programme was overambitious to start with. The Executive Director of TPP replied that the project had been beneficial and efficiencies had been achieved through other restructures across the Council. This meant that whilst savings did not appear to be realised in the TPP directorate, they had been delivered through other directorate initiatives.
 16. A Member enquired what the contingency process was and how it would be controlled throughout the year. The Director of Corporate

Finance stated that use of the contingency was not something that was widely encouraged, and that Finance did not itself have overall control over whether contingencies were used. A contingency had been applied in 2019/20 to one of the directorates because of a timing issue, but it would be paid back in the following year. A contingency was important as it allowed the Council to be more ambitious with its efficiencies. Even with a contingency, the general fund reserve was quite low compared to other counties. The general fund reserve differed from the budget equalisation reserve, since the former was not earmarked, whereas the latter could only be used for some specific or large scale items such as the Eco Park waste processing facility.

17. The Director of Financial Insight informed the Select Committee that savings made from vacancies within any service would remain in the envelope for that particular service. The Director of Corporate Finance added the advantage of using envelopes was that they allowed services to have flexibility in terms of how they used their budget, as long as spend remained within the envelope.
18. The Committee discussed the use of Council-owned buildings. In previous years, the Council had underspent on the budget for maintenance of empty buildings, meaning that those buildings were sometimes unfit for lending or leasing to voluntary organisations. A Member raised concerns that offering these buildings to all voluntary organisations was unrealistic and asked whether the organisations that could use the buildings would be restricted. The Director of Corporate Finance noted that the Director of Strategic Land and Property Assets was working on uses for currently unoccupied Council property.
19. A Member expressed concern that the agile workforce transformation could entail considerable risk, and asked witnesses for their thoughts on this. The Executive Director of TPP acknowledged that the MCTR project was not without risk; however, the corporate risk register acknowledged the strategic risk, and underneath that was a more detailed risk register. There was also a programme board comprising senior officers. Under this were teams specific to particular areas that would be affected by the transformation, forming a hierarchy that would help manage risk. The Council was also seeking specialist expertise from organisations that had undergone similar transformations.

Having received the TMS report on the morning of the Select Committee meeting, the meeting adjourned at 11:44am to give Members time to read it, following which the meeting was re-convened at 12:04pm to discuss the TMS.

20. The Director of Corporate Finance informed the Select Committee that the Council worked closely with treasury advice company Arlingclose. On their advice, the Council had decided to adhere to a short-term borrowing strategy so as not to have to commit to long-term borrowing. A number of other LAs had become locked in to higher rates, causing them to pay more interest than necessary. This strategy would be re-examined continually and changed if it was deemed necessary.
21. Different funds from which to borrow were discussed. The Strategic Capital Accountant explained that the Public Works Loan Board (PWLB) had previously had low interest rates and little bureaucracy; however, PWLB had increased their rates. The Director of Corporate

Finance mentioned that since borrowing from other LAs had a lower interest rate than other sources, they were proving to be a good source of funds. The Cabinet Member for Finance noted that there were pension funds with large funds available. Arlingclose were continuously advising the Council on the best alternatives to the PWLB.

22. A Member requested more information on how much the Council was paying Arlingclose, how often their contract was reviewed, and whether other companies were considered. The Strategic Capital Accountant informed Members that the contract with Arlingclose ran on a five-year basis from 1 January 2016 to 31 December 2020. Arlingclose were the company of choice due to their good reputation and positive track record with the Council.
23. The Chairman asked what the differentials were between the issue of public bonds and the new PWLB rates. The Cabinet Member for Finance would advise against using public bonds due to the expense of obtaining a rating and the penalties that could apply. The Strategic Capital Accountant explained that using the UK Municipal Bonds Agency would mean that the administration costs of developing a bond issue would be reflected in the rate that the Council would be given if using bonds. This would need to be checked to see if it was competitive against the PWLB. The Director of Corporate Finance assured the Committee that this was not something that the Council would embark upon lightly.
24. A Member expressed concern about an anticipated increase in borrowing between 2020 and 2025. The Director of Corporate Finance detailed the workings of the planning of the capital budget, which was long-term and open to review in future years. The Cabinet Member for Finance added that a report going to Cabinet contained a full breakdown of capital expenditure.
25. The Chairman queried how an efficiency for interest cost would be realised. The Director of Corporate Finance responded that since the investment portfolio had not grown, a saving had been made, which would be put into an interest rate risk reserve to protect against fluctuations. This did not represent an expansion of the investment portfolio.
26. The Select Committee emphasised the value of training on the TMS, which had been provided a few days before the current meeting. However, some Members lamented the fact that they had not been informed of the training, so the Director of Corporate Finance agreed that this training could be repeated soon. There was also a suggestion that the timing of the training could be reconsidered so as not to take place in the middle of the scrutiny process.
27. A Member requested that the cost of redeeming and re-financing older higher-rate loans was investigated. The Director of Corporate Finance agreed that this would be queried with Arlingclose.
28. The Select Committee agreed that in light of having only received the TMS on the morning of the meeting, it had had a limited amount of time at its disposal to read and digest it and noted that in that context, it endorsed the content of the strategy.

Recommendations:

The Select Committee noted the 2020/21 Revenue and Capital Budget report and the TMS report.

Actions/further information required:

1. For the Chairman and officers to compose a report with key comments for consideration at the upcoming Cabinet meetings. Observations from the other three scrutiny committees would also be included in the submission;
2. For the Director of Corporate Finance to organise for TMS training to be repeated;
3. For the Director of Corporate Finance to query with Arlingclose the cost of redeeming and re-financing older higher-rate loans.

6 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 6]

Key points raised during the discussion:

1. Members were updated on the planned programme of work of the Customer Experience Task Group.
2. It was agreed that the Select Committee would examine the conclusions of the Budget and Assets Task Group, rather than trying to obtain month-by-month budget RAG (red, amber, green) ratings.
3. The Select Committee was updated on the Budget and Assets Task Group. The group would specifically be looking at the property portfolio, and would meet the Director of Strategic Land and Property Assets, who had now been in-post for some months.
4. Members were keen on the prospect of scrutinising the Coroner's service in a future meeting.
5. Members were reminded that the MCTR Task Group would be meeting soon and would present a report to the next Select Committee meeting.

7 DATE OF THE NEXT MEETING [Item 7]

The next meeting of the Resources and Performance Select Committee would be held on 23 April 2020 in the Ashcombe Suite, County Hall at 10:00am.

Meeting ended at: 12.50 pm

Chairman

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**RESOURCES AND PERFORMANCE
SELECT COMMITTEE
1 July 2020**



**2019/20 Outturn, COVID-19 Costs & Funding &
Budget Lessons Learned**

Purpose of report: To present the 2019/20 outturn position, our latest forecast on COVID-19 costs and funding and the lessons learned from the 2020/21 budget process.

Introduction

1. This report provides an overview of the County Council's 2019/20 financial performance for revenue and capital.
2. The report will also provide an update on the forecasted financial pressures the Council is facing as a result of the COVID-19 pandemic, which we have presented to the Ministry of Housing, Communities and Local Government (MHCLG) as part of a data submission.
3. Finally, the report will give an update on the post-budget evaluation of the 2020/21 budget setting process and the lessons learned.

Financial Performance

Revenue Budget

4. The final outturn for 2019/20 was a small surplus of £0.2m. In achieving the surplus the Council delivered £72m (c88%) of the £82m target of efficiencies including transformation programmes set up at the beginning of the financial year.
5. Table 1 shows the revenue financial position for the year by Service.

Table 1 - Summary revenue financial position as at 31 March 2020

Directorate	Cabinet member(s)	Full Year	Outturn	Variance	Change in
		Budget	£m	£m	forecast since
		£m		£m	last month
					£m
Children, Families, Learning & Culture (CFLC)	M Lewis / J Iles	243.4	246.1	2.7	(0.9)
Public Health	S Mooney	30.2	30.0	(0.2)	0.2
Adult Social Care (ASC)	S Mooney	364.0	362.6	(1.4)	(0.9)
Environment, Transport & Infrastructure (ETI)	D Turner-Stewart/ M Fumiss/ M Goodman	129.0	129.2	0.2	(0.9)
Community Protection (CP)	D Turner-Stewart	34.5	33.7	(0.9)	(0.3)
Resources (Res)	M Few/ Z Grant- Duff	71.2	70.2	(1.0)	(0.8)
Transformation, Partnership & Prosperity (TPP)	T Oliver/ Z Grant-Duff/ C Kemp	14.7	15.3	0.6	(0.2)
Central Income & Expenditure (CIE)	M Few	(887.1)	(892.3)	(5.2)	(1.6)
Directorate surplus before reserves		0.0	(5.3)	(5.3)	(5.4)
Increase to the 2020/21 Contingency			2.5	2.5	2.5
Contribution to the General Fund Reserve*			2.6	2.6	2.6
Outturn surplus to general fund balances		0.0	(0.2)	(0.2)	(0.3)

*The total contribution to the General Fund Reserve is £2.8m (inclusive of the £0.2m surplus)

Note: The Public Health grant is now shown within Central Income & Expenditure.

Note: All numbers have been rounded which might cause a difference

6. The position reflects a turnaround of £0.3m from the £0.1m deficit position reported in Month 11 to Cabinet on 28th April 2020. This result was due to improvements across many services, broadly attributable to the following:

An overall Service Improvement of £5.6m, comprising of:

- **£1.6m Central Income & Expenditure** – an increase of business rate Section 31 and other grant funding (£1m), upside on net interest payable (£0.6m).
- **£0.9m Children, Families, Lifelong Learning and Culture (CFLC)** – recovery from schools and academies in relation to children’s centres.
- **£0.9m Environment, Transport & Infrastructure (ETI)** – lower waste management costs including a reduction in waste disposal prices.
- **£0.8m Resources** - increased underspend in IT&D due to the timing of payments relating to application and software licence costs.
- **£0.8m Adult Social Care (ASC)** - Learning Disability care packages being lower than previously forecasted.
- **£0.3m Transformation, Prosperity & Partnership (TPP)** – underspend in HR&OD mainly relating to training, partially off-set by increased body storage and staffing costs within the Coroners service.
- **£0.3m Community Protection (CP)** – reduction in the cost of fuel for Fire service vehicles.

Offset by:

- **£0.2m Public Health** – small changes due to increased spend across different projects and corporate recharges.
7. As a result of a positive outturn position, finances were in place to ensure increasing financial resilience in 2020/21 by transferring to reserve:
 - £2.5m to increase the 2020/21 Contingency – increasing the overall Contingency to £32m; and
 - £2.8m to increase the General Fund Reserve – inclusive of the £0.2m surplus, to bring the total General Fund Reserve balance to £24.1m (a 13% increase to the reserve).
 8. Two additional reserves were created – CFLC Inspection and System Renewals (£1.2m) and COVID-19 Emergency Funding (£24.3m):
 - The purpose of the CFLC Inspection and System Renewals reserve is to fund additional cost in preparation for the OFSTED re-inspection as well as reviewing and renewal of the monitoring and recording case system for children’s social care services funded from a review of the revenue unapplied grants; and
 - The purpose of the COVID-19 Emergency Fund is to support the authority to fund the loss of income and the extra costs for 2020/21, which has been funded by the Government’s COVID-19 grant.
 9. The Council included £82m of efficiency proposals in the annual budget approved by Council in February 2019. £72m (88%) has been achieved. Whilst there has been £10m of non-delivery, services were able to deliver alternative one-off measures to compensate.

Capital Budget

10. The final spend on the capital programme was £117.2m compared to a revised budget of £126.7m, which resulted in £9.5m (7.5%) net slippage of the programme.
11. The capital position was reprofiled twice during the year (in M2 and M7) to more accurately reflect the delivery of the programme.
12. A significant piece of work was undertaken to review and reprofile the 2020/21 Capital Programme which was approved by Council in February 2020 to accurately reflect both the total quantum of the spend and also the in-year profile following the COVID-19 pandemic, which has impacted all sectors of the economy.

COVID-19 Update – Funding and Cost Pressures

13. On 27th March, Surrey received £25.2m of the £1.6bn COVID-19 Response Fund, available for Local Authorities to cover the costs and loss of income associated with the crisis. As part of outturn, £0.9m of 2019/20 COVID-19 costs were incurred and offset against the £25.2m grant. The balance of £24.3m was carried forward to fund pressures in 2020/21.
14. On 28th April the Council was advised an additional £21.8m of funding would be provided to cover COVID-19 related costs and income loss. This took the total funding from Government to the sector to £3.2bn and £47m for the Council, of which a balance of £46.1m will be used to fund pressures in 2020/21.
15. On the 15th of May the Council provided the Ministry of Housing, Communities and Local Government (MHCLG) a forecast of our COVID-19 cost and loss of income pressures in 2020/21, through a data submission exercise. This was in order for the Government to assess the adequacy the funding it had provided to Local Authorities through the COVID-19 Response Fund.
16. In the May (latest) submission to MHCLG, we estimated a forecast cost pressure of £42.3m as a result of COVID-19. These costs were across all services but predominantly in Adult Social Care. The projections were based on a 4-month lockdown, followed by 8 months of gradual unlocking, in line with guidance set by MHCLG. However, local discretion was used where a more realistic profile was adequate.
17. Additionally, the submission included an estimate of the reduction in budgeted income totalling £15.1m. This was an assessment of sales, fees and charges, and commercial income. The projections were also based on a 4-month lockdown, followed by 8 months of gradual unlocking in line with guidance set by MHCLG.
18. To balance the 2020/21 budget the Council set a budget predicated on delivering £38m of efficiencies. It was estimated that due to the COVID-19 pandemic £15.8m of efficiencies would not be delivered. The non-delivery of efficiencies were also included in the return to MHCLG. The non-delivery of efficiencies is currently being validated with Services.
19. In total we notified MHCLG of £73.2m of forecasted pressures materialising in 2020/21. If the balance of the COVID-19 Response Fund (£46.1m) was allocated to fund the pressures in 2020/21 (£73.2m) that would leave unfunded pressures of £27.1m for the year.
20. Following the submission of our financial pressures to MHCLG, The Society of County Treasurers (SCT) Technical Support Team analysed and summarised responses sent to MHCLG, representing 100% of members. Their analysis showed SCT members could face a net unfunded pressures of £1.4bn in 2020/21. Using the same distributions as the government has used, the COVID-19 Response Fund (£3.2bn) would need to be increased to over £6.8bn to cover SCT costs.

21. We continue to refine our estimated costs and loss of income on a weekly basis and have cross-checked our assumptions with SCT. We have also convened and chair a fortnightly forum for collaboration with a number of neighbouring counties, where COVID-19 financial assumptions are checked, challenged and good practise is shared. We also continue to review the deliverability of efficiencies based on different scenarios of public health measures.
22. Since our pressures were submitted to MHCLG on the 15th of May, we have completed monthly forecasting of the May 2020 (Month 2) revenue and capital position. The revised forecast shows non-delivery of efficiencies as a result of COVID-19 at £4.3m. This is a significant improvement in the forecast from the £15.8m reported to MHCLG. When presenting the information to MHCLG this was a high-level estimate within which we had included forecasts in non-delivery as well as the risks to non-delivery that could impact the forecast. This was to enable consistency in our approach with other counties in the County Councils Network and in support of our lobbying position for funding to Central Government. Given we are only at month 2 this is an iterative picture and subject to monthly change. In the intervening periods Finance will continue to work with the services to determine further pressures on budgets and compensatory savings.

Other Funding

23. In addition to the COVID-19 Response Fund, Surrey is to receive £19.2m of the Infection Control Fund, to be spent in care home settings. Of this amount £14.4m (75%) must go straight to all care homes in Surrey. The remaining £4.8m (25%) is contingent on the first being used for infection control measures and being used in its entirety. We have some discretion about how to use the £4.8m of funding, but it has to be used across care providers to support infection control. An instalment of £9.6m has been received, with a final instalment due on the 1st of July. All of the funding will have to be spent by September 2020, or is at risk of clawback by government.
24. We have also been allocated up to £0.5m of the COVID-19 Bus Service Support Grant (CBSSG), to ensure that local bus services continue to operate in the right places. This is also ring-fenced funding to be spent on supporting bus services. CBSSG will initially run for a period of up to three months and we will receive monthly payments over the period of the scheme, subject to grant certification. To date we have received £0.3m.
25. Following unprecedented levels of walking and cycling across the UK during the pandemic, funding has been made available to promote cycling as a replacement for journeys previously made by public transport. We have been allocated an indicative amount of £8.5m from the Emergency Active Travel Fund over two phases. The first phase allocation of £1.7m will be subject to the approval of a plan sent to the Department for Transport, on the 5th of June, to temporarily re-allocate road space to pedestrians. The second

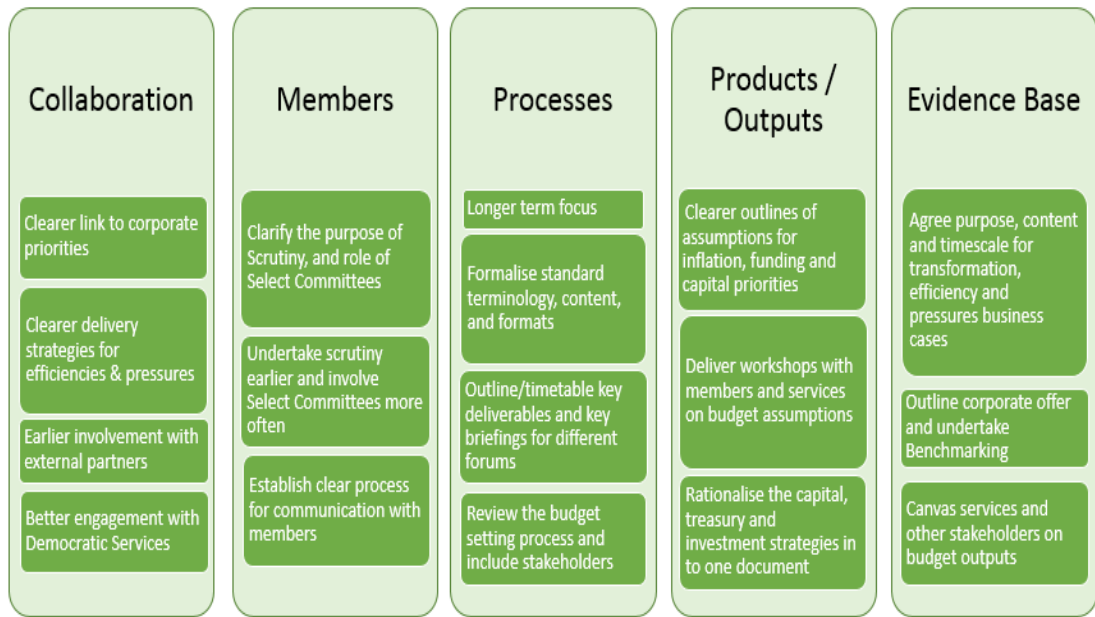
phase allocation of £6.8m will be subject to the delivery of longer term projects. The detail around the criteria for projects and application for the second phase funding has not been announced as at the time of writing. We are also awaiting confirmation of approval for the plan for the first phase and when the funding will be paid.

26. Finally, the Government also announced funding to all local authorities in England to develop and action tailored outbreak control and plans, working with local NHS and other stakeholders, to support new test and trace services. We have been allocated £3.5m of a £300m national funding pot. SCC will also be part of a group of 11 local authorities to share lessons learned and best practice with others. We are currently developing the Surrey Local Outbreak Control Plan (COVID-19 Test & Trace), which is due for submission by the 29th of June. The grant will be payable in one instalment in June; however, as at the time of writing the payment has not been received.

2020/21 Budget Process Evaluation

27. In September 2018 we launched our Finance Improvement Programme (FIP). This was in response to the report commissioned by CIPFA in summer 2018, which raised concerns about the Council's financial position and its standards of financial management. The programme has delivered a newly restructured Finance function, a new framework for budget management across the Council, and a learning and development platform (The Finance Academy).
28. Working with the External Assurance Panel (established at the inception of the FIP as a sounding board), we have committed to assessing future budgets against a best practice framework. Six hallmarks of a "good" budget were developed and self-assessed when developing the 2020/21 budget and Medium-Term Financial Strategy (MTFS) and shared in the budget report.
29. On 4th February 2020, Council approved the 2020/21 Budget and MTFS. Following the setting of the budget a further assessment was undertaken on the process and outputs developed when preparing the budget. This evaluation had both officer and member participation and buy-in.
30. The evaluation involved the review of the processes, products and outputs produced including what went well, what could have been done differently, and what could be stopped. As a result of the exercise a number of themes emerged and high-level actions agreed which will feed in to the 2021/22 process as detailed in table 2:

Table 2 – Emerging themes of post budget process evaluation



31. One of the key underlying themes which came through the evaluation process was to engage better. There was an agreement amongst participants of the evaluation exercise that this would ensure transparency and allow feedback and scrutiny earlier in the budget process.
32. The budget timetable for the 2021/22 budget and MTFs is currently being developed. Included will be the requirement to involve the Resources and Performance Select Committee earlier in the process so that the role and purpose of scrutiny could be established, and budget assumptions and proposals could be shared, and to give the committee the opportunity to provide challenge.

Conclusions

33. The Council delivered its 2019/20 budget with a small surplus of £0.2m in 2019/20, whilst achieving £72m (c88%) of efficiencies as part of its transformation programme. In doing so the Council has been able to contribute towards its General Fund Reserve as well as increase the Contingency in 2020/21. These transfers will enable greater resilience to deal with the estimated shortfall in the funding gap between COVID-19 pressures and the level of funding we have received to date; and also the shortfall in income we are expecting over a the medium term.
34. The Council is in the process of developing a timetable for the 2021/22 budget and MTFs in the context of uncertainty around future funding, the lasting impacts of COVID-19, and also leaving the European Union. To ensure proper scrutiny and transparency of underlying assumption, select committees will be engaged earlier in the process.

Recommendations

35. The Committee is to note:
- a) The General Fund revenue financial outturn position of £0.2m;
 - b) The contributions to reserves adding £2.8m to General Fund Reserve (inclusive of the £0.2m surplus);
 - c) The contributions to reserve of £2.5m to increase the available Contingency in 2020/21 to £32m;
 - d) The use of £13m capital receipts in-year to support transformation;
 - e) The capital outturn of £117.2m service capital expenditure against a £126.7m budget; and
 - f) The creation of new reserves, namely the CFLC Inspection and System renewals (£1.2m) and COVID-19 Emergency Funding (£24.3m);
 - g) The unfunded pressure of £27.1m, as reported to MHCLG in May 2020, due to forecasted costs, loss of income and non-delivery of efficiencies as a result of COVID-19;
 - h) Additional indicative ring-fenced funding of up to £31.7m including £19.2m from the Infection Control Fund; £0.5m from the COVID-19 Bus Service Support Grant; £8.5m from the Emergency Active Travel Fund; and £3.5m for Test & Trace; and
 - i) The findings of the budget process evaluation and the agreement for earlier engagement with Select Committees during the 2021/22 budget process.
36. The Committee is invited to comment on the information presented in this report.

Next steps

Officers have undertaken a review of the 2020/21 budget setting process to take forward lessons learned when developing the 2021/22 budget. One of the hallmarks of good budget setting, which was identified and will be self-assessed against, is the requirement to be transparent and well scrutinised. In line with this hallmark the Resources and Performance Select Committee will be presented with budget proposals in early autumn.

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Sources/background papers:

2020/21 Final Budget Report and Medium-Term Financial Strategy,
Council, 4 February 2020

2019/20 Outturn Financial Report, Cabinet, 26 May 2020

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Minutes of Budget Sub-Group meeting, 28 May 2020

Members: Graham Knight (Chairman), Nick Harrison, Edward Hawkins, Peter Szanto

Witnesses:

- Mel Few, Cabinet Member for Resources
- Mark Hak-Sanders, Strategic Finance Business Partner
- Becky Rush, Deputy Cabinet Member for Resources
- Leigh Whitehouse, Executive Director of Resources
- Rachel Wigley, Director of Finance Insights

Key points raised during the meeting:

1. The Cabinet Member for Resources introduced the meeting and emphasised that the Covid-19 impact on resources was an ongoing issue and that numbers were not yet final. Numbers submitted to the Ministry for Housing, Communities and Local Government (MHCLG) were estimates. The assumptions were based on a period of two months, but it was uncertain when the current lockdown would end and the situation was very fluid.
2. The Council had spent just over £9m on adult social care (ASC) provision, with an uplift of 7.5% on levels pre-Covid.
3. The initial submission of the Council to central government included the potential loss of £18m savings in the transformation programme, out of £38m in the programme as a whole. Central government had given the Council £47m to cover the potential cost of Covid-19.
4. The Council had also received £19m to go directly to all care homes in Surrey (including those not funded by the Council). 75% of that amount went directly to care homes for infection prevention and control measures, while the other 25% would be passed on to care homes once they could demonstrate these measures to be successful; there was a daily liaison with care homes.
5. The Cabinet Member pointed out that the Council had carried forward £8.9m of contingency into the 2020/21 budget, which could alleviate some of the spending that had increased due to Covid-19.
6. A Member referenced the contingency of £8.9m and an additional £2m, adding up to approximately £11m. He asked the Cabinet Member to confirm that within the base budget there was some additional contingency, adding up to around £20m in total. The Strategic Finance Business Partner said that the 2020/21 budget started with a base contingency of £20.4m, with extra amounts bringing the 2020/21 contingency to £32m in total. There was also an increased general reserve with another £2.8m.
7. A Member asked whether it seemed that government would cover the £18m loss of savings. The Executive Director of Resources responded that at the moment there were mixed messages about what government intended to fund. Initially, the government had said that Local Authorities (LAs) should spend what they need to do during the Covid crisis and the government would underwrite those costs; however, the government then backtracked on that statement quite sharply. The Executive Director had met with a senior civil servant from MHCLG, and it seemed that the government was now making a distinction between spending coming from things the government had asked LAs to do, and things LAs had chosen to do themselves. MHCLG had made some comments about not underwriting commercial income, but

apart from that they had not been clear on the payment point. The Executive Director was anticipating that MHCLG would imminently set out a clear plan for LAs, detailing what would and would not be funded by government.

8. A Member asked whether MHCLG distinguished between commercial income and Council income. The Executive Director replied that this was not clear, but MHCLG's intimation had been that income based on commercial property investment would be separated and not underwritten. When returning April 2020 council tax and business rates, councils had had to make assumptions about the April sums. Surrey County Council and others had asked MHCLG to underwrite tax income, without necessarily putting a figure on it at the moment.
9. The Executive Director informed Members that via the Society of County Treasurers and the County Council Network, Grant Thornton had been commissioned to benchmark across different LAs. A Member queried what other councils were participating in this work. The Executive Director said Grant Thornton was providing some overall information, and that that finance officers had initiated a group of neighbouring counties. This had also been shared in more detail with neighbouring counties. It was worth noting that there was some variation in that information, due in part to the differences in the Covid-19 impact on unitary authorities.
10. A Member remarked that a major part of the budget strategy that was publicised to residents was the 'Big Spend', and it had been emphasised to residents that borrowing was not a bad thing. He queried whether this was still the view. The Cabinet Member responded that at the moment the capital budget stood and borrowing was not an issue, and hopefully the cash coming in from districts and boroughs' council tax would be online. The Strategic Finance Business Partner had made a detailed cash flow that was updated every two weeks. The Community Investment Fund was still going ahead, and the team was looking at reprofiling the capital budget. There may be some difficult discussions coming up in June, but this is where the Council stood at the moment.
11. The Executive Director confirmed the Cabinet Member's position on borrowing. The initial focus so far had been on the current financial year. In the last few months the government had 'drip fed' support to the Council and changed their narrative a number of times, so support from government to the Council was prone to change based on the changing situation of Covid-19. The economic situation within the county was also subject to the possibility of another spike in Covid-19 cases. The Executive Director was keen, however, to convey the message that based on current estimates, the Council was not expecting to be at risk of deficit this year; next year (2021/22) was much more unpredictable.
12. The Strategic Finance Business Partner stated that Bank of England interest rates were at an historic low, and based on conversations with Arlingclose, the cost of borrowing was as low during the Covid-19 pandemic as when the budget had been set in February 2020. Fundamentally, therefore, the budget assumptions had not changed since February 2020 either. Capital Grant Income had also not changed. When the budget was set in February 2020, there was some headroom in the level of capital receipts.
13. A Member asked whether Surrey County Council would receive all its revenue business rates and council tax from Districts and Boroughs, in which case any potential losses would be in their accounts in the current year. The Executive Director responded that business rates and council tax impact would not be felt in the Council's general accounts (via the 'collection account') until next year, so the Council would have to make a prediction in due course about surplus or deficit

compared to this year. At the moment Districts and Boroughs had paid over the cash amount due to the Council.

14. A Member asked how the Council was planning on designing and paying for the future proofing of children's care homes based on the new social distancing measures in place because of the pandemic. The Cabinet Member for Resources explained that he had discussed this situation with the Cabinet Member for Children, Young People & Families, and the response was that children's care homes were still homes, and as with any other home, outsiders were not allowed in and the inhabitants of the home could be treated as a relatively isolated unit, so there would be no change to children's homes right now. The Director of Finance Insights added that the service was scenario planning.
15. Members agreed that it would be helpful to receive written answers to questions that Members had submitted in advance but not addressed during the meeting.
16. A Member asked what the difference was between the 'forecast cost/loss' column and the 'risk cost/loss' column in a table on page 35 of the report. The Strategic Finance Business Partner said that the forecast was where the financial impact could be quantified with some degree of certainty, but not absolute clarity. The risk, meanwhile, was where it was not certain that there would be a financial impact. Essentially these columns showed the degree of certainty about where these costs would occur. The Cabinet Member added that loss of income included things like school meals payments or registrar fees for weddings, where money would be lost due to the Covid-19 pandemic. The figures put in might have to be adjusted accordingly.
17. In summary, while the service was confident that the cash position in the course of this year (2020/21) would be somewhat stable, uncertainties remained around how much would be reimbursed by government, when the lockdown would be lifted and when schools would reopen, amongst other uncertainties.
18. Cllr Nick Harrison said he was clear on questions one, six and eight of the questions he had submitted in advance of the meeting. The other questions he had submitted were raised in light of how the Council had ended the 2019/20 financial year and about the implications of the 2020/21 year that had just been entered into, dealing not only with Covid-19, but also with business as usual. Cllr Harrison would be happy if the questions could be answered outside this meeting. The Cabinet Member for Resources remarked that this would not be a problem for historic questions; on questions regarding the new financial year and future, the answers would be best estimates.
19. The Strategic Finance Business Partner introduced the Financial Risk and Cost Register. As circulated, this was the 'Delta' return for May to MHCLG, the second of such returns (referred to as 'Delta 2'). There was separate data that compared the May return to the April return. The report contained a summary page setting out the position on the Delta 2 return. Data had been collected across all directorates of the Council, and there were costs of £41.9m and overall risk of £57.4m before efficiencies. Non-delivery of some efficiencies was being forecast. There was a gross pressure of £73.2m in 2020/21. With government spending of £46.1m, there was a net pressure of £27.1m.
20. A Member enquired how many of the efficiencies that had not be achieved were absolutely real, and how many were because resources were not able to implement them. The Cabinet Member said that the Council did not know that at this stage, and were working through it. On top of the year-end closure, they were working on other budgets and the finance staff were working extremely hard at the moment. The next issue would be the updated budget forecast, for which officers would go into services

and start asking questions about spending. This exercise would start sometime between now and the end of June, and hopefully it would clarify reasons behind non-delivery of certain efficiencies.

21. The Executive Director remarked that some of the issues causing delays were around proposals which required consultation, and sectors where there were particular stresses at the moment. For example, current spending around Adult Social Care meant it was difficult to get back to what the budget assumed. Partly because of the fact that funding had been 'drip fed', normal budget rules had not applied because if services were staying within cash limits, they would not be able to respond to emergencies at the moment.
22. The Director of Finance Insights added that services were still aiming to achieve as many efficiency targets as possible and there were still efficiency groups working on cost containment plans. For example, when setting out estimates for spending on Special Educational Needs and Disabilities (SEND), there was a hefty cost containment plan. Alongside urgent work on Covid-19, services were also trying to deliver the budget for 2020/21. She acknowledged that there were difficulties, and that the situation around efficiencies would be refined going forward.
23. A Member asked how much out of the pressures MHCLG would reimburse to the Council. The Cabinet Member replied that this was the next step and was being looked at quarter by quarter.
24. A Member noted that while ASC had £5.2m non-delivery of efficiencies, the Children, Families, Life-Long Learning and Culture directorate (CFLC) had £7.9m non-delivery of efficiencies. He remarked that he would have thought that ASC would be more impacted by Covid-19 of the two and so would have had the higher number, and asked how CFLC was impacted by Covid. The Director of Finance Insights explained that £2m of the CFLC budget was being spent in areas where the line was blurred between what should be Council spending and what should be NHS spending; for example, children with high levels of disabilities and health needs. At the moment these sorts of issues could be a risk because the NHS was focused on the Covid response.
25. The Strategic Finance Business Partner said that the ongoing impact on the Medium Term Financial Plan of non-delivered efficiencies would be reviewed, as efficiency savings were supposed to be permanent savings. It was necessary to understand whether efficiencies were delayed or simply unachievable. The efficiency programme needed to be delivered and proportionate in order to mitigate this possibility and other Covid-19 related pressures (including council tax and business rate reductions).

The Cabinet Member for Resources and Executive Director of Resources left the meeting at 12:00pm.

26. A Member noted that the Council had a strategy on property for sales and providers of new homes. He asked how that programme was progressing and whether the Council was achieving targets and a reduction on running costs, as maintaining properties cost something like £38m per year. The Strategic Finance Business Partner said that he could not answer this question specifically, but that the Council was reviewing the entire capital programme and this would be reported on at the end of June. The review would include the highways and transport capital programme, and the impact of Covid on construction and property schemes. While in the short term the pandemic prevented the Council's ability to sell properties as quickly as they would like, in the long term it presented an opportunity to review the property base, and therefore could be more of an opportunity than a risk.

27. Regarding the External Benchmarking Exercise item, the Strategic Finance Business Partner informed Members that there had been a misunderstanding, and the benchmarking included in the agenda was not external, but rather compared April and May Delta return figures for Surrey County Council. However, the Council was undertaking external benchmarking and the Executive Director of Resources met regularly with colleagues from similar counties. It was worth noting that the April Delta returns showed significant disparities between counties, partly because MHCLG had not offered clear guidance of how to fill out the returns. When Delta returns were compared with external authorities in future, they would be compared like-for-like. Members agreed that the sub-group would be interested in looking more closely at external benchmarking at a future meeting, to compare LAs and develop best practice.
28. A Member enquired what Twelve15 was, as mentioned in the report. The Director of Finance Insights informed Members that Twelve15 was the name of the company that provided school meals.
29. Members and the Deputy Cabinet Member offered their thanks to the officers working in the finance team, who were working hard to benchmark with other LAs at a difficult time when the situation was constantly changing.
30. The Strategic Finance Business Partner said that the finance team found benchmarking conversations very useful, particularly when an LA was a very high or low outlier, which led Surrey County Council to check assumptions on its own returns.
31. A Member said that discrepancies between counties were not absolute and could be affected by aspects such as the size of the county.

The meeting ended at 12:12pm.

Annexe 1: Responses to questions raised in advance of the meeting

Cllr Peter Szanto:

- How can we ensure that poor cost/budget management and non-delivery of savings are not attributed to C19 impacts?

Finance Business Partners support services in correctly classifying budget variances between CV-19 and Business as Usual. These are coordinated and subject to further challenge by Corporate Finance and by CLT.

- What may be the impact on home to school transport costs of social distancing requirements in vehicles?

We funded transport providers at 100% for all routes from the 23rd March until the 3rd of April. We are currently funding our community providers doing work for shielded residents around PPE, Parcel drops etc. For all others, funding has been provided at 50% of normal rates since the 3rd April in an attempt to support them while the majority of routes are not in operation.

However, as schools begin to take more children from 1st June we will continue to provide support where routes are not in operation and are attempting (for the initial 3 year groups returning) to support provision 'bubbles' by aiming for 3 pupils per vehicle for SEND.

We are re-introducing full rates for those providers taking the additional children even where vehicles are not full to previous capacity (3 in a bubble).

In the longer term we are still digesting the latest guidance and implications of social distancing on transport provision, but supporting social distancing policies en-mass from September would not be possible with either current budgets or transport capacity.

- What do we think will be the impact on our capital programme and should we reassess some of our proposed projects in the light of radically changed circumstances?

The Capital Programme has been reviewed at M1, which will be reported to Cabinet in June. The expectation is for significant slippage across Property schemes, with less of an impact on Infrastructure. As part of the 2021/22 budget process, all existing business cases will be reviewed to check they still align with corporate priorities. New schemes, and those coming forward from the pipeline will go through the usual process of scrutiny.

- Recent changes to our Fire Services focused more resources into the day for fire prevention activities. Will these be compromised by challenges to visit and inspect locations?

The response to the COVID-19 pandemic, led and coordinated via the Local Resilience Forum, has further confirmed that the principles of the Making Surrey Safer Plan, with its focus upon preventing emergencies and creating community resilience, are the right direction of travel for our communities, particularly those most vulnerable within them.

Throughout the COVID-19 response, Surrey Fire and Rescue Service have continued to deliver high risk Safe and Well Visits for vulnerable people and Business Safety activity in high risk premises, using suitable control measures.

Other lower priority visits, where required, have been undertaken via telephone or other remote means.

Furthermore, Surrey Fire and Rescue Service have continued, wherever possible, to recruit and train new staff and/or staff transitioning into new roles; capitalising on virtual tools to facilitate interviews, assessments, presentations, etc.

The risks associated with COVID-19, with its effects of lockdown and changes to ways of working, have presented an opportunity to review and change the delivery model of our intended prevention (Community Safety) and protection (Business Safety) activity (Community Resilience team).

Our expectations are not to reduce our originally planned outputs and outcomes, but to deliver such in a differing way and with greater collaboration and partnership working that has developed during the COVID-19 response (This in itself is an opportunity presented as a result of COVID-19).

As a result of the initial COVID-19 effect of lockdown, we anticipate an initial impact to the speed of our Initial Operating Model being in place. We are currently finalising the assessment of this impact and when we can expect to 'catch-up' with our new delivery model.

The changes to our Community Resilience team and Recruitment/Training of staff are the two key priorities for Surrey Fire and Rescue Service.

- Balance sheet: Is our unsecured Care debt at greater risk? What, if anything, should we do about it?

As at the end of April, Adult Social Care debt was £24.8m (net of the current month's charges). Of this, £10.48m is secured with a legal charge or caution against a property, leaving £14.32m of unsecured debt.

Of the £14.32m, £9.61m is not currently being chased e.g. either because the estate is awaiting probate, there is an instalment plan, a deferred payment application is in progress, an application is pending with the Court of Protection, or is subject to other activity e.g. with Legal Services, the Deputyship Team etc.

The remaining £4.71m is debt that can be progressed through the debt recovery process.

There has been a two-fold increase in deaths of ASC debtors over the last 10 weeks. Delays with probate and administering estates will likely lead to an increase in aged and overall debt. Write offs may increase where remaining estates are insufficient to meet the outstanding debt.

Some Councils are starting to see complaints following deaths in care homes, along with refusals to pay. We do not seek payment from deceased estates until 90 days following death, and have yet to pursue payment from any estates of COVID-19 related deaths in care homes.

Some temporary light-touch measures have been introduced for those who are unable to make payments through traditional means (e.g. by cheque or at a bank / post office).

That notwithstanding, appropriate measures are being taken to secure payment of ASC debts and minimise the risk of non-payment.

- How likely do we think we will be able to recover the forecast extra PPE costs of £7.3M?

Work is underway to collate and analyse the data: the extent to which organisations have received PPE from the purchased stock, to determine a practical and equitable recharge policy and methodology.

We would expect to fund a significant amount of this as it would relate to our provision/care homes we commission. We would not anticipate full recovery but would see it as legitimate to charge to government funding provided.

- How have we estimated the increase in Adult Social care fees post C19 of £10.9M?

The £10.9m is constituted of two parts:

- i) £5.8m - payments to support providers through the unwinding process of lockdown, currently assumed to be July – September. This would take the form of

increased fees for this period or further additional provider support payments. The basis of the £5.8m is taken from what has already been agreed to be paid to providers during the lockdown period (March – June)

- ii) £5.1m – Increased fees after the end of the Covid19 period (after lockdown and unwinding so currently assumed to be October onwards). It is increasingly likely that there will be a need to permanently increase provider care fees by more than has been budgeted for in 2020/21 once service delivery returns to “normal” after the main period of the Covid19 crisis. The £5.1m is the estimated increase for 6 months of 2020/21 following the lockdown and unwinding periods. Currently assumes a 2.5% increase on average.

Cllr Edward Hawkins:

- A major part of our strategy for the next five years is covered by the category of "Big Spend". How are we to finance this spend? To date we have been told that borrowing is not a crime and under control. Looking forward, has this view changed?

The financing of the capital programme remains materially unchanged and a large number of schemes in the programme are designed to contain or reduce costs. Our view of the sustainability of borrowing is currently unchanged but under regular review. Bank of England base rates are at an historic low and forecast to stay that way. Grant income is largely unaffected and there is significant headroom between our expectation of capital receipts and the amount required to fund the capital programme. This will be reviewed, along with all business cases as part of the 2021/22 budget process. We are also in regular contact (6 weekly) with our Treasury advisers as to whether we should invoke any our changes to our borrowing strategy.

- Government has had and is continuing to have to borrow to finance the running of the country. At some stage this needs to be paid back. Are we expecting and creating reserves in the event that we have a negative RSG?

As part of the Fair Funding Review, the government has expressed its intention that the new approach to assessing relative resources will result in no redistribution of council tax resources (the current driver of negative RSG). The government has confirmed that the Fair Funding Review has been delayed due to Coronavirus, and will no longer proceed as planned in 2021.

Overall, negative RSG is deemed unlikely, but modelling future Government support forms a key part of the 2021/22 budget process. The General Fund Reserve has increased by £2.8m at 2019/20 outturn and there is a budget contingency of £32m in 2020/21. However, a permanent reduction in funding would require permanent solutions – reserves can cover timing differences between identifying the problem and putting in place the solution.

- What are the forecasted falls in income?

CFLC £3.8m – Losses of income at Surrey Outdoor Learning; CFLC Training Academy; Therapies Income; Registrars; Libraries; Vulnerable Learners (£1m); Surrey Arts (£0.8m); Adult Learning and Heritage

ASC £1m – Reduction in assessed learning income and unpaid debt (lumped together)

ETI - £2.1m – Losses in environmental planning; highways income (permits, licenses, fees & charges); on-street parking; Highways cycle instructor income

Resources - £4.8m – Twelve15 (£4.032m); losses of income from cancellation of events (weddings, films); and loss of income from charge for procurement framework

CIE - £3.4m – commercial income for forecasted rental income on SCC portfolio (£1.750m); and nil dividend from Halsey Garton.

- What are the criteria for prioritising support to the vulnerable?

The District and Borough Councils have had funding to support homelessness/provide rough sleeping accommodation, plus support to those being shielded. In total, Surrey District and Borough Councils have received £11.9m total of COVID-19 grant funding.

In SCC, we have:

- set up a Resident, Welfare and Volunteering Cell through the LRF (mostly on food distribution and co-ordinating community volunteers);
 - set up a payments to providers process, including providing funding to the voluntary sector for extra support to our communities;
 - provided advice and information to support businesses.
- Care Homes have been under scrutiny. Are we planning to future proof new children's homes based on the need for social distancing and further virus type instances? – In fact, that question can apply to all our services.

We cannot assume that the current requirements will remain in place indefinitely, but will be reviewing the requirement for longer-term alterations to service provision as part of scenario planning for the 2021/22 budget and MTF5

Cllr Nick Harrison

- Could we have a recap on the contingencies used in the current year, those carried forward into reserves, and new ones included in the 2020/21 budget? It is quite difficult to follow the transfers, as the surplus of only £0.2m is after separately making transfers of £2.5m and £2.6m to a new contingency and reserves? (The £2.5m doesn't seem to be noted in Recommendation 1?)

The 2019/20 Contingency was £10.3m, £1.4m used for timing differences on an ETI saving; underspent by £8.9m – this was added to the 2020/21 contingency.

The contingency for 2020/21 consists of:

- £20.4m base
- £8.9m unused contingency for 2019/20
- £2.5m contribution to next year's contingency as part of outturn
- Total £32m

Plus the £1.4m repayment of ETI savings in funded from contingency in 2019/20.

In terms of General Fund Reserve, as part of Outturn we added £2.8m in total to the Reserve (including £0.2m surplus).

- As we are 107 placements over the SEND reset business case, do we need another reset? What are case numbers planned for 2020/21, and how does it compare to the end of year position? Are we faced with the potential of another £30m overspend, and what actions can be taken?

We are not intending to do another reset as this would not help with monitoring against planned programmes which operate over more than one financial year. It is a combination of placement numbers but also the providers we are using - as the unit costs are a significant driver. The overspend budgeted for is £24m as this is the £29m budgeted in 19/20, less the £5m MTFs saving this year. The actions taken are reported and discussed at the SEND board each month.

- What is the 2020/21 budget for SEND transport and how does compare with the 2019/20 outcome? What actions are being taken?

The budget in 20/21 is £32.4m for SEND transport. The overspend in 19/20 was £2.9m in this area, however as a result of school closures we are currently forecasting that costs will reduce by between £3m - £6m depending on when schools return. The implications of social distancing guidance is being worked through as this may have cost impacts.

- School DSG – What happens to the £22.4 overspend? Are we seeking refund from Government? Will the balance be added to the monies already due from Government? Are we reserving for non-collection? What does this tell us about the budget position for 2020/21?

Government guidance is that any overspends in the DSG must be managed within the DSG, with specific restrictions on funding through other means. The Council has looked to do this in the past through things such as a transfer from the schools block to the high needs block, but this was rejected by the Secretary of State for 2020/21. Previously there has been a requirement for Councils with a DSG deficit over 1% of annual DSG funding to submit a deficit recovery plan. SCC would now fall into that category but we are awaiting confirmation from the DfE of its requirements as we understand it is changing from the previous process.

- What is the position with Adult Care packages – the outturn was £5.9m savings underachieved. What are the case numbers at the end of the year, and currently (with COVID – 19) and the original budgeted cases numbers?

Client Group	March 2020 volumes (as at 31st March)	April 2020 volumes (as at 30th April)	Average volumes 2020/21 used for budget setting
Older People	6,166	5,867	6,192

Physical & Sensory Disabilities 25+	1,701	1,683	1,726
Learning Disabilities 25+	3,011	3,146	3,216
Transition 18-24 clients	613	484	632
Mental Health	429	445	417
Total excluding Carers	11,920	11,625	12,183

*All new Hospital Discharges are currently the financial responsibility of the NHS and so not recorded within these figures. There have also been a higher than average number of deaths in April.

There has been a significant fall in the numbers of older people in receipt of ASC, but we are still seeing growth in other client groups. The figures used for the budget are the average across the year and so we would expect to see that level of user number in September, and then reducing even further to March 21.

ASC are assessing the situation but would hope to stay within budget and are reporting as such at this time. It may still prove a struggle to achieve budgeted savings in other client groups apart from OP as the service will not have been able to work full time on achieving them during Covid19 and indeed some are not achievable during Covid19 for example where they involve the Accommodation with Care and Support Strategy that relies on moving individuals into Independent Living Accommodation.

- What are the problems with the monitoring and recording case system for children social care?

From a financial perspective the main issue is the lack of integration with the ledger system. A business case for the increased use of Controcc has been produced which will improve this process (as already used in Adults). If completed, this integration will allow increased and timely analysis of data to support monitoring and forecasting.

- Non delivery of efficiencies – Have the non-delivery of savings (both not identified and policy changes) been factored back into increases in the services 2020/21 budget? What are the yet to be identified savings in the 2020/21 budget?

Where efficiencies have not been delivered in 2019/20, the assumption is that those efficiencies, or compensating measures, will need to be implemented in 2020/21. A review of the efficiency programme is under way to encompass the outturn position and the impact of COVID-19. Any variances and mitigating actions will also be highlighted in monthly monitoring.

- Please explain the inventory of accounting transactions write-offs (£1.5m)

We have reviewed historic balances on an invoicing control account, where we no longer expect to be invoiced for £1.5m of supplies dating back to 2014/15 and 2015/16.

Resources and Performance Scrutiny Committee 1 July 2020

Moving Closer to Residents:
Midas House

Introduction

Original strategic intent:

- Part of Council's overall transformation and modernisation plans, to....
 -improve services to residents and secure efficiencies, be an employer of choice and attract the best talent.
- Enable Members and staff to work in more agile ways - work done anywhere, any time, with anyone, enhancing innovation and collaboration
- Council's 'Civic Heart' located in Surrey

Review

- Strategic intent remains - to move County Council HQ into the county
- Impact and implications of Covid-19, lockdown and social distancing, for foreseeable future:
 - home working and social distancing in the workplace = uncertain office space requirements
 - currently uncertain and volatile property market, valuations and investments risky and challenging
 - difficulty in moving existing Midas House tenants, so limited access to building to undertake works
 - need to engage fully with and capture learning and experiences of Members and staff under lockdown, to reflect in future ways of working
 - probable significant negative impact on public finances and future Council funding
 - re-setting Council finances, strategies, transformation and business plans, reassessing all major and financial decisions

Re-set

- Due to the aforementioned factors, decision made to not acquire Midas House
- Announced on 23rd April 2020
- Revisit options and way forward when there is hopefully more certainty about the progress of Covid-19, control measures (e.g. vaccine, social distancing)
- These will drive requirements for our operational estate and the Civic Heart.
- Treat as part of Council-wide Covid-19 're-set', with update report no later than October 2020
- Progressing plans to market County Hall

COUNCIL MEETING: 19TH MAY 2020

TIM OLIVER, LEADER OF THE COUNCIL

MR NICK DARBY (THE DITTONS) TO ASK:

What fees and costs were incurred in relation to the intended move to Midas House, Woking, including costs incurred in preparing for or assessing the move?

Within the figures please include for:-

- Legal
- Surveying
- Valuation
- M&E consultants
- Fit out planning and consultants
- All other reporting and assessments

Separately what is the total internal cost of the Midas House project e.g. hours spent by officers and additional staff employed, in the latter case including agents’ fees, if any?

RESPONSE:

Following an assessment of alternative premises in Woking and Guildford to accommodate a ‘Civic Heart’ for the Council, as a part of the Moving Closer to Residents (MCTR) programme, Midas House was identified as the preferred option and the initial stages were progressed for its acquisition from Woking Borough Council as the building owner, including agreeing Heads of Terms.

The costs and fees incurred by the Council directly attributable to Midas House are as follows:

- Legal – £34,000
- Surveying – nil (Surveys commissioned by Woking Borough Council were used).
- Valuation – £40,000
- M&E – nil
- Fit out planning and consultants – £27,000
- All other reporting and assessments – £52,000 (energy efficiency consultants and property agents)

The acquisition was led by two existing members of the Property team. No additional internal revenue costs have been booked specifically to the acquisition of Midas House. An external programme manager was engaged between October 2019 and April 2020 at a cost of £30,000 for time spent on Midas House.

Much of the work done in relation to the fit-out planning, design and space utilisation at Midas House has value for the re-cast programme, obviating the need to incur some further costs.

The total costs associated directly to the potential acquisition of Midas House are therefore £183,000.

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**RESOURCES AND PERFORMANCE
SELECT COMMITTEE
1 July 2020**



2019/20 Quarter 4 Performance Report

Purpose of report: The report provides an overview of progress against a set of key performance indicators that fall within the remit of the Resources and Performance Select Committee, including HR&OD, customers, finance, transformation and risk management.

Introduction:

1. The 2019/20 quarter 4 report provides a year-end overview of how services that fall within the remit of the Resources and Performance Select Committee are performing in line with agreed targets, enabling the celebration of good practice and remedial action to ensure that the organisation is meeting the objectives set out in the Organisation Strategy.
2. This report contains the performance indicators for HR&OD, customer services, resident insight, health & safety, finance, transformation and risk management. Performance data for Adults Social Care, Children's, Families and Life Long Learning and Environment, Transport and Infrastructure directorates will be included in reports to the relevant Select Committees.
3. A streamlined version of the quarter 4 report is presented, which differs to what has been presented in the past to this Committee, to support a focussed discussion on the key performance indicators relevant to this group. As work progresses to revise the current performance management framework as we enter a new reporting year, the content and layout of this report may change.

2019/20 Quarter 4 Performance Report

4. Of the 19 performance indicators included in the report, three are marked as red against the 2019/20 target, with two of these showing positive improvement from the quarter 3 result. There are four indicators identified as amber and seven green, with five measures with no set target for 2019/20. We have worked to increase the number of targets following feedback from the Committee and continue to work on setting targets where it is appropriate to do so.
5. During quarter 4, directorates finalised business plans for 2020/21. Part of this process included a review of the key performance indicators directorates monitor and report to the Corporate Leadership Team, Cabinet and Scrutiny. Directorate plans for

2020/21 are currently being revised to reflect the Council's response to the COVID-19 outbreak and associated recovery plans.

6. The start of a new reporting year also offers an opportunity to refine the presentation of performance reporting and this will be the last time data is reported in the current format. For 2020/21 the aspiration is that performance reporting will move towards a more visual data report.

Recommendations:

7. The Committee is asked to note 2019/20 quarter 4 performance.

Report contact: [Gary Strudwick, Head of Business Intelligence – Insight, Analytics and Intelligence]

Contact details: [01737 733820 / gary.strudwick@surreycc.gov.uk]

Q4 Performance Report - 2019/20

Resource & Performance Select Committee




Resources & Performance Select Committee

Of the 19 indicators included in the report:

- 03 are **red**
- 04 are **amber**
- 06 are **green**
- 06 - setting a RAG rating is not currently deemed possible by the service or is in development
- The following indicators are **red** this quarter:
 - HROD03 Percentage of staff under 30 [**red** in Q3]
 - HROD07 Apprenticeship levy 12 months forecast spend (excluding schools) [**red** in Q3]
 - Health & Safety 04 Percentage of incidents reviewed [**red** in Q3]
- HROD02 Voluntary turnover moved from **amber** in Q3 to **green** in Q4


Service Delivery Measures – Q4 2019/20

Organisation 	Indicator	2019/20 Full year target	Latest Result <small>(available at Q4 19/20)</small>	Latest Target <small>(available at Q4 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>	6446 (Mar 20)	6301 (Mar 20)	Amber	6379 <small>(Dec 19)</small>	✘	6633 <small>(Mar 19)</small>	✓
	HROD 02 - Voluntary turnover	13%	10.92% (Mar 20)	13% (Mar 20)	Green	13.23% <small>(Dec 19)</small>	✓	10.67% <small>(Mar 19)</small>	✘
	HROD 03 - Percentage of staff under 30	16%	12.40% (Mar 20)	16% (Mar 20)	Red	12.18% <small>(Dec 19)</small>	✓	11.86% <small>(Mar 19)</small>	✓
	HROD 04 – Sickness*	6.25 days (FTE)	6.65 (Mar 20)	6.25 (Mar 20)	Amber	6.63 <small>(Dec 19)</small>	✘	6.36 <small>(Mar 19)</small>	✘
	HROD 05 - Off payroll workers as % of workforce	5%	5.58% (Mar 20)	5% (Mar 20)	Amber	5.25% <small>(Dec 19)</small>	✘	5.45% <small>(Mar 19)</small>	✘
	HROD 06 - Apprenticeships as % of workforce	2.3% (192)	1.90% (Mar 20)	2.3% (Mar 20)	Amber	1.58% <small>(Dec 19)</small>	✓	1.70% <small>(Mar 19)</small>	✓
	HROD 07 - Apprenticeship levy 12 months forecast spend (excluding schools) * <i>* First funds due to expire in May 2020</i>	100%	77.46% (Mar 20)	100% (Mar 20)	Red	81.03% <small>(Dec 19)</small>	✘	N/A	

Sickness report at Q4 does not include the COVID-19 statistics. These are recorded and stored under a new absence management coding system on SAP, created in mid March, in response to the Coronavirus outbreak. The creation of this new absence coding provides accessibility to real time data, used on a daily basis by the HR Insight & Intelligence team to support workforce planning, ensuring the Council can continue to maintain and deliver vital services, protecting vulnerable and other Surrey residents during this global crisis. This data is also used by HR Business Partners to liaise with Services with the aim to support affected members of staff, and put interventions in place where required. **Reports on the Covid-19 absences are shared with CLT on a daily basis, and shows all instances recorded under 3 official categories:*

- a) Self isolating but working*
- b) Self isolating and unable to work*
- c) COVID-19 tested positive*

Service Delivery Measures – Q4 2019/20


Organisation  Page 46	Indicator	2019/20 Full year target	Latest Result <small>(available at Q3 19/20)</small>	Latest Target <small>(available at Q3 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*	618 (Mar 20)	N/A (When)	Green	509 (Dec 19)	✓	607 (Mar 19)	✓
	Customer 02– Contact centre first time resolution	80%	83% (Mar 20)	80% (Dec 19)	Green	82% (Dec 19)	✓	80% (Mar 19)	✓
	Customer 03 – Contact centre satisfaction rate	90%	95.6% (Mar 20)	90% (Dec 19)	Green	94.9% (Dec 19)	✓	94.5% (Mar 19)	-
	Customer 04– Successful online completion rate	No target (refining target**)	50.2% (Mar 20)	N/A (When)	N/A	52.9% (Dec 19)	-	New	New
	RS 01 - Satisfaction with the way the council runs things (Residents Survey)	52-54%***	52.8% (Mar 20)	52-54% (Mar 20)	Green	54% (Dec 19)	✓	53% (Dec 18)	✓
	RS 02 - Satisfaction that the Council offers good value for money (Residents Survey)	34-36%***	35.2% (Mar 20)	34 -36% (Mar 20)	Green	38% (Dec 19)	✓	35% (Dec 18)	✓

*measure under review

**we are currently looking at industry standard to establish a meaningful target for this measure

***target set within a range as all surveys are subject to a margin of error based on the sample size and demographic surveyed. Target based on historic trend.

Corporate Health & Safety Measures – Q4 2019/20

Organisation  Page 47	Indicator	2019/20 Full year target	Latest Result (Q4 19/20)	Latest Target (Q4 19/20)	RAG	Previous Result (Q3 19/20)	Latest vs Previous result	Result this time last year (Q3 18/19)	Latest vs this time last year
Health & Safety 01 – Total number of H&S incidents	No target	1476	No target	n/a	1,792	✘	1,225	✘	
Health & Safety 02 – Number of employee incidents	No target	254	No target	n/a	446	✘	324	✘	
Health & Safety 03 – Number of “others” injured	No target	535	No target	n/a	808	✘	713	✘	
Health & Safety 04 – Percentage of incidents reviewed	100%	93%	95%	Red	89% (1594)	✘	97% (1192)	✘	
Health & Safety 05a – RIDDOR* Reports (*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)	No target	8	No target	n/a	6	✘	3	✘	
Health & Safety 05b – Employee Injury Lost Time	No target	74	No target	n/a	83	✘	87	✘	

Finance



- The Council has delivered an overall surplus of £0.2m for 2019/20, which is an improvement of £2.6m from Q3, where a deficit of £2.4m was reported.

Directorate	Outturn £m	Budget £m	Variance £m
Children, Families, Learning & Culture (CFLC)	244.7	243.4	1.3
Public Health	30.0	30.2	(0.2)
Adult Social Care (ASC)	362.6	364.0	(1.4)
Environment, Transport & Infrastructure (ETI)	129.2	129.0	0.2
Community Protection (CP)	33.7	34.5	(0.8)
Resources (Res)	70.2	71.2	(1.0)
Transformation, Partnership & Prosperity (TPP)	15.3	14.7	0.6
Central Income & Expenditure (CIE)	(896.4)	(887.1)	(9.4)
Directorate position	(10.7)	0.0	(10.7)
Carry Forward Reserve	3.0		3.0
Investment in the DB&I project	0.5		0.5
Support the Coroner service	0.5		0.5
CFLC family safeguarding pressures	1.4		1.4
Increase to the 20/21 Contingency	2.5		2.5
Contribution to the GF Reserve	2.6		2.6
Outturn (surplus) / deficit	(0.2)	0.0	(0.2)

Transformation



PEOPLE PORTFOLIO – MARCH 2020

Status:



Accommodation with Care and Support ●

Adult Social Care Practice Improvement ●

Adult Social Care Market Management ●

Adult Mental Health ●

Adults with Learning Disabilities and Autism ●

Domestic Abuse ●

Family Resilience ●

Health and Social Care Integration

Libraries and Cultural Services ●

Preparing for Adulthood ●

SEND ●

Working Differently with Communities ●

Key Achievements/Good news stories

- SEND: while significant challenges remain, there has been a step change in partnership working and confidence in the programme, recognised by improving metrics and the health check review.
- Practice Improvement: updated milestone plan developed with programme stakeholders for 2020/21 delivery.
- Learning Disabilities and Autism: permanent management structure in place, mobilising the reviews workstream.
- Outcome models: work commenced on priority programme outcome models, requirement for strategic outcome data identified

Items for escalation/decision

- COVID-19 impact assessments are being carried out for all of the programmes
- Initial high level assessments have been flagged for Practice Improvement, Adults with Learning Disabilities and Autism, SEND, Libraries, Accommodation with Care and Support, and Emotional Wellbeing & Mental Health which are highest profile and make the most significant contribution to overall transformation objectives

Key activities for next period

- All programmes are undertaking full COVID-19 impact assessments and developing options, proposals and plans
- Both Accommodation with Care and Support and Emotional Wellbeing and Mental Health were expecting to launch tenders early April – both will be delayed
- Phase 1 of Libraries Co-design was due to begin – this is now being re-planned and a proposal developed

Key risks/issues

- Learning Disabilities and Autism Issue: Whilst there has been significant progress stabilising the service and dedicated support to drive recruitment and induction of high quality staff is in place, it is expected to be several more months until there will be the capacity the reviews that are expected to achieve the programme outcomes.
- SEND Risk: The impact of the strategy will be limited if the Operational Improvement is not achieved
- COVID-19 risk: portfolio objectives (improved resident outcomes and financial sustainability) for 2020/21 are at risk pending the full COVID-19 implications

Transformation



PLACE PORTFOLIO – MARCH 2020

Status:



Rethinking Transport



Community Protection and Fire



RAG status provided for programmes in delivery phase only

Key Achievements/Good news stories

- Business travel pilot behavioural insights supplier confirmed and scoping phase underway. Engagement event with business representatives successful
- Public sector travel pilot funding agreed and supplier commissioning started to deliver an organisational travel plan for SCC in line with Moving Closer to Residents timelines
- Successful senior leadership session reviewing potential connection between greener futures and rethinking transport programmes to ensure programme alignment and impact is maximised
- Preparation for the go live of the community protection model continues with selection processes continuing and relations with the trades unions becoming more positive

Items for escalation/decision

- None

Key activities for next period

- Working to develop business cases, project plans and mobilisation of all programmes which are in early design phases, including Greener Futures, Rethinking Waste, Countryside, Restructuring Environment, Transport and Infrastructure and Improving our infrastructure assets
- Rethinking transport new governance to be established and all workstreams finalised
- Agree strategic principles to inform Local Transport Plan refresh and commence procurement process
- Implementation of the community protection model go live
- Additional community protection and fire programme resources are in place, and new web content will go live

Key risks/issues

- COVID-19 response will deflect resources from all programmes in the portfolio
- The Fire inspection scheduled for June is now in question – clarity is awaited.
- Fire dispute continues, however the process of Community Protection transition continues
- Evolving requirements have meant a lack of clarity on overall scope of some of the emerging programmes

Transformation



ORGANISATION PORTFOLIO – MARCH 2020

Status:



Moving Closer to Residents ●

Agile ●

Digital ●

Entrepreneur ●

Property ●

Digital and Business Insights ●

Key Achievements/Good news stories

- Digital budget review completed
- Digital benefits analysis underway on all projects
- Agile budget review underway
- Windows 10 deployment adapted to meet COVID-19 needs
- Moving Closer to Residents change management and engagement team ramped up
- Property Programme Management recruitment started
- Commercialisation project resource identified
- Moving Closer to Residents revised programme approved and communicated

Key activities for next period

- Initiate and implement new Agile & Digital board
- Finalise financial year budget rollovers
- Present Moving Closer to Residents Project Initiation Document and budget to board
- Commence Moving Closer to Residents team engagement
- Identify key risks and opportunities between Digital and Business Insights and other programmes (dependency mapping)
- Digital projects will continue remotely
- Initiate Commercialisation work

Items for escalation/decision

- Moving Closer to Residents acquisition of Midas House carries too much risk due to COVID-19.
- Home-based working for Digital and Agile projects

Key risks/issues

- COVID-19 takes priority over Agile workstreams
- Midas House purchase risk – speed of exchange, cost of moving tenants, willingness of tenants to move, availability of supply chain
- Moving Closer to Residents team engagement changes shape – cannot do planned team by team interviews

Risk Management

Risk

Current Strategic Risk	Risk Description
COVID-19	Failure of the organisation to effectively respond to COVID-19 results in severe and prolonged service disruption and loss of trust in the organisation.
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 leads to inability to generate service improvements.
Location and ways of working change	The volume and pace of change leads to disruption to service operations and users, and/or failure to deliver savings plans.
Partnership Working	Ineffective partnership working and lack of community resilience leads to inability to generate planned outcomes.
Children's Safeguarding (Ofsted rating)	Failure to transform the provision of children's services 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 leads to reduction in staff capacity and resilience.

Risk

Embedding a new Risk Management Approach & Culture

- Risk management consultants Gallagher Bassett carried out a Baseline Review of the Council's Strategic Risk Management arrangements at the end of 2019. The overall finding was:

The council demonstrates a fundamental commitment to embrace risk management as an essential management practice and embed it within the organisational culture.

- A number of recommendations were made which we have broadly characterised as **operational (processes, risk register)** and **strategic (RM Strategy & Framework)**
- We are currently in the process of procuring a Strategic Risk partner to support the implementation of the recommendations with the aim of:

Raising the profile, impact and effectiveness of the council's approach to risk management and ensuring clear policies are in place, are adequately resourced and have full engagement across the Council.

- In time, risk management will look and feel differently and will involve a real change of culture.

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**RESOURCES AND PERFORMANCE
SELECT COMMITTEE
1 July 2020**



**Cabinet Member
for Corporate Support Update**

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

Introduction:

1. Since my last report to the Committee, the council's Digital Strategy¹ has been approved by Cabinet at its meeting on March 31st. My priorities are focussed on the ongoing delivery of the strategy and the Agile Workforce, Customer Experience, and Data Insights transformation programmes. The council's response to the Covid-19 national emergency has demanded swift and effective deployment of IT and digital resources to enable remote service and connectivity at unprecedented levels. This report gives highlights of the work undertaken and in progress.

IT & Digital Services

2. There are no precedents for the level of demand that was placed on the IT & Digital Service at the start of the Covid-19 lockdown period. This demand grew in line with heightened levels of remote working and the development of new arrangements to deliver services to the most vulnerable in our communities. The IT processes adapted well and provided a dynamic response to new and emerging requirements. Some examples of the enabling response include:
 - deploying circa 700 laptops to essential staff groups;
 - configuring a softphone solution to enable Contact Centre staff to use laptops to receive and make calls from the public whilst working from home;
 - deployment of Citrix to enable staff to access Council systems and information from their home devices;
 - supporting the rapid deployment of MS Teams with a programme of virtual training and online guidance;

¹ [Digital Strategy 2025](#)

- rapid implementation of a data matching solution to support the exchange and use of partner data as part of the Shielded Person process.
3. Digital accelerators are opportunities to introduce digital technologies by developing solutions in a rapid and iterative way. Work has started on three initial priority accelerators, Single View of a Child, Citizen Reporter of Issues, and Starters Leavers Process². Of these the Single View of the Child is at the most advanced stage, with the intention to quickly stand up the other two when more resources are freed from the response to the Covid-19 national emergency. In all cases there will be a digital design team of stakeholder(s), e.g. a member of the Family Resilience and Safeguarding team, working collaboratively alongside an IT & Digital team.

Joint work with our NHS partners

4. The council's collaborative work across care and health boundaries has focussed on the rapid mobilisation and deployment of digital products and services to support the delivery of healthcare remotely to vulnerable populations during the Covid-19 pandemic.
- **Remote care in care homes**
5. A number of programmes have been put in place, integrating them into the NHS ecosystem of data and enabling clinicians and practitioners to offer video consultations and remote diagnostics into care homes. This enables vulnerable residents to receive medical care avoiding visits which would carry a contamination risk.
- **Remote care at home**
6. A key project is the planned roll out of the Technology Integrated Health Management System (TIHMS) to 1000 of the most vulnerable households across Surrey. TIHMS connects different technologies, including remote devices monitoring environmental and physiological data, which are linked to a data platform running a series of AI algorithms to detect changes in conditions and early signs of illness. Changes trigger alerts to a monitoring social and health care team, who can then action early and preventative responses and so avoid A&E, primary care or hospitalisation interventions. Originally developed through a research grant from the national government's innovation agency, Innovate UK, the platform has undergone further development adapted for Covid-19

² [Digital Strategy 2025](#)

and super-shielded patients. It is an exceptional example of collaborative work.

- **Virtual wellbeing**

7. In the space of 4 weeks, a digital platform was set up enabling the public to find and book online virtual support and wellbeing courses and discussion groups delivered by the voluntary sector. The platform has been successful in enabling a large number of bookings and has received exceptionally good feedback.

Customer Services

8. Resources remain focussed on helping vulnerable residents during the Covid-19 national emergency. The Community Helpline set up in March has handled over 8,500 calls, 408 online forms and 99,262 web visits to date and is operational seven days per week. It is staffed mainly by Customer Services staff, with assistance from the Library and Adult Learning Services. Working closely with district and borough staff and the National Shielded Helpline, Customer Services are continually reviewing their offer as the situation evolves. The service is preparing for the impact Test and Trace may have on the volume and complexity of enquiries dealt with by the line.
9. Working in partnership with the SEND service, Customer Services will provide a single point of access (single front door operating model) for enquiries from professionals and parents. This new service will launch during the month of July, and it is hoped it will greatly improve the customer experience ensuring enquiries are dealt with in a timely manner, either resolved at first point of contact by Customer Service staff or directed to the most appropriate SEND service for resolution.
10. There is ongoing joint work with Highways to ensure online services are accessible and intuitive to use. Work to improve digital journeys, such as the redesigned pothole reporting journey, has increased the number of people accessing Highways services online.

Legal & Democratic Services

11. Following the introduction of the Remote Meetings Regulations 2020 Democratic Services undertook testing of MS Teams video conferencing facilities to ensure it met the demands of the regulations, including remote meetings being open to the public. IT development followed to enable streaming using the existing webcasting service provided by Public-I. The council will run all scheduled meetings in this way until restrictions have eased.

12. In order to support members of the council during the lockdown, Democratic Services have made contact with every backbench member to assess remote working capability as low, medium or high. Tailored training alternatives of individual training, group training, or a user guide on video, have been offered to all. To date 45 Members have attended individual or group training and rated it as good or very good.

Recommendations:

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

Next steps:

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

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

Contact details: zully.grantduff@surreycc.gov.uk

Resources and Performance Scrutiny Committee

1 July 2020

Cabinet Member for Resources

1. Finance
 - a. 20/21 budget review in light of impact of COVID -19
 - i. Covid cost monitoring
 - ii. Transformation plans reviewed and gaps identified
 - iii. Plans formulated to close any budget gaps
 - b. Strategic review of scenarios for 21/22 budget
 - i. Agree the macro scenarios to enable services to complete their individual budgets
 - c. Capital Expenditure
 - i. Ensuring process for approval of capex is robust
 - ii. Realigning expected spend with cash flow
 - d. Cash
 - i. Monitoring ASC receivable status
 - ii. Monitoring CT/BR collections
2. Property
 - a. Completion of tender issuance for 3 extra care home project
 - b. Complete the transfer of SWT rental agreements to HGP Residential
 - c. Monitor rental income from HGPI
3. Audit
 - a. Follow up on audit reports requiring “improvement”
4. Procurement
 - a. Commence review of 2nd half procurement plans
5. IMT
 - a. Finalise the tender and adjudication of the ERP replacement

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RESOURCES AND PERFORMANCE SELECT COMMITTEE

1 July 2020



Transformation Programme Update

Purpose of report: To provide the committee with an update on current progress regarding transformation of the council – including the impacts of COVID-19.

Introduction:

1. This committee received a transformation update on 18 October 2019 that outlined progress to date across the programme. Since this time much has been delivered including £38.5m of efficiencies and a range of significant service improvements for residents in 2019/20. These efficiencies were critical in enabling the council to meet its overall savings targets in the Medium-Term Financial Strategy (MTFS) and deliver a financially sustainable budget.
2. In addition, Cabinet approved a refreshed programme on 28 January 2020, and in March 2020 the COVID-19 pandemic shifted the council's priorities and fundamentally changed the way in which many services are delivered.
3. This report provides a strategic overview of transformation with specific focus on the Digital, Agile and Moving Closer to Residents (MCTR) programmes in the light of COVID-19. A summary of the impact of COVID-19 on the overall transformation programme is also provided.

Assurance of the overall programme:

4. The Transformation Support Unit (TSU) continues to monitor delivery of the transformation programme and a robust assurance framework is in place.
5. Internal Audit have recently reviewed the management and governance of the programme, deeming it to have *substantial assurance* in place (the highest possible rating) as a result of strong governance, clear accountability and robust programme evaluation. The full audit report is attached as **Annexe A**.
6. The TSU will continue to use these robust assurance mechanisms to track delivery of the programme. As part of this, Select Committees will also continue to help shape and scrutinise the programmes within their respective remits.

7. The success of the transformation programme will rest on the efforts and skills of staff across the organisation. As set out in “Our People 2025” we will continue to empower staff and encourage the creativity, flexibility and innovation required to meet our goals for residents.

Transformation refresh

8. Any large scale and dynamic change programme must continue to flex and adapt if it is to meet strategic objectives in an ever-changing operating environment. From the outset we committed to review and refresh our programme periodically, ensuring we continue to build on and improve what we do for residents.
9. To this end, on 28 January 2020 Cabinet approved a refresh of the transformation programme. The refresh was based on the following principles:
 - To continue improving the quality of residents’ lives, enabling people to be more independent and reducing the inequality in life expectancy that exists across the county
 - To build on the stronger foundations we have established and look ahead to the medium term, setting our strategic direction and ambitions for the authority in the context of the Vision for 2030
 - To achieve further efficiencies and manage challenging demand pressures – while it is not simply a financial programme, our major programmes of change must make a substantial contribution to reducing demand and/or delivering efficiencies and also improve outcomes
 - To reflect the changing context in which we operate – rapidly evolving political, economic, social and technological trends will impact our county and our council over the coming years; our programme must help us to anticipate and use these developments to achieve the best outcomes for communities

The refreshed programme

10. The refreshed programme is set out in a [strategic summary document](#) that explains its overall shape and content alongside the investment and headline outcomes that will be delivered (see **Annexe B**). It also includes a more detailed guide to each of the individual constituent programmes.
11. The overall programme has been designed to deliver directly on the council’s key strategic ambitions and make a significant contribution to the efficiencies and cost avoidance targets in the MTFs. For 2020/21 this includes £24m of recurring revenue efficiencies (out of the total MTFs efficiencies of £39m for the year) and significant cost containment.
12. We are planning ahead and have also identified efficiencies through some projects that will be achieved in future years through to 2024/25. Adding these to the £24m to be achieved in 2020/21 we will aim to deliver a total of £52m efficiencies through transformation projects between 2020/21 and 2024/25. This recurring revenue efficiency is a

positive return on the planned one-off transformation investment of £23m. The programme will also continue to identify additional opportunities for future efficiencies and will generate further options for investment in radically different approaches that can provide the best possible value and help secure longer term financial sustainability.

13. There are a number of key underpinning themes running through the refreshed programme. There is a deliberate shift from a collection of individual services tackling largely internally focused performance and financial issues towards a more outward and outcome, longer-term, collaborative focus, designed around people's needs. We are consciously moving towards a place-based approach to better align service activity and public resource around the needs of people and places.
14. In particular, the refreshed programme deepens our joint work with the health system through Surrey Heartlands, delivering on a single set of shared transformation goals aligned to the Health and Wellbeing Strategy.

Programme Focus:

15. A brief summary of progress to date with regards to the Digital, Agile and Moving Closer to Residents (MCTR) programmes – three critical transformation programmes within this committee's remit – is provided below. For background the "programme summaries" agreed in January 2020 for each of these are attached in **Annexe C**.
16. Note that the Customer Experience programme is subject to a detailed review by a Resources & Performance Select Committee Task Group and a separate update report is on the agenda for today's meeting. Also note, for future consideration, that the following four "organisation" related programmes sit within this committee's remit: Data Insights; Land & Property; Transforming our Core Business Processes¹; and Becoming more Entrepreneurial.

Digital

17. The digital programme is a key transformation enabler that aims to make more efficient use of existing resources and provide more effective means for residents to interact with the council.
18. The programme is currently being reviewed in the context of both the impacts of COVID-19, and the need to ensure we are investing in the right digital projects and capabilities. In summary, having developed improved infrastructure and capability over the last year, the programme will now focus on driving new service models. This will support the objectives of the [digital strategy](#) which sets out our vision to become a "living digital" organisation by 2025, using digital technologies to transform our services and become a modern and agile organisation.

¹ Previously titled and sometimes referred to as *Digital Business Insights* (DBI)

Agile

19. The agile programme aims to enable staff to work almost anywhere, whenever, wherever, to collaborate and contribute without constraints. There are a number of different projects and workstreams within the overall programme – these include a mobile workforce project (e.g. provision of equipment for smarter working, effective use of our property portfolio), the development of mobile infrastructure, training, and the digitisation of processes and information.
20. COVID-19 has made the rollout of the agile programme more critical than ever. In March 2020 the programme team successfully facilitated a swift cultural and technical shift to agile working for the majority of employees. This included training in Microsoft Teams, increasing the effectiveness of the remote SCC network, and issuing additional laptops wherever possible.

Moving Closer to Residents (MCTR)

21. As the Committee will be aware from the item elsewhere on this agenda regarding Midas House, given the context of COVID-19, the Civic Heart element of the MCTR Programme has been paused.
22. The acceleration of the agile and digital programmes in response to COVID-19, as outlined above, has also impacted office space requirements. Many teams have now developed ways to perform their duties effectively and efficiently independent of an office base – this is not to say that the current arrangements are entirely desirable or right longer term but this learning and the opportunities it presents needs to be factored into the scope for a Civic Heart. Subject to further work and engagement with teams, there could be positive opportunities to provide staff with greater flexibility and choice between working from home and a fixed office base.

Evolving the programmes in response to COVID-19

23. As already described there have been a number of immediate impacts of COVID-19 on the MCTR, Agile and Digital programmes. In addition to the actions already taken and underway it is vital we step back and re-consider the programmes' aims and approaches, given how far the situation has altered.
24. This fuller re-evaluation is now starting as we emerge from the immediate pressures and demands of the COVID-19 response and begin to look further ahead. Initial reflections and thinking suggest we will need to carefully consider the following kinds of issues and ideas:
 - Closing down the original MCTR programme and continuing change management work with County Hall based teams to ready them for a future move
 - Refocusing Agile and Digital to organise effort more sharply around the residents, staff and Members whose experiences and lives we are seeking to enhance

- Developing our culture, behaviours and skills to get the most out of new ways of working and maximise impact for residents
 - Operating in “hybrid” modes where digital and physical spaces and services are seamless
 - Stepping up work on digital inclusion, recognising the risks of people being left behind
 - Deepening partnership working to maximise benefits for residents
 - Understanding how digital and agile capabilities can further address the specific challenges the county faces in light of COVID-19
25. Further work will be undertaken over the coming months to understand the learning from our COVID-19 response and recovery and the new context in which we are operating – this in turn will inform the revised plans for these key programmes.

<p>Impacts of COVID-19 on the overall transformation programme:</p>
--

26. The COVID-19 pandemic and subsequent re-focussing of operational priorities has understandably had an impact on all elements of the planned transformation programme. Firstly, a number of staff from the TSU and individual programmes and projects have been redeployed into roles to support the council’s response to COVID-19.
27. These redeployments – plus the many practical impacts on services, partner organisations, and communities – mean all of the individual transformation programmes have been impacted in some way. This is an evolving picture given the fast-changing nature of the environment we are now operating in.
28. The current scenario has also presented some unintended opportunities to accelerate transformation initiatives. As described above, the agile programme has improved the council’s remote working capability far quicker than planned. Partnership working across a number of programmes has accelerated as organisations have come together to respond to the pandemic, and additional effort and resource has been directed into functions and programmes that will be key to the provision of services as part of the ‘new normal’ following and during COVID-19 recovery (e.g. Customer Experience, Working Differently with Communities).
29. These various impacts and changes mean the transformation efficiencies targets for 2020/21 and beyond may take a different shape than originally envisaged in the January 2020 refresh.
30. Work is underway to fully understand the impacts and an agreed way forward will be developed in the coming months to maximise the efficiencies and opportunities that can be delivered under the current circumstances. This will be progressed as one important part of a broader review of the council’s strategies and finances in light of the fundamentally altered environment we are operating in.

Conclusions:

31. The council's transformation programme has already made great strides towards ensuring we have a financially sustainable budget while meeting the changing demands and expectations of residents – though there is more significant work ahead. With the refresh of the transformation programme to support our medium-term strategy, we are confident that we are on the correct trajectory towards delivering our ambitions and Vision to 2030.
32. The fundamental impacts of COVID-19 will likely be felt for some time to come. This will of course affect the focus, ambition and achievability of the transformation programme. In response the TSU will continue to support the Corporate Leadership Team and all services to drive this work forward and maximise what can be delivered in the context of limited resource and realigned priorities.

Recommendations:

33. It is recommended that the Select Committee:
 - a) Notes and comments on the overall progress of transformation to date and the delivery of a refreshed transformation programme for 2020-21 in the context of COVID-19.
 - b) Considers the key enabling projects within the remit of the committee and agrees what continuing role to play in supporting and scrutinising these projects.

Next steps:

- The Committee will receive a detailed report from the Customer Services Task Group later in the year.
- The Committee will review a further update on the overall council-wide transformation programme in six months' time (November 2020).

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Annexes:

Annexe A: Internal Audit Report on Transformation Programme 2019/20

Annexe B: Transformation Programme – strategic summary (January 2020)

Annexe C: Programme summaries: Digital, Agile, MCTR (January 2020)

Sources/background papers:

[Community Vision for Surrey in 2030](#)

[Transformation Programme Refresh \(update 2020\)](#)

[Digital Strategy 2025](#)

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Internal Audit Report

Transformation

Programme 2019/20

Final

Assignment Lead: Reem Burton, Principal Auditor
Assignment Manager: David John, Audit Manager
Prepared for Surrey County Council
Date: April 2020

Report Distribution List

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1. Introduction

- 1.1 The Transformation Programme was launched in November 2018 as a key facilitator in achieving Surrey County Council’s strategic ambitions, including the outcomes of the ‘Community Vision for Surrey in 2030’, supported by the Organisation Strategy 2019-2023.
- 1.2 The programme is focused on reforming the way in which SCC operates to ensure all activities add value, processes are simplified, and the council does the best it can for residents, within a sustainable budget.
- 1.3 Funded by capital receipts under the Flexible Use of Capital Receipts Policy, £6.1m was spent on the Transformation Programme during 2018/19 and a further £8.6m was spent between April and December 2019. The programme has achieved £52m of efficiencies to date (including the forecast for Q4 2019/20).
- 1.4 An updated Organisation Strategy 2020-2025 was approved by Council in December 2019 and, in January 2020, Cabinet agreed the next phase of the Transformation Programme for 2020. The refreshed programme includes a reshaped set of transformation portfolios and programmes arranged by People, Place, and Organisation to encourage a longer-term, collaborative focus.
- 1.5 Support to, and assurance over, the Transformation Programme was included in the 2019/20 Internal Audit Plan. This review forms part of a programme of ongoing assurance work intended to support the delivery of the Transformation Programme. Previous assurance work, presented to management in February 2019, considered the overall structure of the programme, which was, at that time, still in its infancy. Further reports will follow for other areas where we will focus our support and assurance, which will be agreed with programme management.
- 1.6 The findings in this report are based on a review of the control environment before the national response to COVID-19. Any assurance given does not extend to interim measures or changes to management arrangements implemented due to COVID-19.

2. Scope

- 2.1 The purpose of this review is to provide assurance that controls are in place to meet the following objectives:
 - There is a suitable governance structure that facilitates accountability for programme delivery;

- Risk management arrangements both reflect the changing nature of the programme and support the progress of programme objectives; and
- There are robust benefits tracking and realisation mechanisms in place to enable effective financial/non-financial benefits monitoring and reporting. This will support management of both the investment in and savings achieved by the programme.

3. Audit opinion

Substantial Assurance is provided in respect of Transformation Programme 2019/20. This opinion means that controls are in place and are operating as expected to manage key risks to the achievement of system or service objectives.

Appendix A provides a summary of the opinions, what they mean, and sets out management's responsibilities.

4. Basis of Opinion

We have been able to provide **Substantial Assurance** over the controls operating within the area under review because:

- 4.1 The Transformation Programme continues to progress at a rapid pace and evolve in response to the council's needs. In line with this, governance arrangements have been strengthened, partly in response to determining the most effective practice, and also to encourage greater accountability and evaluation of project performance. Consequently, areas for improvement previously communicated to programme management have now been addressed.
- 4.2 As part of our ongoing assurance work, we have undertaken an advisory and support role throughout 2019/20. To form a view on the arrangements underpinning the programme, our activity has included participating in Shadow Assurance Board (SAB) meetings and attending 'Transformation Check-ins'. We have also established an ongoing dialogue with the Head of Portfolios to share feedback and provide advice and assurance over the control environment on a regular basis.
- 4.3 In recognition of the importance of the programme across all services, we have shared relevant findings from completed audits from our 2019/20 and 2018/19 annual plans. Prior to starting audits in other areas, we have consulted with Portfolio Leads to ensure emerging or temporary risks have been considered as part of our assurance process.

- 4.4 The timing of this review is such that many of the new or updated governance arrangements are still being embedded. A summary of our findings, including changes introduced since we last fed back to management, is outlined below.

Governance structure

- 4.5 There has been significant development of the programme’s governance structure over the last year. The Transformation Support Unit (TSU) continues to support the programme and, during the course of our ongoing work, the team structure has been realigned to meet the needs of the programme, and roles have been clearly defined.
- 4.6 As part of the 2020 programme refresh, an updated ‘Assurance and Governance Framework’ has been introduced that includes consideration of all key aspects that underpin the programme as a whole. The framework clarifies the assurance expectations for all levels of the programme and sets out amended board arrangements that allow for robust scrutiny and challenge.
- 4.7 In particular, the replacement of SAB with a full Transformation Assurance Board (TAB) better reflects the board’s purpose. The revised remit of this board streamlines and improves the processes for decisions such as funding approvals, and the amended membership strengthens accountability for project delivery.
- 4.8 We can therefore provide assurance that the governance structure now in place supports robust management of the programme.

Risk management

- 4.9 The programme is now fully embedded into business plans and operations across the council, and the level of engagement from officers at all levels during council-wide transformation meetings reinforces this.
- 4.10 While services are aware of the risks associated with their own transformation projects, these are not specifically reflected in the most recently available corporate risk registers. However, given the fast-changing nature of projects, continuous updates to the risk registers may not be appropriate and may divert efforts away from project delivery. Further, we acknowledge that a contemporaneous, external review of the council’s risk management processes should improve alignment with transformation risk management.
- 4.11 Oversight of strategic programme risks is within the remit of TAB, supported by templates developed by the TSU that consider risks to the delivery of both individual projects and strategic outcomes for Surrey residents. There are suitable

arrangements in place to accurately record and regularly review risks, and updated templates will facilitate the monitoring of actions to mitigate or reduce risks to ensure risks do not become static.

- 4.12 Throughout 2019/20, we have been party to discussions regarding risk management processes and we are satisfied with the arrangements in place.

Benefits tracking

- 4.13 Our earlier assurance work reviewed the programme in its initial months when the primary objective was to address immediate financial pressures. At that stage, monitoring was therefore focussed on financial costs and benefits. The monitoring and reporting of financial position has evolved over time, enabling informed decisions to be taken regarding further investment. The success of the programme in achieving efficiencies and cost avoidance is demonstrated not only by the £52m of efficiencies delivered to date, but also by the inclusion of £24m of recurring efficiencies in the 2020/21 Medium Term Financial Strategy.

- 4.14 As the programme continues to progress, the need to develop a mechanism to track non-financial benefits in a consistent manner is being addressed. The reshaping of portfolios as part of the 2020 programme refresh allows clearer links between individual projects and SCC's strategic objectives, including those in the Organisation Strategy and Surrey's Vision for 2030. The TSU has developed a new 'Approach to Outcomes' model that focusses on assessing non-financial outcomes using the relationships between project aims, the impact of changes delivered, and SCC's strategic objectives.

- 4.15 We recognise the challenge of presenting a complete, accurate, and consistent account of non-financial outcomes. We believe, however, that the new model, once fully implemented, will offer a logical pathway through which to track less-tangible benefits that, arguably, have a more direct and ultimately positive impact on Surrey residents.

5. Next steps

- 5.1 This report does not include any agreed actions, as we are of the view that the arrangements outlined above, once fully embedded, will support robust governance arrangements.
- 5.2 As part of our ongoing assurance work, we will continue to support the Transformation Programme during 2020/21 and will agree future areas of focus with programme management.

6. Acknowledgements

- 6.1 We would like to thank all officers who provided assistance during the course of this audit.

Appendix A

Audit Opinions and Definitions

Opinion	Definition
Substantial Assurance	Controls are in place and are operating as expected to manage key risks to the achievement of system or service objectives.
Reasonable Assurance	Most controls are in place and are operating as expected to manage key risks to the achievement of system or service objectives.
Partial Assurance	There are weaknesses in the system of control and/or the level of non-compliance is such as to put the achievement of the system or service objectives at risk.
Minimal Assurance	Controls are generally weak or non-existent, leaving the system open to the risk of significant error or fraud. There is a high risk to the ability of the system/service to meet its objectives.

Management Responsibilities

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

Internal control systems, no matter how well designed and operated, are affected by inherent limitations. These include the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees and others, management overriding controls and the occurrence of unforeseeable circumstances.

This report, and our work, should not be taken as a substitute for management's responsibilities for the application of sound business practices. We emphasise that it is management's responsibility to develop and maintain sound systems of risk management, internal control and governance and for the prevention and detection of irregularities and fraud. Internal Audit work should not be seen as a substitute for management's responsibilities for the design and operation of these systems.

Transformation Programme

2020 update

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Strategic summary

Introduction

In late 2018 we launched an ambitious transformation programme, stretching across all aspects of the council's work, to address immediate financial and performance challenges and start fundamentally reforming the function, form and focus of the organisation.

The transformation investment agreed by Council in 2018 and the subsequent hard work of our staff, Members and partners has helped to stabilise the organisation and address the critical immediate challenges we faced in 2018.

There are a number of important headline achievements we can reflect positively on, for example: new approaches that are improving our children's services; helping more adults remain independent in their own homes; and securing £52m of recurring efficiencies while protecting key services.

While our first phase of transformation since 2018 has been successful there is much more to do. There are further improvements to be made to critical services that our residents depend on. The financial outlook remains incredibly challenging with demand rising and uncertainty over future funding. Our residents rightly have growing expectations about how we work with them and use new technologies effectively.

With this in mind, our next phase of transformation will be centred on the ambitions and priorities in our new Organisation Strategy 2020-25, in turn ensuring that we play a full role in achieving with our partners the ambitions in our Health and Wellbeing Strategy and Vision for Surrey in 2030.

It also introduces new programmes tackling complex issues - such as the climate emergency, mobility, health and care integration, and economic growth - that will only be successful through joint effort between all public organisations, the voluntary, community and faith sector, academia, businesses, and, critically, communities themselves.

We are also consciously moving towards a place-based approach, better aligning service activity and public resource around the needs of people and places rather than organisational boundaries and functions.

At the same time our programmes and projects must and will continue to help unlock efficiencies and find ways to ensure longer term financial sustainability.

To do all this we will make a further set of thoughtful one off investments so we have the capacity and capabilities to deliver practically on our ambitions for residents, both now and into the future. This vital investment - combined with the dedication, ideas and skills of our staff and Members working alongside all our partners and our communities – will make our transformation real.

As we progress this ambitious and wide ranging programme we will remain focused on our ultimate purpose: creating better lives and a better place, improving the quality of residents' lives and reducing the inequality in life expectancy that currently exists across the county.

Tim Oliver (Leader, Surrey County Council) &
Joanna Killian (Chief Executive, Surrey County Council)

January, 2020

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The story so far

We started to transform in 2019 and have made positive progress so far

50%

reduction in average caseloads for children's social workers and new family focused approaches introduced, with Ofsted concluding "children's services have substantially improved" (December 2019)



680

staff in adult social care trained in a new approach that promotes independence and wellbeing



5,000

Safe and Well Visits to reduce the risk of fire in the homes of Surrey's more vulnerable residents



86%

of all safeguarding or multi-agency partner enquires are now responded to in under 6 hours through the new Children's Single Point of Access (C-SPA) ensuring children and families receive quicker help – a significant improvement on the average of 3 days this used to take



Three sites agreed with the potential to offer

165

specialist adapted homes for elderly residents (towards a 10 year target of 725), to increase their independence and reduce hospital admittance



883

new specialist school places in mainstream and special schools planned for children with Special Educational Needs and Disabilities



835

residents have used a new webchat service, getting a quick and efficient response to their queries



350,000

hours of staff time (per year) freed up for more important work by the use of software robots to automate data processes across the organisation



£52m

efficiencies between 2018-20 bringing financial stability



A number of projects are now embedded into how we work

Nine of our projects are now embedded into how we work

Highways transformation

Over **70%** of issues with highways now reported by residents more easily online



Strategic commissioning

Increased role for local communities in designing services, such as the Greener Future design challenge



Community Recycling Centres

3rd best council in the UK for recycling



Spans and layers

17 services re-organised, enabling staff to make quicker decisions



Governance and democratic support

Updated Constitution and Select Committee structure to improve

decision making



Fees and charges

Ensuring **appropriate charges** that can be re-invested in vital services



Finance transformation

Finances stabilised - supported by better processes, staff training, and a new

finance team structure



Orbis value for money

£4m efficiencies through shared support functions with East Sussex County Council and Brighton and Hove City Council



Performance management and management information

Better **data and reports** to track how well we are performing

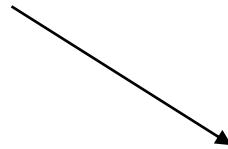


In 2018/19 and 2019/20 the programme delivered a lasting financial return on investment

Transformation one-off investment
(2018/19-2019/20)*



Efficiencies achieved
(2018/19-2019/20)



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*In 2018 the Council agreed a transformation investment of £31m over three years – the remaining in £10m is scheduled to be invested in 2020/21

**The cost containment figure is based on a number of estimated parameters including growth in demand and cost pressures – it covers 2018/19 and 2019/20

All figures based on actuals for 2018/19 and Q1-3 2019/20 and the forecast for Q4 2019/20

The next phase

The next phase of transformation will deliver on our strategic priorities for 2020-25

Tackling inequality

Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy for everyone.



Supporting independence

Helping residents help themselves and each other within their community.



More joined up health and social care

Integrating health and council services so they're more effective, efficient and seamless for residents.



Creating a greener future

Tackling the causes of climate change and become a carbon-neutral county as soon as possible.



Embracing Surrey's diversity

Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity.



Partnership

Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities.



Supporting the local economy

Investing in the infrastructure Surrey needs to build a strong and resilient economy.

Digital revolution

Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.



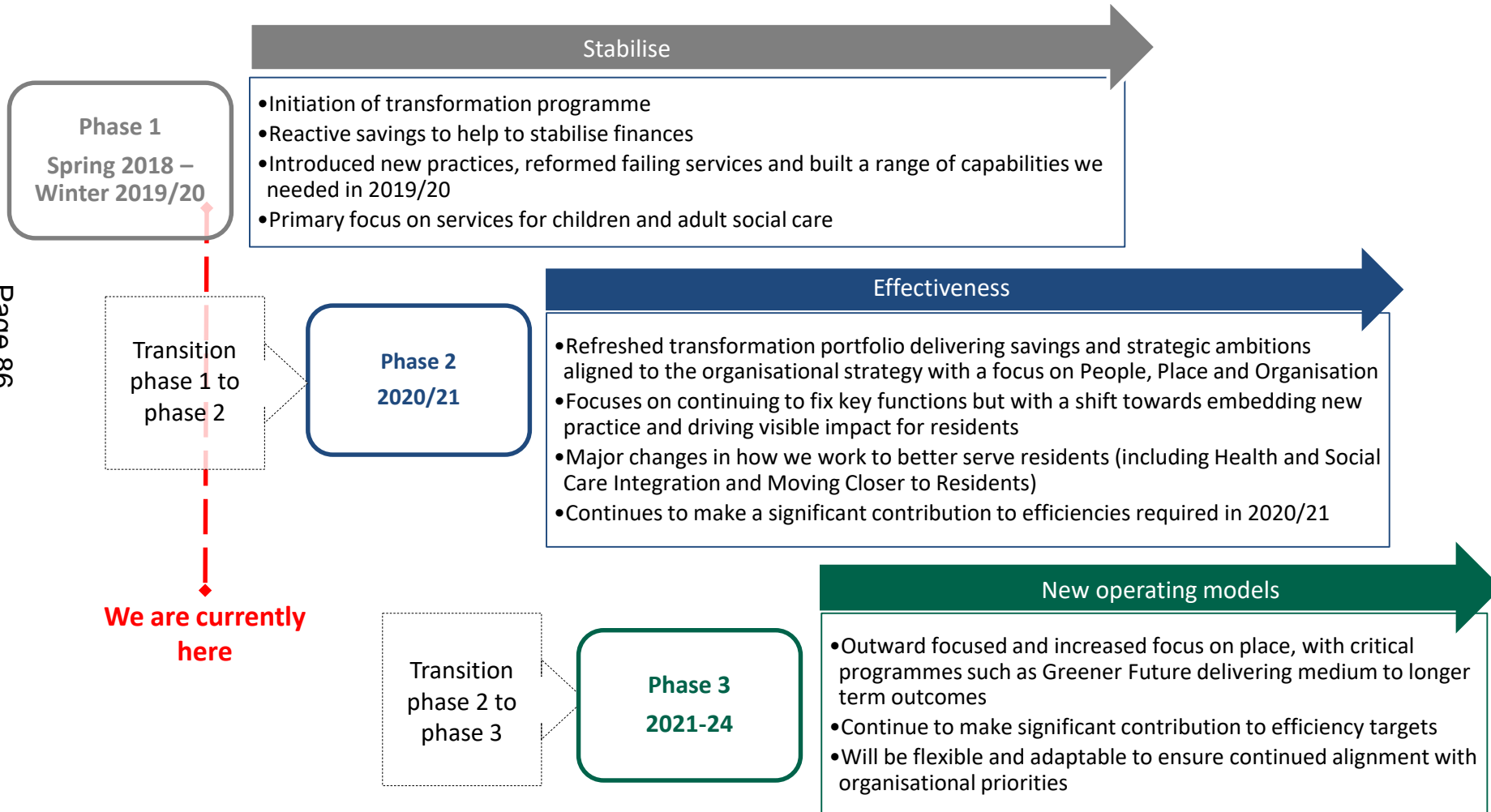
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THE PRINCIPLES GUIDING OUR WORK:

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

It builds on what we've achieved to date and reflects the shift from service based improvements to wider challenges and opportunities

Phases of transformation



The overall programme is organised into three “portfolios” – within these are individual programmes and projects at different stages of development

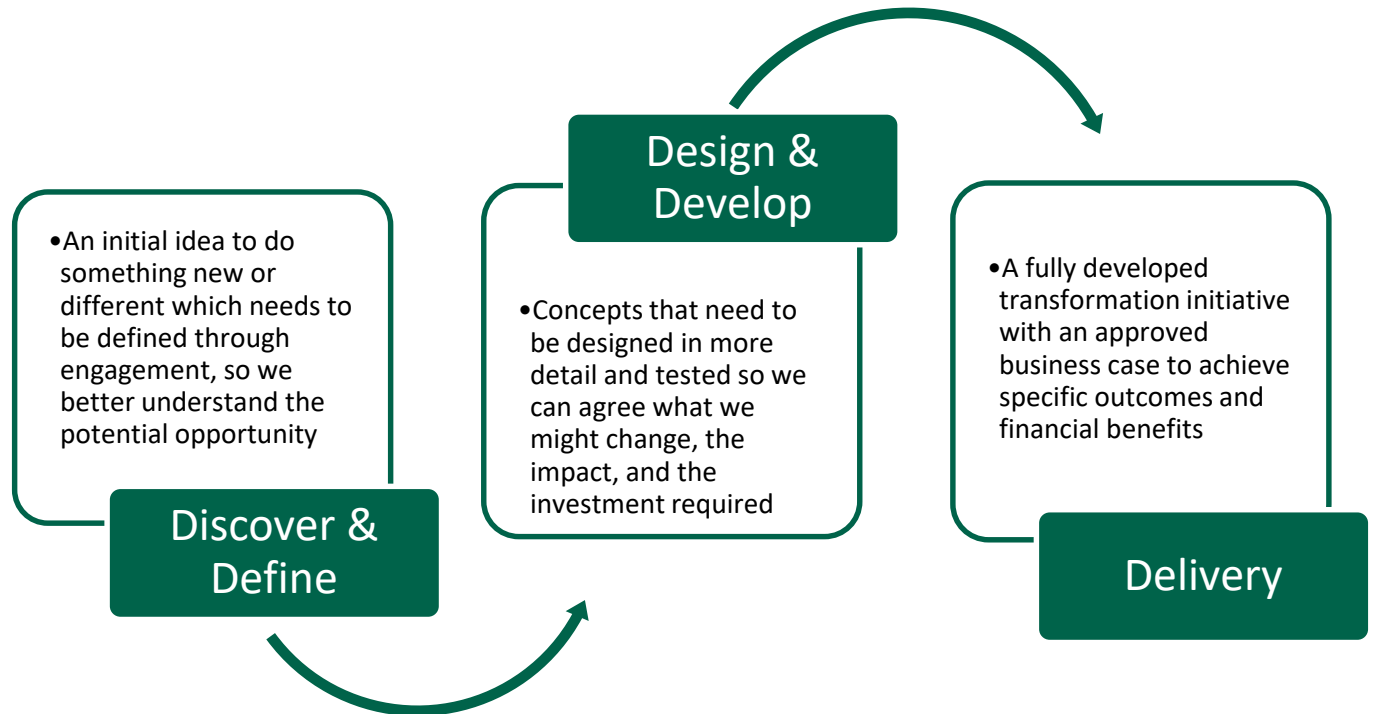
Portfolio areas

PEOPLE

PLACE

ORGANISATION

Three stages of transformation



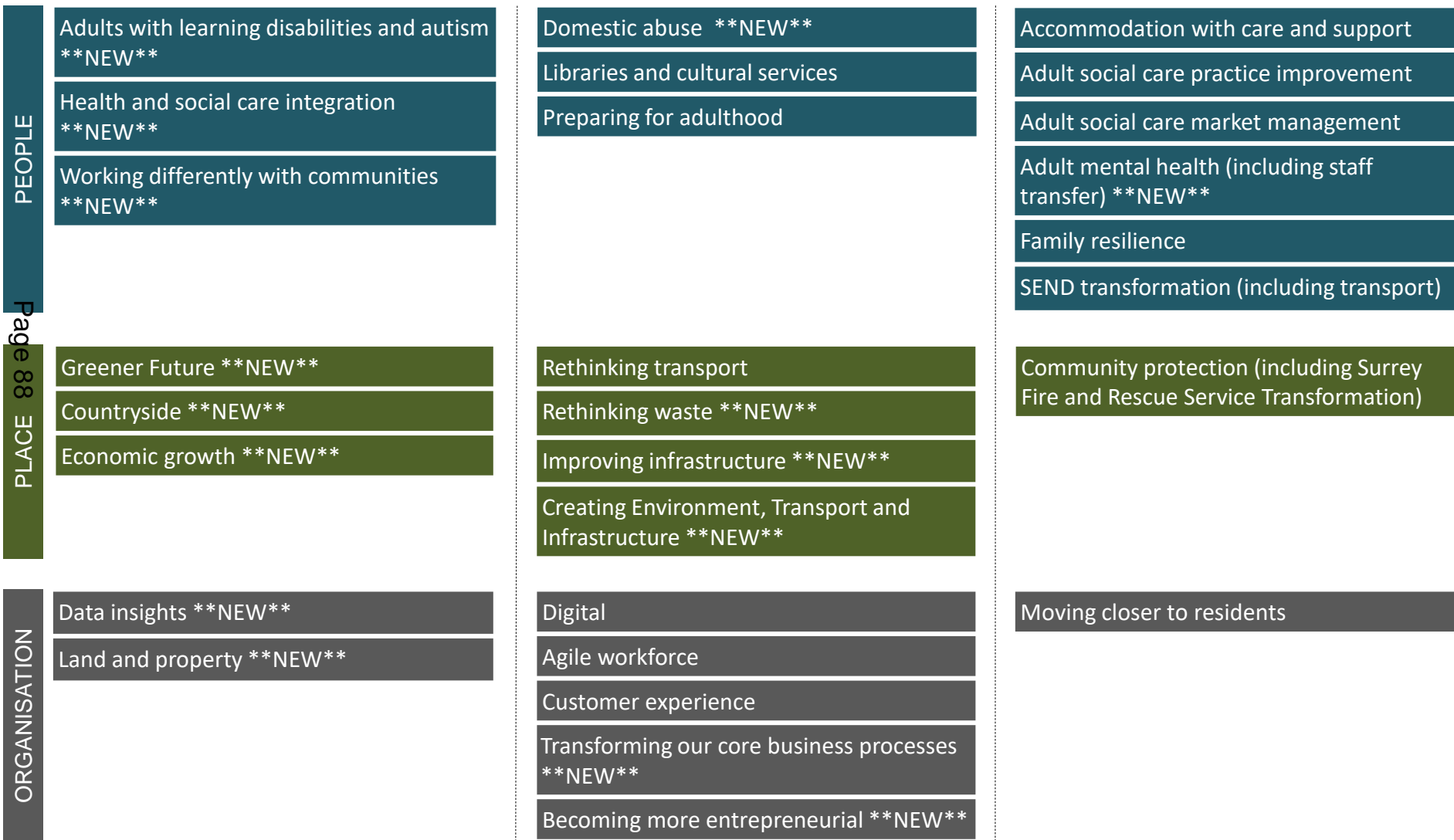
Note that while each individual programme will, in overall terms, be at one of the three main stages at any point in time, for a large scale programme there could be sub-projects at different stages

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

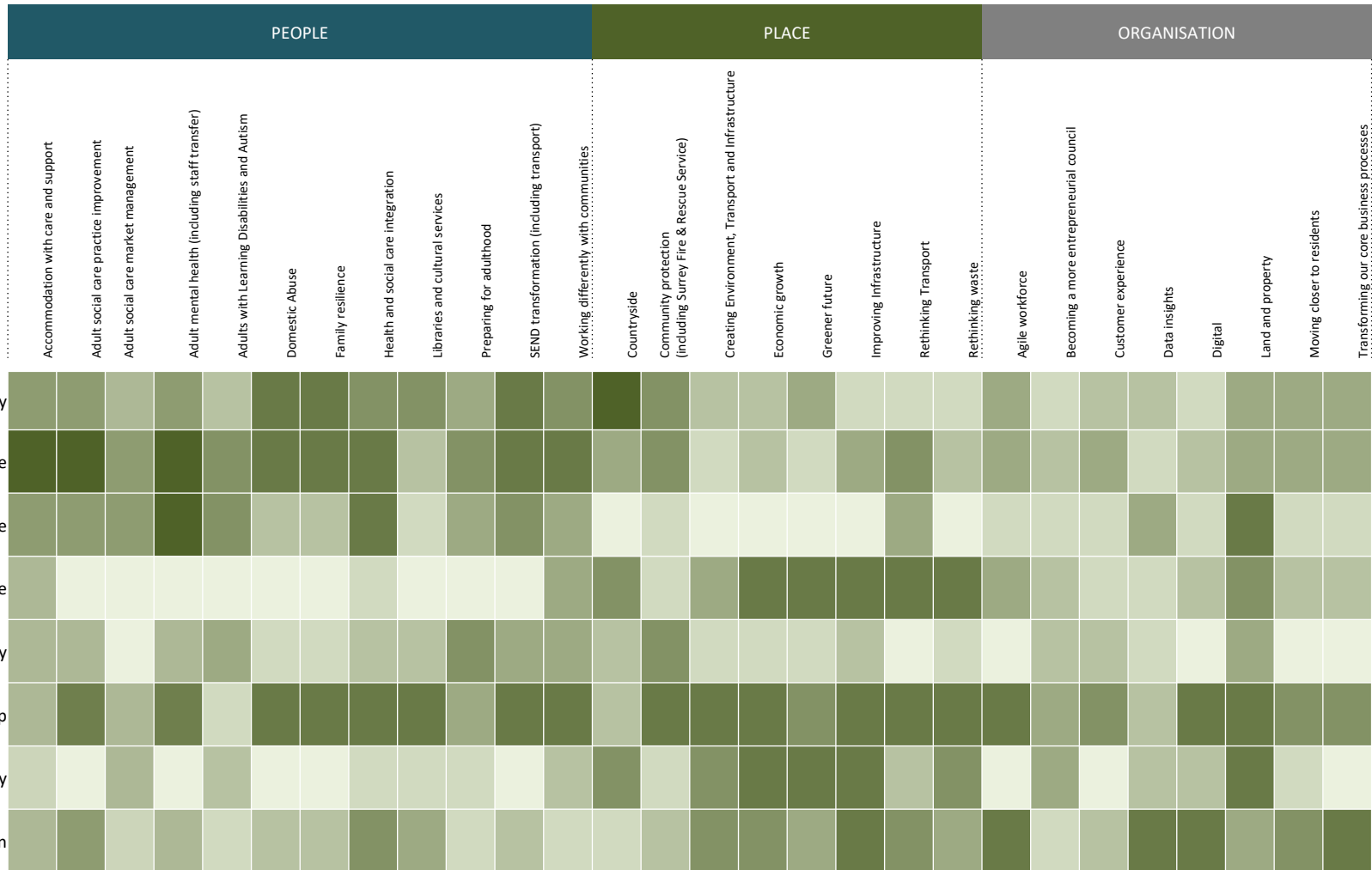
Discover & Define

Design & Develop

Deliver



The programmes ensure we make an impact across all our strategic priorities

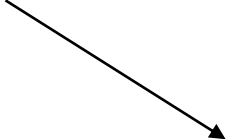
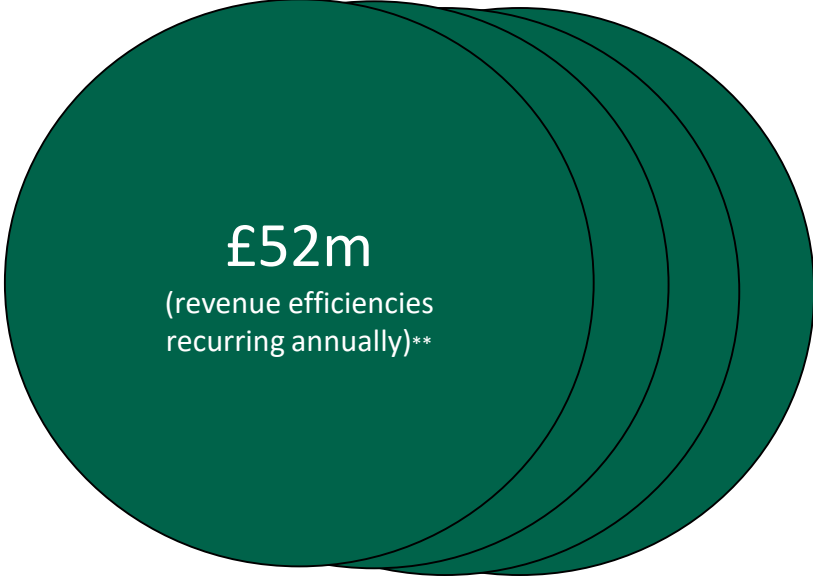


They will also make a significant contribution to the efficiencies and cost containment we need to achieve as part of our MTFS

Transformation one off investment
(2020/21-2022/23)*



Efficiencies expected
(2020/21-2024/25)



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*The majority of this investment is scheduled to be invested in 2020/21 (£19m) with smaller amounts profiled into 2021/22 (£2m) and 2022/23 (£1m). Note also that £1m will be invested in Q4 2019/20 to support earlier achievement of efficiencies. As the transformation programme progress further opportunities for investment will be identified from 2021/22 onwards

**These are the minimum efficiencies that will be generated over the medium term - as the programme progresses additional efficiencies will be identified for 2021/22 onwards. These will be developed alongside future budget planning to ensure the transformation programme is flexed to respond to the emerging financial position

***The cost containment figure is based on a number of estimated parameters including growth in demand and cost pressures - it is for 2020/21 only

Overview of the three portfolios

The People portfolio on a page

Deliver		Invest £m	Efficiency £m
Accommodation with care and support	Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer	1.2	7.5
Adult social care practice improvement	Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence	2.9	6.7
Adult social care market management	Working closely with social care providers and developing improved commissioning capacity to manage the costs of care within available resources	0.2	-
Adult mental health (including staff transfer)	Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home	0.3	0.9
Family resilience	Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently	1.0	2.4
SEND transformation (including transport)	Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey	2.0	5.1
Libraries and cultural services	Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area	1.2	2.5
Design & Develop			
Domestic abuse	Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity	0.07	-
Preparing for adulthood	Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible	1.0	-
Discover & Define			
Adults with learning disabilities and autism	Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups	0.6	13.9
Health and social care integration	Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing	1.0	-
Working differently with communities	Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities	0.05	-

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
 - The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

11.5 39

The Place portfolio on a page

Deliver		Invest £m	Efficiency £m
Community Protection (including Surrey Fire and Rescue Service transformation)	Delivering a new Community Protection Group that better protects residents, provides value for money and focuses on prevention	1.2	1.4
Design & Develop			
Rethinking transport	Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques	0.7	1.5
Rethinking waste	Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill	0.2	0.8
Improving infrastructure	Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working	0.4	-
Creating Environment, Transport and Infrastructure (ETI)	Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership, and building understanding and capability to enable different ways to work with residents, communities and partner organisations	0.1	-
Discover & Define			
Greener future	Bringing together residents, partners and businesses to deliver the council's vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan	0.4	-
Countryside	Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly	0.3	0.3
Economic growth	Ensuring the council plays an active and effective role alongside all partners to shape and achieve "good growth" for Surrey; creating great places for people to live, work, learn and enjoy	-	-
		3.3	4.0

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- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

The Organisation portfolio on a page

Deliver		Invest £m	Efficiency £m
Moving closer to residents	Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs	0.3	0.6
Design & Develop			
Agile workforce	Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey	2.2	-
Customer experience	Making people's experience of dealing with the council quicker, easier and better	0.5	0.2
Digital	The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey	2.3	-
Becoming more entrepreneurial	Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy	0.3	0.7
Land and property	Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council	0.5	7.0
Transforming our core processes	Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data	-	-
Discover & Define			
Data insights	Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow	0.5	-
		6.6	8.5

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy
- There is also a transformation investment of £0.8m in 2020/21 for the governance of the overall programme and support to deliver it (Transformation Support Unit)

- Summary guide to each of the constituent programmes (see Part 2)
- Contact: marie.snelling@surreycc.gov.uk (Director of Transformation, Surrey County Council)
- Website: <https://www.surreycc.gov.uk/council-and-democracy/finance-and-performance/our-performance/our-organisation-strategy/communications-and-engagement-strategy-2014-19>

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Transformation Programme

2020 update

Guide to individual programmes

All programmes

The three programme summaries in bold – Agile, Digital, MCTR - are included in this Annexe.

All the programme summaries can be accessed online at:

https://www.surreycc.gov.uk/data/assets/pdf_file/0011/217667/SCC-Transformation-Programme-January-2020.pdf#SCC

PEOPLE

Accommodation with care and support	-
Adult social care practice improvement	-
Adult social care market management	-
Adult mental health (including staff transfer)	-
Adults with learning disabilities and autism	-
Domestic abuse	-
Family resilience	-
Health and social care integration	-
Libraries and cultural services	-
Preparing for adulthood	-
SEND transformation (including transport)	-
Working differently with communities	-

PLACE

Countryside	-
Community protection (including Surrey Fire and Rescue Service transformation)	-
Creating Environment, Transport and Infrastructure	-
Economic growth	-
Greener future	-
Improving infrastructure	-
Rethinking transport	-
Rethinking waste	-

ORGANISATION

Agile workforce	3
Digital	5
Moving closer to residents	7
Becoming more entrepreneurial	-
Customer experience	-
Data insights	-
Land and property	-
Moving closer to residents	-
Transforming our core business processes	-

Note









- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”



Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey’s diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

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What is the programme ambition?

The programme will shape a more agile workforce, that is able to adapt and better respond to the needs of residents and communities. We are doing this by helping people work together more effectively. We will enable employees to better communicate, share and interact with one another and work from the most appropriate location relevant to the work they do. This will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing. We will develop our culture and support our people to work in more agile ways.

The programme is in the Design and Develop phase and comprises projects, that are at different stages. Work is closely linked to the Moving Closer to Residents (MCTR) and Digital programmes which will collectively modernise how the council operates.

What will be different for residents?

- More efficient, effective and better quality ways of working that will speed up and enhance service delivery
- Services will be more accessible and local across the county with service delivery less tied to physical locations
- Many of the improvements will enable staff to work more flexibly and efficiently but may not be visible outside of the council

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Andy Last

How will we know it is successful?

- Improved service delivery as a result of employees working from more suitable, local and better equipped locations
- Greater amounts of information available digitally, and readily accessible
- Increased number of employees working in a flexible way
- Reduced costs, through integrated and unified communications and network connections
- Reduced travel requirements, supporting our green agenda and enabling employees to spend more time with the people they support
- Reduced expenses incurred by council employees

Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”

Progress to date	Focus for the next phase
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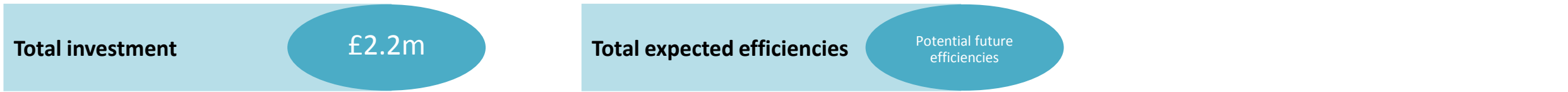
- | | |
|---|--|
| <ul style="list-style-type: none"> Established a team to deliver programme Upgrading technology used by council staff to more modern computer devices, with Windows 10 operating system rollout underway Planned the approach to change and how we will work differently to deliver the outcomes of this programme | <ul style="list-style-type: none"> Complete upgrade of Window 10 computer devices and mobile technology rollout Finalise a number of technology solutions and how they will be set up - this will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing Manage changes to ways of working through ongoing engagement with staff |
|---|--|

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High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> Finalise planning the approach 	<ul style="list-style-type: none"> Continue to create agile workspaces in offices to accelerate and extend new ways of working 	<ul style="list-style-type: none"> Further implement new ways of working across the council Finalise preparations for staff to work out of Midas House 	<ul style="list-style-type: none"> Embed new ways of working

Transformation investment and efficiencies (2020/21 – 2022/23)











Digital

“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”



Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey’s diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

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What is the programme ambition?

The programme exists to help us become a more modern council in a digital age. Our digital strategy will drive continuous change and innovation across the organisation. This will mean embracing an innovation mindset across the organisation. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership. Our approach will need to encompass our learning and development, our technology and our approach to delivering change. Our strategy will outline the role digital plays in delivering services and achieving outcomes for our community. We will deliver new solutions being truly collaborative, with service and technology experts working closely together to co-design digital services. We will build for service users and involve them as much as possible in the design.. We will exploit our technology investment and quickly identify new opportunities. Work is closely linked to the Agile Workforce, Customer, Moving Closer to Residents programmes and modernising how the council operates.

What will be different for residents?

- Our relationships with residents deepen across council services and wider system partners through intelligent tools that support transparency, communication and on demand access to support
- Services organise around residents proactively focussing on prevention
- Being able to access a range of services, data and information at times and places that suit them
- High level collaboration in Surrey crosses organisation and geographic boundaries to share skills, resources, assets and experience
- Residents & Partners to easily and securely access Surrey services online

Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Lucy Murnane

How will we know it is successful?

- Improved access and quality of online services, leading to positive feedback from residents about access to information and services
- The organisation seeks the best mix of robots, technology and people. Data is easily available across the wider system unpinning all activity and decisions. Digital is who we are, not just what we do
- Digital talent and skills are actively developed, teams are multi-disciplinary, self-managing
- Staff are freed up from more high volume or manual work. Collaboration and data literacy skills build
- Increased intelligence about demand and the needs of the residents, communities and places
- Reduced costs through more self service for residents and business partners and one interface to manage multiple online systems

“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”

Progress to date

- Improved residents interaction with council services via the web starting with highways, e.g. reporting defaults and damage such as roads, bridges and footpaths
- Established secure connections between computer systems to bring together data about children with special needs so that it can be viewed in one secure place (“Single View of a Child”)
- Identified and agreed partner to support in developing use of robotics and automation, to remove repetitive and time consuming tasks, free up time and reduce costs
- Set up citizens portal with two factor authentication, a security process in which the user provides two authentication factors to verify they are who they say they are
- Set up single sign-on functionality which enables residents and partners to access to all our systems securely

Focus for the next phase

- Further development of a digital strategy that covers our strategic priorities for digital, the technical capabilities required to deliver against the priorities and the success measures, governance, reporting mechanisms and process for delivery
- Research joining up customer service and incident tracking system with social media to enable residents reporting
- Secure a new contract for Tableau software, which enables us to analyse and visualise data securely, and will support predictive analytics to make predictions about the future and needs
- Identify further opportunities where automation can be used to improve efficiency
- Explore use of the ‘Internet of Things’, to connect devices and other items embedded with electronics, software, sensors to each other and the internet so they can gather, send and get data, leading to smarter solutions and ability also act upon data
- Start use of chatbots, a computer program which simulates conversation, to support adult learning

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High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> • Completion of digital strategy and approval through Cabinet/Council • Launch online Financial Assessment tool (Social Care) • Start use of chatbots in adult learning • Start use of Alexa and Google home to support residents 	<ul style="list-style-type: none"> • Establish common practices for data collection, sharing and use, including the use of automated processing and robotics • Set up system to enable prediction, detection and swift respond to intrusion, threats, fraud, etc. to technology systems 	<ul style="list-style-type: none"> • Improve how payments are made online • Explore how digital technologies can further be used to improve how residents and customers access online services 	<ul style="list-style-type: none"> • Design and develop additional means by which residents can interact with Surrey County Council services online

Transformation investment and efficiencies (2020/21)

Total investment

£2.3m

Total expected efficiencies

Potential future efficiencies

Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”

Transformation Phase:

(1) Discover and Define: ✓



(2) Design and Develop: ✓



(3) Deliver: In progress

Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

What is the programme ambition?

The programme is to help us make better use of existing council buildings and allow our services to be more accessible to residents across Surrey. We are doing this by reviewing the estate across the county to ensure we are using property effectively and efficiently. We will locate council employees in the best places to serve the needs of residents. This will include closing our offices in County Hall in Kingston and creating a ‘civic heart’ in Woking, which will host civic meetings and further encourage partnership working with both our residents and other organisations. The programme comprises of a number of projects, each at a different phase of transformation. Work is very closely connected to the Agile Working programme, which provides employees with equipment, software, skills and working policies that enable them to work in a more resident rather than desk focused way.

What will be different for residents?

- Being located closer to residents and communities means we can better work together and give people more opportunities to shape services and be involved in decisions
- By having a civic heart that sits within the county of Surrey, rather than Kingston Upon Thames, services will be more accessible to residents
- The way our employees work will enable them to be much more focused on the residents they serve and to do so effectively

Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Programme Manager	Matt Green

How will we know it is successful?

- Positive feedback from residents about our service delivery
- Positive feedback from staff about our facilities and general wellbeing
- Reduced cost of building maintenance and utility costs
- Increased occupancy rates within council buildings
- Fewer employees need to work in central offices
- Use of Agile working and technology will mean data is captured at point of service, meaning the Data Insights project will be able to access higher quality data for performance monitoring and management

Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”

Progress to date

- Complete arrangements for the purchase of Midas House in Woking, Surrey
- Established high level change management requirements

Focus for the next phase

- Move Customer Services team and operation staff to Fairmount House in Leatherhead
- Relocate staff from County Hall to other buildings and Midas House in Woking

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High Level Milestone Plan

2019/20 Q4

2020/21 Q1

2020/21 Q2

2020/21 Q3

- Start delivery of joint change plan for Moving Closer to Residents and Agile

- Begin relocating staff to Midas House and Fairmount

- Complete relocating staff to Midas House and Fairmount

Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£0.3m

Total expected efficiencies

£0.6m

MINUTES of the meeting of the **CUSTOMER EXPERIENCE TASK GROUP** held at 10.30 am on 3 April 2020 at REMOTE MEETING.

Elected Members:

- * Mr Will Forster
- * Mr Bob Gardner
- * Mr Nick Harrison
- Mr Chris Townsend
- * Mr Richard Walsh

Members: Will Forster (WF), Bob Gardner (BG), Nick Harrison (NH),
Richard Walsh (RW)

Officers: Clive Mentzel (CM)

1 RESIDENTS' SURVEY MEETING, 2 MARCH 2020 [Item 1]

Key points raised during the discussion:

1. WF outlined the potential recommendations that he formulated, which were circulated in an email prior to this meeting. NH invited comments on these.
2. RW asked exactly how the budget consultation with residents, as mentioned in WF's potential recommendations, would be done. The Council should make choices in a succinct way that the public would appreciate and understand. WF responded that this point was about using processes to obtain survey data.
3. Budget consultation gave residents some choice and the ability to weigh up pros and cons. The Task Group was looking at the Council going down this route.
4. Members emphasised that as part of resident budget consultation it was important to give respondents options and information. Asking residents what they wanted the budget to be without any specific options was not helpful as answers could be lacking in direction. It was also deemed important to differentiate between statutory services, where there may be minimum levels of spending, and non-statutory services.
5. NH mentioned a residents' consultation he had encountered at another Local Authority (LA) in the past, which had a format whereby respondents had to provide their top three areas or preferences for the Council. He was of the opinion that this was a good format to consider.
6. BG said that Surrey County Council had conducted research in the past where they asked a panel of residents to allocate a sum of money to services, which made residents realise the difficult choices when it came to the budget. However, as residents could struggle to find a solution without the broader context and background about where to allocate funds, this sort of consultation may not be very useful, as it may not provide answers.
7. RW remarked that consulting with residents using methods beyond the survey could be difficult as certain group, for example, Councillors and others who had contact with the Council, could have their own vested interests and political considerations.
8. NH reflected that it would be useful to ask residents the reasons for their opinions on the budget. This would provide a range of opinions, be more instructive and hopefully provide some guidance on what could make residents change their minds. However, BG was wary

about giving residents the option to say they wanted no council tax at all.

9. BG noted that it would be useful to compare Surrey's Residents' Survey response rates with those of Hertfordshire, being a statistically similar LA. WF reminded Members that with comparisons of this sort, it was important to not just compare with a statistically similar LA, but also a LA with a similar method of survey, as these varied widely.
10. NH summarised that there should be public consultation in two forms – a general survey, together with a more structured survey that used in-depth questions and answers. This could be borne in mind as a potential recommendation of the Task Group.

2 MEMBERS' ENQUIRIES [Item 2]

Witnesses:

Rachel Basham, Member Services Manager

Key points raised during the discussion:

1. CM said that following the Contact Centre visit he had spoken with the Member Services Manager about the initiatives she was taking, and had circulated a paper written by the Member Services Manager on this topic prior to this meeting.
2. The Member Services Manager expressed hope that the recommendations of the Task Group might support the work that she was doing on Member interaction and training with Customer Services. The Leader of the Council had asked for work to be initiated on improving a joined-up approach between Democratic Services and Customer Services, to ensure that Customer Services provided quick, good quality responses to Members' enquiries. The Member Services Manager met with the Customer Relations and Service Improvement Manager monthly to receive performance info, and would report this to Members every six months.
3. Around half of Members never used the councillors' customer service hotline. There was a need for training for Members, as many Members were not confident in using the online self-serve reporting tool. The Member Services Manager was working with Customer Services on developing a training course on this and hoped to roll out a pilot in summer 2020.
4. Work would be done on the quality of responses that Members received through dip-testing.
5. It was important to acknowledge that there was pressure on Customer Services at the moment because of Covid-19. A new inbox for Members' Covid-19 related enquiries had been set up; it had a 24-hour turnaround and was a collaboration between Democratic Services and Customer Services.
6. BG responded that he did use the online reporting system to report issues that residents had raised in-person with him. He was of the opinion that guidance for the public was also important, so that they knew that they could report issues online rather than having to report via Members.
7. Also, Members agreed that it would be useful to receive feedback on reporting and on whether each enquiry would be followed up or not. NH remarked that it may be easier to collect this information for online enquiries than telephone enquiries. NH further expressed preference for online enquiries as they provided a more permanent record of the

enquiry, meaning that it might be more likely that enquiries would be followed up and resolved.

8. NH said he had thought that the Customer Services Members' enquiries inbox was only for highways related enquiries, so he had been surprised to learn recently that it was for enquiries relating to all services. The Member Services Manager said it was useful to know this and perhaps efforts should be made to ensure all Members were aware it was not only for highways enquiries.
9. RW said that he used the Members' inbox for all enquiries after discovering it could be used so, and he found it satisfactory. However, the responses came directly from Officers to Members, meaning that these could contain sensitive information and would need to be edited before they could be passed on to residents. Members may therefore need to alter the wording to tailor the reply to the resident.
10. The Member Services Manager assured Members that the Council was keen not to stop or discourage Members from contacting individual Officers.
11. The target for response rates to Members' enquiries was 90% within five working days; currently achievement figures stood at just under 90%.
12. NH requested that the Member Services Manager share the monthly Customer Services reporting with the Task Group. The Member Services Manager agreed to this and added that she would continue to share the six-monthly reporting with all Members.
13. NH mentioned a slideshow he had sent out with screenshots from the online pothole reporting process. He had seen some YouTube videos put together by the Finance team that he found quite effective, and he suggested that a similar video could be created for the pothole process. RW agreed that YouTube videos were an effective way to reach residents, including younger residents, and could be created for a number of topics, such as tree planting, verge enhancement and what it means to become a councillor. The Member Services Manager informed Members that there was already a Becoming a Councillor video on YouTube starring Will Forster, and she would send a link to this video to Task Group Members.

Actions/further information to be provided:

1. For the Member Services Manager to share monthly Customer Services reporting with the Task Group;
2. For the Member Services Manager to send to the Task Group a link to the Becoming a Councillor YouTube video.

3 VISIT TO CONTACT CENTRE, 6 MARCH 2020 [Item 3]

Key points raised during the discussion:

1. NH mentioned the low uptake of customer contact surveys, which were offered to customers on the phone after they had made an enquiry. Low uptake for this type of survey was common; however, it could be more effective to conduct a phone survey a day or so after the enquiry. It would be good to attain feedback for Customer Services this way. BG added that taking residents' feedback on Customer Services was a good thing as it showed that the Council took their enquiries seriously. NH suggested that this could be considered as a recommendation of the Task Group.

2. NH praised the staff and the level of engagement that Task Group Members had witnessed at their visit to the Contact Centre. He asserted that it would be useful for all Members to visit, even if they had visited before some years ago, and perhaps this could be organised. RW agreed and added that the most fascinating part of the visit was listening in on customers' calls. NH said that he listened for 45 minutes or so during the visit, and was also impressed by staff's response to calls, and residents' reasonable and positive demeanour on calls.
3. At the Contact Centre, NH observed that even in a case when an Officer could not give a conclusive answer to a customer's query, the Officer gave practical advice and the customer had a positive response.
4. NH asked what the situation was with following up on information outstanding on the Residents' Survey as actions from the Task Group's 2 March meeting, and from Customer Services on contact details for benchmarking visits to District and Borough customer service centres. Members were informed that this would be followed up when the relevant Officers were less busy with the Covid-19 response.
5. RW noted that the Task Group should consider the Covid-19 virus and where things would be in three to six months' time. For the customer services benchmarking visits, he considered it preferable to visit other LAs in-person rather than remotely in order to grasp the 'flavour' of their customer services, not just the bare facts. It was important for the Task Group to discuss the next six months to a year and how meetings would fit within this timescale. Members and CM agreed that it would not be practical to visit any other LAs in the next six months, nor would now be the right time to send surveys to other LAs, as they would be occupied with the Covid-19 response.
6. Members agreed that a visit to Hertfordshire would be desirable, due to that LA's statistical similarity with Surrey.
7. NH observed that ways of working in LA customer services would change due to the social transformation effected by the virus, and these changes could also be scrutinised.

Actions/further information to be provided:

1. For Democratic Services Officers to follow up on information outstanding from the actions of the Residents' Survey meeting and District and Borough customer services contact details when relevant Officers were less busy with the Covid-19 response.

4 MEMBERS' SURVEY [Item 4]

Key points raised during the discussion:

1. NH informed Members that there were 26 responses to the Members' survey.
2. RW remarked that the survey results were pretty much as expected. Even if the number of respondents seemed low (26 out of 81 Members), it was a normal proportion for this sort of survey. However, the Council could look into making this sort of surveys opt-out rather than opt-in to increase uptake.
3. NH said that in the Task Group's report, it could be helpful to highlight the top responses from the survey. However, he does not think that

- the results of the survey are surprising. NH asked Democratic Services Officers to look through the survey and draw out key findings.
4. WF reflected that the Task Group wished to ensure that the report was released by the municipal elections, which had been delayed until May 2021 because of the virus. He asked what the timetable was for the report pre-Covid-19. NH replied that it had been expected that the Task Group's work would be completed by April 2020, but that this deadline had been looking unlikely even before the virus emerged. NH expressed the hope that the Task Group's work could be finished by autumn 2020, but it was noted that December 2020 was a more realistic target for the completion of the Group's work.
 5. NH advised that it would be best to wait until the end of April before contacting Officers with the Task Group's queries and requests.
 6. RW said that the virus would probably peak during the next three months. If the Task Group could make some progress before the end of June then visiting other LAs by autumn 2020 could be considered.

Actions/further information to be provided:

1. For Democratic Services Officers to look through the Members' survey and draw out key findings.

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Resources and Performance Select Committee

1 July 2020



Recommendations Tracker and Forward Work Programme

The forward work programme is a standing item on the agenda of the Select Committee. It has been revised to cover expected activity for the year as well as to reflect the impact due to COVID-19. It differentiates between standing items, task and finish groups reporting and any subgroup together with additional items the Select Committee would like to engage with from time to time. This approach should enable the Select Committee to consider planning and resourcing for its work across the year whilst retaining enough flexibility to consider additional items as needed from time to time.

Recommendations:

The Select Committee is recommended:

1. To review the attached recommendations tracker (Annex B) - and the refreshed forward work programme, making suggestions for additions or amendments including programming of Covid-19 Budget Impact subgroup, task and finish in-depth reviews and other agenda items. The forward work programme has been separated from the action tracker and is attached as Annex A;
2. To agree the update as contained in the annual forward work programme;
3. To note updates on Cabinet Member priorities receiving updates on work that has been undertaken by the Cabinet Members and areas of priority work/focus going forward;
4. To note and scrutinise the Quarterly Performance Report. The outcome of consideration by the Select Committee is expected to provide high-level scrutiny of performance and service delivery measures ensuring accountability of decision-makers for the performance of the Council and possible identification of potential areas for in-depth scrutiny and to provide oversight;

5. To note a paper on the Council's Transformation Programme providing an opportunity to scrutinise the overall position of the Programme;
6. To note a presentation on the recent decision not to proceed with the acquisition of Midas House for a new Civic Heart/County Hall in Woking. This will provide the Select Committee with an opportunity to scrutinise the decision and provide their input and feedback about the process and progress moving forward;
7. To note an update from the Budget subgroup - a question and answer information sheet and the minutes of its last meeting - as well as, the minutes of the last Customer Experience Transformation Task and Finish Group; and
8. To receive the 2019/20 Outturn report, including COVID-19 Costs & Funding as well as Budget Lessons Learned with a view to scrutinise the Council's year-end financial position for 2019/20 and to provide comments and recommendations.

Next Steps:

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

Report contact

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Resources and Performance Select Committee Forward Work Programme 2020

Resources and Performance Select Committee

Chairman: Nick Harrison, Scrutiny Officer: Kunwar Khan, Democratic Services Assistant: Xanthe McNicol

Date of Meeting	Scrutiny Topic	Description	Outcome	Cabinet Member/Lead Officer
1 July 2020	Transformation Programme Update	Update report on the Council's ongoing Transformation Programme.	To understand and make recommendations around the challenges and opportunities presented by the Council's transformation programme.	Marie Snelling, Director of Transformation
1 July 2020	Cancellation of the decision to acquire Midas House	Report on the Council's decision not to acquire Midas House in Woking as the new County Hall, as announced on 23 April 2020.	To understand the reasoning behind this decision and plans for the relocation of County Hall to Woking and future course of action.	Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity
1 July 2020	2019/20 Outturn report	2019/20 financial outcome, lessons for 2020/21 budget and Covid-19 impact on 2020/21 budget.	To scrutinise the Council's year-end financial position for 2019/20 and to agree recommendations applicable to the 2020/21 fiscal year.	Anna D'Alessandro, Director of Corporate Finance
8 October 2020	2020/21 Budget – Initial Assumptions*	To receive an update about the initial financial assumptions concerning the next year's budget.	To scrutinise the early financial assumptions concerning the next year's budget and to provide relevant feedback before the draft proposals are fully developed for the next year's budget.	Anna D'Alessandro, Director of Corporate Finance

Resources and Performance Select Committee Forward Work Programme 2020

8 October 2020	Property Programme Update	To receive an update about the Council's properties.	To consider the latest available information about the Council's properties and to provide feedback and oversight.	Patricia Barry, Director of Strategic Land & Property Assets
8 October 2020	Finance Improvement Programme	To receive the Council's Finance Improvement Plan (FIP) as considered by the Cabinet.	To provide oversight and seek input of external partner.	Leigh Whitehouse, Executive Director of Resources
9 December 2020	Budget Proposals 2021/22*	To receive the draft budget proposals for 2021/22.	To scrutinise the Council's budget proposals, to provide feedback and to make/agree the recommendations.	Anna D'Alessandro, Director of Corporate Finance
9 December 2020	MCTR Programme Update	To receive an update about the MCTR programme and the progress on acquiring a suitable building for the new County Hall/Civic Centre in Woking.	To monitor the progress of the MCTR programme, including acquiring a suitable building for the new County Hall/Civic Centre in Woking.	Michael Coughlin, Executive Director of Transformation, Partnerships and Prosperity
To be confirmed, possibly in October	Broadband in Surrey	To review the access and improvements to broadband in Surrey	To monitor and provide input about the access and improvements to broadband in Surrey.	Amanda Richards, Network and Asset Management Group Manager

Resources and Performance Select Committee Forward Work Programme 2020

To be confirmed	Strategic and Capital Investments - Update Report*	To receive an update about the Council's strategic and capital investments, including any changes due to Covid-19.	To scrutinise property progress and capital investments more extensively as requested by the Select Committee previously.	Patricia Barry, Director of Strategic Land & Property Assets
To be confirmed	Capital Budget and Revenue Consequences*	To better understand the relationship of the Council's capital and revenue budget provisions and the revenue consequences of the capital budget.	To provide more effective finance scrutiny, input and feedback.	Anna D'Alessandro, Director of Corporate Finance
Task Groups				
	Topic:	Description:	Timeline:	Membership:
	Budget	Scrutiny of the Council's annual budget throughout the process from start to finish.	<p>First met in August 2019, now looking at the budget including the impact of the Covid-19 pandemic on the Council's budget and finances. The most recent meeting was on 28 May 2020 and an update will be received at the 1 July Select Committee meeting. Will continue to meet periodically to scrutinise the budget. In addition, the Select Committee will also receive and scrutinise budget/year-end finance reports at July, October, and December 2020 meetings.*</p> <p>The Select Committee will also receive and scrutinise budget/year-end finance reports at July, October, and December 2020 meetings.*</p>	Graham Knight (Chair), Mark Brett-Warburton, John Furey (co-opted for asset/property work only), Nick Harrison (ex-officio), Ed Hawkins, Peter Szanto
	Moving Closer to Residents (MCTR)	Scrutiny of the Council's ongoing Moving Closer to Residents programme, involving a move of	First met in August 2019 and again in November 2019. Work is significantly impacted by Covid-19 but key updates are provided to the Select Committee wherever	Will Forster (Chair), Ayesha Azad, Bob

Resources and Performance Select Committee Forward Work Programme 2020

		County Hall premises and agile transformation.	applicable. The Task Group is due to reconvene in October 2020.	Gardner, Nick Harrison, Chris Townsend
Task Groups on Hold				
	Topic:	Description:	Timeline:	Membership:
	Customer Experience Transformation	A deep dive review of the Customer Experience transformation programme in order to support and champion its successful delivery going forwards.	First met on 4 February 2020 and met three times thereafter, the last being 4 April 2020. Work is now delayed due to the Covid-19 pandemic and will resume when possible.	Nick Harrison (Chair), Will Forster, Bob Gardner, Chris Townsend, Richard Walsh

The Covid-19 situation continues to have a profound effect on the way we work and prioritise – this situation is intended to be reflected in this Forward Work Programme which was agreed in January 2020. As a standard practice, no more than two task and finish/sub-groups should operate concurrently, and any additional meetings should be avoided or held informally.

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

- **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.
- **Quarterly Performance Report:** High-level scrutiny of performance ensuring accountability of decision-makers for the performance of the Council, and identification of potential areas for in-depth scrutiny.
- **Recommendations Tracker and Forward Work Programme:** Monitor Select Committee recommendations and requests, as well as, its annual work programme.

Resources and Performance Select Committee Forward Work Programme 2020

**Subject to confirmation by the finance/relevant team*

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RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Date of meeting	Item	Recommendations/Actions	Responsible Officer/Member	Update/Response
24 January 2020	Scrutiny of Revenue and Capital Budget 2020/21	<p>1. The Select Committee noted the 2020/21 Revenue and Capital Budget report and the Treasury Management Strategy (TMS) report.</p> <p>Actions</p> <p>1. For the Director of Corporate Finance to organise for TMS training to be repeated.</p> <p>2. For the Director of Corporate Finance to query with Arlingclose the cost of redeeming and re-financing older higher-rate loans.</p>	<p>Chairman of the Select Committee</p> <p>Director of Corporate Finance</p>	<p>1. The Select Committee noted the reports.</p> <p>1. The training had been organised but had to be postponed due to Covid-19. It will be rescheduled later in the year.</p> <p>2. The Director's response has been circulated to the Select Committee.</p>
16 December 2019	Quarterly Performance Report (Q2 2019/20)	<p>1. The Customer Experience Task Group is to examine the RS 01 and RS 02 indicators and work on how they can be improved.</p> <p>2. The Executive Director of TPP is to provide comparative statistics on sickness rates in the private sector.</p>	<p>Chairman of the Task Group</p> <p>Executive Director of TPP</p>	<p>1. The Task Group met with Officers working on the residents' survey and this will be included in the update of the July Select Committee meeting (delayed from April due to Covid-19).</p>

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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KEY			
	No Progress Reported	Action In Progress	Action Completed

				2. The Executive Director's response has been circulated to the Select Committee.
18 October 2019	Cabinet Member Priorities Update	1. The Cabinet member for Corporate Support is to provide the Committee with the number of apprentices currently working in IT.	Cabinet Member for Corporate Support	1. The Cabinet Member's response was circulated to the Select Committee.
18 October 2019	Quarterly Performance Report (Q1 2019/20)	1. The Select Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.	Director of Intelligence, Analytics and Insight	1. The Select Committee's request has been forwarded to the Director and the possibility of including this in future reports will be examined.
18 October 2019	Transformation Programme Update	1. The Director of Transformation is to share with the Select Committee the report that was produced on the deep dive into the social workers that had moved offices from Leatherhead to Walton-on-Thames. 2. The Select Committee is to receive information on specific targets and dates in future update reports.	Director of Transformation Scrutiny Officer	1. While it was found that no such report had been produced, various other pieces of relevant information on the move were circulated to the Select Committee.

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Action In Progress	Action Completed

		<ul style="list-style-type: none"> 3. The Select Committee is to explore ways to deep dive into customer experience. 4. The Select Committee is to receive further information on the Transformation Governance structure. 	Director of Transformation	<ul style="list-style-type: none"> 2. These will be incorporated into future reports. 3. The work of the Customer Experience Task Group has commenced and will be reported on at upcoming Select Committee meetings (delayed from April due to Covid-19). 4. The Director's response has been forwarded to the Select Committee.
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