

REPORT OF THE RESOURCES AND PERFORMANCE SELECT COMMITTEE

Item under consideration: Customer Transformation Programme Update

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Date considered: 5 February 2025

The Resources and Performance Select Committee received an update report on the **Customer Transformation Programme**. The report was presented by the Cabinet Member for Customer & Communities, with support from the Programme Director – Customer Experience Journey and other officers. The Committee seeks to provide continuing scrutiny input into the programme as tranches of funding continue to be released by Cabinet, especially as the council's work on transformation will likely be impacted by Local Government Reform (LGR).

In considering updates on the Customer Transformation Programme and its Dynamic Customer Operating Model, as well as other appendices, the select committee noted the benefits of the programme and notable successes (including projects such as *FixMyStreet*) and the ongoing work to ensure that gains continue to be delivered to Surrey residents. However, the committee continues to voice caution regarding the 'Test and Learn' approach and Dynamic Customer Operating Model's lack of clear project end targets. The committee asks to be able to scrutinise any future proposal for release of funding for the programme before it goes to Cabinet for decision.

After detailed discussion and noting the responses to its key lines of enquiry, the Select Committee agreed the following conclusions and recommendations for Cabinet to consider:

Recommendations:

- The select committee welcomes work to drive efficiencies at the council so as to improve contacts with our residents and preserve financial sustainability to protect services, but voices caution about the challenges to delivering robust benefits for Surrey residents, and has concerns about the lack of clear project end targets entailed by the Dynamic Customer Operating Model.
- The select committee also voices caution about the potential impacts of engaging in expensive and complex programmes in the face of possible Local Government Reform (LGR) and its as yet unknown effects on the council, though notes that Cabinet already plans undertake complex planning for the possible impacts of LGR.

- The select committee RECOMMENDS that Cabinet revisit the funding Customer Transformation Programme in light of the uncertainties of Local Government Reform to ensure that any future spending and investment continues to benefit Surrey residents and/or any new future Authorities, and that any new or revised proposal comes before this select committee for scrutiny before a Cabinet decision is made.

Cllr Robert Hughes - Chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Cllr Steven McCormick - Vice-chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Cllr Lesley Steeds - Vice-chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Background papers

[Customer Transformation Programme Update \(appendices included\)](#)

Item under consideration: Unit4/MySurrey Stabilisation Board Report

The Resources and Performance Select Committee also received an update report on the **Unit4/MySurrey Stabilisation Board Report**. The report was presented by the Cabinet Member for Finance & Resources, with support from the Deputy Chief Executive and other officers. The Committee would like to provide continuing oversight of work with Unit4, as well as continuing to monitor the implementation of its task and finish group recommendations, and is interested to see the results of Cabinet's planned work to plan for how IT infrastructure will be impacted by Local Government Reform.

In considering the report and its annexes, the select committee welcomed the continued prioritisation of resolving issues with Unit4 and the changes that are being made to governance to redouble efforts here. The select committee remains concerned about the number of issues still outstanding with Unit4, the impacts of these, and the original specification used to procure the system at tender stage. The committee asks for a further update within the next few months and to be consulted on planning regarding the impacts of LGR.

After detailed discussion and noting the responses to its key lines of enquiry, the Select Committee agreed the following conclusions and recommendations for Cabinet to consider:

Recommendations:

- The select committee welcomes the continued prioritisation of work underway to keep resolving issues with Unit4 through contract negotiations and changes to governance and acknowledges the lessons learned, but remains concerned about the number and nature of outstanding issues, the cost and impacts to the council and its staff, and the nature of the original specification used when procuring the system.
- The select committee RECOMMENDS that officers update the select committee approximately 3 months from now (or at the most appropriate time, such as at the end of the *Stabilisation* phase) on the progress in resolving the remaining issues with Unit4, the performance and capacity of the system, and the effectiveness of the new governance arrangements.
- The select committee RECOMMENDS that Cabinet consider undertaking a review to understand and evaluate the likely impacts of any Local Government Reform (LGR) on the use of the Unit4 system to deliver the core financial functions of any future Authorities, as part of its planned wider work on how IT infrastructure would change due to LGR, and that the results of any review are shared with this select committee.

Cllr Robert Hughes - Chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Cllr Steven McCormick - Vice-chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Cllr Lesley Steeds - Vice-chairman, Resources and Performance Select Committee

Date: Tuesday 11 February 2025

Background papers

[Unit4/MySurrey Stabilisation Board Report](#)

[Item 10 - Annexe 1 - Governance model for Stabilisation](#)

[Item 10 - Annex 2 - Audit Actions Summary](#)

[Item 10 - Annex 3 - EIA Unit4 Stabilisation Programme Dec 24](#)