

Organisation Portfolio Objectives

Finance – Cllr. Schofield	
Finance and Budgets Oversight; Service & Financial planning, Legal Support.	
Objective	Progress
Adopt Capital Investment Strategy and Action Plan.	The new Capital Investment strategy was supported by the Executive on 19 September and Council on 26 September.
Service and Financial Planning 2020/21	The draft budget proposals will be considered by the Executive on 7 November, and will be reviewed by the Budget Scrutiny Panel on 21 November, before reporting back to this committee.
Medium Term Financial Plan 2020-25	The update to the Medium Term Financial plan was approved by the Executive in July, following consultation with the Overview and Scrutiny Committee.
Update procurement and contract management and clarify processes and controls.	A review of these processes is forthcoming. It is intended to recruit for an additional related post to ensure effective management and compliance.
Develop Asset Management strategy including maintenance and assessment considerations.	The asset management strategy is being developed and will be considered for approval by the Commercial Ventures Executive Sub-Committee once complete. We will be recruiting a Property Management Lead to support this strategy and effective management of our assets.
Establishing effective working groups/panels to review/guide key elements of Service and Financial Planning, such as Budget Advisory Working Group and Treasury Management/ Investment Panels.	These panels are currently operating and will continue to work with Portfolio Holders to help shape the developing budget.

<p>Ensure effective legal support for the organisation.</p>	<p>The new legal support arrangements have now been established, which are providing improved delivery of legal support. The service is expected to be on-budget from 2020/21.</p>
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Corporate Direction and Governance – Cllr. Lewanski

Corporate Policy, Performance and Risk Management, Governance

Objective	Progress
<p>Performance and project reporting – update Key Performance Indicators (KPIs) and identify new success measures to align with the new Corporate Plan. Introduce consistent approach to project reporting to the new Portfolio Panel meetings.</p>	<p>Corporate Plan success measures are being developed in consultation with Heads of Service, taking account of the recent public consultation on the Corporate Plan.</p> <p>Updated KPIs are also being developed, in consultation with Heads of Service, Executive Members, and members of the Overview and Scrutiny Committee.</p> <p>The approach to project reporting is currently being determined.</p>
<p>Improved Employment and Standards Committees – supported by end of year review.</p>	<p>The Employment Committee is now operating in line with its updated terms of reference, and has been engaged with the recruitment process for both a new Head of Finance and a Director of Organisation.</p> <p>The Standards Committee update is underway, and will be supported by discussions with Group Leaders and the wider Membership. The update aims to enhance the role of the Standards Committee in monitoring and promoting good conduct by Members. An initial draft report is currently being considered by the Monitoring Officer.</p>
<p>Organisation improvement and development activities including workspace, Organisational Development Strategy and progress on the great people work, to be measured by an end of year review.</p>	<p>In July the Employment Committee supported the proposed Organisational Development approach, with Employee Engagement being the key outcome. Work is being undertaken to develop the Great People Programme priorities, which will accompany and support delivery of the new Corporate Plan.</p>
<p>Review and update the Customer Contact Strategy, utilising data and customer insight and minimising the potential for digital isolation.</p>	<p>Updates to the Council’s Customer Contact Strategy and the channel shift process have delivered significant efficiencies and savings to the Council.</p> <p>Work is now in progress to make sure that it remains practical and convenient for</p>

	<p>residents to contact the Council using methods other than the website and email, including ensuring accessibility for vulnerable residents.</p>
<p>Support Member training including potential Local Government Association course, etc. – i.e. Leadership Academy.</p>	<p>The training programme for Members has been greatly expanded, with information on additional options and LGA support made available.</p> <p>The expanded programme will continue in future years, and will be developed to accommodate rolling elections.</p>
<p>Deliver and maintain secure and reliable IT and digital systems that enable the delivery of the Corporate Plan.</p>	<p>Rollout of new devices, Windows 10 and Office 365 is progressing well.</p> <p>Additional work to support underlying digital infrastructure, including wi-fi provision and potential integration of community centres, continues to be important to deliver.</p> <p>Keeping systems and technology up to date is a continual requirement and is an essential part of enabling our service delivery.</p>

Investment and Companies – Cllr. Archer

Commercial Agenda, Investment Acquisitions.

Objective	Progress
Ongoing oversight of existing companies and revenue maximisation.	<p>The Commercial Ventures Executive Sub-Committee is now operational and conducting business. It has been considering shareholder actions and investment opportunities for the Council.</p> <p>As noted, work is being undertaken to maximise effective asset management returns from Council properties.</p>
Determine Horley Business Park investment approach.	<p>Once agreement has been reached with Surrey County Council on working arrangements, the model for delivering the potential development can be fully considered.</p> <p>This will include consideration of funding models and how to ensure the best outcome for the Council and the borough.</p>
Consider investment opportunities as they arise.	<p>The Commercial Ventures Executive Sub-Committee is now available to consider opportunities as they arise.</p> <p>Work is being undertaken to examine models for commercial decision making in other Council and to develop an approach which best suits this Council.</p>
Assess business case and determine direction of potential Revenues and Benefits business.	<p>As identified under the related Housing & Benefits objective, an initial assessment of the work being undertaken in this area, and the future options for it, has been developed for consideration.</p> <p>The Portfolio Holder for Housing & Benefits, Head of Legal & Governance and Head of Finance agreed in September to seek external expertise to further develop our financial modelling, governance and potential operating model options for this area of work (and other Council commercial activities). This is targeted to be completed and ready for consideration in January 2020</p>

<p>Ensure effective monitoring and reporting of investments.</p>	<p>The Commercial Ventures Executive Sub-Committee now provides a venue for more effective recording of shareholder actions.</p> <p>As noted, work is being undertaken to support improved asset management.</p> <p>An overview on the Council's companies is also being considered by the Overview and Scrutiny Committee at this meeting, and the report and any comments from the committee will then be considered by the Sub-Committee.</p>
<p>Work to support cross portfolio opportunities.</p>	<p>Work will be undertaken with associated Portfolio Holders and the Place team to develop projects across the Council once investment elements have been considered.</p>