


Notice of Meeting

Cabinet- Supplementary Agenda 3



<u>Date and Time</u>	<u>Place</u>	<u>Contact</u>	<u>Web:</u>
Tuesday, 23 July 2024 2.00 pm	Council Chamber, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF	Huma Younis or Sarah Quinn huma.younis@surreycc.gov.uk or sarah.quinn@surreycc.gov.uk	Council and democracy Surreycc.gov.uk  @SCCdemocracy

Committee:

Natalie Bramhall, Clare Curran, Kevin Deanus, Matt Furniss, Marisa Heath, David Lewis, Sinead Mooney, Mark Nuti, Tim Oliver OBE, Denise Turner-Stewart, Maureen Attewell, Paul Deach, Steve Bax and Jonathan Hulley

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language, please email Huma Younis or Sarah Quinn on huma.younis@surreycc.gov.uk or sarah.quinn@surreycc.gov.uk.

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If you would like to attend and you have any special requirements, please email Huma Younis or Sarah Quinn on huma.younis@surreycc.gov.uk or sarah.quinn@surreycc.gov.uk. Please note that public seating is limited and will be allocated on a first come first served basis.

AGENDA

4 PROCEDURAL MATTERS

a MEMBERS' QUESTIONS

(Pages
1 - 6)

There are eight Member questions. A response from Cabinet is attached.

5 REPORTS FROM SELECT COMMITTEES, TASK GROUPS AND OTHER COMMITTEES OF THE COUNCIL

(Pages
7 - 32)

Cabinet to consider the following reports:

- A. DB&I Task Group Report- A reponse from Cabinet is attached.
- B. Adults & Health Select Committee and Children, Families, Lifelong Learning And Culture Select Committee Report- Mindworks and the Neurodevelopmental Pathway- A reponse from Cabinet is attached.
- C. Report of the Communities, Environment & Highways Select Committee - Surrey RoadSafe Vision Zero Road Safety Strategy 2024 to 2035- A reponse from Cabinet is attached.
- D. Report Of The Resources And Performance Select Committee- Customer Transformation Programme- A reponse from Cabinet is attached.

Michael Coughlin
Interim Head of Paid Service
Published : Monday 22 July 2024

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QUESTIONS AND PETITIONS

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Please note the following regarding questions from the public:

1. Members of the public can submit one written question to a meeting by the deadline stated in the agenda. Questions should relate to general policy and not to detail. Questions are asked and answered in public and cannot relate to “confidential” or “exempt” matters (for example, personal or financial details of an individual); for further advice please contact the committee manager listed on the front page of an agenda.
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman’s discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet members may decline to answer a supplementary question.

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CABINET – 23 JULY 2024**PROCEDURAL MATTERS****Members' Questions:****Question (1) Catherine Baart**

Data published by the Department for Transport shows that carbon emissions from light vans rose by 68% between 1990 and 2021, while emissions from cars and HGVs fell 19% and 2% respectively. Similarly there has been much greater falls in nitrogen oxide emissions from cars and HGVs compared to light vans. Research by Transport and Environment has shown there are a million more vans on the road since 2014 and most are diesel fuelled. One barrier (not the only barrier) to using electric vans is charge points - electric vans often require longer cables and longer spaces compared to cars to be able to use the charge point.

What is the county council doing to support van drivers and small businesses in Surrey wanting to switch to electric vehicles? For example, are there plans for zero emissions logistics zones, as in the Netherlands? Can the county council encourage the switch to electric vans in other ways too?

Reply:

We have sought to be innovative in our approach to getting businesses and van drivers to switch from diesel to electric. For example, we have been working with National Highways and Guildford Borough Council on the Electric Towns and Cities Initiative focused on the A3 through Guildford, the aim being to improve poor air quality on this stretch of National Highways road. The scheme includes a subsidy toward the purchase of an electric van, along with the installation of rapid chargepoints specifically targeted at recharging medium size commercial EVs. However, despite our collective best efforts, the take up of available grants from qualifying businesses has been modest, not helped by the deadline for the sale of new petrol and diesel vehicles being pushed back from 2030 to 2035 earlier this year. Just over 30 vans have successfully converted to EV, plus around 30 grant vouchers issued but still to be used, against a target of 1,000 by 2025. Whilst travel planning support for businesses through the Electric Towns and Cities Initiative scheme will continue to help employees travel more sustainably, we are working with National Highways to determine potential future next steps once the Electric Towns and Cities Initiative scheme closes.

More positively however, Connected Kerb's work to install rapid chargepoints at one location adjacent to the A3 is continuing. In addition, 2 rapid chargers on a further site near the A3 are being adapted for commercial vehicles, including the marking out of longer bays and the provision of longer cables.

For Surrey's onstreet EV chargepoint installations we believe that catering for commercial vehicles is a necessary part of our strategy. Where onstreet chargepoints are being installed as parallel parking at the kerbside, where the outside bays are adjacent to double yellow lines and space allows, then the parking bays are longer bays of 6m. These bays act as accessible bays and allow longer

vehicles to more easily gain access to chargepoints enabling them to drive directly into or out of the charging parking space.

Further initiatives and opportunities will continue to be considered, within the remit of our Surrey Transport Plan policy.

Matt Furniss

Cabinet Member for Highways, Transport and Economic Growth

23 July 2024

Question (2) Catherine Baart

In the Full Council meeting of 21st May, I highlighted that the Council had been awarded Bronze standard by the Carbon Literacy Organisation and asked whether there was an ambition and plan for the Council to reach the Platinum standard. In the Cabinet Member for Environment's absence, the Leader said that he believed that the Council has that ambition. The Platinum standard for Carbon Literate Organisations requires that 60% or more of the workforce must be certified as Carbon Literate, assuming 90% of the senior management team are certified Carbon Literate. The recently signed off Member Development strategy describes Carbon Literacy training as one of the courses which is "offered" to Members. Is Carbon Literacy training similarly just "offered" to county council employees, rather than being part of required training? What % of the workforce is currently certified as Carbon Literate?

Reply:

Whilst we are intending to continue with Carbon Literacy Training and have committed to ensuring that all staff get appropriate carbon training, we have not yet concluded whether obtaining Platinum accreditation status is the most efficient or effective way of doing so.

The Climate Change Delivery Plan agreed by Cabinet in 2021 commits to supporting all Council staff to reduce emissions in their workplace and the services they provide to Surrey. This is necessary for us to reach our net-zero 2030 target and to maximise our impact on carbon emissions across Surrey.

To this end, all staff require some form of climate training, but training needs vary depending on the type of service delivered, and the level of seniority. This is why, to date, there has been no firm commitments for Surrey County Council to achieve platinum level carbon literacy. Since the adoption of the Climate Change Delivery Plan, the following training has taken place:

- 4394, which is up to 43%¹ of SCC staff have taken a two hour online climate change training module, with an expectation that around 50% will have complete it by 2030.
- As part of a pilot project conducted in 2022/3, 194 (1.5 %) of SCC staff have received full carbon literacy training, including all of the corporate leadership team, 9 DLT and 11 cabinet members.
- At least 50 officers have undergone specialist training including low carbon design, green finance climate adaptation, planning and climate change engagement.

•Numerous informal training has taken place, partly through the Green Champions scheme, including lunch and learns, knowledge sharing and teach-ins on a wide range of topic areas.

The carbon literacy training pilot concluded that, when compared to the resources required to teach in person, results were most impactful at a more senior level. The current proposal is to create whole staff training plan, and in the meantime, continue to prioritise Carbon Literacy Training towards the senior leadership team. The next tranche will be completed by March 2025.

Marisa Heath
Cabinet Member for Environment
23 July 2024

Question (3) Catherine Baart

Residents have asked who will cover the cost of road repairs and any other costs to infrastructure resulting from the recent diesel spillage on the A24. Will this be the county council?

Reply:

Surrey County Council always seek to claim back costs through insurance companies for damage to county property where we have information about the individual or company responsible for the damage. We will take this approach in this situation. As you may be aware, there is also currently an ongoing police investigation into the spillage on the A24. Should it not be possible to claim back all the costs, then the county council will need to cover any shortfall.

Matt Furniss
Cabinet Member for Highways, Transport and Economic Growth
23 July 2024

Question (4) Catherine Baart

What can we learn from collision data provided by Surrey Police about the contribution of road defects (e.g. potholes) to road safety in Surrey?

Reply:

Any concerns raised by the police with regards to road defects are inspected by highway officers and jobs are raised for repair where needed.

Collision data provided by Surrey Police is used in the determination of planned maintenance schemes. Detailed assessment is carried out at sites identified through collision data analysis and this will contribute to the prioritisation of maintenance schemes, particularly where there are skid resistance issues. The detailed assessment will also consider other factors alongside the road surface such as lighting; signage and road marking; overgrown vegetation or drainage and identify issues for further investigation where necessary.

Matt Furniss
Cabinet Member for Highways, Transport and Economic Growth
23 July 2024

Question (5) Catherine Baart

Please could you give an update on the delivery of facilities for cyclists at Woodhatch Place? I understand the space for new bike racks was prepared several months ago.

Reply:

The longer-term solution for cycle storage, showers and drying facilities is on hold as engagement with cyclists has demonstrated that the proposal was not fit for purpose. Workplace & Facilities met with colleagues who cycle to the office in June 2024, and they explained that the proposed location for the storage and other facilities was too far from the main building. The main concern related to cycle storage and security, however the existing showers inside Woodhatch Place were deemed sufficient for current and future demand.

As a short to medium term solution, Sheffield Stands will be installed at Woodhatch Place by the end of August to accommodate those who wish to cycle to work. These stands will be purchased in the coming weeks and installed by Macro outside the ground floor, central block south, opposite the picnic benches by the Lodge. This location was agreed with the engagement group.

Natalie Bramhall
Cabinet Member for Property, Waste and Infrastructure
23 July 2024

Question (6) Jonathan Essex

Agenda item 11 (Consort House, Redhill) notes that heads of terms to handover the building is targeted to be completed by 1st September 2024 and that library services current use of the asset is under review and subject to a separate report to Cabinet. However, the next cabinet meeting is due for 23rd September 2024, after this date. Please can you confirm that there will be a continued offer of library in Redhill, at least with the same floor space as currently, in the interim before the library can reoccupy its space in the Warwick Quadrant following the refurbishment works.

Reply:

The library service was relocated to Consort House as an interim measure when Reinforced Autoclaved Aerated Concrete (RAAC) was identified in their premises at Warwick Quadrant, Redhill. This required a rapid temporary relocation whilst minimising additional expenditure.

We are committed to ensuring that that library service continuity will be sustained and a suitable fit for purpose location is being prepared for a seamless transition from Consort House, whilst the full refurbishment of the library's long-term home at

Warwick Quadrant continues. This is subject to commercial sensitivity. As soon as the lease agreement is completed, we will provide further details.

The Redhill Library refurbishment is going ahead as planned and as detailed within the SCC Cabinet paper approved in June 2023. https://mycouncil.surreycc.gov.uk/documents/s92462/Item%208%20-%20Modernising%20our%20Library%20Estate%20Libraries%20Transformation%20Programme%20Phase%201_Part%201%20FINAL.pdf

Community Infrastructure Levy (CIL) funding of £500k has been secured for Redhill Library from Reigate and Banstead Borough Council.

Details about the refurbished library can be found on the SCC website here: Library transformation and modernisation - Surrey County Council (surreycc.gov.uk) <https://www.surreycc.gov.uk/libraries/news-and-events/modernisation#epsom>

Appropriate communications will be in place at the relevant local touchpoints to Redhill library including library digital platforms to support a seamless transition to the new interim premises for library users.

Denise Turner-Stewart
Deputy Leader and Cabinet Member for Customer and Communities
23 July 2024

Question (7) Jonathan Essex

Agenda item 11 notes that the moving Consort House to a leased (investment) building will take it out of the scope of SCC's organisational carbon emission net-zero 2030 target, will have an overall positive impact on meeting our 2030 target, 'as the asset is retained for lease, it will still be part of our indirect emissions impact and therefore still falls under the scope of the corporate climate plan.' Can the council please confirm as a climate responsible landlord what it will be doing to invest in reducing the carbon footprint of this building, as normally it would be the landlord not tenant of a building who would invest in refurbishing it.

Reply:

In terms of the decarbonisation approach, Consort House now falls under Surrey County Councils scope 3 emissions (buildings which are owned and leased). An approach to scope 3 emissions will be included in the refreshed Climate Change Delivery Plan (2026- 2030) which will be produced next year.

Natalie Bramhall
Cabinet Member for Property, Waste and Infrastructure
23 July 2024

Question (8) Jonathan Essex

The 'Case for Change' at the start of the Customer Transformation paper (Item 8) notes that in 2023/24, Surrey County Council recorded a total of 2,598 complaints, a 5% increase across the board compared to the previous financial year (2,467).

How many of the complaints reported in paragraph 9 (p107) are thought to be due to quality of customer engagement as opposed to failings of the underlying service that the engagement relates to (e.g. potholes, SEND, home to school transport?). In addition, to what extent is the investment expected in the Customer Transformation is anticipated to lead to change staffing levels and/or to deliver financial savings as well as improving how Surrey County Council interacts with its customers?

Reply:

We do not currently record complaints in a way which can provide a breakdown of complaints in terms of type (other than team/service area) that would enable Surrey County Council to see complaints relating to poor customer communication, customer dissatisfied with service received etc. The Customer Transformation programme will provide an opportunity to gain this insight and to use this to target and design services in a way that improves customer experience and outcomes, working together with services.

In general terms, complaints are seldom about one thing or theme in isolation; they are usually a composite of several themes and root causes. The programme team will undertake analysis of data sets that include complaints, social media, resident surveys etc. to identify themes around the customers' experience of accessing information and support from Surrey County Council which can be addressed that will result in a reduction in customer complaints.

The programme aims to create efficiencies through reducing duplication and streamlining contact and resolution activities, this includes staffing as well as systems and processes. The extent to which financial savings could be made through consolidation of functions and roles is dependent on baseline analysis of service delivery functions/roles being carried out and the final design of any one area of business aligned to delivery of the Dynamic Operating Model.

Denise Turner-Stewart
Deputy Leader and Cabinet Member for Customer and Communities
23 July 2024

CABINET- 23 July 2024

CABINET RESPONSE TO THE TASK GROUP REPORT OF THE RESOURCES & PERFORMANCE SELECT COMMITTEE

Item under consideration: TASK & FINISH GROUP – ‘DB&I LESSONS LEARNED’

Recommendations:

1 - A robust business readiness assessment to test the functional services' capacity to receive any new system - PRIORITY RECOMMENDATION

2 - Future projects should employ greater discipline in stage control, even where there may be time/cost impact - PRIORITY RECOMMENDATION

3 - The Council must ensure that robust testing strategies are in place for all projects that require them.

4 - The Council should make available independent assurance and monitoring of stage control procedures (in projects of any size, if deemed necessary) by a third party (or possibly Internal Audit).

5 - The council's Transformation Support Unit should review existing protocols around effective testing regimes, programme stage control, and environment management.

6 - Local authorities approaching ERP implementation programmes should secure in-house ERP knowledge of the target system.

7 - Ensure that the council has sufficient leadership capacity to manage a programme of this scale and complexity - PRIORITY RECOMMENDATION

8 - Ensure that there are stronger links between board representatives and their service users

9 - Quality stakeholder engagement and leadership are required to enable effective delivery of programmes of this scale, as well as the associated behavioural change.

10 - Lead Cabinet Members should have routine access to copies of all relevant Programme Board papers, updates, schedules, proposed decisions and any other relevant materials. We recommend that the Lead Cabinet Member is consulted at each critical gate/stage in the programme to ensure full visibility and is included as part of that decision-making process.

11 - Give greater emphasis to the behavioural change aspects of implementing a new system - PRIORITY RECOMMENDATION

12 - Ensure that effective user engagement centred on all relevant users and clients begins at the outset of the design process.

13 - The council should ensure thorough and rigorous data 'cleansing' to streamline the migration process.

14 - The council is recommended to engage in work to audit and record the ownership of data more widely, with some degree of sampling or 'dip testing' undertaken to test data management processes.

15 – The GDPR and Data Governance requirements must be considered and engaged at early project stages

16 - The council should implement contracting procedures for new projects that ensure that the full range of different contracting options are considered before project initiation.

17 - The council should formalise arrangements for significant engagement with stakeholder's recipient groups.

18 - The council should undertake a review of its pre-procurement processes for stakeholder engagement and requirements capture.

Cabinet Response:

Introduction

The Digital Business and Insights (DB&I) Programme was the largest technology enabled change programme that SCC has carried out; a "once in a generation" change programme, unmatched in terms of scale, complexity, number of stakeholders and workforce the project directly touched.

It was agreed at a Resources & Performance Select Committee in October 2023 that a Task & Finish Group would be assembled to provide some insight on 'Lessons Learned'. Interviews with key witnesses took place from February to 1 May 2024 across a broad range involved in the programme whereby they were asked questions from a list agreed by Task Group consensus.

The Task Group Report outlined 18 Recommendations all of which have been accepted. They have been useful for us to consider and include as part of our ongoing journey of improvement to strengthen processes and governance and how we plan and execute current and future change programmes.

The Report identifies key issues that emerged as the priority factors behind the delay and additional cost to the council, plus conclusions and recommendations for SCC to consider for any future programmes and projects, regardless of size and complexity

The Report has used, as the basis of its work, a review commissioned by an independent consultant, Phil Hall who undertook an extensive piece of work in conjunction with key officers and the Task Group.

We acknowledge the significant amount of work that has been undertaken by the Task Group and the breadth of stakeholders consulted in its drafting. Having accepted all the recommendations and the principles which underpin them, there may be occasions whereby they will need to be applied flexibly dependent on the size and nature of the programme. We also acknowledge the need to keep the relevant Select Committees updated on the progress of project/programme and if it

moves off-track discuss mitigations to provide assurance of bringing the programme back on track.

This document reflects the Council's response to the Task Group's recommendations. Our response in the following pages sets this out against each summary recommendation in terms of the work which is already underway and plans in place to further address the issues. Much of this work has already commenced as indicated in the lessons learned already applied column below, particularly with respect to two large cross-cutting programmes currently in train being the Customer Transformation Programme and Core Function Redesign (CFR). We will also be rolling out the findings of this report and our response to the organisation as we look for ways to improve our programme management and governance and more technical aspects of large and priority programmes across the Council.

A full list of all the 18 recommendations (including the four priority) can be found in the Report of the Task Group which accompanies our response to Cabinet. Our response sets out these recommendations in summary form.

Four Key Themes emerged from the recommendations; Programme Management & Governance, Technical Design & Control, Data Management and Procurement, against which we have mapped our responses.

Recommendation Themes			
Programme Management & Governance	Technical Design & Control	Data Management	Procurement
8	5	3	2

SCC Response

Summary Recommendation from Task Group Report	Lessons learned already applied	Our planned approach to apply lesson learned in future	Theme
<p>1 - PRIORITY RECOMMENDATION</p> <p>A robust business readiness assessment to test the functional services' capacity to receive any new system thus enabling a realistic</p>	<ul style="list-style-type: none"> Updated governance for transformation in place since September 2023 Introducing a more robust and transparent approach to our transformation portfolios with the introduction of thematic boards (increasing collaboration and engagement) which has enabled better CLT and Member oversight 	<ul style="list-style-type: none"> To explicitly include business/change readiness and identification of key skills, data and business capabilities on key project documentation and stage control throughout lifecycle by the end of June 2024. 	<p>Programme Management & Governance</p>

<p>implementation timeline</p>	<p>and understanding of business readiness.</p> <ul style="list-style-type: none"> In April 2023 we launched the Programme and Project Management (PPM) Academy across the organisation. This is a knowledge hub and learning site with a best practice document depository to support a more consistent approach to how programmes and projects are run in SCC 	<ul style="list-style-type: none"> To include business/change readiness as a mandatory section in key project documentation throughout lifecycle (Outline Business Case, Project Initiation Document, Full Business Case). Strategic Design Authority (SDA) meetings will include a mandatory section on business readiness for current and pipeline projects to ensure Programme Directors and SROs are demonstrating consideration for business readiness and SDA Members can check and challenge plans. As part of the stage gate control approach the initial set-up and discovery stage will include the baseline assessment of key business capabilities including skills, owners for key processes and data sets used for key reports or transactions. 	
<p>2 - Future projects should employ greater discipline in stage control, even where there may be time/cost impact.</p>	<ul style="list-style-type: none"> Full end-to-end external review and assessment of the transformation system (including the movement though each project stage) commissioned by new Director of Design and Transformation. Focus on Programme Management Office (PMO), Programme and Project Management 	<ul style="list-style-type: none"> Implementation of the full end-to-end review of PPM to support all of Council's transformation activity once completed in July 2024. 	<p>Programme Management & Governance</p>

	<p>(PPM) and Governance (incl corporate assurance). Review to be completed 12 July 2024 with recommendations and implementation timeframes determined then.</p> <p>Refreshed programme governance applied:</p> <ul style="list-style-type: none"> • Strategic Design Authority (SDA) to bring constructive challenge and support to council wide priorities. • Technical Design Authority (TDA) to inform, advise and approve the designs of the technology and information within the council. • Refreshed Governance and oversight by PMO. • Strengthened Surrey, Transformation, Improvement and Assurance Board (STIAB) to provide better CLT and Member oversight and scrutiny primarily focused on the strategic critically & important programmes of change. 		
<p>3 - The Council must ensure that robust testing strategies are in place for all projects that require them.</p>	<ul style="list-style-type: none"> • Testing regimes have been reviewed and enhanced for IT&Digital upgrade, change and replacement projects. 	<ul style="list-style-type: none"> • Major IT&D/system projects stipulate the requirement for the full business case to identify all user testing groups and officer reps. • Plans to embed data governance and data management best practices into IT&D projects (including testing regimes) are being progressed with 	<p>Data Management</p>

		further ambition to build into procurement of systems/software. This will include opportunities to adhere to data governance best practice. This is part of the going work in data management	
4 - The Council should make available independent assurance and monitoring of stage control procedures (in projects of any size, if deemed necessary) by a third party (or possibly Internal Audit).	<ul style="list-style-type: none"> • SDA has been re-introduced as a stage control at key points of a project lifecycle. This group include key senior leads from right across the council to recommend continuation and/or the next stage of funding as part of stage control/milestone reviews and provide an additional layer of independent assurance. • Internal Audit representatives sit on all major programmes as they did on the DBI Programme (e.g. currently on Customer Transformation). For DBI assurance was being provided against several key focus areas using agreed principles (see Appendix 1). These are being revised and strengthened for Internal Audit as part of these Boards 	<ul style="list-style-type: none"> • Strengthen the corporate PMO to have the right level of skill and resource to ensure corporate transformation oversight and scrutiny of major projects. • Strengthen our Project Portfolio and Resource Management, change our transformation model to a multi-disciplinary team approach and further review of the PPM (refer recommendation 2) 	Programme Management & Governance
5 - The council's Transformation Support Unit should review existing protocols around effective testing regimes, programme stage control, and	<ul style="list-style-type: none"> • Currently being developed as part of PPM review due in July 2024, at which point recommendations will be implemented. 	<ul style="list-style-type: none"> • Internal Audit assurance provided against several principles, including testing (refer recommendation 4 and Appendix 1) This was reflected in a number of position statements presented to the Board 	Programme Management & Governance

<p>environment management.</p>		<ul style="list-style-type: none"> • External maturity assessment currently being undertaken of end-to-end transformation system, as part of PPM review. • Review of governance and PMO as part of PPM review. 	
<p>6 - Local authorities approaching ERP implementation programmes should secure in-house ERP knowledge of the target system.</p>	<p>The approach is currently being developed.</p>	<ul style="list-style-type: none"> • The agreement and approval of a proposed support model well in advance of system go-live will support the identification of skills to be retained and developed in-house. 	<p>Technical Design & Control</p>
<p>7 – PRIORITY RECOMMENDATION</p> <p>Ensure that the council has sufficient leadership capacity to manage a programme of this scale and complexity by appointing a full-time SRO.</p>	<ul style="list-style-type: none"> • Strategic Director/SRO roles introduced for Customer Programme and AWHP (Adults, Wellbeing and Health Partnerships) transformation and Service Improvement programme. • Clear updated guidance on PPM Academy on roles of Project Sponsors, Senior Responsible Officers, and Programme Directors/Managers. 	<ul style="list-style-type: none"> • CFR Prog SRO being explored to ensure clear separation of duties from Programme Director. • Clear criteria being established for Tier 1 (top priority) cross-cutting transformation programmes and those that would therefore require a full-time SRO. 	<p>Programme Management & Governance</p>
<p>8 – PRIORITY RECOMMENDATION</p> <p>Ensure that there are stronger links between board representatives and their service users to deliver a better understanding of service weaknesses and issues.</p>	<ul style="list-style-type: none"> • Updated governance for transformation has been in place since 2023. This included the introduction of updated governance that ensures the right oversight and challenge at each level of the decision- making process and provides additional assurance. 	<ul style="list-style-type: none"> • Service representation reviewed and enhanced on all relevant project boards. • Business Partnering approach introduced into portfolio management. • Enforcing a review and re-baselining of key milestones during 	<p>Programme Management & Governance</p>

		projects and programmes	
9 - Quality stakeholder engagement and leadership are required to enable effective delivery of programmes of this scale, as well as the associated behavioural change.	<ul style="list-style-type: none"> Mandatory training for all senior change leads including SROs and Sponsors on “Sponsoring and Delivering Successful Projects and Programmes” was undertaken in 2023/2024. PPM Academy was updated with improved guidance and templates in 2023. 	<ul style="list-style-type: none"> Further review of PPM arrangements underway. Further training will be rolled out as part of the review, Plans to reduce reliance on fixed term contracts and interims and building more internal expertise and knowledge all large change programmes. 	Programme Management & Governance
10 – Lead Cabinet Members should have routine access to copies of all relevant Programme Board papers, updates, schedules, proposed decisions and any other relevant materials. We recommend that the Lead Cabinet Member is consulted at each critical gate/stage in the programme to ensure full visibility and is included as part of that decision-making process.	<ul style="list-style-type: none"> The Strategic Transformation, Improvement and Assurance Board (STIAB) provides strategic Member oversight of all major and cross-cutting transformation programmes (such as Customer Programme and CFR) including progress, performance, risks, issues and challenges. This has been in place since November 2023. 	<ul style="list-style-type: none"> Sponsors and Senior Responsible Officers will ensure all relevant materials are shared and regular sessions are held with Lead Cabinet Members for full visibility of project delivery including challenges, risks and issues. We will also ensure that the governance includes consultation with the Lead Cabinet Member in moving through each critical gate/stage of the programme for clear visibility and involvement in the 	Programme Management & Governance

		<p>decision-making process</p> <ul style="list-style-type: none"> • A more consistent approach will be explored as part of our governance review for the regular sharing of all relevant materials with Lead Cabinet Members for full visibility of project delivery. We are in the process of reinstating the Home to School Travel Assistance Oversight Board to oversee the service and financial pressures in this area. 	
<p>11 – PRIORITY RECOMMENDATION</p> <p>Give greater emphasis to the behavioural change aspects of implementing a new system.</p>	<p>Currently being developed as part of the PPM Review.</p>	<ul style="list-style-type: none"> • As part of the establishment of the CDC (Customer, Digital and Change) directorate, People and Change will be closely involved in the key strategic change programmes. This will build in an organisational development/ behavioural change dimension to all transformation programmes, such as an honest assessment of time and cost overruns. • Learning from past examples of where behavioural change has been successful and core to the delivery of the programme (e.g. the Agile Organisation Programme) will be drawn upon to support the development of a consistent approach. 	<p>Technical Design & Control</p>

<p>12 - Ensure that effective user engagement centred on all relevant users and clients begins at the outset of the design process.</p>	<ul style="list-style-type: none"> • The discovery and design phases of the digital activities include extensive engagement with stakeholders to inform and shape the digital design and identification of opportunities to adjust process design. • Programme boards and sub-boards such as working groups for council-wide technology projects or large change programmes have senior representation from the services impacted by the changes. <p>There is engagement from the vendors of technology projects throughout the stages of all IT&D or technology change projects e.g. Wide Area Network, Telephony.</p>	<ul style="list-style-type: none"> • Review existing approaches to organisational design to ensure all key stakeholders and users are identified, engaged, and needs reflected. Draw upon the digital design exemplars such as Surrey Family Help Hub and improvements to the Home to school transport process to inform this activity. • Transformation projects that are enabled by technology will adhere to the updated project standards being reviewed and developed through the PPM review. This will include clearer stage gate entry and exit criteria. 	<p>Technical Design & Control</p>
<p>13 - The council should ensure thorough and rigorous data 'cleansing' to streamline the migration process.</p>	<ul style="list-style-type: none"> • Data migration best practice has been developed to help guide project/programme managers to understand what needs to be done and includes recommendations on the key roles required (e.g. data owners). 	<ul style="list-style-type: none"> • Data fundamentals including data quality assessments and testing approaches will be defined in the early stages of transformation programmes (with support & agreement from the Data Governance Office) and tracked closely through stage gate reviews. • Data cleansing is not an activity that should only be done at the point of a change in systems but is something that we are working to build into part of what the council does, 	<p>Data Management</p>

		proactively on an ongoing basis.	
14 - The council is recommended to engage in work to audit and record the ownership of data more widely, with some degree of sampling or 'dip testing' undertaken to test data management processes.	<ul style="list-style-type: none"> • Data ownership is being recorded through work to catalogue our key systems. • Data ownership is recognised as essential in our data migration best practice guidance. 	<ul style="list-style-type: none"> • The Data Strategy and associated governance will address this point, working with the TSU and working across the Council to recommend new or changed procedures for data sampling data migration procedures. • Work is being undertaken to define data ownership roles and responsibilities and support staff in these roles. The embedding of data governance into our key process and the wider cataloguing of our data and information assets will also create better recording of data ownership. 	Data Management
15 – GDPR and Data Governance requirements must be considered and engaged at early project stages	<ul style="list-style-type: none"> • Data and Digital are now fully integrated into the CFR and Customer Transformation programmes to ensure data needs and governance are identified throughout, including discovery and design. • The use of DPIA's (Data Protection Impact Assessments) for technical changes, in particular the introduction of new systems. 	<ul style="list-style-type: none"> • Opportunities for the Data Protection Officer and SIRO stakeholders to be consulted on design will be explored. 	Technical Design & Control
16 - The council should implement contracting procedures for new projects that ensure that the full range of different contracting options are	<ul style="list-style-type: none"> • Dedicated team has been created, to ensure there is a single point of contact between the Council and MySurrey Suppliers to review contract performance, 	<ul style="list-style-type: none"> • Opportunities for increased flexibilities in IT procurement resulting from the adoption of the new procurement regulations which 	Procurement

<p>considered before project initiation.</p>	<p>system development, and commercials.</p> <p>Payments linked to clear milestones for fixed price contracts.</p>	<p>commence in Oct 24, will be explored.</p>	
<p>17 - The council should formalise arrangements for significant engagement with stakeholder's recipient groups.</p>	<ul style="list-style-type: none"> • Programme boards and sub-boards such as working groups for council-wide technology projects / large change programmes have senior representation from services impacted by changes. Though representation tends to be internal. 	<ul style="list-style-type: none"> • Review programme governance for transformation to reflect the requirement for formal stakeholder engagement with key groups such as Members and external parties (e.g. schools) impacted by change. This will be built into the project and PPM review. 	<p>Technical Design & Control</p>
<p>18 - The council should undertake a review of its pre-procurement processes for stakeholder engagement and requirements capture.</p>	<ul style="list-style-type: none"> • All new procurement activity is developed with the key stakeholders. Specifications are set using an outcomes-based approach and where solutions are required, they should be developed through an 'off the shelf' approach to avoid bespoke development. • Inclusion of 'Proof of Concept' stage by IT&D to further explore solution functionality and accessibility prior to award. • Change management processes to be adopted to ensure business processes fit the standard system rather than the system being changed to meet our processes. 	<ul style="list-style-type: none"> • After each procurement activity, a lesson learned exercise will be carried with respect to procurement and subsequent implementation. These lessons will then be adopted into core business processes where appropriate to improve future procurements of this type. 	<p>Procurement</p>

David Lewis
Cabinet Member for Finance & Resources
23 July 2024

Appendix 1 (Recommendations 4 & 5)

Internal Audit Programme Support

Scope of Work – DB&I

General principles:

- Internal audit will attend programme board and working group meetings to provide independent advice, support and challenge on risk, control, probity and governance issues.
- The role of internal audit is to provide independent and objective advice and support, for this reason, when internal audit attend programme board and working group meetings or advise on projects, they will not be party to any decision making.
- It is up to the programme sponsor or Chair to ensure that internal audit is consulted appropriately on any relevant risk, control, probity and governance issues. They should also be included on all relevant circulation lists for key documents.
- The relevant internal auditor should be able to attend programme board and working group meetings as and when necessary. Generally however, they will only attend those meetings where relevant issues are being discussed.

In addition to attendance at programme board and working group meetings, we will identify a number of key focus areas to support the programme. At this early stage this is likely to include, providing assurance over the following key areas:

- Programme Governance/Risk Management
- Business processes (both on and off system)
- System security
- User access, authentication and authorisations
- Testing arrangements
- Data cleansing and migration
- Interfaces and reconciliation
- Disaster recovery and business continuity
- Training

Details of the specific focus areas and internal audit reporting arrangements throughout the programme will be set out within a formal terms of reference to be agreed by the Programme Board. Additional focus areas may however be added based on risk, as the programme progresses.

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CABINET- 23 July 2024

CABINET RESPONSE TO THE REPORT OF THE ADULTS AND HEALTH SELECT COMMITTEE and CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEES

Item under consideration: Mindworks and the Neurodevelopmental Pathway

Recommendations:

The Adults and Health Select Committee, with representation from the Children, Families and Lifelong Learning Select Committee, agreed the following recommendations.

Item	Recommendation	Response
1	<p>Mindworks must demonstrate how it proposes to regain the confidence of parents and schools, and that it is accepting responsibility for the services that it is commissioned to provide, by:</p> <p>1.1 Publishing the Transformation Plan, with dates, times, and levels of performance with appropriate Key Performance Indicators (KPIs)</p>	<p>1.1 The key areas of the ND Transformational Plan have been agreed in draft, as part of the All-Age Mental Health, Learning Disability and Autism One System Plan. This will be signed off by the All Age Mental Health and LDA Committee by Autumn 2024. This includes actions to be undertaken by Mindworks as well as wider partners in health, the county council and education. The Mindworks part, work will be shared with members of the Select Committees by end September 2024. This will also include information on the broader Mindworks Transformation plans which include:</p> <ul style="list-style-type: none">• improvements to the access pathways into Mindworks• the emotional wellbeing and mental health support provided within schools• updates to the Mindworks clinical model

	<p>1.2 Providing research to identify the size of the problem</p> <p>1.3 Improving information on those organisations, such as the National Autistic Society, who can provide early help – prior to diagnosis;</p>	<p>Work is already underway to develop these transformation workstreams with engagement with our system stakeholders, including:</p> <ul style="list-style-type: none"> • working with primary care to build closer working relationships including the implementation of a locally commissioned service which will support primary care to take on the prescribing of ADHD medication, freeing up capacity in the specialist service to better meet the level of demand • engagement with schools to ensure proposals align with what schools are asking for • working to align with the Partnership for Inclusion of Neurodiversity in Schools (PINS) programme <p>1.2 As part of the Health and Social Care Transformation work, project resource has been secured to complete a mapping and benchmarking exercise. It is currently anticipated that this will be concluded by October 2024. The work will include:</p> <ul style="list-style-type: none"> • Population estimate levels of need for CYP with ASC and ADHD based on national data • Summary of national good practice • An understanding of the totality of referrals, demand, workforce and models of delivery across Surrey for children and young people. • Any further insight on demand drivers. • Recommendations for change, where possible. <p>1.3 A combined response to this recommendation is provided below in section 3.</p>
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	<p>1.4 Monitoring the effectiveness of partners who provide Mindworks services and drive improved performance where appropriate.</p>	<p>1.4 The Mindworks contract is an Alliance agreement, with SABP as the prime provider, with sub-contract arrangements with Surrey Wellbeing Partnership, National Autistic Society, Barnardo's, Tavistock and Portman and Kooth.</p> <p>A series of monthly assurance processes for performance, quality, outcomes and experience, and data quality where key risks, recommendations / actions and progress against contract are raised.</p> <p>Should an issue require escalation, this is done within the Alliance via the Board of the VCSE partners (Surrey Wellbeing Partnership) for this provision, through to either the Alliance Board or SABP's Executive Board. Issues of a contractual nature are escalated to the Contract Review Meeting and discussed with commissioning and contracting organisations. This is the ICB / SCC joint commissioning and contracts first line of external assurance and decision making.</p>
2	<p>By scaling up supply to meet the level of demand, and securing sufficient support from the NHS England, showing how this is linked to the Transformation Project.</p>	<p>2. Local NHS (ICBs) and Surrey County Council, jointly commission Mindworks services. The organisations have supported conversations to ensure the contract value is used to greatest effect and the transformation work that Mindworks are now progressing will focus on this further, ensuring focus on clinical delivery. The ICB has worked to preserve other available financial resources that become available for improvement programmes into the providers.</p> <p>Collectively the ambition to focus on prevention and earlier intervention is retained and other opportunities include the Mental Health Investment Fund and Health and Care Transformation</p>

	<p>2.1 The response to the Joint Targeted Area Inspection Report (JTAI) is extended to accommodate a joined-up Mindworks / Education, Health and Care Plan (EHCP) process;</p> <p>2.2 The Surrey and Borders Partnership Trust Recovery College needs to:</p> <ul style="list-style-type: none"> • be more accessible to young people and their families and encourage more local access, with better publicity and provision of outreach services; • ensure that the College has the capacity to take on this extra workload; • establish skills and work coaches to help coach and support people to enable the transition to adulthood by helping people to maintain employment and get into employment. 	<p>plan, including, use of multi-disciplinary teams, sign posting to wider resources and embedding emotional wellbeing support through Thrive.</p> <p>2.1 Mindworks are jointly, alongside education and social care colleagues, members of the CYP Additional Needs and Disability (AND) Partnership Board and support Surrey’s AND improvement plan. This includes work to improve EHCP quality and timeliness of assessments as part of this process. They were involved in the development of processes ensuring EHCNA advice is received for children and young people on waiting lists. Mindworks have also delivered training to SEND Case Managers regarding suicidal ideation.</p> <p>Mindworks are also key partners in the Inclusion and Early Support workstreams which are in the final stages of agreeing joint KPIs that include the response to support neurodivergent CYP.</p> <p>2.2 The Recovery College is commissioned to be an adult-only offer and so is not currently available to young people. However, the access flexibility has been provided to those aged 17 years, 6 months to allow support to be provided to young people transitioning to adult services. This includes the recent development of a course run in partnership with the Mindworks Reaching Out service to support young people with this transition.</p> <p>Services are run across Surrey with locations both within SABP buildings and in the community. The service will continue to work with their students to identify any demand for new locations.</p>
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The Recovery College has established a strong reputation throughout the county and students enrol following signposting from GPs, primary care mental health teams such as GP Integrated Mental Health services (GPimhs), secondary care teams such as our Community Mental Health Recovery Services, local VSCE and community services, job centres and often through word of mouth. They work closely with a range of community provision and have built links with Surrey University. Courses are promoted on SABP social media and via a range of forums, are open to invitation to present and were part of the Recovery Fest last year. The Recovery College would be open to any suggestions as to how they can further publicise their courses at a local level.

The College has around 4,000 current students and courses are well subscribed, operating with no significant waiting lists (courses are run on a termly basis so there may be waits between terms). Reserve lists are operated to ensure courses run at capacity wherever possible. At present the rate of referral is broadly in line with the capacity of the service, meaning that any additional demand would require additional system investment to avoid the creation of waiting lists.

The College does already have a strong focus on supporting people to stay or get into work, including the Managing Mental Health at Work course – full details of can be found [here](#).

Skills and work coaches fall outside the scope of the Recovery College course-based education model. Transition support is available to young people through our [Reaching Out](#) service which can include 1-2-1 support to help young people into work.

		<p>Employment support is available via the Richmond Fellowship Independent Placement Support (IPS) service. While commissioned for those 18+ this service does show flexibility to support young people aged 17 to support transition to adulthood. The IPS service is commissioned by Surrey Heartlands ICB and Frimley ICB to provide employment support for people with mental health issues. This Individual Placement Support service is part of a national programme which aims to support people into work, and to support those already in work to maintain employment where this may be at risk because of mental health needs. Richmond Fellowship are able to receive referrals from professionals supporting people with mental health needs in both primary and secondary care, and also provide support to people engaged with our talking therapy services across Surrey.</p> <p>Changing the breadth of the Recovery College and any other support to young adults with ND needs will be part of ongoing transformation conversations.</p>
<p>3.</p>	<p>Mindworks must provide a clear and simple information guide for parents on how to access services, so that pathways of access are coherent, accessible, and easily understood, and to consider how it could be further reaching so that parents and schools are supported while children are on the waiting list.</p> <hr/>	<p>3. Whilst the Mindworks website is already a rich source of advice and information, we recognise that there is more to do to ensure that parents, families and carers are navigated easily to early help, much of which is available via self-referral. We are working with partners and Experts by Experience to ensure that this is one of the first things people looking for advice and support come across. This work will also look to improve the information available about the range of provision available across our Mindworks partners, including what is available locally and up to date information on upcoming events, courses and local resources. These improvements will also work to provide information on support that is available elsewhere in the system</p>

		<p>outside of the Mindworks contract. We anticipate improvements will start to be seen by September 2024.</p> <p>We would link this to the recommendation (1.3) that Mindworks ‘provide a clear and simple information guide for parents on how to access services’. We believe there is a richness of well-structured information that can support people whilst they are waiting but agree that having a greater reach would be beneficial.</p> <p>As part of this work a new digital profiling tool will enable ease of access to a bank of resources and strategies in a targeted way. This will include an improved description of the process and steps across the pathway.</p> <p>The digital profiling tool supports schools to work with children and parents to identify strategies to meet presenting needs early. This can include practical changes to environment, resources or communication as well as onward signposting to a range of resources available, including offers from our VSCE partners such as the National Autistic Society, Learning Space and Barnardo’s. The tool will be piloted by October 2024, with the intention to rollout to all schools across Surrey during the 24/25 academic year.</p>
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CABINET- 23 JULY 2024

CABINET RESPONSE TO THE REPORT OF THE COMMUNITIES, ENVIRONMENT & HIGHWAYS SELECT COMMITTEE

Item under consideration: Surrey RoadSafe Vision Zero Road Safety Strategy 2024 to 2035

Recommendations:

That the Communities Environment and Highways Select Committee:

- I. Supports the Vision Zero Roadsafe Strategy in broad terms and the consultative approach that is being taken but notes the public concern about whether the impact of this strategy will succeed and its likelihood of meeting the target to reduce KSIs by 50% by 2035 (758 to 375). Notes that this will be addressed in future communications and engagement plans to better explain the policy to the public.
- II. Expresses concern at the consultation results specifically related to speed limits and lack of clear message/result and supports future work to improve consultation methodologies.
- III. Recommends more detailed targets are produced to monitor progress and ensure impact including a *delivery plan* with key deliverables aimed at reducing deaths and KPIs.
- IV. Recommends appropriate prioritisation of funding and sufficient resources to deliver the strategy.
- V. Recommends that supporting communication and outreach addresses the public perception (raised in the public consultation) that fixing potholes and improving roads would have a greater impact on road safety and highlights the Councils highways improvement programme.
- VI. Recommends revisions to the strategy to address the comments raised by the Committee in discussion to clarify the role of the local Councillor in 20mph scheme proposals and the process for local engagement (including parish

council involvement) and to amend Annex 5 accordingly. This should clarify that a pragmatic/flexible approach can be taken to local consultation.

Cabinet Response:

The Cabinet is very grateful for the work of the Select Committee in assisting in the development of the Surrey RoadSafe Vision Zero Strategy. This has included a private session of the Select Committee with witnesses from Surrey Police, Surrey Fire and Rescue, and officers from Surrey County Council in September 2023, followed by scrutiny of the first draft strategy in December 2023 prior to public consultation, and further consideration at the recent meeting of the Select Committee on 17 July 2024. Together this represents a significant body of work that the Cabinet is appreciative of.

The support from the Select Committee for the proposed additional communications work to explain our approach to 20 mph speed limits is welcomed. It is acknowledged that more communications work is required to explain the benefits of 20 mph speed limits and to explain that Surrey's approach is not a blanket roll out, and instead schemes will be implemented only after careful consultation with local people, focussed primarily on schools, residential areas and town centres where the needs of people walking, wheeling and cycling are more important.

Communications work will also take place alongside our major maintenance programme that will highlight the positive impact that this will have on road safety for all road users.

Once the Strategy is approved and launched it is envisaged that the Surrey RoadSafe Partnership will take the lead on developing an action plan with metrics and milestones for delivering the proposed road safety measures. This will be subject to scrutiny in the first instance by the Surrey RoadSafe Board.

Cabinet acknowledges the Select Committee's recommendation for appropriate prioritisation of funding and sufficient resources to deliver the strategy. Discussions are taking place regarding the future level of resources and funding that will be allocated to implement road safety initiatives. This will have to be weighed up against other priorities and commitments for investment across the Highways Service.

Officers will be happy to amend Annex 5 setting out the engagement and consultation process to ensure that local members are involved in the process from the outset, using a pragmatic and flexible approach, and to highlight the need for Parish Council's to be consulted.

Matt Furniss

Cabinet Member for Highways, Transport and Economic Growth

23 July 2024

CABINET RESPONSE TO THE REPORT OF THE RESOURCES AND PERFORMANCE SELECT COMMITTEE

Item under consideration: Customer Transformation Programme

Recommendations:

1. The Resources and Performance Select Committee notes the progress made to date during the *Discovery* and *Design* phases of the programme.
2. Notes that Cabinet will receive four recommendations in relation to the Customer Transformation Programme as set out in the Cabinet papers, welcomes the progress made in the Programme to date, and further notes the potential benefits of the Customer Transformation Programme.
3. Further notes that if the programme is approved by Cabinet, the programme contains potential risks, and recommends that this select committee continue to receive regular updates, and greater information about risks, on the Customer Transformation Programme, to ensure that it delivers Best Value for Surrey residents and does not potentially adversely affect Council budgets.
4. Recommends that an updated Business Case is brought back to this Select Committee, including detailed financial, technical and other information on the risks and benefits of the programme.

Cabinet Response:

Cabinet is grateful to the Chairman, Vice Chairman and Members of the Resources and Performance Select Committee for their recognition of the ambition and potential benefits of the Customer Transformation Programme, and for their welcoming of the progress to date. Cabinet is particularly grateful for the Committee's commitment to providing continuing scrutiny input into the programme, including through establishment of a Member Reference Group from the Select Committee.

Cabinet accepts the recommendations made by the committee and will ensure that the Select Committee continue to receive regular updates on the Customer Transformation Programme.

Work is underway by officers to develop the benefits identification and mapping, and Cabinet will further ensure that an updated Business Case is brought back to the Select Committee, with additional detailed information on the risks and benefits of the programme.

Denise Turner-Stewart
Deputy Leader and Cabinet Member for Customer and Communities
23 July 2024