

**CABINET- 26 November 2024****Cabinet Response to the Interim Recommendations from Select Committees Following Budget Deep Dives and Budget Briefing Sessions****Resources and Performance Select Committee:****Workforce Costs Deep Dive – The Select Committee:**

- I. Recommends the model behind the Organisational Design Principles as well as their upcoming review.

**Proposed Cabinet Response:**

Cabinet notes and this recommendation is complete. The Organisational Design Principles have been updated.

- II. Recommends that the Cabinet agrees action plans for the implementation of the six 'spans and layers' and clarifies the changes and potential savings that this will deliver from the present configuration.

**Cabinet Response:**

The Organisational Design Principles include guidance on average spans and layers within the organisation. The principles will continue to be used to inform the design of staffing structures. It is not possible to state what savings may be achieved through reviewing spans and layers as this is just one of the factors considered when restructuring.

- III. Recommends that work continues to restrict the amount of agency staff at the council to ensure that the associated costs are reduced.

**Cabinet Response:**

Cabinet notes and agrees. The Corporate Leadership Team reviews every request to recruit, including for new agency workers or where an assignment needs to be extended.

**Data Deep Dive - The Select Committee:**

- I. Recommends exploratory work is undertaken into the possibility of implementing a 'golden single source of data' practice across the council.

**Cabinet Response:**

Cabinet agrees in principle that the recommended exploratory work being undertaken, with consideration given to timing in conjunction with existing priorities and resources.

- II. Recommends that work clarifying how the estimated investment costs of the programme were arrived at is shared with the select committee for consideration.

**Cabinet Response:**

Cabinet notes and this recommendation is complete. Investment and resource requirements for the Data team has already been shared as part

of the deep dive as well as additional supplementary information that was shared on 4th October 2024.

- III. Recommends that Cabinet give serious consideration to continued prioritisation of data improvements and suggests it seeks a clear articulation of the benefits or this work (or risks of not doing it) and a more detailed explanation/justification of the estimated cost of continuing this programme.

**Cabinet Response:**

Cabinet notes and this recommendation is complete. Investment and resource requirements for the Data team has already been shared as part of the deep dive as well as additional supplementary information that was shared on 4th October 2024. This also included the risks of divesting in this area. Further work on benefit identification will be prioritised in line with wider transformation benefit improvements.

**Additional Recommendations:**

- I. The select committee welcomes the upcoming Organisational Redesign (formerly the 'Core Function Re-design') and recommends that the service continues to report back to this select committee as it works toward the aim of producing a return on the significant investment in the 2027/28 financial year.

**Cabinet Response:** Cabinet notes and agrees.

- II. The select committee recommends that analysis being undertaken to forecast possible demographic changes, including potential increases in Surrey's resident population, which includes housebuilding targets (NPPF changes) and other relevant information, is made available to the select committee, along with associated proposed changes to the planning framework, and recommends that these are factored into the revised MTFS modelling.

**Cabinet Response:**

Noted. The Core Planning Assumptions document is updated regularly by officers and scenarios produced. This can be made available to the select committee. The core planning assumptions are updated twice a year and budget modelling assumptions are updated more frequently, with monthly iterations discussed at the Corporate Leadership Team.

- III. The select committee recommends that it receive an update on vacant and part-vacant properties and sites in all portfolios (that are owned by SCC, companies owned by SCC, or where SCC is a shareholder) – including schools and office buildings - and related policies, usage strategies and practices, with detail on how determinations of retention or disposal are made in accordance with Best Value.

**Cabinet Response:**

Cabinet notes and agrees that an update will be provided.

- IV. The select committee welcomes the recruitment controls in place and further plans to examine and implement changes to organisational structure – such as the “6 spans and 6 layers” work, as discussed in the Workforce *deep dive*, - and recommends that recruitment continues to be carefully managed through robust business cases and justifications to produce the best outcomes for council services.

**Cabinet Response:**

Cabinet agrees. The Corporate Leadership Team considers every business case to recruit to roles and to extend existing fixed term and agency roles, ensuring robust control on recruitment to any roles which are not frontline, community-facing.

- V. The select committee welcomes the procurement controls in place and the extensive work of the Procurement Board and recommends that the Board continues in its work and examines and analyses the management of contracts to ensure value for money, quality and sustainability of the service in all council contracts.

**Cabinet Response:**

Cabinet agrees that the work of the Procurement Board will continue.

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