

Report Title	Delivering Ambitious for Sutton: Strategy and Resources Committee		
Committee	Strategy and Resources Committee		
Committee Date	5 July 2021		
Committee Chair	Councillor Ruth Dombey		
Report From	Richard Simpson, Strategic Director - Resources		
Report Author(s)	Sam Barker, Assistant Director of Customers, Transformation & Strategy		
Ward(s) Affected	All Wards		
Ambitious for Sutton priorities	<ul style="list-style-type: none"> ● Being Active Citizens ● Making Informed Choices ● Living Well Independently ● Keeping People Safe 		
Open/Exempt	Open		
Signed		Date	22 June 2021

1. Summary

- 1.1. To further strengthen the role of policy committees, it was agreed at the Strategy and Resources Committee on 8 February 2021 that financial information would be produced for each committee in the first reporting cycle of 2021/22.
- 1.2. The purpose of this report is to set the context within which the committee is operating for the year ahead, with a focus on the delivery of the approved corporate plan and budget for the Council as a whole. The information contained within the report is already in the public domain and has for the most part been part of the Council's budget report.
- 1.3. This will support good decision making throughout the year by ensuring that priority setting, policy decisions, scrutiny of performance and consideration of risks and issues can be seen within an overall strategic context for the committee.
- 1.4. This report provides the Strategy & Resources Committee with an overview of the areas that the committee is responsible for. It will help to support the committee to set its business in context and to understand and scrutinise the proposals that come before it. The information contained within this report includes:

- Policy context and horizon scanning
- Committee priorities and transformation
- An overview of how the committee monitors performance
- A financial overview covering key financial issues, risks, cost pressures and savings plans
- Key risks

- 1.5. The Strategy & Resources Committee plays a key role in shaping and delivering the Council's corporate plan priorities. This report sets out these key priorities and the wider political and legislative developments for the year ahead. This includes national context (including the impact of Covid-19) and policy and legislative changes at the national level.
- 1.6. The report provides an overview of the strategic priorities and key programmes that relate to the committee's areas of responsibility and how these programmes support wider strategic goals.
- 1.7. Finally, the report explains how the committee oversees service performance, and sets out the financial context the committee is working within.

2. Recommendation(s)

- 2.1. To note the role of the Strategy and Resources Committee in discharging the Council's Ambitious for Sutton objectives
- 2.2. To note the wider policy and legislative context for the committee
- 2.3. To note the key priority areas for the committee over the next year
- 2.4. To note financial context for the committee over the next year
- 2.5. To agree the key performance indicators for the committee over the next year

3. Background and Key Information

- 3.1. Each policy committee in Sutton has authority to carry out those statutory and non-statutory functions falling within its area of responsibility, working within the budget and policy framework previously approved by Council, except where such functions remain reserved to the Council or have been delegated to any other Committee within the Council's Scheme of Delegation.
- 3.2. In addition each policy committee can recommend to Full Council new or changes in previously approved policies and make joint arrangements or delegate decision making to Strategic Directors. Any new recommendations should be proposed in the context of the corporate plan and the budget for the year.

- 3.3. For a number of years, policy committees have received performance reports on the areas that they have responsibility for. This has enabled committees to gain a greater understanding of how services are performing and seek assurance from officers that where performance is below target that actions are in place to get performance back on track.
- 3.4. This report includes information about the budget and key activity for the services that the committee is responsible for, where savings have been taken and where growth has been agreed.

4. Policy context, priorities, performance, finance and risk

4.1. Policy Context and Horizon Scanning

The purpose of this section is to outline the broad context the Strategy and Resources committee is working in this year, including key policy developments, challenges and opportunities the Council is facing, and relevant national issues (including the impact of Covid-19).

Key local context and wider national policy and legislative developments are set out below by area, with more detail on the national context provided in Appendix A.

- 4.2. The Strategy and Resources Committee has a wide remit, including oversight of the following service areas;
- Resources services including; Finance, Digital and IT, Human Resources, Property and Assets, Customer Experience, Communications and Commissioning
 - Public Health
 - Community Safety
 - Emergency Planning and Business Continuity

Relevant policy issues for Public Health, Community Safety and Emergency Planning & Business Continuity are set out below, with more detail in Appendix A. Information on the policy context for Resources services including Finance, HR, ICT and Assets is covered in more detail where relevant in the Committee Priorities section and Appendix A.

4.3. *Public Health*

The Covid-19 pandemic has had a significant impact on the physical and mental wellbeing of Sutton's residents, and Public Health has played a critical role in Sutton's response. Structural changes within the Council over the last year to create a new Public Health and Wellbeing directorate will ensure Public Health is embedded in activity across the organisation to build on work over the last year, and continue to monitor and improve the health and wellbeing of residents beyond the pandemic, supported by a strong understanding of local populations and places.

More detail around the policy context affecting Public Health in Sutton is set out in Appendix A, including details around;

- The Department for Health and Social Care white paper 'Integration and Innovation: Working together to improve health and social care for all', and the local response from the Council and partners to establish an Integrated Care System (ICS) and Sutton's 'Integrated Care Place'
- The NHS Long Term Plan and consultation on 'Advancing our health: prevention in the 2020s'
- An increased focus on long-standing health and wellbeing inequalities in light of the pandemic and funding through local authorities and the NHS to help address these (e.g. support for people who want to lose weight)

4.4. *Community Safety*

Sutton is a safe borough that records low levels of crime when compared to other London boroughs, being amongst the very safest London boroughs in terms of the total number of offences recorded and for significant crime types such as knife crime and serious violence offences. The Safer Sutton Partnership aims to ensure Sutton remains one of the safest boroughs in London by *'Collaborative and effective partnership working between agencies, in order to reassure our diverse local communities and reduce the harm caused by the effects of crime, disorder, and anti-social behaviour.'*

More detail around the policy context affecting community safety in Sutton is set out in Appendix A, including detail of:

- The Sutton Community Safety Partnership Needs Assessment
- Prevent and Channel Duty
- Pan London Integrated Offender Management (IOM) Framework
- Hate Crime

4.5. *Emergency Planning and Business Continuity*

Emergency Planning has been vital in the Council's response to Covid-19, supporting the continued delivery of essential services and the extraordinary new business the Council has taken on. The pandemic has highlighted the importance of the plans and procedures in place for responding to major incidents, enabling boroughs to work together to keep London as safe as possible.

The Civil Contingencies Act 2004 is currently under review by the Cabinet Office with changes anticipated in 2022. More information about this is set out in Appendix A.

4.6. Committee Priorities

In October 2018, the Council launched its corporate plan, Ambitious for Sutton. This set out the Council's plans and priorities under five key outcome themes: Being Active Citizens, Making Informed Choices, Living Well Independently, Keeping People Safe and Smarter Ways of Working.

- 4.7. As the Council enters its final year of the corporate plan, Sutton's priorities and outcomes remain. However, the Covid-19 pandemic has presented major challenges for the

borough, and has meant significant changes to almost everything the Council does. Alongside this, the Council has also taken positive lessons from the crisis - in particular, the pandemic response has demonstrated the strength of partnership working in the borough through the innovative Sutton Plan partnership.

4.8. To reflect the impact of Covid-19 on the Council and Sutton communities, the Council has identified the following key themes as priorities for delivery across the Council in 2021/22:

- Supporting the vulnerable
- Importance of place
- Local business and employment

4.9. The Council's transformation approach reflects these priority themes. As part of the remit of Strategy & Resources Committee is to oversee the Council's major projects and programmes, this section sets out both:

- The overall strategic focus for transformation; and
- The individual transformation programmes that are particularly relevant to the remit of Strategy & Resources Committee, as well as wider service priorities.

4.10. It is also important to note that one of the key goals of transformation is to take a 'one council' approach, considering the links and dependencies between different areas and looking at how council services can work together, and with partners, to deliver the change required.

4.11. *Ambitious for Sutton Transformation Portfolio*

As set out in the 8th February report to this committee on the revenue and capital budget, the Ambitious for Sutton Transformation Portfolio is the vehicle to deliver the Council's transformation priorities.

The key programmes and priorities that are specifically relevant to the remit of Strategy & Resources Committee are:

- 'WorkWell' (New Ways of Working)
- Asset Strategy - including Corporate Landlord Model
- Digital transformation

High level information around these programmes is set out below and more detail can be found in other reports on the agenda. These programmes are key enablers for the organisation moving forward and there are many interdependencies between them.

4.12. *WorkWell: Adapting to new ways of working for the benefit of staff and the borough*

Covid-19 has meant major changes to the way Council staff have worked, with almost all staff working remotely for some or all of the last year, and over 20% of the workforce temporarily deployed into new roles to support the pandemic response. The WorkWell programme will ensure the Council has the right workforce, working practices, workspace

and technology to deliver the best outcomes for the borough. This will require the Council to operate from fewer buildings and in more cost effective ways.

A more detailed HR update, which also covers our key priorities around workforce equality, is elsewhere on the agenda.

4.13. *Assets: Using assets more strategically to achieve better outcomes*

As set out in the 12th October 2020 report to this committee, the Council has adopted a new asset strategy. This strategy sets out how the Council's buildings and assets will be used more strategically to achieve wider benefits and outcomes.

A more detailed update on the asset strategy is elsewhere on the agenda.

4.14. *Digital: Developing a modern, innovative digital offer for residents and the organisation*

Like many organisations, the Council's use of digital technology has significantly accelerated during the pandemic. Going forward, the Council will look at new and innovative ways to deliver digital services where appropriate, drive forward priorities, and collaborate with partners - while ensuring that inclusive, resident-centred service design is at the heart of the Council's plans.

Alongside this, a key focus of the Council's Shared ICT service is on cyber security and ensuring that the Council continues to follow National Cyber Security Centre published guidance and alerts.

A more detailed update on digital priorities is elsewhere on the agenda.

4.15. *Public Health priorities*

Public Health will continue to focus on the local response to Covid-19. In the short-term, continued work to support vaccine uptake is likely. Councils have a crucial role in local communications, planning and support to deliver mass vaccination effectively to support recovery from Covid-19, particularly for those groups with low trust in national institutions or low take up of the vaccine, through local communication and outreach.

In the longer term, the Public Health focus will shift to managing the impact of Covid-19, including a continued focus on health inequalities and addressing the wider determinants of health as set out in paragraph 4.3.

4.16. *Local crime and community safety priorities*

In 2021/22 the local crime priorities for Sutton will be;

- Burglary
- Non-domestic violence with injury
- Theft of motor vehicles and theft from motor vehicles
- Anti-social behaviour (ASB) will also remain a London wide priority.

The Metropolitan Police Service identify sexual violence, domestic abuse, child sexual exploitation, weapon based crime and hate crime as crimes of such severity they should be priorities for all of London. Each borough then selects local crime priorities to focus on, based on local knowledge, crime data and police intelligence, which are set as priorities.

4.17. Performance Information

In February 2019 the Strategy and Resources Committee agreed on a series of performance indicators for those service areas for which the committee is directly responsible. This list has been updated following the annual review of PIs by the Directorates and is attached as Appendix B. The committee is invited to consider this list and how the committee wishes to review and challenge performance going forward.

There are 24 key performance indicators monitored by the committee. This includes performance indicators from the following services:

- Safer Sutton Partnership
- Customer Services / Experience
- Public Health
- Asset Management Planning & Capital Delivery
- Finance
- ICT
- Business Services

4.18. All key performance indicators are held within the Council's corporate management reporting system (Pentana). Access to the system is available to committee members, where members can view the most up to date information available for each indicator.

4.19. Finance and Savings Delivery

It is expected that Covid-19 will continue to have a financial impact in 2021/22. Many of the short term risks will be covered by the additional Covid-19 funding provided by the Government for the first quarter of the year, however, it is unlikely that further funding will be made available after that so the financial impact of the pandemic will require close monitoring during the year.

4.20. Financial risks due to Covid-19 were considered as part of the budget setting for 2021/22 and were set out in detail in the Budget report which was approved at this committee in February. There is a Finance and Performance 2020/21 report also on today's agenda which provides an update on the budget and Medium Term Financial Plan (MTFP) following the closure of the 2020/21 financial year.

4.21. A list of savings and growth items relevant to this Committee and agreed by the Council are included in Appendix C. It is not expected at this point in time that there are any significant risks to the delivery of the savings.

4.22. The Capital Strategy and programme 2021/2025 were agreed at Council in February 2021. They included a number of items to support the key service deliverables. The programme has been appraised and considered to provide value for money in its delivery.

- 4.23. Projects include considerable investment in IT projects totalling over £7m over the life of the Medium Term Financial Plan. Other significant investments include corporate asset initiatives that will firstly protect and preserve the Council's own assets and ultimately be the cornerstone for making savings through the future use of the assets.
- 4.24. Appendix D shows a full list of all the agreed projects relating to the Strategy and Resources Committee for 2021-25.

Key Risks

- 4.25. The Council recognises its responsibility for risk management by supporting a structured, systematic and focused approach to risk management through the Council's risk management strategy. This approach allows service risk registers to be reported up to corporate and committee level on quarterly basis or if the need arises. Audit and Governance Committee receive a report on the Corporate Risk Register four times a year and carry out an annual review of the Council's Risk Management Strategy and Guidance.
- 4.26. The Council will report risks that are scored highly after mitigations are in place that could potentially impact;
- Service/Operational - prevent or reduce the quality of service provided
 - Financial - cause unexpected expenditure to the Council
 - Project - threaten successful delivery of the project in question
 - HR - risks from lack of staffing, expertise or skills
 - Legal - failure to uphold statutory requirements or standards, resulting in lawsuits or other punitive action
 - Stakeholder - lack of buy-in, poor engagement, breakdown in relationships or failure to communicate
 - Reputational damage causing negative outcomes down the line
- 4.27. The top risks identified that fall within the remit of Strategy & Resources Committee are:
- Continued impact of Covid-19: ongoing risk of the impact of tighter restrictions and further waves
 - Impact of a recession leading to loss of income, lack of funding to meet increased demands and / or a requirement to deliver additional savings
 - Data loss or loss of systems for a period of time through a cyber security incident
- 4.28. Through corporate, directorate and service risk registers these risks are regularly reviewed and appropriate mitigating actions identified.
- 4.29. Sutton's policy is to manage risks by identifying, assessing and controlling them, with the aim of eliminating or reducing them to acceptable levels whilst being mindful that some risks will always exist and will never be eliminated.
- 4.30. The effective management of risk is at the core of the Council's approach to delivering cost effective and efficient services as well as sound corporate governance and is a

continuous and evolving process, running through the Council's strategies, service delivery and budget monitoring arrangements.

- 4.31. Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the Council faces and will be made aware of how these risks are being managed through the annual business planning process.

5. Implications

- 5.1. This report is for information only and the committee is asked to note the contents in order to support scrutiny and decision making throughout the year.

6. Finance and Legal Commentary

6.1. Finance Comment

This report is for information only and as such there are no financial implications. A high level summary of the financial position of the services the committee oversees is set out in paragraphs 4.19 - 4.24 of this report. Financial implications around specific service priorities and programmes will be detailed in relevant reports.

6.2. Financial Risks

As above, this report is for information only and details around finance and wider risks are set out in paragraph 4.27 of this report.

6.3. Legal Comment

The legal context is set out within the body of this report and relevant legislation referenced within Appendix A. However, the legal implications around specific service priorities and programmes will need to be considered in relevant reports.

6.4. Legal Risks

This report is for information only and details of legal risks around specific service priorities and programmes will need to be considered in relevant reports. High level risks are set out in paragraph 4.27 of this report.

7. Appendices and Background Documents

7.1. Appendices

Appendix Letter	Appendix Title
A	Policy Context
B	Performance Indicators
C	Savings and Growth

D	Strategy and Resources Capital Programme
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7.2. Background Documents

Date of Expiry	Background Document
N/A	N/A

8. **Consultations**

Consultees	Yes/No	Officer	Date of Comments
Finance	Yes	Miguel Fernandez Head of Financial Planning and Business Partnering	3/06/2021
Legal	Yes	Tracy Swan Head of Law, Property, Planning and Employment South London Legal Partnership	22/06/2021