

EAST SUSSEX COUNTY COUNCIL, BRIGHTON AND HOVE CITY COUNCIL AND SURREY COUNTY COUNCIL



ORBIS JOINT COMMITTEE

DATE: 12 OCTOBER 2018

LEAD OFFICER: MICHAEL COUGHLIN (EXECUTIVE DIRECTOR OF CUSTOMERS, DIGITAL & TRANSFORMATION, SURREY COUNTY COUNCIL)

SUBJECT: SCC TRANSFORMATION PROGRAMME

SUMMARY OF ISSUE:

Surrey County Council is undertaking a large scale transformation programme to address identified performance, financial and organisational culture issues to improve service delivery to residents and value for money.

The key components of the programme include a Vision for Surrey in 2030, a refreshed approach to partnership work, the development of 'Deals' with the community, full business cases for critical service areas and enabling functions, revised financial systems, processes and practices and a culture audit and change programme.

RECOMMENDATIONS:

It is recommended that the Orbis Joint Committee notes the detail of the transformation programme in Surrey and the key areas of focus.

REASON FOR RECOMMENDATIONS:

The Joint Committee requested further detail around the SCC transformation programme at the Committee meeting in July 2018

DETAILS:

Transformation Programme

1. Surrey County Council faces a number of performance, financial and cultural issues, including significant budget pressures as a result of substantial forecast demand for services and reducing funding. There is an estimated budget shortfall of £240m by the year 2020/21.
2. A new Chief Executive, Joanna Killian was appointed earlier this year and has strengthened the corporate leadership team to address the lack of strategic capacity and capability within the organisation.
3. A comprehensive and wide-ranging programme of activity has been initiated to transform the way services are delivered to residents. The transformation programme consists of nineteen specific projects and is being managed through a programme management office (PMO), the Transformation Support Unit (TSU).

4. In order to drive the change at speed and meet the tight deadlines associated with the budget setting process, each project submitted an outline business case (OBC) in early August with final business cases (FBC) submitted in September.
5. The nineteen priority areas identified by Cabinet are listed in Annex 1, together with a high level timeline for approval of the FBCs.

CIPFA Report

6. The Leader and Chief Executive of Surrey County Council commissioned CIPFA to review the financial resilience of the Council and the effectiveness of its finance function.
7. CIPFA conducted discussions and interviews with key members of staff including the Chief Executive, the Corporate Leadership Team; the Leader of the Council and other key Elected Members. The team also conducted a 'deep-dive' examination on key aspects of the Medium Term Financial Plan 2018-21, and reviewed key documents, as well as undertaking a series of focus groups and conducting a survey of the Finance team.
8. The summary report sets out the findings of this review (Annex 2)

WHAT HAPPENS NEXT?

1. The timeline in annex 1b sets out the approval steps required, with a target date of full Council approval on 13 November 2018.

Contact Officer:

Adrian Stockbridge – Head of Strategy, Performance & Change Orbis

Consulted:

- Michael Coughlin – Executive Director of Customers, Digital & Transformation, SCC

Annexes:

- 1a - List of Transformation projects
- 1b - Timeline for approval
- 2 – CIPFA report on Finance
- 3 – SCC Finance Improvement plan relating to Orbis

Sources/background papers:

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Annex 1a SCC Transformation Projects:

Ref No.	Project / Programme	Lead Member	CLT Sponsor
1	Accommodation with Care & Support	Mel Few	Helen Atkinson
2	Practice Improvement ASC	Mel Few	Helen Atkinson
3	Family Resilience (Early Help & Practice)	Clare Curran	Dave Hill
4	SEND Sustainability	Mary Lewis	Dave Hill
5	All Age Learning Disabilities	Mary Lewis	Dave Hill
6	Waste	Mike Goodman supported by Cameron McIntosh	Jason Russell
7	Finance Transformation	David Hodge	Kevin Kilburn
8	Highways Transformation (HTE)	Colin Kemp	Jason Russell
9	Health and Social Care Integration	Tim Oliver	Helen Atkinson
10	People and Places (inc. Property)	Colin Kemp	Tracie Evans
11	Mobile Workforce	Helyn Clack	Michael Coughlin
12	ORBIS vfm	Helyn Clack	Michael Coughlin
13	Performance Management & MI/Insight	Denise Turner-Stewart	Michael Coughlin
14	OD / Ratios	David Hodge	Michael Coughlin
15	Commissioning	Tim Oliver	Dave Hill
16	Commercial -- services to other public bodies	John Furey	Tracie Evans
17	Fees & Charges	John Furey	Kevin Kilburn
18	Customer Experience - channel shift	Denise Turner-Stewart supported by Alison Griffiths	Michael Coughlin
19	Digital	Helyn Clack	Michael Coughlin

Annex 1b SCC Transformation approval timeline

