

2020/21 Improvement Plan

Issue identified during 2019/20	Action being taken during 2020/21	Update as at October 2020
<p>Covid-19 Recovery Programme</p>	<p>A 'Recovery, Reset and Reform' programme of work is being initiated to ensure:</p> <ul style="list-style-type: none"> • The council is able to function effectively and fulfil its duty of care to residents and staff throughout the pandemic; • There is a smooth transition from the LRF structures to existing partnership arrangements and the county council's own governance processes to allow the major incident to close when appropriate; • The impacts of Covid-19 are accurately reflected in the current budget and activities adjusted in year to maintain financial sustainability (<i>with a Cabinet/Council decision on this in September if required</i>); and • The council can continue to be ambitious in its vision for the county and has clear strategies in place that still deliver on the overarching aims of Vision 2030 with plans adjusted to mitigate the long-term impact of Covid-19 and take advantage of any opportunities presented to accelerate transformation. 	<p>An internal Operational Group consisting of senior managers from across the organisation, including all category 1 services, and co-chaired by the Executive Director for Corporate Resilience and the Director for Public Health continues to coordinate Covid 19-related activity, identify and manage risk, and ensure effective information flows.</p> <p>The council has also maintained a continuous focus on staff wellbeing through the pandemic, providing a range of resources, advice and guidance to support both individuals and teams. Regular staff communications have clearly set out the council's position on key issues, including remote working, and a comprehensive risk assessment process has enabled the council to identify and put in place mitigations appropriate for individual staff members, including those most at risk.</p> <p>The council's Emergency Management Team is working with partner organisations to ensure on-going response activity is sustainably resourced and overseen by appropriate governance structures, including the council's Corporate Resilience Group.</p> <p>Smooth transition is further supported by the Recovery Transition Plan produced and overseen by the LRF Recovery Coordination Group, which is supporting partner organisations to define the 'new normal' and to transfer on-going activity to appropriate partner forums.</p> <p>The impact of Covid-19 on the Council's finances has been reported to regularly as part of the Cabinet's month end financial reports. On 21 July 2020 (as part of the Month 2 Financial report), Cabinet approved an in-year budget reset to</p>

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		<p>incorporate Covid-19 funding for costs and lost income into Directorate budgets. Over the summer, a full review of the council’s activities, including the current transformation programme, was undertaken supported by cross-party task group drawn from the select committee chairmen and vice chairmen group (including the chairman of the Audit and Governance Committee). This was reported and approved by the Cabinet on 29 September 2020.</p> <p>The Cabinet has agreed four emerging priority objectives (Tackling inequality and ensuring no one is left behind; Driving inclusive growth; Creating a greener future; and Enabling resilient and connected communities) to form a new focus for the council and the basis of a refreshed Organisation Strategy. The refreshed organisation strategy will be presented to the Cabinet at the end of October and if agreed, recommended to County Council for approval at its meeting on 8 December 2020.</p>
<p>Agile workforce Changing our culture and the way we organise ourselves as a council, as well as the practical aspect such as technology.</p>	<p>Rethinking the way we work through a culture of empowerment where staff determine where, when and how they work to be most effective and deliver the best performance and outcomes, underpinned by our working principles.</p>	<p>Established the Agile Organisation Programme, which brings together HROD, Land and Property, IT&D and programme change to drive the adoption of Agile working. Starting with moving teams out of County Hall, all teams are being engaged with to build their own plans for adopting Agile. Support is being given by the change programme and HROD.</p>
<p>Children’s Services Greater focus on the impact of the Children’s Improvement Programme.</p>	<p>Carrying out significant quality assurance activity including monthly case audits, themed auditing and focused mock inspections.</p>	<p>The Family Resilience improvement programme has continued in 2020 throughout the Covid-19 pandemic and while some resources have shifted to support other parts of the service, improving frontline practice remains a priority.</p>

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	<p>Alongside the ongoing business as usual activities, the Children’s directorate priorities for 2020/21 focus on:</p> <ul style="list-style-type: none"> • Response to the Coronavirus Pandemic • Starting well: first 1000 days • Children’s Services Improvement • SEND and additional needs transformation • Emotional Health and Wellbeing • Libraries and Cultural Services transformation • Enabling our people, utilising our technology and embedding equality and diversity for all. 	<p>There are several transformation work-streams that are continuing along with additional projects starting in the latter part of 2020/early2021:</p> <ul style="list-style-type: none"> • Embedding the Family Safeguarding Model and continuing training in the Motivational Interviewing approach • No Wrong Door – A short term residential model to support some of the most vulnerable teenagers • Mockingbird Family Model – Helping to provide more stable homes with foster families • Getting to Good – Improving outcomes and addressing inspection recommendations • Integrating the Learners Single Point of Access with the Children’s Single Point of Access • Workforce – Improving recruitment and retention • Universal Youth Work – Developing our Youth Centres and support for young people.
<p>Performance Reporting and Risk Management</p> <p>Embedding the performance management and risk management frameworks.</p>	<p>Analysing and understanding the impact of COVID-19 across Surrey, revising the 2030 vision, organisational strategy and performance reporting framework and risk impacts.</p> <p>Engaging a risk management partner to support the implementation of the baseline review recommendations and embed a risk management culture into the everyday workings of the council.</p>	<p>EY have been appointed to develop the council’s approach to risk management and strengthen the risk culture. The project team meets regularly to review progress and updates are provided to Audit and Governance Committee.</p> <p>Risk reporting will form a key part of the performance management framework and is a key enabler for the council to support the delivery of the objectives set out in the organisation strategy and 2030 vision.</p>

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<p>Land & Assets</p> <p>Improving the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council.</p>	<p>Implementing the Improvement Plan including:</p> <p>Business Performance: Updating Risk, Audit, Governance and business reporting including accurate forecasting.</p> <p>Systems, Data & Processes: Embedding quality and compliance processes and new systems to provide efficient data, workflows and management information.</p> <p>People, Communication and Culture: Strengthening skills, capabilities and investment in people and ensuring clear accountabilities through a partnership approach to delivery aligned to the corporate strategy and business needs.</p>	<p>Programme Manager started on 1 September 2020 and implementation has begun.</p> <p>Business Performance: assessing current processes and looking for improvement areas.</p> <p>Systems: Engaged with the implementation of the Integrated Workplace Management System and adding a user experience lens to deployment.</p> <p>People: Mapping current structures and engagements.</p>
<p>Governance</p> <p>Improvements to the council's governance including the Member Code of Conduct and Governance Panel.</p>	<p>The Audit and Governance committee will consider and recommend to Council the adoption of a new Code of Conduct for councillors appropriate for the council further to the publication of the new model code by the Local Government Association.</p> <p>The officer Governance Panel will complete a review and action plan for all strands of council governance in adherence with the CIPFA code of good governance to fully inform the improvement of governance systems across the council and contribute to the Annual Governance Statement assurance in 2021.</p>	<p>Member task and finish group established over summer and will recommend a new Code of Conduct for councillors to Audit and Governance Committee when issued by the Local Government Association. The Standards complaints procedure is being revised by the task group and two new independent persons are being recruited.</p> <p>The Governance Panel meets quarterly and a review of governance ongoing of all strands of governance to complete first cycle by February 2021. AGS action tracker has been established for reporting.</p>
<p>Digital Business and Insights Programme to enable</p>	<p>This programme is nearing completion of a procurement process to replace the existing SAP corporate system, which manages the council's back</p>	<p>Unit4 have been appointed as the implementation partner for the programme, supported by Embridge Consulting.</p>

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<p>transformative process improvements</p> <p>To facilitate the transformation of our core processes through the replacement of the existing SAP corporate system</p>	<p>office finance, procurement, HR & payroll processes. This transformation programme is now moving towards its implementation phase, which will enable the council to achieve its ambitions to transform our core processes in Finance, HR and Procurement. This will improve reporting with more insightful information to facilitate management decision making and fully enable a flexible and mobile workforce.</p>	<p>The DB&I Programme Board have approved the Project Initiation Document and the plan for the Design stage. The project team, supported by subject matter experts from both the functional areas (Finance, Procurement, HR and Payroll) and the Directorates will be taking part in familiarisation training sessions and Design workshops over the next few months.</p>
<p>Pensions Administration Improvement Programme</p>	<p>This function has long suffered from many issues across people, processes and systems. Despite much effort from many over the last few years, it has not been able to progress to the level required to deliver the best practice service we aspire to. As a result, the leadership, governance and ways of working of this function have been redesigned and a new, streamlined programme will be set in train for 2020/21 for delivery over the next 12-24 months.</p>	<p>A pension administration “Turnaround Board” has been established to oversee the dissolution of the Orbis pension partnership, along with reversion to sovereign authorities including a review of the fundamentals for delivering pensions administration. The progress of this board is reported to the Chairmen of the Local Pension Board and the Pension Fund Committee on a monthly basis.</p> <p>The pension administration team have made progress on improving areas highlighted by internal audit as having control weaknesses, including making significant headway in clearing down the backlog of legacy cases that had been built up over a considerable period of time.</p>

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