

Notice of Meeting

Resources and Performance Select Committee

**Date & time**

Friday, 8 December
2023 at 10.00 am

Place

Council Chamber,
Woodhatch Place,
Reigate, Surrey, RH2
8EF

Contact

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Chief Executive

Joanna Killian

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Julie Armstrong, Scrutiny Officer at Julie.Armstrong@surreycc.gov.uk

Elected Members

Nick Darby (The Dittons), Will Forster (Woking South), Tim Hall (Leatherhead and Fetcham East), David Harmer (Waverley Western Villages), Edward Hawkins (Heatherside and Parkside), Bob Hughes (Shere) (Chairman), Robert King (Egham), Steven McCormick (Epsom Town and Downs) (Vice-Chairman), John O'Reilly (Hersham), Becky Rush (Warlingham), Lance Spencer (Goldsworth East and Horsell Village), Lesley Steeds (Lingfield) (Vice-Chairman) and Hazel Watson (Dorking Hills)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

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

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

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

2 MINUTES OF THE PREVIOUS MEETING 18 OCTOBER 2023

(Pages 5
- 12)

Purpose of the item: To agree the minutes of the Resources and Performance Select Committee held on 18 October 2023 as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

Purpose of the item: 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

Purpose of the item: To receive any questions or petitions.

NOTES:

1. The deadline for Members' questions is 12:00pm four working days before the meeting (*4 December 2023*).
2. The deadline for public questions is seven days before the meeting (*1 December 2023*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

- 5 **SCRUTINY OF 2024/25 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2028/29** (Pages 13 - 68)

Purpose of the item: Scrutiny of the Draft Budget and Medium-Term Financial Strategy.

- 6 **PERFORMANCE MONITORING SESSION NOTES 28 SEPTEMBER 2023** (Pages 69 - 72)

Purpose of the item: To publish the notes of the Performance Monitoring session conducted informally on 28 September 2023.

- 7 **FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER** (Pages 73 - 86)

Purpose of the item: For the Select Committee to review the attached Forward Work Programme and Recommendation Tracker, making suggestions for additions or amendments as appropriate.

- 8 **DATE OF THE NEXT MEETING**

The next meeting of the Resources and Performance Select Committee will be held on 12 March 2024 at 10:00am.

**Joanna Killian
Chief Executive**

Published: Thursday, 30 November 2023

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 18 October 2023 at Council Chamber, Woodhatch Place, Reigate, Surrey, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 8 December 2023.

Elected Members:

- Nick Darby
- * Will Forster
- * Tim Hall
- * David Harmer
- * Edward Hawkins
- * Robert Hughes (Chairman)
- * Robert King
- * Steven McCormick (Vice-Chairman)
- * John O'Reilly
- Becky Rush
- Lance Spencer
- * Lesley Steeds (Vice-Chairman)
- * Hazel Watson

(* =present at the meeting)

28/23 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Lance Spencer, Becky Rush and Nick Darby.

29/23 MINUTES OF THE PREVIOUS MEETINGS: 22 JUNE 2023 [Item 2]

The minutes of the Resources and Performance Select Committee held on 22 June 2023 were formally agreed as a true and accurate record of the meeting.

30/23 DECLARATIONS OF INTEREST [Item 3]

Hazel Watson declared a non-pecuniary interest that she was a governor for The Ashcombe School.

Edward Hawkins declared a non-pecuniary interest that he had previously been appointed as Director of Halsey Garton Property Ltd. Cllr Hawkins confirmed that he was no longer appointed to the position. Cllr Hawkins further declared that he had previously been appointed as Deputy Cabinet Member responsible for property. Cllr Hawkins confirmed that he was no longer appointed to the position.

31/23 QUESTIONS AND PETITIONS [Item 4]

No petitions or questions received.

32/23 DIGITAL BUSINESS & INSIGHTS (DB&I) – STATUS REPORT AND LESSONS LEARNT APPROACH [Item 5]

Witnesses:

David Lewis, Cabinet Member for Finance & Resources

Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources

Anna D'Alessandro, Director of Finance – Corporate and Commercial

Key points raised during the discussion:

1. The Deputy Chief Executive and Executive Director of Resources introduced the report and provided Members with a brief outline. It was noted that the purpose of the report was to provide a status update following the MySurrey 'go live' date and particularly to focus on the process for capturing lessons learnt. Members noted that the Digital Business and Insights Programme (DB&I) was to implement a new Unit4 Enterprise Resource Planning (ERP) system (now known as "MySurrey"), as a replacement for the previous SAP system. Details on the context of the item were included within the published report.
2. A Member noted that the Council's plan was to discontinue the use of SAP in December 2023. With regard to external organisations, such as multi-academy trusts, which were being transitioned from the Council's SAP system to other providers, the Members asked whether Officers were on track for the transition to be completed by the end of December 2023. The Director of Finance – Corporate and Commercial confirmed that in May Cabinet had made the decision to off-board the multi-academy trusts and academies from the council's payroll system and that they would be supported by the Council with the onboarding of their own payroll system. The Director stated that the project was on track with agreed timeliness and that the Council continued to support the programme by providing essential resources and expertise.
3. The Chairman asked the witnesses for their view on whether the SAP contract would need to be extended beyond December 2023. The Deputy Chief Executive and Executive Director of Resources responded that the Council held a perpetual licence for the software, which would allow it to use the software on an ongoing basis. However, there was an additional annual fee to

have software support available which was due to end in December 2023. The witness explained that SAP was currently only being used for school payrolls during their transition to other providers, as previously noted, and that the SAP software would become redundant once those transitions were complete. In relation to a contingency plan in the event that the software was required following December 2023, Members noted that the replacement software, MySurrey, went live in June 2023 and so the SAP system would only need to be used during the transitional phase for external organisations and for data archiving purposes.

4. The Deputy Chief Executive and Executive Director of Resources explained a 'Lessons Learnt' exercise would be completed as part of the transition to 'business as usual' and the closure of the DB&I programme.
5. Members noted the explanation that the main reason for school payroll issues in September 2023 was due to a technical issue related to incomplete forms relating to data capture being entered into the system. Members also noted that the main issues with the new system related to technical issues, familiarisation/process, and potential changes/refinements as noted within the report.
6. Members discussed the new requirement for Officers to submit receipts when making an expenses claim. Some Members stated that they were unsure why the previous process did not require receipts as evidence for a claim. SAP required expense receipts to be kept for internal audit purposes but were not required to be attached to claims on the system.
7. A Member queried the process followed to procure the new system. The Deputy Chief Executive and Executive Director of Resources explained that, following testing, the decision was made to seek a cloud-based system that was based on a set of detailed requirements which suppliers then responded to and then a preferred provider was selected.
8. A Member asked whether witnesses could quantify the additional financial spend on MySurrey to date for the Committee and any other costs incurred by other Council services as a result of its implementation. The Deputy Chief Executive and Executive Director of Resources explained that the total estimated cost of the programme was initially submitted to Cabinet and then further subsequent revised estimates were submitted. It was noted that impacts in some other Council services were not able to be quantified as they had manifested themselves in different ways. The original programme budget that was considered by Cabinet in 2020 was around £17 million

and then, following two subsequent increases, the total was around £27 million. A Member said that they consider an overspend of around £10 million as staggering and asked for detail around accountability for the overspend. The witness explained a programme stakeholder board and Programme Director governed the programme, but the ultimate responsibility sat with the Programme Sponsor.

9. Regarding the benefits of the programme, a Member said they believed a report to Cabinet stated that there would be an annual saving of £6.5 million. As the programme was delayed by two years, the Member asked whether that meant an additional loss of savings of £13 million over a two-year period. The Deputy Chief Executive and Executive Director of Resources stated that he did not recognise the £6.5 million figure and asked to come back to the Member outside the meeting. In addition to this, the witness said that he did not want to pre-empt the lessons learnt conversations, but he believed that the original timeline for the programme was over ambitious.
10. In regard to the Intelligent Client Function (ICF) body, a Member asked for detail on its membership and proposed governance around it. The Director of Finance – Corporate and Commercial explained that the Intelligent Client Function was a best practice function established after the implementation of a large and complex system. The ICF would follow a contract management and strategic approach to support the optimisation of Unit 4. The function would sit within the Corporate Finance service but would have strong relationships with IT&D and Procurement. Officers were aiming to commence in May 2024 and interim arrangements were being considered in the meantime. A Member requested that full details of the ICF were considered by the Committee when available.
11. The Chairman stated that there was concern from Members of the Select Committee on what had been discussed during the meeting, and for future IT&D projects, and highlighted that the topic would be considered by a task and finish group.
12. The Select Committee agreed the recommendation ‘that the Resources and Performance Select Committee convene a task group of three to five Members to undertake the review of the MySurrey project with a view to report to the select committee at its first meeting of 2024’. The Chairman further noted that he expected full cooperation with the task and finish group and support from the independent consultant.

Actions/requests for further information:

Deputy Chief Executive and Executive Director of Resources to clarify the figure reported to Cabinet regarding how much MySurrey was forecast to save annually.

Resolved:

That the Resources and Performance Select Committee convene a task group of three to five Members to undertake the review of the MySurrey project with a view to report to the select committee at its first meeting of 2024.

33/23 STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2022/23 [Item 6]

Witnesses:

David Lewis, Cabinet Member for Finance & Resources

Natalie Bramhall, Cabinet Member for Property, Waste and Infrastructure (online)

Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources

Anna D'Alessandro, Director – Finance and Commercial

Neil Jarvey, Strategic Finance Business Partner, Commercial

Simon Crowther, Director – Land & Property

Charles Maxlow-Tomlinson, Managing Director – Halsey Garton Property

Key points raised during the discussion:

1. The Cabinet Member for Finance & Resources introduced the report and provided a brief summary. Members noted that, as part of its strategy to innovate in developing new models of delivery and to benefit from the freedoms introduced by the Localism Act, Surrey County Council had made investments and created trading companies to deliver income and efficiencies and in doing so had established a Strategic Investment Board, which reports annually to the Council. The purpose of the Board was to safeguard the Council's interest as a shareholder and to take decisions in matters that required the approval of the council as owner of a company. The report was due to be considered by the Strategic Investment Board at its meeting in December 2023. It was previously agreed to have the annual and mid-year reports scrutinised in advance by the Resource and Performance Select Committee. Members noted briefings on the companies, for which details can be found within the published agenda.

2. The Chairman asked for details on the strategic objectives for each of the companies, how they have changed over time, what 'good' would look like in relation to Connect2Surrey, and for details on the expansion goals for Surrey Choices. With regard to ambitions for Connect2Surrey, the Strategic Finance Business Partner, Commercial explained that the approach was to reduce the spend on third-party large agency contracts and to increase the number of permanent staff using the resources contained within the council's Recruitment team. With regard to Surrey Choices, the Strategic Finance Business Partner stated that he understood that the company had some initial financial control issues but now felt confident that the company was in financial control. In relation to expansion of services, it was stated the focus was still on the residents of Surrey and to expand into community-based services to support residents with various schemes which included independent travel and employment support.
3. With regard to Halsey Garton Property, a Member noted that the company delivered a pre-tax operating profit of £1,941k and asked whether the company was still profitable post-tax. The Member further noted that no dividend was anticipated to be paid from the 2023/24 trading year. The witness stated that the company was still profitable following taxation and highlighted the benefits returned to the council through Loan Interest Arbitrage and dividends.
4. A Member stated that Government had said that councils should not enter into commercial property investments for purely investment benefits purposes. Officers agreed that new legislation would mean that the council could no longer take on these types of investments for purely commercial gain; however, officers had been advised that existing assets would not need to be disposed of.
5. A Member asked for detail on the risks in current market and forecasts for future years. The Managing Director – Halsey Garton Property stated that general agreement in the commercial property market was that the market had reached the bottom and that Average Total Return was expected to be around 7.5% annually for the next two years.
6. A Member asked for detail on the risk management strategy for loss of income, and whether there was consideration for the creation of a reserve. The Strategic Finance Business Partner, Commercial explained that Halsey Garton Property produced 10-year forecasts where the finance team, in conjunction with the managing director, were able to consider the future of each asset individually and to monitor the Council's financial position. Members noted details of an asset which was disposed of due to

increased risk. Members also noted that, in the event of an exceptional circumstance, a revolving investment and infrastructure fund was in place which contained £11.1 million and could be used if urgently required.

Actions/requests for further information:

None.

Resolved:

The Resources and Performance Select Committee noted the report.

34/23 EXCLUSION OF THE PUBLIC [Item 7]

Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

35/23 STRATEGIC INVESTMENT BOARD ANNUAL REPORT 2022/23 - PROPERTY PORTFOLIO [Item 8]

Discussion took place under Part 2 conditions.

36/23 FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER [Item 9]

Resolved:

The Select Committee noted that Forward Work Programme and Recommendation Tracker.

37/23 DATE OF THE NEXT MEETING [Item 10]

The next meeting will be held on Friday, 8 December 2023.

Meeting ended at: 12.30 pm

Chairman

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Scrutiny of 2024/25 Draft Budget and Medium-Term Financial Strategy to 2028/29

Purpose of report: Scrutiny of the Draft Budget and Medium-Term Financial Strategy

Introduction:

1. Attached is a summary of the 2024/25 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Resources Directorate, elements of the Customer & Communities Directorate (C&C) and the Communications, Public Affairs and Engagement Directorate (CPA&E), including summary positions for all Directorates.
2. The [2024/25 Draft Budget & MTFS to 2028/29](#) was presented to Cabinet on 28th November 2023. The Final Budget for 2024/25 will be approved by Cabinet in January 2024 and full Council in February 2024. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published, which is expected later in December, and the implications are considered.
3. The production of the 2024/25 budget has been developed through an integrated approach across Directorates, Corporate Strategy and Policy, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and the corporate priorities of the organisation.

Context:

4. Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to our funding position over the medium-term. The national economic environment influences the level of funding available to Local Authorities. Public Sector borrowing has been put under significant pressure by events over recent years, including government spending to combat Covid-19 and mitigate its impact on business and

individuals. This coupled with successive increases to interest rates and slow national economic growth, has had an impact on the UK economy.

5. The Local Government Financial Settlement for the current financial year, provided some strong indicators of the funding that would be made available for 2024/25. Since then, the economic position nationally has remained uncertain with high inflation sustained throughout the period. Many local authorities are highlighting significant difficulties in balancing the increasing cost of providing services against uncertain and limited funding streams. Funding remains highly uncertain past 2024/25 with many decisions being postponed past the current parliament. The Autumn Statement, due on 22 November, may provide some insight into potential funding to support local authorities experiencing unprecedented financial challenges. However, the first opportunity to understand in detail the direct impact of funding arrangements for the Council will be with the provisional settlement itself, which is expected in late December 2023, with a final settlement in January 2024.
6. The overall outlook for 2024/25 is one of significant challenge. While budget envelopes are increasing, in line with projected funding levels, substantial increases in the cost of maintaining current service provision and increased demand result in pressures increasing at a higher rate than forecast funding. These pressures relate to a number of factors occurring simultaneously, namely continued high levels of inflation, workforce and labour shortages, high interest rates and the ongoing impact of the pandemic. In addition, the Council continues to see increases in demand for services, and in the complexity of the cases, particularly within Adults and Childrens' social care. The ongoing impact of the high cost-of-living on residents is expected to further increase demand for key services. There is a national lack of sufficiency in children's social care places which results in extremely high costs. Material uncertainty also remains over the impact of the future Adult Social Care Reform proposals which are anticipated to put significant financial pressures on the Council over the medium term, well in excess of the funding being made available.
7. Although good progress has been made over the last few months, there remains a provisional budget gap for 2024/25 of £13.5m, driven primarily by significant inflation and the need to maintain the delivery of priority services experiencing significant demand pressures. Further actions will have to be agreed to close the gap, which will be extremely challenging given the level forecast. The level of Council Tax raised and the extent to which further efficiencies will need to be identified, will be dependent in part upon the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.
8. As well as a focus on closing the gap for 2024/25, we need to be prepared for what will continue to be a difficult financial environment over the next few years.

The Council recognises that tackling this gap will require a medium-term focus and a fundamentally different approach. We are focusing not only on 2024/25, but simultaneously looking to address the medium-term horizon.

Engagement:

9. Over the summer of 2023, we engaged with residents and organisations across Surrey (such as voluntary, community and faith organisations) and with Members to inform the draft budget. The objectives of this engagement were to gather insight on which priority outcomes stakeholders wanted the Council to focus most on, their views on how the council approached the allocation of its budget, approaches to balancing the budget and circumstances under which they would support a Council Tax increase. A summary of the results is included in Annex A.
10. We gathered the views of over 1,600 stakeholders using a range of methods. Stakeholders most wanted us to focus resources on supporting the county's most vulnerable residents. There were some differences between what residents felt were most important compared with organisations. Residents want the Council to prioritise making road and pavement improvements, making communities safer and enhancing local public transport. Organisations preferred the council to concentrate spend on service areas that supported a preventative agenda, such as promoting better health and wellbeing and strengthened community networks.
11. Residents wanted us to allocate spending so that most people living in the county would benefit and marginally favoured expenditure with the long-term needs of Surrey in mind. Organisations suggested they would prefer that spending was targeted to support those residents most in need. Residents also wanted us to focus on approaches to balancing the budget that involved more collaboration with communities, such as equipping residents with tools and resources to support themselves, and less likely to support measures such as increasing fees and charges for previously free or subsidised services.
12. Residents indicated they would be most likely to support a Council Tax increase if it was intended to support the most vulnerable residents in Surrey or if all measures to streamline services had been exhausted. They were least likely to support an increase as an alternative to raising fees and charges. Some residents said they would not support a Council Tax increase under any circumstances, but some residents did not support this view, indicating there were some legitimate circumstances where an increase was justified.
13. We have also engaged closely with members, staff and partners to shape this Draft Budget and plan to continue engagement until early into the new year as the budget is finalised. We are currently consulting with residents and other stakeholders on the measures we are taking to balance the budget for 2024/25.

The results of this exercise will be reported to Cabinet and Council in January and February 2024.

14. Impacts of budget proposals, both positive and negative, are considered by services in a variety of ways, including through services' own consultation and engagement exercises and the use of Equality Impact Assessments (EIAs). EIAs are used to guide budget decisions and will be included in the final Budget paper alongside an overview of the cumulative impact of proposed changes. At Surrey, we consider impacts not just on the nine protected characteristics, but also other vulnerable groups, for example, those at socio-economic disadvantage, Gypsy, Roma and Traveller communities, those experiencing homelessness, and so on. An overview of impacts of efficiencies pertinent to the areas covered by this committee are included in Annex A.

Budget Scrutiny

15. Annex A sets out the budget proposals, including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
16. Members should consider how the 2024/25 Draft Budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks with options on investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

Conclusions:

17. The provisional Local Government Finance Settlement in December, to be finalised in January 2024, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of Council Tax and the Capital Programme will be finalised.

Recommendations:

18. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reported to Cabinet in December 2023.

Next steps:

19. Between now and February 2024, when the budget is approved by full council, officers and Cabinet Members will work closely together to close the current budget gap; challenge and refine assumptions and finalise the development of the Capital Programme.
 20. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting in December 2023.
-

Report contact

Nikki O'Connor – Strategic Finance Business Partner (Corporate)

Contact details

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Annexes:

Annex A: 2024/25 Draft Budget Report and Medium-Term Financial Strategy to 2028/29 – Directorate Summaries.

Annex B: Draft Capital Programme 2024/25 – 2028/29.

Sources/background papers

- 2024/25 Draft budget and medium-term financial strategy report to Cabinet 28th November 2023

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Resources & Performance Select Committee

Draft Budget 2024/25 and Medium Term Financial Strategy to 2028/29

8 December 2023

OUR PURPOSE

OUR PEOPLE

OUR ORGANISATION

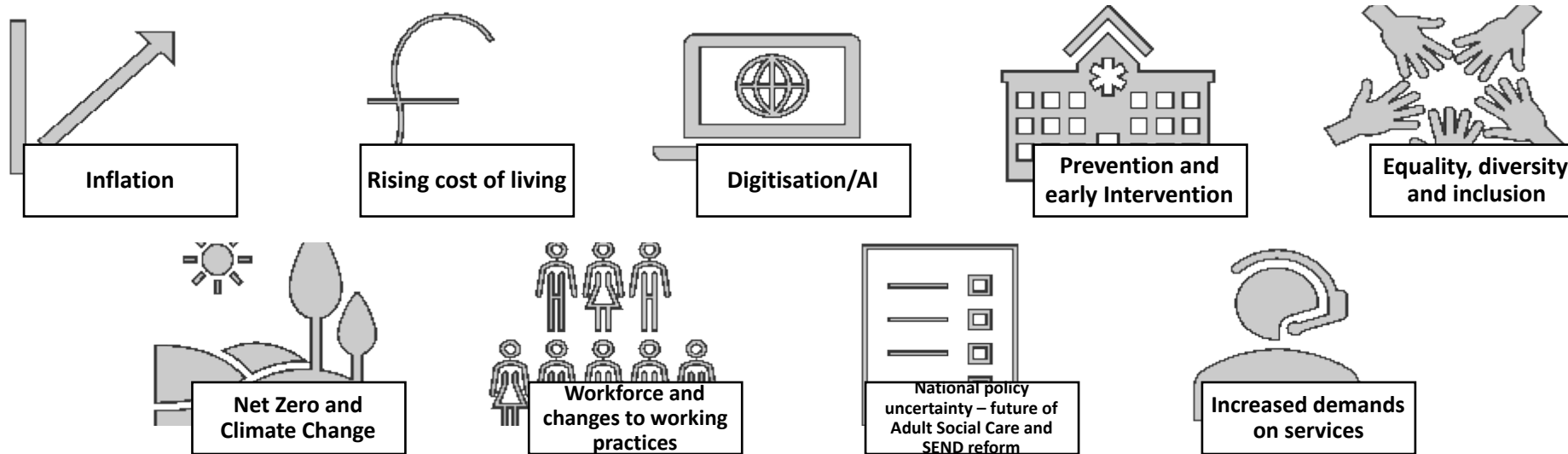
Purpose & Content

Set out to Select Committee the 2024/25 Draft Budget and Medium Term Financial Strategy to 2028/29, including:

- Budget Setting Process
- 2024/25 budget gap
- Capital Programme Position
- 2024/25 – 2028/29 summary position
- Next steps
- Detailed Directorate progress

Strategic Content

A number of drivers are influencing our operating context, including:



Page 21

Delivering priorities, ensuring no one is left behind

Our Organisation Strategy sets out our contribution to the 2030 Community Vision.

Our **four priority objectives** and guiding principal that **no one is left behind** remain the central areas of focus as we deliver **modern, adaptive and resident-centred services for all.**



Budget Consultation & Engagement – Phase 1 approach

We have gathered robust insight from stakeholders while minimising costs to the council. Between September and October, we asked for views on priority outcomes, resource allocation, tactics for balancing the budget and circumstances under which a council tax increase would be supported.

How we gathered this insight

Page 22

1600 stakeholders gave their views:

- 614 residents through a statistically representative survey of Surrey's adult population by age and gender.
- 891 residents through a Surrey Says open survey.
- **50 organisations** through a separate Surrey Says survey.
- **Over 100 residents at community events** already planned (e.g. Pride in Surrey)
- Open survey promoted through social media. Members and Community Link Officers also promoted it.

Budget Consultation & Engagement – Phase 1 key messages

1. Supporting the **most vulnerable residents** is a top priority. Residents also want more investment in roads and pavements, community safety and public transport.
2. Some stakeholders completing the open survey found **prioritising outcomes difficult**.
3. Residents preferred spend to benefit all residents and focus on the future. Organisations preferred targeted spend for the most vulnerable.
4. Support for balancing the budget through **more collaboration** with residents and partners. Less support for increased fees and charges.
5. Residents more likely to support council tax increases to **protect spending on vulnerable residents** or where **options to streamline services exhausted**. Less support for increase as alternative to putting up fees and charges.
6. While some residents did not want a council tax increase under any circumstances, **a greater proportion did not agree with this view**.

More detail can be found in the Annex.

Budget Consultation & Engagement – Next steps

- Services are considering how the Phase 1 feedback will **inform future service design** and development, e.g., how to meet residents' appetite for further collaboration.
- Phase 1 insight will also **inform how we communicate with residents** on how the council is responding to residents' and other stakeholders' priorities.
- We will be consulting on the draft budget's investment proposals and measures to close the budget gap. **A survey on Surrey Says will launch on 28 November 2023** and complete on 5 January 2024. All Members will receive a briefing pack and be encouraged to promote the survey to residents.
- Officers will share key messages to stakeholders and **gather feedback** through various user groups, e.g., Learning Disability user forums.
- Insight from this work will inform messaging for the final budget and **provide insight** for the planning and implementation of the 2024/25 efficiencies.

Equality Analysis 2024/25 – Current Position

- As each draft efficiency proposal is still being developed the equality analysis included in the Annex of these slides is the **current position for each service**, and this is **likely to evolve** as more detail on plans to deliver on proposals is developed.
- **Early indications of potential impacts** of proposals have been included, along with any **planned mitigating activity**.
- Whilst the information included in the Annex identifies service-specific equality analysis, work is underway to understand the **cumulative equality impacts** of the 2024/25 budget as a whole. This also reflects the iterative nature of service-specific equality impacts and planned mitigating actions.

Equality Analysis 2024/25 - Cumulative Analysis

The main characteristics most likely to be disproportionately impacted:

1. Older adults and their carers, and adults of all ages with physical, mental health conditions and learning disabilities and their carers
2. Children and young people, including those with special educational needs and disabilities (SEND), and families
3. Staff and residents facing socio-economic disadvantage

Emerging common mitigation themes:

- Use co-design, consultation and engagement methods to produce services that are responsive and focus on supporting people that need them most.
- Services will work to invest in preventative activity and early-intervention measures to help enable better outcomes earlier and avoiding having to resource high-cost intensive activity that leads to greater pressures on our budget.
- Work closely with strategic partners to mitigate impacts where relevant

Equality Analysis 2024/25 – Next steps

- Services will continue working on the Equality Impact Assessments for their efficiency proposals and full documents will be made available to review with the final budget papers.
- The final cumulative analysis report and completed EIAs will be made available for all Members when the budget is brought before Council in February.



Budget Setting Process

- The Council bases its financial planning practices on a budget envelope approach, aimed to increase accountability and budget management responsibility.
- Funding projections over the medium-term are developed and Directorates are given a fixed envelope/target, proportionate to the expected size of the available budget.
- Directorates are tasked, with support from Finance, with costing the core planning assumptions and developing Directorate scenarios to identify pressures in their services across the medium term period - 2024/25 to 2028/29
- Directorates are then required to develop efficiency proposals to offset these pressures to ensure delivery within available resources.
- Monthly iterations are taken to the Corporate Leadership Team throughout the process
- Significant Member Engagement:
 - Regular informal Cabinet briefings
 - Cabinet/CLT Workshops (July, early September, late September)
 - All Member Briefings (June / Nov)
 - Select Committee Briefings (July / Oct) & sub group briefings focused on specific areas
 - Budget Task Group Workshops (July, Sept, Nov)

2024/25 Revenue Headlines

- Revenue budget envelope of £1.176 billion - £75m / 6.8% anticipated increase from 2023/24
- Increased council tax assumption of 1.99% Core Council Tax + 2% ASC Precept. Assumed 'roll over' of existing grant funding and £7.6m estimated additional ASC funding, in line with announcements.
- Pressures of £144m identified, continuation of higher rate experienced last year, reflecting the ongoing high inflationary environment.
- Investment areas including:
 - bus transport services - introduction of a half price travel scheme and expansion of the digital demand responsive transport.
 - highways and environment services, following the recommendations of the task and finish review, including refreshing road lines, additional investment in gulley cleaning, area stewards and grass-cutting.
 - preventative services including targeted early help and reunification of children back to their parental homes where safe to do so.
- £55m of efficiencies already identified.
- Reserves and contingencies considered at an appropriate/sustainable level given the high risk environment. Potential to utilise some reserves for one-off pressures/investment opportunities.
- **Remaining Budget Gap of £13.5m** in 2024/25

2024/25 Draft Budget Gap

The table below sets out the overall picture for the Council for 2023/24 against estimated funding Pressures, efficiencies and funding will continue to iterate over December

In particular, funding estimates in respect of Government Grants, Council Tax and Business Rates estimates will be confirmed when the Provision Local Government Finance Settlement is delivered

	Base Budget 23/24 Budget £m	Additional Funding Estimate £m	Identified Pressures £m	Identified Efficiencies £m	24/25 Draft Budget Requirement £m
Adults, Wellbeing & Health Partnerships	475.6		47.1	(24.0)	498.7
Children, Families & Lifelong Learning	249.8		39.9	(9.0)	280.7
Comms, Public Affairs & Engagement	2.2		0.5	(0.4)	2.3
Surrey Fire & Rescue Service	38.7		2.3	(0.7)	40.3
Customer & Communities	18.9		1.8	(1.3)	19.3
Environment, Transport & Infrastructure	152.8		26.4	(15.6)	163.6
Prosperity, Partnerships & Growth	1.6		0.1	(0.2)	1.5
Resources	80.1		5.2	(4.0)	81.4
Central Income & Expenditure	82.3		20.2	0.0	102.5
Directorate Position	1,101.9	0	143.4	(55.2)	1,190.2
Available Funding	(1,101.9)	(74.8)			(1,176.7)
Remaining Budget Gap	0.0	(74.8)	143.4	(55.2)	13.5

While the overall funding envelope is anticipated to increase by c£75m, the cost of delivering existing services is increasing at a faster rate. The identified pressures of c£143m result in a need to find efficiencies of c£69m, of which c£55m have been identified to date. Detailed pressures and efficiencies are set out in subsequent slides.

Options to close the Draft Budget Gap of £13.5m

Additional Government Funding

- Autumn Statement in 2022 provided indication of funding for 2023/24, including additional ASC funding. However, no certainty on detailed until December Local Government Settlement
- Significant uncertainty over Government funding into the medium term

Identification of Additional Efficiencies/Cost Containment

- Directorates continue to look for further deliverable efficiencies, including areas to stop/delay activity
- Pressures continue to be reviewed to look for ways to contain cost/mitigate increases

Use of Reserves

- Worked hard to re-build depleted reserve levels to improve financial resilience
- Current level of reserves is considered appropriate given assessment of the risk environment
- Any use of reserves should be for one-off expenditure rather than to meet ongoing budgetary pressures.

Increase Council Tax

- Current budget assumptions are a 3.99% increase (1.99% core + 2% ASC Precept)
- Ability to raise core Council Tax by up to 3% without a referendum and an additional 2% ASC Precept
- Any increase equates to c£8.6m for every 1% rise

2024/25 – 2028/29 Capital Programme Headlines

Capital Budget of £1.9 billion

- £1.3 billion Budget
- £0.6 billion Pipeline



- A thorough review of the Capital Programme has been undertaken. The inflationary environment and increasing interest rates have put pressure on the affordability of the capital programme.
- Aspirations remain high and the Draft Capital Programme continues investment in priority areas, however a number of programmes have needed to be re-scaled / value engineered to ensure affordability.
- The programme is deemed affordable and while it represents an increase in the revenue borrowing costs both in absolute terms and as a % of the net revenue budget (to c9% by 2028/29), it brings us in line with other similar sized authorities.
- The capital programme cannot continue to increase at this rate in perpetuity. If we continued to invest at these levels then the revenue pressure would become unsustainable and unaffordable. Therefore, a 'cap' on unfunded borrowing of £40m per annum has been worked to for increases in the overall programme. This is currently achieved in the Draft programme proposed, but needs to be maintained between the draft and final budget iterations.



Medium Term Position

- There remains **significant medium-term uncertainty**
- Multiple single year settlements and uncertainty after the current Parliament, make medium term planning difficult.
- Fair Funding Reform will not be implemented until after the next general election. The longer the delay in implementation, the less certain we can be of the impact.
- **By 2028/29, the Medium-Term gap is estimated to be c.£245m / 22% of our net budget**
- Indicatively:
 - Directorate pressures of £418m and capital financing costs of £46m
 - Overall funding increase of £109m (assuming a 'flat' position immediately after fair funding reform due to anticipated transitional arrangements). Therefore, the full effect of funding reform not felt until beyond the end of the MTFS period
 - Offset by efficiencies identified so far of £109m
- Reserves have reached a sustainable level but maintaining financial resilience is key to weathering future challenges and given the current high risk operating environment.

Next Steps

- Refine funding assumptions based on Provisional Local Government Finance Settlement in December.
- Finalise efficiency proposals and consider further options to close the gap
- Consultation with residents on draft proposals and Equality Impact Assessments

Final Budget to Cabinet in January 2024 & Council February 2025

- Ongoing work to identify ways to close the medium term gap, including work through the Councils SWITCH Programme (Surrey Way Innovation Transformation & Change)

Directorate Positions

- **Resources**
- **Customer & Communities**
- **Communications, Public Affairs & Engagement**



Resources



Resources - Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	80.1	80.1	81.3	82.5	84.8	87.3	
Pressures		5.2	3.0	2.5	2.5	2.6	15.8
Identified efficiencies		(4.0)	(1.9)	(0.1)	(0.1)	0.0	(6.0)
Total budget requirement		81.3	82.5	84.8	87.3	89.9	
Change in net budget requirement		1.2	1.2	2.4	2.4	2.6	9.8
Share of funding gap and borrowing costs		(1.3)	0.7	0.7	0.7	0.6	1.4
Reductions still to find		(0.1)	1.8	3.1	3.1	3.3	11.2

Page 37

The key issues driving the Resources 2024/25 revenue budget is pay inflation and specific pressures such as insurance where the current levels of insurance claims and reduced recovery of insurance costs as schools convert to academies is leading to a pressure of £0.6m. The directorate has identified £4m of efficiencies. They mainly relate to Land & Property efficiencies (£3m) to be delivered by the rationalisation of property assets, through the agile programme and asset strategy, plus the facilities management transformation programme. Each service within the directorate is reviewing activities to make service-based efficiencies of £0.6m and a directorate wide capacity review will achieve further efficiencies. These efficiencies are likely to have a significant impact on staffing, particularly the facilities management transformation and payroll services changes which are likely to lead to a reduction in full time equivalent staff of circa 145.



Resources - Directorate Pressures

Pressure	Description	Net Pressure					Total £m
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
Inflation	Estimated cost of pay inflation modelled at 4% 24/25, 3% 25/26 and 2% 26/27, 27/28 & 28/29	2.5	2.0	1.4	1.4	1.4	8.6
Inflation	Non-Pay Inflation at 2%	0.8	0.8	0.8	0.8	0.8	4.0
Inflation	Non-Pay Inflation at 5%-8% for food, utilities, maintenance and insurance premiums	1.3	1.0	1.1	1.2	1.2	5.8
Inflation	Income Inflation at 2%	(0.8)	(0.8)	(0.8)	(0.8)	(0.8)	(4.0)
Business Services payroll income	Reduced demand from schools for payroll services	0.4					0.4
Legal Services Demand	Ongoing demand linked to case volumes requires additional capacity and increased external fees	0.3					0.3
Resources communications role	Provide communications resource for the directorate	0.1					0.1
Agile	Ongoing bus service to Woodhatch Place	0.1					0.1
Insurance	Reduced income from schools due to academisation and the rebuilding of the insurance reserve to recommended actuarial levels	0.6					0.6
Total Pressures		5.2	3.0	2.5	2.5	2.6	15.8

Resources – Proposed efficiencies

Efficiency	Description	Efficiency						RAG Rating	Potential equality impacts
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m		
Previous years efficiencies	Remove one-off and unachievable 2022/23 efficiencies	0.8					0.8		No EIA required
IT&D - Network & Wi-fi	New contract to replace the existing network to it's sites and the internet	(0.3)					(0.3)		No EIA required
Land & Property Agile Transformation	Office building rationalisation, running cost reductions offset by additional running costs and borrowing costs	(0.9)					(0.9)		EIA to be completed when details of nature of the changes are confirmed
Land & Property Facilities Management Transformation	New facilities management contract	(1.0)	(0.2)				(1.3)		Potential for disproportionate impact on staff with disabilities
Land & Property efficiencies	Efficiencies from rationalising assets, business infrastructure and staffing	(1.0)					(1.0)		Potential for disproportionate impact on staff with disabilities
Land & Property efficiencies	Variety of measures including improved supply chain management and a review of income generation opportunities		(1.5)				(1.5)		No EIA required
People & Change - Efficiencies	Various such as Improved processes following MySurrey will lead to a reduction in FTE and increased income	(0.0)	(0.0)				(0.1)		EIA to be completed when roles identified, and nature of restructure developed
Making the most of our contracts	A new contract management team in Procurement will be leading a review of contracts across the Council to identify opportunities for efficiency and then progressing these with services. The current efficiency targets are indicative at this stage and will be updated as the contract management team's work progresses.	(0.1)	(0.1)	(0.1)	(0.1)		(0.4)		No EIA required to date, but the Contract Management (CMAS) team are to ensure EIAs completed where necessary
Income efficiencies	Increased recharges for pension and public health services	(0.3)					(0.3)		No EIA required
Various Services	Directorate wide capacity review	(0.5)					(0.5)		EIA to be completed when details of nature of the changes are confirmed
Various Services	Service based efficiencies	(0.6)					(0.6)		EIA to be completed when details of nature of the changes are confirmed
Total Efficiencies		(4.0)	-1.9	-0.1	-0.1	0.0	-6.0		

Equality Analysis - Resources



Below is a list of Resources efficiencies, grouped into themes, which are likely to have equality impacts. This information has been drawn from the emerging EIA. More detail on the equality impacts will be shared with Members with the final Budget papers for 2024/25. Impacts highlighted in the EIAs will often reflect the type of service in focus and who it is designed to support. This therefore does not mean that these groups are being disproportionately impacted to preserve universal services to non-vulnerable groups at the expense of more vulnerable people.

Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of potential impacts	Mitigations
Page 40 Land & Property Agile Transformation	+ Age + Disability + Pregnancy and maternity + Religion and belief + Gender reassignment	We are taking learning from staff experience of accessing and using facilities in Woodhatch Place. Future office purchases and redevelopments will use detailed criteria to ensure the needs of residents and staff with the protected characteristics listed are accounted for.	Processes in place to address and identify outstanding new issues at each office site. Each office will have regular staff meetings to share concerns and responses. A Facilities Management Accessibility Forum will enable staff to have their say on future building changes. All changes to internal building design (such as furniture) will be fed back into the Agile Organisation Programme to inform future development.
Land & Property Facilities Management Transformation	- Disability	Potential disproportionate impact on disabled staff from changes to working conditions if changes to working style or structure are adopted.	Ensure staff who leave are not replaced with permanent staff and internal opportunities for retraining are provided. Consult and engage with affected teams. Evaluate and update EIA to account for any unforeseen negative impacts. Adhere to the council's change management processes.

Equality Analysis - Resources



Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of potential impacts	Mitigations
Land & Property Efficiencies from rationalising assets	- Disability	Potential disproportionate impact on disabled staff from changes to working conditions if changes to working style or structure are adopted.	Ensure staff who leave are not replaced with permanent staff and internal opportunities for retraining are provided. Consult and engage with affected teams. Evaluate and update EIA to account for any unforeseen negative impacts. Adhere to the council's change management processes.
People & Change - Reduction in FTE	TBC	Staffing review being finalised with full assessment of the benefits from implementing Unit 4 Enterprise Resourcing Platform. Impacts anticipated from stopping payroll service provision to Multi-Academy and Academy Trusts, reducing the number of posts and people required to deliver services. Restructure due to take place December 2023.	Consult with affected staff. Use outputs to update equality impacts and mitigating actions.
'Making the most of our contracts'	TBC	As we seek to improve our contract management approach, equality analysis will take place on a contract-by-contract basis	The Contract Management as a Service team will support services to give due regard as contract changes are made to improve outcomes and value.

Resources – Capital Programme

The Capital Programme is comprised of the Budget (schemes which are developed and ready to proceed, or already under way) and the Pipeline (schemes requiring further development and subject to business case approval). The draft capital programme for Resources totals £0.8bn over 5 years and is funded from a number of sources including grants and borrowing.

The Directorate has significant capital investment and delivery plans over the MTFS period, relating to the Council's Land & Property and IT&D services. These investment plans are developed in close consultation with front line services to ensure that the Council's assets are used effectively and are fit to support the efficient delivery of services to our residents and to support our staff to carry out their responsibilities.

The draft capital budget totals £0.6bn and is attached, including prior year comparators.

Customer & Communities
(this committee is responsible for Customer Services)



C&C - Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	18.9	18.9	19.3	20.2	20.8	21.6	
Pressures		1.8	0.9	0.7	0.7	0.7	4.7
Identified efficiencies		(1.3)	(0.0)	0.0	0.0	0.0	(1.4)
Total budget requirement		19.3	20.2	20.8	21.6	22.3	
Change in net budget requirement		0.4	0.8	0.7	0.7	0.7	3.4
Share of funding gap and borrowing costs		(0.3)	0.2	0.2	0.2	0.2	0.3
Reductions still to find		0.1	1.0	0.9	0.9	0.9	3.7

The Directorate has had to identify £1.3m of efficiencies to offset the £1.8m pressures. These are guided by the following principles: Maximise income in 2024/25 by setting rate increases equal to inflation (or more where the market allows) and driving income generation from other sources where possible; Prioritise the continuation of operational services and offers we have strongly committed to as part of our strategy – for example, a network of 52 libraries and support for Your Fund Surrey; Ensure we can continue to build on the new capabilities we have developed for the future design of the organisation for example Customer Services, local engagement and community-based prevention; Consideration of the statutory duties and requirements that relate to C&C services; Consideration of efficiencies already made in recent years across C&C services.

C&C - Directorate Pressures

Pressure	Description	Net Pressure					Total £m
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
Pay Inflation	Estimated cost of pay inflation modelled at 4% 24/25, 3% 25/26 and 2% 26/27, 27/28 & 28/29	1.0	0.8	0.6	0.6	0.6	3.5
Non-pay inflation (2%)	Non-pay inflation (2%)	0.1	0.1	0.1	0.1	0.1	0.7
Libraries - Income	Declining income levels on the High Street and temporary effect of refurbishment	0.4	(0.1)				0.3
Trading Standards - Income	Income has reduced, including the impact of Covid-19, and expected to recover over the MTFS period. SCC share 0.66%	(0.0)	(0.0)	(0.0)	0.0		(0.1)
Customer Services	Customer practice lead post to support the Council's customer services	0.1					0.1
Libraries staffing	Adjustment to reflect the agreed structure of the service	0.2					0.2
Total Pressures		1.8	0.9	0.7	0.7	0.7	4.7

C&C – Proposed efficiencies

		Efficiency						RAG Rating	Potential equality impacts
Efficiencies built in	Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	Total £m		
Maximising our income	Generate additional income through uplifts to fees and charges and increased volumes.	(0.5)	(0.0)	0.0			(0.6)		No EIA required
Reduce costs whilst maintaining strategic direction	Consistent application of vacancy factor, recognising the levels of staff turnover	(0.1)					(0.1)		No EIA required
Targeted reductions	Variety of measures to reduce spend including removal of flexible in year VCFS support budget and efficiencies in Coroner processes	(0.1)					(0.1)		No EIA required
Further income maximisation	Generate further additional income through uplifts to fees and charges and increased volumes across C&C services	(0.1)					(0.1)		No EIA required
Customer Services non staffing efficiency	Small reductions and efficiencies in non staffing budgets	(0.0)					(0.0)		No EIA required
VCFS Infrastructure organisation grants	Shared reduction across the different VCFS infrastructure organisation grants	(0.1)					(0.1)		Potential for disproportionate impact so an EIA is required
Libraries and Cultural Services	Adjustments to Library staffing patterns, plus reductions to the cultural events budget.	(0.1)					(0.1)		Aspects of this efficiency have a potential for disproportional impact so an EIA is required
Rationalisation of staffing	Staffing and management rationalisation across C&C services including Trading Standards, Community Investment & Engagement, Communities & Prevention, and Libraries & Culture	(0.3)					(0.3)		Potential for disproportionate impact so an EIA is required
Total Further Proposed Efficiencies		-1.3	0.0	0.0	0.0	0.0	-1.4		

Equality Analysis- Customer and Communities (C&C)

Below is a list of C&C efficiencies, grouped into themes, which are likely to have equality impacts. This information has been drawn from the emerging EIAs. More detail on the equality impacts will be shared with Members with the final Budget papers for 2024/25. Impacts highlighted in the EIAs will often reflect the type of service in focus and who it is designed to support. This therefore does not mean that these groups are being disproportionately impacted to preserve universal services to non-vulnerable groups at the expense of more vulnerable people.

Efficiency	Characteristics impacted (+ Positive, - negative impacts)	Summary of impacts	Mitigations
Sunday opening pilot concluded in one library	- Age	Based on the makeup of service users, it is likely there will be disproportionate impacts of changes to the service on certain age groups (those aged 65 and over and those who are under 18).	A full equality analysis is being produced, with mitigating activity clarified when likely impacts are identified.
Rationalisation of staff	- Age - Sex	Whilst the exact details of the posts or roles to be identified haven't been decided yet, women and people over the age of 50 are over-represented in staff in C&C.	Full equality analysis to be completed as more details about how this will be delivered are confirmed. Mitigating activity will be clarified when likely impacts are identified.
Reduction in grants for VCFS infrastructure organisations	- Socio-Economic disadvantage - Age - Race/ ethnicity - Religion or belief - Sexual orientation	Whilst the full equality implication are still being considered, there is the potential for this to adversely impact the support that is offered to residents and staff who are socio-economically disadvantaged. It is also anticipated that there may be impacts on children and young people, residents from black and minority ethnic backgrounds, people who observe certain religions or beliefs and support for residents based on sexual orientation.	Mitigating actions to be identified as part of the more comprehensive equality analysis. Work is underway to engage with VCFS organisations to better understand how planned activity can be implemented and what mitigations are required.

C&C – Capital Programme

The Directorate has capital investment plans to transform the libraries. The Directorate also oversees the corporate Your Fund Surrey capital investment programme.

The 2024-2029 capital pipeline and budget contains £23.2m (£10.7m budget) investment to enable the libraries transformation programme. This is a five-year programme of work to modernise library settings across Surrey to:

- Enable libraries to meet the changing needs of communities;
- Support wider strategic priorities; and
- Ensure library assets are fit and sustainable for the future.



Communications, Public Affairs & Engagement

CPA&E - Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	2.2	2.2	2.3	2.3	2.4	2.4	
Pressures		0.5	0.1	0.0	0.0	0.0	0.7
Identified efficiencies		(0.4)	0.0	0.0	0.0	0.0	(0.4)
Total budget requirement		2.3	2.3	2.4	2.4	2.5	
Change in net budget requirement		0.1	0.1	0.0	0.0	0.0	0.3
Share of funding gap and borrowing costs		(0.0)	0.0	0.0	0.0	0.0	0.0
Reductions still to find		0.0	0.1	0.1	0.1	0.1	0.3

CPA&E - Directorate Pressures & Efficiencies



Pressure	Description	Category (please select)	Net Pressures					Total £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
Inflation	Pay Inflation (5%)	Inflation	0.1	0.1	0.0	0.0	0.0	0.2
Inflation	Non-pay inflation (2%)	Inflation	0.0	0.0	0.0	0.0	0.0	0.0
Organisation wide	Creating a Research intelligence Unit	Service Enhancement	0.4					0.4
Total Pressures			0.5	0.1	0.0	0.0	0.0	0.7

Efficiency	Description	Efficiency					Total £m	RAG Rating	Potential equality impacts
		2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m			
Organisation wide Communications review	Surrey Way Innovation, Transformation & Change (SWItCH) review of communications to drive out organisation wide efficiencies	(0.4)					(0.4)		No EIA required
Total Efficiencies		-0.4	0.0	0.0	0.0	0.0	-0.4		



Annexes – Summary Directorate Positions for:

- **Adult Social Care**
- **Public Health**
- **Children, Families & Lifelong Learning**
- **Environment, Transport & Infrastructure**
- **Surrey Fire & Rescue Service**
- **Partnership, Prosperity & Growth**

Adult Social Care – Summary Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	439.9	439.9	462.6	509.9	563.1	598.9	
Pressures		46.2	54.7	59.9	42.8	44.7	248.3
Identified efficiencies		(23.5)	(7.3)	(6.7)	(7.1)	(5.6)	(50.1)
Total budget requirement		462.6	509.9	563.1	598.9	638.0	
Change in net budget requirement		22.7	47.3	53.2	35.7	39.1	198.2
Share of funding gap and borrowing costs		(12.2)	3.7	4.0	3.7	3.5	2.8
Reductions still to find		10.5	51.1	57.2	39.5	42.7	200.9

Public Health – Summary Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	35.7	35.7	36.2	37.0	37.8	38.5	
Pressures		1.0	0.9	0.8	0.8	0.8	4.1
Identified efficiencies		(0.5)	0.0	0.0	0.0	0.0	(0.5)
Total budget requirement		36.2	37.0	37.8	38.5	39.3	
Change in net budget requirement		0.4	0.9	0.8	0.8	0.8	3.6
Share of funding gap and borrowing costs		(0.5)	0.3	0.3	0.3	0.3	0.7
Reductions still to find		(0.1)	1.2	1.1	1.1	1.1	4.3

CFLL - Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	249.8	249.8	280.7	284.5	287.1	292.1	
Pressures		39.9	13.5	12.7	12.0	12.4	90.5
Identified efficiencies		(9.0)	(9.7)	(10.1)	(6.9)	(4.9)	(40.6)
Total budget requirement		280.7	284.5	287.1	292.1	299.7	
Change in net budget requirement		30.9	3.8	2.5	5.1	7.6	49.9
Share of funding gap and borrowing costs		(7.0)	2.1	2.3	2.1	2.0	1.5
Reductions still to find		23.9	5.9	4.8	7.2	9.6	51.4

ETI - Summary Directorate Budget Position



	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	152.8	152.8	163.6	176.0	177.3	180.7	
Pressures		26.4	3.9	2.5	3.8	3.7	40.4
Identified efficiencies		(15.6)	8.5	(1.2)	(0.4)	(0.4)	(9.1)
Total budget requirement		163.6	176.0	177.3	180.7	184.1	
Change in net budget requirement		10.8	12.4	1.4	3.4	3.4	31.3
Share of funding gap and borrowing costs		(2.6)	1.3	1.4	1.3	1.2	2.6
Reductions still to find		8.2	13.7	2.7	4.7	4.6	33.9



SFRS – Summary Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	38.7	38.7	40.3	41.4	41.8	42.8	
Pressures		2.3	1.1	0.9	1.0	1.0	6.2
Identified efficiencies		(0.7)	(0.1)	(0.4)	0.0	0.0	(1.2)
Total budget requirement		40.3	41.4	41.8	42.8	43.7	
Change in net budget requirement		1.6	1.0	0.4	1.0	1.0	5.0
Share of funding gap and borrowing costs		(0.7)	0.3	0.4	0.3	0.3	0.7
Reductions still to find		1.0	1.4	0.8	1.3	1.3	5.7

PPG – Summary Directorate Budget Position

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	1.6	1.6	1.5	1.5	1.6	1.6	
Pressures		0.1	0.0	0.0	0.0	0.0	0.2
Identified efficiencies		(0.2)	0.0	0.0	0.0	0.0	(0.2)
Total budget requirement		1.5	1.5	1.6	1.6	1.6	
Change in net budget requirement		(0.1)	0.0	0.0	0.0	0.0	0.0
Share of funding gap and borrowing costs		(0.0)	0.0	0.0	0.0	0.0	0.0
Reductions still to find		(0.1)	0.1	0.0	0.0	0.0	0.1

Phase 1 budget engagement Detailed results



Stakeholders' priorities for SCC - ranking

Through the representative survey of 614 Surrey adults, by age and gender, they were asked to rank the importance of 11 outcomes the council is working towards over the next five years. Residents prioritised better roads and pavements, making communities safer and providing better care for adults and children. Organisations prioritised care for adults and children, health and wellbeing and stronger community relations.

Residents' priorities (1 = most important, 10 = least important)	Organisations' priorities (1 = most important, 10 = least important)
<ol style="list-style-type: none"> 1. Better roads and pavements 2. Making communities safer 3. Providing care for adults and children 4. Better public transport 5. Reducing waste and increasing recycling 6. Protecting and enhancing the countryside and biodiversity 7. Supporting local businesses 8. Reinvigorating town centres and high streets 9. Access to education and skills 10. Promoting better health and wellbeing 11. Stronger community relations 	<ol style="list-style-type: none"> 1. Providing care for adults and children 2. Promoting better health and wellbeing 3. Stronger community relations 4. Access to education and skills 5. Better public transport 6. Making communities safer 7. Protecting and enhancing the countryside and biodiversity 8. Better roads and pavements 9. Reinvigorating town centres and high streets 10. Reducing waste and increasing recycling 11. Supporting local businesses

Stakeholders' priorities for SCC - themes

Themes below came from the 891 residents who responded to the Surrey Says open survey exercise. N.b. survey respondents were self-selecting, so are not representative of Surrey's population.

Difficulties prioritising: Some stakeholders felt all outcomes were important and did not feel they should have to choose between them. Some reflected this was due to interconnectedness between outcomes.

"Such difficult choices for us and those making final decisions. They're all important."

"By supporting individuals to achieve in life, this will have knock-on effects in other areas".

Page 61

Demands for transport improvements: Including more, and better, public transport, enhanced road quality and more facilities and infrastructure for cyclists. Some residents wanted to use their cars more easily, while others wanted more incentives to reduce car use.

"Dangerous roads and pavements lead to accidents which result in health issues for constituents..."

"...Public transport must be improved if we are to move away from the current dependency on cars..."

Tackling climate change: Many residents said SCC's highest priority should be responding to the climate emergency, motivated by fear of the impact of climate change on current and future generations.

"As the above outcomes are about the Surrey community, however there will be no communities if we (residents, councillors, governments) globally do not do anything about climate change now, our children's children will suffer because we did nothing to combat this."

Supporting the most vulnerable: A consistent theme across stakeholders was a desire to support residents least able to support themselves. This cut across community safety, care for vulnerable adults and children and improved health and wellbeing.

"...the divide between those who can afford to live, and those who can't and need help is growing."

"People's health and wellbeing and care is so important and has a huge influence on so many aspects of how well society can function..."

Use of resources

We asked stakeholders how SCC should allocate resources. Most residents were more likely to support allocation to benefit all communities and a small majority wanted this focused on longer-term future resident needs.

- 58% of residents wanted resources to be allocated for the benefit of the majority of residents in Surrey.
- 33% wanted resources allocated to services that benefitted those with the greatest needs. Respondents aged 18 to 25 and organisations were more likely to support this view.
- 65% of residents wanted resources to be allocated equitably across all areas of Surrey.
- 32% supported resources being targeted in places with the highest number of people in poor health. Respondents aged 18 to 25 and organisations were more likely to support this view.
- 47% of residents thought resources should be allocated with the long-term future needs of residents in mind. 65% of organisations that responded agreed with this.
- 45% felt allocation should focus on residents' current needs. People aged 65 and over were more likely to support this view compared to other age groups.

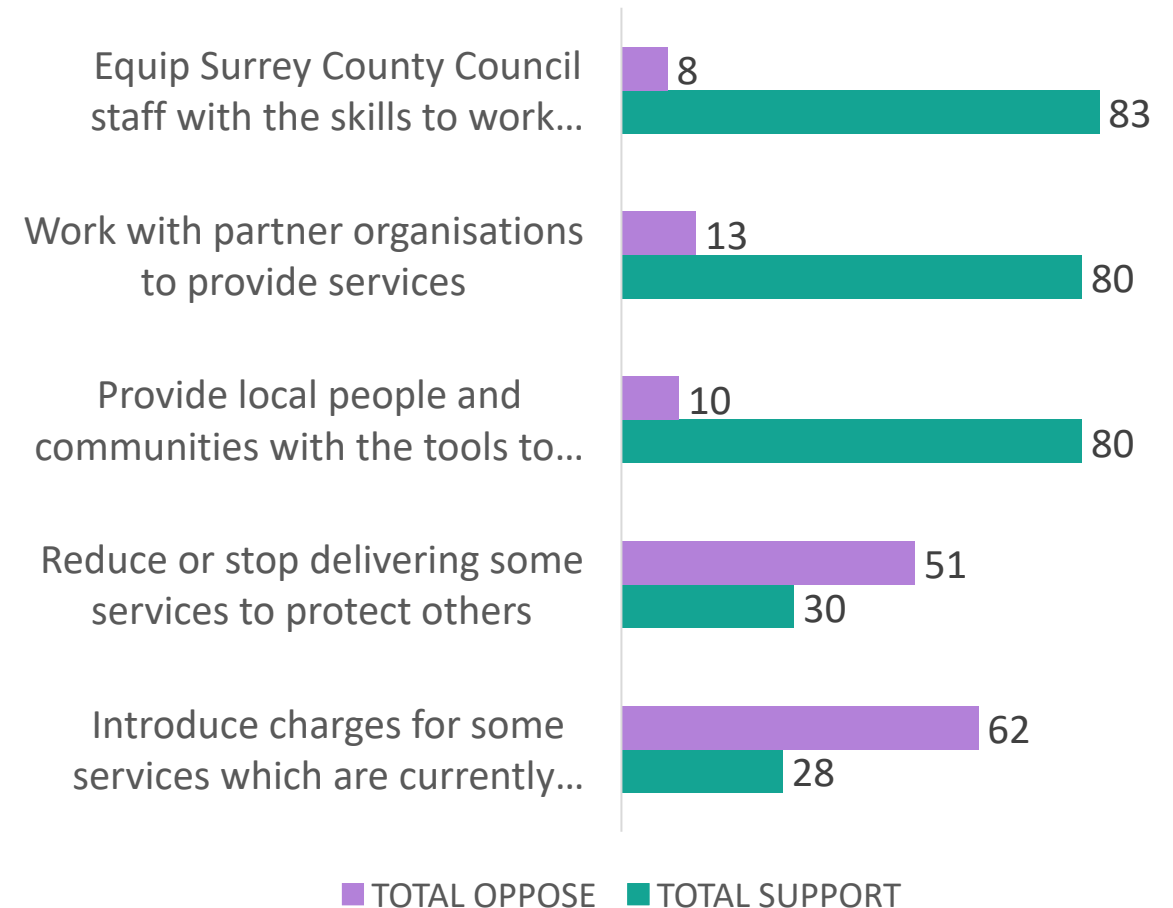
Source: representative (by age and gender) survey of 614 Surrey adults



Approaches to balancing the budget

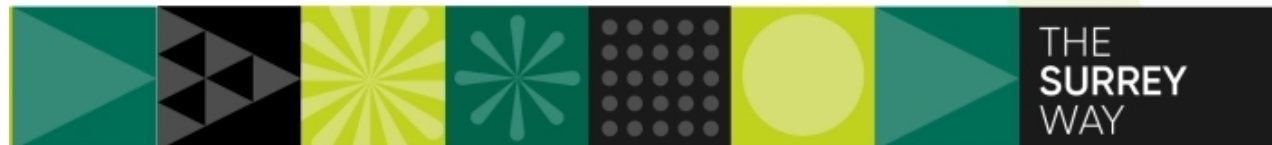


Approaches to balancing the budget (% , n=614)



- Residents were asked about the extent to which they would support or oppose tactics the council could use to help balance the budget.
- Most residents support SCC equipping staff with the skills to work together with communities and partners to deliver services across Surrey (83%); working with partner organisations to provide services (80%); and providing local people and communities with the tools to support others and set and deliver local priorities (80%).
- In contrast, most residents opposed the idea of reducing or stopping delivering some services to protect others (51%) and the introduction of charges for some services which are currently free/subsidised (62%).

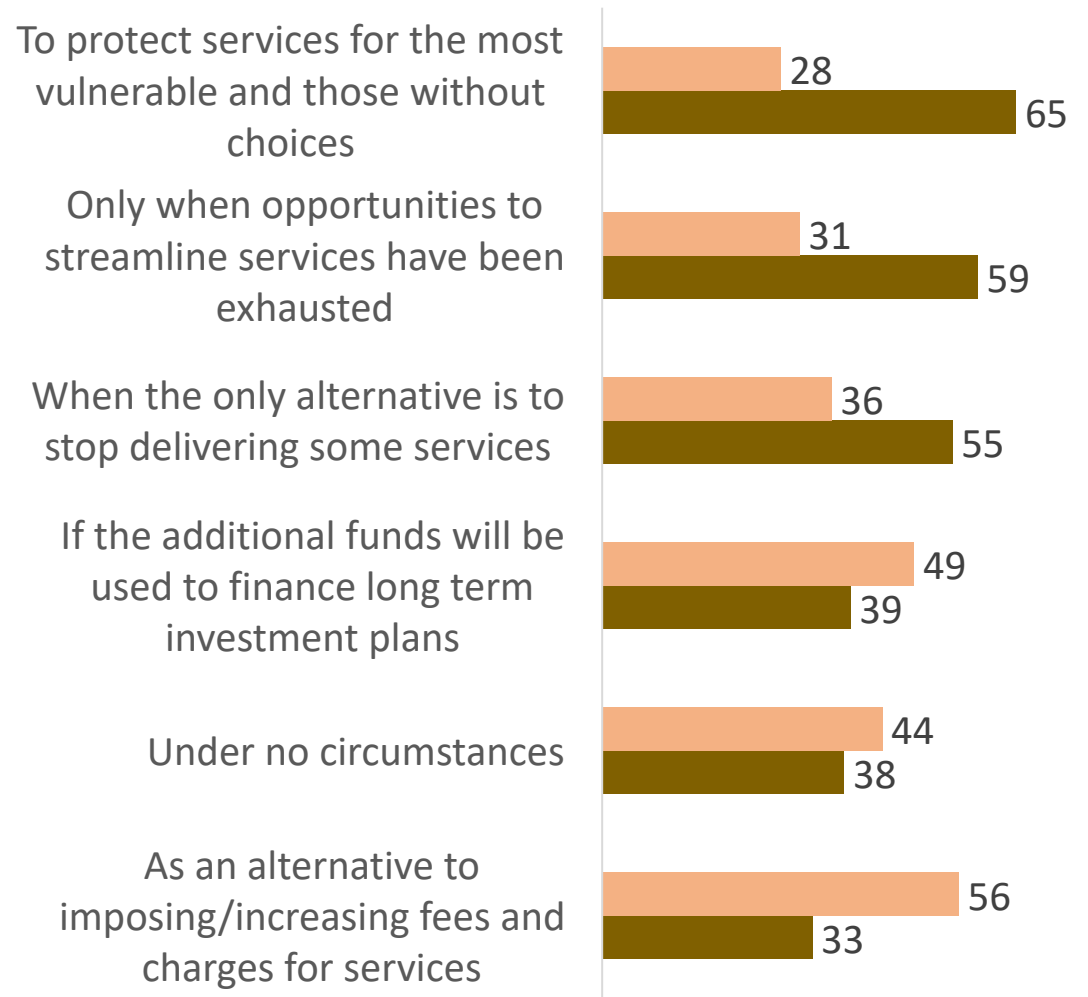
Source: representative (by age and gender) survey of 614 Surrey adults



Council tax

- Residents were also asked to indicate the circumstances under which they would support or oppose an increase in council tax.
- The two scenarios that were most supported, and least opposed, were when opportunities to streamline services have been exhausted and to protect services for the most vulnerable and those without choices.
- The most opposed scenario was as an alternative to imposing/increasing fees and charges for services (56%).
- 38% of respondents indicated that council tax should not be raised under any circumstances, however, a larger proportion oppose this view (44%).

Circumstances for increasing Council Tax (%
n=614)



■ TOTAL OPPOSE ■ TOTAL SUPPORT

Source: representative (by age and gender) survey of 614 Surrey adults



Draft Capital Programme

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m	Draft Budget - MTFS					Total Draft Budget - MTFS £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
BUDGET								
Highway Maintenance - Core Programme	40.0	43.9	40.0	40.0	40.0	40.0	40.0	200.0
Highway Maintenance - Enhanced Programme	7.4	36.0	30.0	30.0	-	-	-	60.0
Local Highways Schemes - Core Programme	3.0	0.7	5.3	3.0	3.0	3.0	3.0	17.3
Local Highways Schemes - Enhanced Programme	5.4	7.2	9.7	9.7	-	-	-	19.4
Highway Maintenance - Signs	0.2	0.5	0.6	0.4	0.4	0.4	0.4	2.2
Bridge/Structures Maintenance	4.5	7.8	10.8	8.2	8.2	8.2	8.2	43.6
Flooding & drainage	0.9	1.3	2.7	1.7	1.7	1.7	1.7	9.5
Drainage Asset Capital Maintenance/Improvements	0.9	1.0	-	-	-	-	-	-
Safety Barriers	0.2	1.9	2.5	1.5	1.5	1.5	1.5	8.6
Illuminated Street Furniture	1.9	2.0	1.9	0.5	0.5	0.5	0.5	3.9
External funding	0.1	1.2	1.2	1.2	1.2	1.2	1.2	6.0
Traffic signals	2.8	3.3	3.5	3.3	2.4	2.4	2.4	14.1
Street Lighting LED Conversion	3.7	1.6	-	-	-	-	-	-
School road safety schemes	-	0.8	1.0	1.0	-	-	-	2.0
Road Safety Schemes	0.9	0.2	0.2	0.4	0.5	0.5	0.5	2.1
Road Safety - Surrey Police funded digital cameras	0.2	0.2	-	-	-	-	-	-
Road safety - speed management	-	0.5	1.1	1.1	-	-	-	2.2
Road Safety Schemes (Developer funded)	-	0.0	-	-	-	-	-	-
A217 Reigate to Horley Safer Roads scheme	-	0.1	0.0	-	-	-	-	0.0
A25 Dorking to Reigate Safer Roads Fund 3 (dft funded)	-	0.1	0.5	0.8	0.5	-	-	1.8
Smallfield Safety Scheme (CIL)	0.0	0.2	0.1	-	-	-	-	0.1
Real Time Traffic Monitoring (Traffic Studies)	0.1	0.1	0.0	-	-	-	-	0.0
Ultra Low Emission Vehicles - Buses	0.0	5.9	10.5	-	-	-	-	10.5
Ultra Low Emission Vehicles - RTPI for buses	0.0	0.2	0.3	0.3	0.3	0.3	-	1.2
Ultra Low Emission Vehicles - bus priority	0.0	0.2	1.5	3.5	2.0	1.9	-	8.9
Ultra Low Emission Vehicles - Community Transport - Third Sector	0.5	1.1	1.8	1.4	1.5	-	-	4.7
Replacement Vehicles	0.2	0.3	0.2	0.2	0.2	0.2	0.2	0.8
Active Travel (both EATF & future)	2.8	0.4	1.1	-	-	-	-	1.1
Active Travel Tranche 3*	-	0.8	4.4	-	-	-	-	4.4
Surrey Quality Bus Corridor Improvement	0.4	0.3	0.4	-	-	-	-	0.4
Other - (Grant Funded Speed Cameras, ANPR at CRCs, Traffic Systems)	0.1	0.2	-	-	-	-	-	-
Rural Speed limits	0.1	0.2	-	-	-	-	-	-
LEP Funded Schemes Electric Vehicle Charging Point Pilot Study	-	0.0	-	-	-	-	-	-
Local Enterprise Partnerships (LEP) Funded Schemes	2.0	1.5	0.1	-	-	-	-	0.1
Task & Finish - flooding & drainage	-	-	7.3	5.2	5.2	5.2	5.2	28.1
Task & Finish - road maintenance	-	-	0.1	0.1	0.1	0.1	0.1	0.5
Task & Finish - tree planting (& removals)	-	0.7	1.5	0.8	0.3	0.3	0.3	3.2
Air Quality A3 National Highways scheme - Electric Towns and Cities initiative	-	-	0.5	0.5	-	-	-	1.0
Highways and Transport	78.3	121.9	140.8	114.8	69.4	67.3	65.2	457.5

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m	Draft Budget - MTFS					Total Draft Budget - MTFS £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
BUDGET								
Surrey Flood Alleviation - River Thames	4.0	8.0	8.0	20.0	30.0	30.0	35.0	123.0
A320 North of Woking and Junction 11 of M25	6.6	2.6	34.6	-	-	-	-	34.6
Farnham Infrastructure Programme Town Centre - Quick Wins	0.2	0.4	1.5	-	-	-	-	1.5
EV infrastructure	0.6	0.3	0.0	-	-	-	-	0.0
Kerbside Charging solutions	-	0.1	0.0	-	-	-	-	0.0
Surrey Infrastructure Plan (SIP) - Weybridge town centre package	0.3	0.5	4.3	-	-	-	-	4.3
SIP: A308 Modernisation	0.2	1.3	3.8	3.8	-	-	-	7.6
SIP - Tongham Village & Ash Improvements	-	0.4	0.7	-	-	-	-	0.7
SIP - Croydon Road Regeneration, Caterham	-	0.5	1.0	-	-	-	-	1.0
SIP - Shelve Hill, Tadworth Flood Reduction	-	0.3	2.2	-	-	-	-	2.2
SIP - Horley Town Centre revitalisation programme	-	0.8	2.2	-	-	-	-	2.2
SIP - Three Arch Junction Improvements	-	0.4	1.8	1.7	-	-	-	3.5
SIP - Guildford Ebike Scheme	-	0.5	0.8	0.2	0.1	-	-	1.1
Infrastructure - Smaller Schemes	0.2	-	-	-	-	-	-	-
Major Projects	0.3	-	-	-	-	-	-	-
Infrastructure, Planning and Major Projects	12.4	15.9	61.1	25.6	30.1	30.0	35.0	181.8
Surrey Flood Alleviation - Wider Schemes	3.9	2.7	4.4	7.9	5.9	5.7	3.8	27.7
Basingstoke Canal	0.1	0.3	0.4	0.4	0.4	0.4	0.4	1.8
Basingstoke Canal - Externally Funded	0.0	0.1	0.5	-	-	-	-	0.5
Public Rights of Way	-	0.8	0.7	0.7	0.7	0.7	0.7	3.7
Public Rights of Way - Externally Funded	0.8	0.1	-	0.0	0.1	0.1	0.1	0.2
Improving Access to the Countryside	0.3	0.1	0.2	0.0	0.0	0.0	0.0	0.4
Woodland Creation (Tree Planting)	0.0	0.0	0.1	-	-	-	-	0.1
Woodland Creation (Tree Planting) Bid 2	0.2	0.2	-	-	-	-	-	-
Treescaping	0.1	0.1	-	-	-	-	-	-
Treescaping Bid 2	0.1	0.1	-	-	-	-	-	-
Waste Recycling Initiatives	0.0	0.2	0.2	-	-	-	-	0.2
Closed landfill sites	0.1	0.0	0.1	0.1	0.1	0.1	0.1	0.3
Greener Homes LAD contribution	0.1	0.3	0.0	-	-	-	-	0.0
Greener Homes LAD3 (sustainable warmth)	1.8	2.9	-	-	-	-	-	-
Home upgrade grant (sustainable warmth)	1.2	0.7	-	-	-	-	-	-
Home Upgrade Grant 2	-	1.0	9.5	-	-	-	-	9.5
Grow Back Greener	-	-	0.1	0.1	-	-	-	0.1
Greener Homes LAD Grant Funded Scheme	1.2	-	-	-	-	-	-	-
External Funding	0.0	-	-	-	-	-	-	-
Rights of Way Structures	0.1	-	-	-	-	-	-	-
Greener futures 2030 - PSDS3a	0.0	-	-	-	-	-	-	-
AONB - Access Programme	0.2	-	-	-	-	-	-	-
Environment	10.0	9.5	16.1	9.2	7.1	7.0	5.0	44.4

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m	Draft Budget - MTFS					Total Draft Budget - MTFS £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
BUDGET								
Surrey Fire - Purchase of New Fire Engines & Equipment	2.2	5.4	4.9	5.2	2.8	5.6	1.6	20.1
Fire - Making Surrey Safer – Community Resilience	0.2	0.3	0.3	0.3	0.3	0.3	0.3	1.5
Trading Standards Replacement Vehicles	-	0.1	-	-	-	-	-	-
Fire - Joint Fire Control	0.1	0.3	-	-	-	-	-	-
Fire - New Build IT	-	-	0.0	0.0	-	-	-	0.0
Emergency Planning Replacement Vehicles	0.0	-	-	-	-	-	-	-
Fire - Joint Transport Project	-	0.1	-	-	-	-	-	-
Surrey Fire & Rescue Service	2.5	6.0	5.3	5.5	3.1	5.9	1.9	21.6
INFRASTRUCTURE								
Schools Basic Need	15.9	17.6	18.9	42.8	31.3	19.7	9.5	122.1
Recurring Capital Maintenance Schools	7.3	7.7	12.0	15.0	13.0	12.0	8.0	60.0
Recurring Capital Maintenance Corporate	12.0	8.0	15.0	19.0	17.0	17.0	14.0	82.0
Agile Office Estate Strategy - Spokes fit-out (Quadrant Court replacement)	0.1	0.4	0.2	-	-	-	-	0.2
Agile Woodhatch / Dakota (office enhancements)	1.0	0.2	-	-	-	-	-	-
Surrey Outdoor Learning & Development- High Ashurst (Additional facilities to site)	0.5	0.1	5.3	0.8	-	-	-	6.1
SEND (Special Education Needs & Disabilities Schools)	21.4	40.1	60.8	70.3	9.3	-	-	140.4
Alternative Provision Strategy (SEND)	0.9	5.2	13.5	20.1	3.6	-	-	37.2
Caterham Hill Library	0.0	-	-	5.6	-	-	-	5.6
Bookham YC	1.2	0.2	2.5	0.5	-	-	-	3.0
Libraries open access (extended hours of access to library facilities)	-	0.0	0.0	-	-	-	-	0.0
Looked After Children Schemes (Care Homes & Care Leavers Accommodation)	5.7	4.6	14.7	10.4	4.2	-	-	29.3
ASC Supported Independent Living - Learning Disabilities phase 1	1.7	2.8	21.1	-	-	-	-	21.1
ASC Extra Care Housing Phase 1a	4.2	0.1	0.1	0.0	-	-	-	0.2
ASC Extra Care Housing Phase 1b	-	1.5	-	-	-	-	-	-
ASC Extra Care Housing Phase 2	-	2.1	-	-	-	-	-	-
Temporary Mortuary (storage facility)	0.9	0.1	-	-	-	-	-	-
Winter Maintenance Depot (Godstone & Merrow Salt Barns)	0.2	3.0	1.0	-	-	-	-	1.0
Pendell GRT Transit Site for Gypsy, Roma & Travellers	0.4	0.1	1.1	-	-	-	-	1.1
Weybridge Hub	-	0.9	5.8	1.8	0.2	-	-	7.8
Hubs - Staines Hub	-	0.5	-	-	-	-	-	-
Depots - Godstone Redevelopment	-	0.5	-	-	-	-	-	-
SFRS - Fire Station Reconfiguration (Reigate, Chobham, Godstone, Lingfield)	-	1.5	-	-	-	-	-	-
Sunbury Hub**	-	0.9	10.7	6.5	0.3	-	-	17.5
Libraries Transformation Phase 1	-	2.1	10.7	-	-	-	-	10.7
Decarbonisation PSDS Phase 3a (Net Zero - Solar PV, Air Source Heat Pumps)	2.7	1.5	-	-	-	-	-	-
Woodhatch Master Planning	0.1	-	-	-	-	-	-	-
Priority School Building Programme - Cranleigh	0.3	-	-	-	-	-	-	-
Countryside	0.1	-	-	-	-	-	-	-
PSBSP2 - Tadworth School	0.0	-	-	-	-	-	-	-
Wray Park	-	0.1	-	-	-	-	-	-
Fire Risk Assessments	-	0.1	-	-	-	-	-	-
Greener Futures Property Schemes	0.0	-	-	-	-	-	-	-
Land and Property	76.3	101.8	193.5	192.6	78.9	48.7	31.5	545.2

Project	Outturn 2022/23 £m	Reset Budget 2023/24 £m	Draft Budget - MTFS					Total Draft Budget - MTFS £m
			2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	
BUDGET								
Devolved formula capital - schools	- 0.3	1.0	1.0	1.0	1.0	1.0	-	4.1
Adaptions For Children With Disabilities	0.1	0.8	0.6	0.5	0.5	0.5	0.5	2.6
Foster carer grants	0.1	0.5	0.4	0.2	0.2	0.2	0.2	1.2
Education Management System	0.4	0.1	0.4	-	-	-	-	0.4
School Kitchens	0.1	-	-	-	-	-	-	-
Culture: Libraries PIC/Library Kiosks	0.1	-	-	-	-	-	-	-
Early Years - Developer Funded	0.0	-	-	-	-	-	-	-
Schools Expenditure Funded By Income	2.2	-	-	-	-	-	-	-
Childrens Services	2.7	2.4	2.4	1.7	1.7	1.7	0.7	8.3
Adults Capital Equipment	1.7	1.5	1.5	1.5	1.5	1.5	-	6.0
ASC In house capital improvement scheme	-	-	0.2	0.1	0.1	-	-	0.4
ASC Major Adaptions	-	0.1	-	-	-	-	-	-
Adult Social Care	1.7	1.6	1.7	1.6	1.6	1.5	-	6.4
PROPERTY	80.6	105.8	197.6	195.9	82.3	51.9	32.2	559.9
IT&D Hardware (incl accessibility equipment)	0.2	3.9	6.7	1.7	0.2	0.8	5.4	14.9
WAN / Wifi Refresh	3.0	1.8	2.7	0.4	0.1	0.5	-	3.6
IT&D Infrastructure (incl storage, processing & cyber security)	1.0	0.1	1.3	0.8	1.7	0.2	1.5	5.4
Digital Business & Insights Programme - ERP Replacement	10.2	3.0	-	-	-	-	-	-
Replacement of the Corporate Phone System	1.1	0.1	0.1	0.1	0.1	0.1	1.0	1.5
Data Centre maintenance, renewals & replacements	-	0.1	0.1	0.1	0.1	0.1	0.1	0.5
Open Access Technology in Surrey Libraries	-	0.2	0.2	-	-	-	-	0.2
Agile Workforce Transformation	- 0.0	-	-	-	-	-	-	-
IT&D	15.5	9.2	11.1	3.1	2.1	1.7	8.0	26.0
Gatwick Diamond Crawley	0.0	-	-	-	-	-	-	-
Farnham Town Centre	0.0	-	-	-	-	-	-	-
Commercial	0.0	-	-	-	-	-	-	-
Your Fund Surrey	2.9	10.0	20.0	10.0	-	-	-	30.0
TOTAL BUDGET	202.3	278.3	451.9	364.1	194.2	163.8	147.3	1,321.3
TOTAL PIPELINE	-	57.5	118.3	222.2	127.8	59.6	53.3	581.1
TOTAL CAPITAL PROGRAMME	202.3	335.9	570.2	586.3	321.9	223.4	200.6	1,902.4

*Expenditure in 2022/23 on Active Travel Tranche 3 is included in the Active Travel (both EATF & Future) line.

**Expenditure in 2022/23 on Sunbury Hub is included in the Bookham YC line.

Figures are rounded to 1 decimal place, so on occasions will show as £0.0m where less than £100,000.

RESOURCES & PERFORMANCE SELECT COMMITTEE
NOTES OF PERFORMANCE MONITORING SESSION
 28 September 2023 at 9:30am (Remote Meeting)

Attendees: Will Forster
 Tim Hall
 Edward Hawkins
 Bob Hughes (Chairman)
 Steven McCormick (Vice-Chairman)
 John O'Reilly
 Lesley Steeds (Vice-Chairman)
 Hazel Watson
 David Lewis

Officers: Julie Armstrong, Scrutiny Officer
 Anna D'Alessandro, Director for Corporate Finance & Commercial
 Paul Evans, Director for Law & Governance
 Ricky Fuller, Head of Business Services
 David John, Audit Manager
 Louise Lawson, Strategic Finance Business Partner
 Abigail Linyard-Tough, Strategic Lead – Resident Insight
 Emma McGowan, Director for Design & Transformation
 David Oates, Head of Performance & Data Management
 Nicola O'Connor, Strategic Finance Business Partner
 Emma Pope, Financing & Purchasing Operations Manager
 Bella Smith, Head of Insights, Systems & Governance
 Shella Smith, Director for People and Change
 Adrian Stockbridge, Head of Transformation & Programme Manager
 Richard Supple, Performance Insight Analyst

Apologies None received

The following key points were raised during the discussion:

Residents

1. Members noted the percentage of residents survey respondents who were satisfied that the Council is open and honest had fallen to 42% and asked what were the specific areas of concern. The Strategic Lead – Resident Insight said it was a purely quantitative indicator for trust and as such respondents were not asked for reasons, but it was known from services that road and pavement maintenance were key areas of dissatisfaction. It is a randomised telephone survey of 1,100 residents each quarter, sampled to have a balance of age and gender and across boroughs and districts. A year's worth of data is awaited to have a better understanding of what targets should be.

Action: Strategic Lead – Resident Insight to provide definitions for indicators PSR14, PSR15 and PSR16.

People and Change

2. A Member asked if the increase in proportion of off payroll staffing spend meant that agency staff had increased. The Head of Insights, Systems & Governance said numbers of agency workers was stable but explained the spike was the cumulative impact of a delay from system to system in posting accounts as they moved into this financial year. This happened each year, causing a spike in July/August which then plateaued out.
3. The Chairman was pleased to note voluntary turnover had decreased to 13.3 per cent in May, from 14.8 per cent in January.
4. The Chairman commented that the disabled staff target seemed low and asked how it had been determined. This was based principally on the Surrey 2021 Census of working age adults but also took into account the London and South East demographic. The 4.5% target (for those who indicated they are limited in day-to-day activities) was being raised incrementally each year up to a long-term target of 6%.

Service performance (Audit)

5. A Member asked what actions were outstanding in responding to audit findings. The Audit Manager said they were now 100% implemented. The one outstanding high priority action had been to put in place procedures to update the system with Children's Services Panels outcomes on finance or care. Although the agreed implementation date was in fact met, they had been unable to obtain evidence to demonstrate this until after the end of the quarter.

Financial Services

6. A Member queried the percentage of Council's payments to its suppliers within 30 days decreasing to 89 per cent. Thirty per cent of late payments were made within 40 days. The Financing & Purchasing Operations Manager informed that delays had been in the service areas of Property and Adults, which each have their own interface, and Proactis (which replaced Taulia) - the solution delivered by MySurrey used by suppliers for electronic invoicing. Proactis has had a number of technical issues meaning suppliers were not able to use it, resulting in a decrease in the number of invoices being raised via e-invoicing since the go-live of MySurrey, and some invoices having to be manually processed. A plan was currently with SCC's implementation partner Vision 30. Once resolved, a communications plan would be rolled out to let suppliers know the benefits of its functionality. In Property, payments made quickly were showing as being made late because suppliers submitted invoices late due to resourcing issues and the interface, Planon, did not take this into account. The Director for Corporate Finance & Commercial added that from November the Council would be sending one timely invoice to Mace who would then deal with sub-contractors, reducing delays.

Action: Director for Corporate Finance & Commercial to provide (a) the raw number of organisations who have not been paid by SCC within 30 days and (b) information on the improvement plan for Proactis and the date technical issues are expected to be resolved.

7. Members raised concerns about the cashflow impact of payment delays on suppliers during a cost of living crisis. The Chairman said last year a charity risked not being able to pay its staff's salaries when it was owed £500,000. The Strategic Finance Business Partner acknowledged that purchase orders should be raised in a timely manner and it was not good practice to wait until the invoice was received. The Audit Manager assured Members that Internal Audit would in Q3/4 be looking at the fitness for purpose and controls of MySurrey key financial systems.
8. The Financing & Purchasing Operations Manager said the general debt over six months had largely been cleared, with just under £1m owed from Surrey Heartlands still outstanding.

Land and Property

9. The Strategic Finance Business Partner informed that, since the £3.2m capital receipts in June, progress towards achieving £46m by 2025 had improved significantly and the Council was on track for the year.

Action: Head of Performance & Data Management to provide the latest available figure for indicator LP01.

Enterprise Resource Planning system

10. Transition to Business As Usual is planned for December 2023. A Member who enquired about the amber rating of the final implementation phase was told prudence dictated it needed to be amber.

Transformation

11. A list of programmes with delayed milestones had been shared with the Select Committee. The Head of Transformation & Programme Manager said slippage from Q1 to Q2 did not have any material impact and the programmes would still deliver the expected benefits.

Action: Head of Transformation & Programme Manager to confirm whether programme milestones due to have been reached in Q1, but delayed, were all reached in Q2 2023/24 as was hoped.

Budget monitoring 2023/24

12. Members were told £12.2m of the projected £21.3m total year's overspend for all directorates was for children's social care placements; this was less about demand and more about the national insufficiency, and therefore high cost, of placements.

Action: Head of Performance & Data Management to add measure descriptions in an appendix of all future Performance Monitoring reports.

Date of next meeting:

11 December 2023 at 1:15 pm.



Resources and Performance Select Committee Forward Work Programme 2024

Resources and Performance Select Committee | Chairman: Cllr Bob Hughes
Scrutiny Officer: Julie Armstrong | Democratic Services Assistant: vacant

Date of Meeting	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
12 March 2024	Equality, Diversity & Inclusion	Check progress on recommendations made in June 2023, particularly on making council offices accessible.	Make Council inclusive.	Empowering communities	Mark Nuti, Cabinet Member responsible for EDI Natalie Bramhall, Cabinet Member for Property; Glenn Woodhead, Assistant Director for Facilities Management
	Removal of payroll service to academies	Process, in particular timing and associated communication, and consequences for MATs and Council.	Learn lessons with respect to off-boarding.	Growing a sustainable economy so everyone can benefit, Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Anna D'Alessandro, Director, Corporate Finance and Commercial; Ricky Fuller, Head of Business Services
	Interim Report of the Unit4/MySurrey Task Group	To share the task group's findings of their research into the selection and implementation of the new Enterprise Resource Planning system	Decide on next steps	Growing a sustainable economy so everyone can benefit	Steven McCormick, Chairman of the Task Group
15 May 2024	Digital inclusion	Citizens Online to bring their final report with recommendations to Committee.	To ensure nobody is left behind due to IT exclusion.	Tackling health inequality, Growing a sustainable economy so	David Lewis, Cabinet Member for Finance and Resources; Sarah Kershaw, Chief of Staff to Chief Executive

				everyone can benefit, Empowering communities	
	Corporate Health and Safety	To check Orbis internal audit's recommendations made in May 2023 into H&S governance are being implemented and improvements made since HSE improvement notice on 10 April 2023.	Review H&S performance, including across schools and care homes, under new governance arrangements from 1 June 2023.	Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Leigh Whitehouse, Deputy Chief Executive and Executive Director; Shella Smith, Director for People and Change; Successor of Paul Booker, Corporate Health and Safety Lead Manager
16 July 2024	Facilities Management contracts	Post-implementation review. New contracts for hard and soft services being let late 2023.	Be assured of quality and value for money.	Growing a sustainable economy so everyone can benefit	Natalie Bramhall, Cabinet Member for Property and Waste; Glenn Woodhead, Assistant Director for Facilities Management
23 October 2024	Data Strategy Transformation Programme	Progress report on the business plan for the Data Strategy Transformation Programme.	Monitor progress of recommendations made by Committee in February 2023.	Empowering communities	Rebecca Paul, Deputy Cabinet Member for Levelling Up; Successor of Rachel Crossley, Joint Executive Director, Public Service Reform; Angela Lawrence, Head of Data
Informal meetings					
TBC	Getting people with disabilities work-ready	Look at Local Authority exemplar and hear from commercial businesses. What skills will be	Help people with disabilities into work and fill	Tackling health inequality, Growing a sustainable	Sinead Mooney, Lead Member for EDI; Sarah Kershaw, Chief of Staff;

		needed in 10 years time and how to prepare.	Council vacancies.	economy so everyone can benefit, Empowering communities	Nikki Parkhill, Head of Equality, Diversity and Inclusion; Tom Holmwood, Head of Resourcing
Items to be considered					
TBC	Subject access requests	Response times raised as concern at Feb 2023 performance monitoring session.	Improve response times.	Empowering communities	Grisilda Ponniah, Corporate Information Governance Manager
Task and Finish Groups					
Timescale	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Membership
On-going, budget monitoring and scrutiny	Budget Task Group	To enable in-depth scrutiny of the Council's in-year budget, cutting across the remits of all four Select Committees.	To ensure that the Council's budget offers good value for money in all the Council's service areas, enabling the best outcomes for residents.	Growing a sustainable economy so everyone can benefit	<u>Membership:</u> <ul style="list-style-type: none"> • Catherine Powell (Chairman) • Bob Hughes • Fiona Davidson • Trefor Hogg • Jonathan Hulley • Jonathan Essex • Fiona White
Interim report to 12 March SC	Unit4/MySurrey	Review lessons learned from implementation delays and overspend	To avoid a repeat of issues	Growing a sustainable economy so everyone can benefit	<u>Membership:</u> <ul style="list-style-type: none"> • Steve McCormick (Chairman) • David Harmer • John O'Reilly • Edward Hawkins

Standing Items

- **Forward Work Programme (FWP) and Recommendations Tracker:** Review of the Select Committee's forward work programme, and monitoring of the Select Committee recommendations and actions.
- **Notes of Performance Monitoring Session:** A record of the most recent informal Performance Monitoring session (conducted every 2-4 months).

**RESOURCES & PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
December 2023**

Annex B

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KEY			
	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
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24 April 2023	Digital Inclusion [Item 6]	<p>RPSC 16/23: That the Resources Directorate and Member Services provide and publicise face-to-face digital skills training to Members at all levels, including Cabinet.</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Matt Scott,</p> <p>Anna Miller, Member Services Manager</p> <p>Sarah Bogunovic, Assistant Director - Registration, Coroner's Services & Customer Strategy</p>	<p>3 October 2023</p>	<p>3 August 2023</p>	<p>RPSC 16/23: IT & Digital currently offer training and development through the Digital Skills Training Team and the Tech Advocates to both officers and members. The Member Development Steering Group (MDSG) have worked closely with IT&D to develop a clear roadmap for continuous development of members' digital skills. A digital skills survey has been undertaken to identify skills gaps and requirements for members. The survey is now complete, the results are being analysed, the feedback is being presented to the Members Steering group on 21 November 2023.</p>
		<p>RPSC 19/23: That the Service ensures that Citizens Online shares the findings from its online survey once complete and the Cabinet Member for Finance & Resources brings their final report with recommendations to a meeting of the Resources and Performance Select Committee.</p>	<p>Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture</p>		<p>Feb 2024</p>	<p>RPSC 19/23: Initial survey findings were circulated on 5 June 2023. Final report is due to come to Committee on 15 May 2024.</p>

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22 June 2023	Equality, Diversity and Inclusion [Item 6]	<p>RPSC 35/23: The ED&I Lead shares the quarterly reporting on the 2023-24 Action Plan with the Select Committee. These reports should include specific responsibilities and timescales.</p>	<p>Natalie Bramhall, Cabinet Member for Property and Waste</p> <p>Sarah Kershaw, Chief of Staff (ED&I Lead)</p> <p>Glenn Woodhead, Assistant Director for Facilities Management</p> <p>Shella-Marie Smith, Director for People and Change</p>	18 September 2023	15 Jan 2024 & 29 April 2024	<p>RPSC 35/23: The quarterly reports will be shared on the schedule below:</p> <ul style="list-style-type: none"> Quarter 1 (April-June): emailed to Members on 21.09.23 Quarter 2 (July- September) 2023-24: emailed to members on 23.11.2023 Quarter 3 (October- December): week commencing 15.1.24 Quarter 4 (January- March 2024) week commencing 29.4.24 <p>NB from Quarter 2, reporting for workforce elements of the action plan will be extracted from the People Strategy progress report as we have streamlined our reporting process.</p>
		<p>RPSC 36/23: The People and Change Directorate and the ED&I Lead use findings from the disabled, minority ethnic and LGBTQ+ workforce reviews to inform plans to enhance recruitment and retention amongst these groups.</p>			Jan 2024	<p>RPSC 36/23: Only the review focussing on the experience of disabled colleagues at SCC has been completed - the review of experiences of our ethnically diverse colleagues and LGBTQ+ colleagues are due to be completed in</p>

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Page 80						<p>November 2023 and January 2024 respectively. The employee experience reviews are underway and when the recommendations from all three reviews are available, the insight from these will inform the EDI action plan for 2024/25. Many of the recommendations from the disability review are already in progress such as addressing the accessibility of the built environment, the need for HR policies that make positive commitments towards supporting disabled colleagues and for the council's management development offer to support consistent application of policies into practice. Among these, themes are emerging specifically relating to training for managers which are informing the design of our workforce development programme.</p> <p align="right">Feb 2024</p> <p>RPSC 38/23: Update 24 October: We have not had all the feedback from the Surrey Coalition yet but will</p>
		<p>RPSC 38/23: The Cabinet Member for Property and Waste and Assistant Director for Facilities Management share with the Committee the schedule</p>				

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		<p>of reasonable adjustments work currently scheduled and (a) accompany representatives of Surrey Coalition of Disabled People and the Select Committee Chairman on a tour of Woodhatch, Dakota and Fairmount House by the end of September 2023 to identify what accessibility issues are encountered, (b) add these to their schedule of works and make findings available to the Select Committee, (c) commit to ensuring these issues are resolved as soon as is reasonably practicable, (d) advise the Select Committee of progress or delay by its February 2024 meeting and, before then, (e) invite the Select Committee Chairman and Vice-Chairmen and Surrey Coalition of Disabled People to inspect work in progress.</p>				<p>present these to the committee at the 12 March 2024 meeting.</p>
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18 October 2023	Digital Business & Insights (DB&I) status report and lessons learnt approach [Item 5]	RPSC 40/23: That the Resources and Performance Select Committee convene a task group of three to five Members to undertake the review of the MySurrey project with a view to report to the select committee at its first meeting of 2024.	Steven McCormick, Vice-Chairman Julie Armstrong, Scrutiny Officer			Meeting held 22 November to review scoping document.
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ACTIONS

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
2 Feb 2023	Surrey Council Data Strategy Transformation Programme Update [Item 6]	RPSC 5/23: Progress report to the Select Committee: Asks for a progress report in September 2023 and a 6 monthly update thereafter addressing the aforementioned recommendations along with any relevant matters involving the Council's Data Strategy and the Transformation Programme underpinning it.	Rebecca Paul, Deputy Cabinet Member for Levelling Up Angela Lawrence, Head of Data			RPSC 5/23: On the Forward Work Programme for 23 October 2024. Happy to provide a written progress report in the meantime.

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24 April 2023	Digital Inclusion [Item 6]	RPSC 8/23: The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to provide the Committee with information regarding the take-up of the Surrey Adult Learning Digital Skills course and the equivalent provision available in East Surrey.	David Lewis, Cabinet Member for Finance and Resources Sarah Bogunovic, Assistant Director - Registrations, Coroner's Service & Customer Strategy	31 May 2023		Surrey Adult Learning (SAL) in the first half term of this new academic year has experienced more than a doubling of learners and enrolments in the accessing of digital skills programmes. Up to Friday 19 October, SAL had 269 learners who enrolled on 373 courses compared to the same time last year when SAL had 123 learners and 156 enrolments on digital skills courses. SAL experienced an increase in demand from more targeted marketing and the recruitment of experienced tutors. We have worked with the local DWP team to introduce a Digital Dippers course for over 50 year old learners seeking employment and developed courses that have enticed learners such as an Apple Mac and iPad course, Web Design and Digital Skills for Work and Home. We will provide a further update from the east of the county when East Surrey College returns after the half term.

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						<p>East Surrey College in the first half term of this new academic year has experienced a higher demand of digital programmes across both accredited and non-accredited provision.</p> <p>ESC had 136 learners who enrolled onto adult digital programmes last year, and we are expecting a significant growth in numbers this year, and up to 90% more students predicted in 23/24. We have worked closely with the local DWP teams on focused Digital Skills courses for over 50-year-old learners seeking employment and upskilling, which has seen larger cohorts of delivery this term. Some of these programmes relates to SWAP's (Sector based Work Academy Programmes – they tend to focus on one sector to train up staff in employment – usually health and social care and hospitality) and</p>

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						others are bespoke programmes based on the profile needs of residents or customers.
22 June 2023	People and Change Workforce [Item 5]	RPSC 17/23: Share the analysis of exit survey data for the most recent quarter	Bella Smith, Head of Insight, Programmes and Governance			Emailed to committee members on 11 October 2023.
22 June 2023	Equality, Diversity and Inclusion [Item 6]	RPSC 22/23: Share conclusions of June's LGA equality peer review with the Committee	Nikki Parkhill, Head of Equality, Diversity & Inclusion			Emailed to committee members on 16 October 2023.
18 October 2023	Digital Business & Insights (DB&I) status report and lessons learnt approach [Item 5]	RPSC 24/23: Deputy Chief Executive and Executive Director of Resources to clarify the figure reported to Cabinet regarding how much MySurrey was forecast to save annually.	Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources			Emailed to committee members on 29 November 2023.

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