

Notice of Meeting

Council Overview & Scrutiny Committee



Date & time
Wednesday, 14
November 2012
at 10.00 am

Place
Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Andrew Spragg
Room 122, County Hall
Tel 020 8541 9019

Chief Executive
David McNulty

andrew.spragg@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9068, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email andrew.spragg@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Spragg on 020 8541 9019.

Members

Mr Mel Few (Chairman), Mr David Harmer (Vice-Chairman), Mr Mark Brett-Warburton, Mr Stephen Cooksey, Mr Steve Cosser, Mrs Clare Curran, Mr Eber A Kington, Dr Zully Grant-Duff, Mrs Sally Ann B Marks, Mr Steve Renshaw, Mr Nick Skellett CBE, Mr Chris Townsend, Mrs Denise Turner-Stewart, Mr Richard Walsh and Mrs Hazel Watson

Ex Officio Members:

Mrs Lavinia Sealy (Chairman of the County Council) and Mr David Munro (Vice Chairman of the County Council)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Performance, finance and risk monitoring for all Council services	HR and Organisational Development
Budget strategy/Financial Management	IMT
Improvement Programme, Productivity and Efficiency	Procurement
Equalities and Diversity	Other support functions
Corporate Performance Management	Risk Management
Corporate and Community Planning	Europe
Property	Communications
Contingency Planning	Public Value Review programme and process

PART 1 IN PUBLIC

- | | | |
|----------|---|------------------------|
| 1 | APOLOGIES FOR ABSENCE AND SUBSTITUTIONS | Agenda
Item
Only |
| 2 | MINUTES OF THE PREVIOUS MEETING: 18 OCTOBER 2012

To agree the minutes as a true record of the meeting. | (Pages 1
- 10) |
| 3 | DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting. | Agenda
Item
Only |
| | Notes: <ul style="list-style-type: none">• In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.• Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.• Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.• Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest. | |
| 4 | QUESTIONS AND PETITIONS

To receive any questions or petitions. | Agenda
Item
Only |
| | Notes: <ol style="list-style-type: none">1. The deadline for Member's questions is 12.00pm four working days before the meeting (Thursday 8 November 2012).2. The deadline for public questions is seven days before the meeting (Tuesday 6 November 2012).3. The deadline for petitions was 14 days before the meeting, and no petitions have been received. | |
| 5 | RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

There have been no referrals to Cabinet from the previous meeting, so there are no responses to report. | Agenda
Item
Only |
| 6 | FORWARD WORK PROGRAMME

The Committee is asked to review its Forward Work Programme (Item 6a). Also attached is a document updating progress on Select Committees' current task groups (Item 6b). | (Pages
11 - 22) |

- 7 RECOMMENDATION TRACKER** (Pages 23 - 30)
- The Committee is asked to monitor progress on the implementation of recommendations from previous meetings.
- 8 TASK GROUP SCOPING DOCUMENT** (Pages 31 - 36)
- Purpose of report:** Policy Development & Review
- To consider the scoping document for the AIS Business Process Review.
- 9 COMPLETED AUDIT REPORTS** (Pages 37 - 40)
- Purpose of the report:** Scrutiny of Services
- The purpose of this report is to inform Members of the Internal Audit reports that have been completed since the last report to this Committee in October 2012.
- 10 2012/13 QUARTER TWO BUSINESS REPORT** (Pages 41 - 116)
- Purpose of the report:** Scrutiny of Services and Budgets / Performance Management.
- The Quarter Two Cabinet Business Report, received by the Cabinet on 23 October 2012, is provided to support the Council Overview and Scrutiny Committee in its performance, finance and risk monitoring role (for all Council services), enabling them to discuss and identify specific and relevant issues for further discussion at relevant Select Committees.
- 11 SURREY-I** (Pages 117 - 126)
- Purpose of the report:** Scrutiny of Services and Budgets
- To provide an update to the Committee on the implementation and development of Surrey-i; and to ask the Committee for comments and feedback to help shape the next phase of development for Surrey-i.
- 12 PROCUREMENT PARTNERSHIP WITH EAST SUSSEX COUNTY COUNCIL** (Pages 127 - 130)
- Purpose of the report:** Scrutiny of Services and Budgets
- The purpose of this report is to provide an update of progress to date in establishing a Procurement Partnership between Surrey County Council and East Sussex County Council.

13 DATE OF NEXT MEETING

Agenda
Item
Only

The next meeting of the Committee will be held at 10am on 5 December 2012.

David McNulty
Chief Executive

Published: 06 November 2012

MOBILE TECHNOLOGY – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **COUNCIL OVERVIEW AND SCRUTINY COMMITTEE** held at 10.00am on Thursday 18 October 2012 at County Hall, Kingston upon Thames.

These Minutes are subject to confirmation by the Committee at its meeting on 14 November 2012.

Members:

- * Mr Mel Few (Chairman)
- * Mark Brett-Warburton
- * Mr Stephen Cooksey
- * Mr Steve Cosser
- * Mrs Clare Curran
- * Dr Zully Grant-Duff
- * Mr David Harmer (Vice-Chairman)
- * Mr Eber A Kington
- * Mrs Sally Marks
- A Mr Steve Renshaw
- * Mr Nick Skellett CBE
- * Mr Chris Townsend
- * Mrs Denise Turner-Stewart
- * Mr Richard Walsh
- * Hazel Watson

Ex-officio Members:

Mrs Lavinia Sealy (Chairman of the Council)
Mr David Munro (Vice-Chairman of the Council)

* = present
A = apologies

PART 1

IN PUBLIC

116/12 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Steve Renshaw

117/12 MINUTES OF PREVIOUS MEETING: 12 SEPTEMBER 2012 [Item 2]

The minutes were agreed as an accurate record of the meeting.

118/12 DECLARATIONS OF INTERESTS [Item 3]

There were no declarations of interests.

119/12 QUESTIONS AND PETITIONS [Item 4]

There were no questions or petitions.

120/12 RESPONSES BY THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

No referrals were made to Cabinet at the last meeting so there were no responses.

121/12 RECOMMENDATIONS TRACKER [Item 6]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. In response to the update provided by Ben Unsworth in relation to COSC 107, further clarification had been sought with regards to the reasoning behind removing existing questions as opposed to extending the questionnaire. The following response was received: 'There is an ideal length for a telephone survey, aiming for a maximum of 15-20 minutes asking someone questions. If you go any longer than this you risk people stopping the call or getting bored and giving unreliable answers. At the moment our survey takes around 20 minutes for someone to complete, so if we want to ask different questions we need to remove something else so that the survey does not take any longer to complete.' The suggestion was made that consideration should be given to substituting questions.
2. Members raised concerns in reference to COSC 105 and the number of held vacancies within Local Highways Services. These vacancies were viewed as having a significant impact and causing delays on work being undertaken. There was discussion around the lack of consistency being encountered on a local level due to positions being left vacant.
3. Members praised Local Highways Services staff and a number of recent appointments. However, there were concerns voiced about the difficulty encountered as a result of business support roles being left vacant, and that this was creating a back log of work that impacted on engineers' ability to carry out their duties.
4. A question was raised in reference to COSC 94 and when the Scrutiny Improvement Plan would be shared with the Committee. It was noted that the plan was an internal document, currently under development, and would be shared at the earliest opportunity.

Recommendations:

- That the Chairman write to the Strategic Director for Environment and Infrastructure, with a copy to the Cabinet Member for Transport and Environment, to express concern about the impact of holding business support vacancies on the work of Highways engineers. In addition, that the Chairman reiterates the request for a Rapid Improvement Event to review the process for local highways schemes.

Action by: Mel Few/Bryan Searle

Actions/further information to be provided:

- None.

Committee Next Steps:

- None.

122/12 FORWARD WORK PROGRAMME [Item 7]

Declarations of interest: None.

Witnesses: None.

Key points raised during the discussion:

1. Members noted the Task and Working Group Tracker which was a new standard document provided for the Committee. This would be reviewed alongside the Forward Work Programme at every Committee Meeting.
2. A scoping document for a Members' Group monitoring the Adults Integrated System (AIS) Business Process Review (Adult Social Care Select Committee) would be brought to the November 2012 meeting.

Recommendations:

- None.

Actions/further information to be provided:

- None.

Committee Next Steps:

- The Committee will review its work programme at its meeting on 14 November 2012

123/12 TASK GROUP SCOPING REPORT – SUPPORTING FAMILIES [Item 8]

Declarations of interest: None.

Witnesses:

None.

Key points raised during the discussion:

1. The Task Group Scoping Report for the Supporting Task Group was shared with Committee Members. The Task Group had been set up in response to the Government's Troubled Families Programme and would help shape how

this work was undertaken in Surrey. It was in the initial stages of its work and hoped to complete its recommendations in the early part of 2013.

2. The Committee discussed the Scoping Report. The necessity to speak to front-line staff was identified as vital to ensuring that the Task Group took an appropriate overview of the current pressures being placed on services.
3. A number of witnesses had been identified for the second phase of witness sessions. The Task Group would be holding round table meetings with a number of practitioners from a wide range of services. The intention of these was to identify key practices and how agencies would work together to develop the Family Support Programme.
4. Members raised the issue that many families matched two of the criteria defined by the Troubled Families Programme but not the full three. It was the view that this meant that there was a potential for certain families to be overlooked by services. The Task Group would be looking at how the criteria could be extended to ensure that those who need support are being appropriately identified.
5. There was some discussion around the change in wording from Troubled Families Programme to Family Support Programme. The view was expressed that this could prove a barrier towards directly addressing the problems identified and fail to take a view of the impact troubled families may have on the local community. The report indicated that the change of name was driven by feedback from staff and partners and this was supported by the Committee.
6. Members praised the work being undertaken by the pilot scheme in Waverley and commented that it was an important initiative aimed at addressing a significant pressure on the Local Authority's budget.
7. Given the necessity of this work to be completed within a short time frame Members would ensure substitutes were able to attend meetings where possible.
8. The Committee endorsed the scoping document for the Supporting Families task group.

Recommendations:

- None

Actions/Further Information to be provided:

- None

Committee Next Steps:

- The Committee will review the progress of the Task Group as part of its monthly monitoring process.

124/12 BUDGET MONITORING REPORT [Item 9]

Declarations of interest: None.

Witnesses:

Kevin Kilburn, Deputy Chief Finance Officer

Key points raised during the discussion:

1. The Committee discussed the timing of the Budget Monitoring Report. This was seen after it had been presented to Cabinet and there was a discussion around the effectiveness of the Committee's scrutiny role given these circumstances.
2. Kevin Kilburn, Financial Reporting Manager, outlined the process of producing the Budget Monitoring Report and the tight deadlines involved in providing the report for Cabinet. There was further discussion as to whether the Council Overview and Scrutiny Committee meetings could be moved in order to allow scrutiny to be undertaken in advance of Cabinet. The view was expressed that the report being shared with Committee in advance of Cabinet would enable them to recommend key focuses for the Cabinet meeting.
3. The principal barriers to producing the report sooner were the need for the figures to reflect the most current data and the time required to produce accurate forecasting information.
4. The Chairman reported back on the recent Finance Sub-Group meeting. The principal focus of this meeting had been the Adult Services and Local Highways budgets. Adult Services had been asked to clarify where the key areas of overspend were and the principal reasons for this. At the current rate of expenditure the Adult Services budget was expected to be in deficit by £2.7 million. This is after it had absorbed its full contingency brought forward from the previous year.
5. The discussion with Local Highways Services had been primarily focussed on the need to standardise reports to Local Committees in order to ensure a consistency in the information they receive.
6. There was a discussion around the forecasting process with respect to budgets, given that certain categories seemed to consistently report a discrepancy between forecast spending and actual spending. The Financial Reporting Manager outlined the training offered to budget holders and how this supported them in producing forecasting figures. It was expressed that small changes in volume often had a notable impact on the difference between forecast and actual figures.

Recommendations:

- That the Chairman and Vice-Chairman have further discussions with the Leader and Finance officers about the timing of Council Overview

& Scrutiny Committee and Finance Sub-Group meetings in order to ensure timely and effective scrutiny of the budget in the future.

Action by: Bryan Searle/ Kevin Kilburn

Actions/Further Information to be provided:

- None

Committee Next Steps:

- None

125/12 COMPLETED AUDIT REPORTS [Item 10]

Declarations of interest:

None.

Witnesses:

Sue Lewry-Jones – Chief Internal Auditor

Key points raised during the discussion:

1. The Committee was given a summary of the Internal Audit Reports by the Chief Internal Auditor. Reports highlighted for discussion included 16-19 Education, Data Quality – Looked After Children (LAC) Health and Dental checks, and Residential Care Homes – Managing Residents' Monies.
2. 16-19 Education had been identified by the Audit Report as being 'Effective'. Data Quality – LAC Health and Dental checks, and Residential Care Homes – Managing Residents' Monies had both been identified as needing major improvement.
3. There was discussion around the data quality of LAC Health and Dental checks. The current target profile did not reflect performance and the plotting of this target was presenting some difficulty. It had also been highlighted that supporting paperwork was not being retained in an appropriate manner. The recommendations from the audit were aimed at improving this process.
4. In reference to the audit on Residential Care Homes – Managing Residents' Monies, the Committee was asked to note that the report recognised that staff were acting with the best intentions for residents. However, the report also drew attention to concerns about the lack of procedural clarity with regards to the management of resident's finances. Guidance on financial procedure was being prepared in order to protect both staff and residents. The Chief Internal Auditor would look into what guidance would be provided about the importance of independent checks.
5. There was a discussion around the audit process and how recommendations were followed up. The Chief Internal Auditor indicated that the full audit reports included management action plans, with both individual responsible officers and an allocated overall owner of the action plan identified.

Recommendations:

- That the Children and Families Select Committee scrutinises the implementation of the audit recommendations in relation to dental checks for Looked After Children.

Action by: Cheryl Hardman

- That the Adult Social Care Select Committee scrutinises the implementation of the audit recommendations in relation to the management of residents' monies in residential care homes.

Action by: Leah O'Donovan

Actions/Further Information to be provided:

None

Committee Next Steps:

None

126/12 ONE TEAM REVIEW – COMMUNICATIONS AND ENGAGEMENT PROCESS [Item 11]**Declarations of Interest:****Witnesses:**

Louise Footner – Head of Communications
Sally Wilson – Project Manager

Key Points Raised During the Discussion:

1. The Committee were presented with the initial findings of the One Team Review of Communications and Engagement. This review was currently at the discovery phase. The primary challenge was to ensure that the Council had the best and most consistent communications. Current expenditure within the Communications team was £1.8 million, with £1.1 million allocated to staffing. Communications expenditure outside the central Communications team had proven more difficult to establish, however work was being done to clarify how this was measured.
2. The Committee discussed how the Localism agenda could be reflected in the Review. It was felt that the current report did not adequately reflect support for local communications, instead putting forward a case for centralised communication. It was noted that the discovery phase of the review was reporting back from benchmarking feedback and not looking to make any specific recommendations at this stage.
3. A Members' Seminar was scheduled for 12 November 2012. This would present an opportunity for Members to discuss the Review and how it could reflect their concerns and priorities moving forward.

4. Members praised the strength of the methodology behind the report. However, there was some discussion as to the report's identification of local residents' needs in terms of communication. It was felt that more could be done to identify what these needs were.
5. The Committee had a discussion around the interchange between the communications on a local and central level, and how this interchange could be managed effectively to ensure a consistent message.
6. There was further discussion as to the role of the County Council website, and how this could be used to manage communications with residents. Amongst the ideas suggested was the use of SMS to keep residents informed of local issues. It was raised that residents would wish to see the data related to a specific postcode.

Recommendations:

- That the aim of the review should be to achieve a Communications Service which is aligned to the Corporate Strategy, with clearly defined goals and processes, and the One Team Review should be conducted with this outcome in mind.

Action by: Louise Footner/Sally Wilson

- That a further progress report is presented to the Committee at its meeting on 13 February 2013

Action by: Louise Footner/Sally Wilson

Actions/Further Information to be provided:

None

Select Committee Next Steps:

None

**127/12 ONE COUNTY, ONE TEAM PEOPLE STRATEGY PROGRESS REPORT
[Item 12]**

Declarations of Interest:

None

Witnesses:

Matthew Baker – Deputy Head of HR & Organisational Development
Pamela Hart – Programme Manager, HR & Organisational Development

Key Points Raised During the Discussion:

1. The Committee received an update on the implementation of The Organisational People Strategy. This included outlining the progress already made and the identification of key priorities and targets. The Committee were also asked to note the Progress Report (Annexe 2) on the delivery of key promises outlined by the People Strategy.
2. There was a discussion around The People Strategy and its role in encouraging new employees to the County Council.
3. Members discussed the STARS training programme and the high demand for courses. The Committee were informed that the intention was to expand the training in order to meet demand.
4. It was highlighted that there had been an increase in the number of staff receiving appraisals and a clear improvement in the quality of these appraisals. The Committee expressed support for the promises outlined in Annexe 2, but queried why the targets for appraisals were set at 80% and not 100%. This target would increase incrementally to 100% by 2017.
5. It was raised that the wording of the promise "Everyone will have a fair and manageable workload" was potentially open to a wide interpretation and difficult to measure. The Committee expressed that this would require possible further clarification.

Recommendations:

- That further consideration be given to how the targets and promises to which they relate can be better matched, that the targets are seen as being sufficiently challenging and that the promises made are given necessary priority.

Action by: Matthew Baker

Actions/Further Information to be provided:

None

Select Committee Next Steps:

None

128/12 DATE OF NEXT MEETING [Item 13]

It was noted that the next meeting of the Committee will be at 10.00am on Wednesday 14 November 2012.

[Meeting ended: 12:50pm]

Chairman

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Council Overview & Scrutiny Committee
14 November 2012

FORWARD WORK PROGRAMME

- 1 The Committee is asked to review its Forward Work Programme, which is attached as **Item 6a**.
- 2 Also attached (**Item 6b**) is a Select Committee Task Group Tracker, which provides an update on progress with the committees' current task groups.

Recommendations:

- (a) That the Committee reviews its own work programme and makes suggestions for additions or amendments as appropriate
- (b) That the Committee reviews progress on the Select Committees' task groups.

Next Steps:

The Committee will review its own work programme and the task group tracker and/or the work programmes of the Select Committees at each of its meetings.

Report contact: Bryan Searle, Senior Manager, Scrutiny and Appeals.

Contact details: 020 8541 9019, bryans@surreycc.gov.uk

Sources/background papers: None.

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**OVERVIEW AND SCRUTINY WORK PROGRAMME
November 2012 to March 2013**

(items added or changed since the previous meeting are highlighted in **BOLD**).

December 2012				
Date	Title	Description	Accountable Officer	Method of Handling
5/12/12	Budget Monitoring Report	To review the month end budget report and make recommendations as appropriate	Kevin Kilburn	Report to Committee
5/12/12	Completed Audit Reports	To update the Committee on the Internal Audit reports completed since the previous meeting, and to consider those reports on services within the Committee's remit where concerns have been identified.	Sue Lewry-Jones	Report to Committee
5/12/12	Change & Efficiency Service Review – Finance	To receive an update on the Finance PVR	Sian Ferrison	•
05/12/12	Staffing Budget – Staff Numbers and Management of Vacancies	To consider the findings and recommendations of a review led by Zully Grant-Duff and Mark Brett-Warburton. [Item deferred from October 2012]	Bryan Searle	Report to Committee

5/12/12	Change & Efficiency Service Review – Shared Service Centre	Detailed review of the Shared Service Centre. [Item deferred from November 2012]	Simon Pollock	Report to Committee, including <ul style="list-style-type: none"> • Service Strategy • Service Delivery Plan • PVR update • Performance information
5/12/12	Superfast Broadband	To scrutinise implementation of the Superfast Broadband contract, including details of the proposed governance arrangements and organisation structure for the Joint Operations Centre, and delivery arrangements.	Ben Skipp	Report to Committee

February 2013 (NB date changed to 1 February 2013)				
Date	Title	Description	Accountable Officer	Method of Handling
1/2/13	Budget Monitoring Report	To review the month end budget report and make recommendations as appropriate	Kevin Kilburn	Report to Committee
1/2/13	Completed Audit Reports	To update the Committee on the Internal Audit reports completed since the previous meeting, and to consider those reports on services within the Committee's remit where concerns have been identified.	Sue Lewry-Jones	Report to Committee

1/2/13	Change & Efficiency Service Review – IMT	Detailed review of the IMT service (focus to be confirmed, but to include an update on Citrix issues.)	Paul Brocklehurst	Report to Committee, including <ul style="list-style-type: none"> • Service Strategy • Service Delivery Plan • PVR update • Performance information
1/2/13	Business Planning 2013-2018	Scrutiny of the draft budget for 2013/2014	Sheila Little/Susie Kemp	Report to Committee

February 2013				
Date	Title	Description	Accountable Officer	Method of Handling
13/2/13	Budget Monitoring Report	To review the month end budget report and make recommendations as appropriate.	Kevin Kilburn	Report to Committee
13/2/13	Completed Audit Reports	To update the Committee on the Internal Audit reports completed since the previous meeting, and to consider those reports on services within the Committee's remit where concerns have been identified.	Sue Lewry-Jones	Report to Committee
13/2/13	Communications Team	To review the draft recommendations from the One Team Communications Review and how the service objectives link to the Corporate Strategy.	Louise Footner	Report to Committee
13/2/13	Superfast Broadband – Quarterly Monitoring	To scrutinise implementation of the Superfast Broadband contract.	Ben Skipp	Report to Committee
13/2/13	Change & Efficiency Service Review: Property	Property Service performance, the status of capital schemes and challenges faced by the service (follow-up to discussion at the meeting in September 2012). The report will also include further details of the staffing structure prior to and following the reorganisation and the savings achieved by bringing services back in-house.	John Stebbings	Report to Committee

To be scheduled/possible future items:

- *Meeting with the Chief Executive of Surrey Connects*
- *Quality Board*
- *Surrey First*
- *Business Continuity – to discuss arrangements in relation to the Public Health team, IMT and Property.*

Council Overview and Scrutiny Committee: Task and Working Group Tracker

October 2012

Task Groups

Task Group	Members	Responsible Officer	Key Reporting Dates	Commentary
<p>Occupational Therapy Assessments Task Group</p> <p>To identify any obstacles in the assessment process for Disabled Facilities Grant funding, specifically the process involving assessment by an OT.</p>	<p>Yvonna Lay Caroline Nichols Ernest Mallett Peter Hickman (Health Scrutiny representative)</p>	<p>Leah O'Donovan</p>	<p>Adult Social Care Select Committee February 2013</p>	<p>The Task Group received the report of the service user survey and were surprised by the generally positive results. They have requested further targeted surveys as well as further information on the clients for whom adaptations took between one year and 18 months. The next meeting is at the end of October.</p>
<p>Countryside Management Task Group</p> <p>Purpose: to develop a countryside management strategy that incorporates sound governance principles, is financially sustainable and promotes partnership working.</p>	<p>Simon Gimson (Chairman) Mark Brett-Warburton Stephen Cooksey Chris Frost Michael Sydney</p>	<p>Jacqui Hird</p>	<p>Environment & Transport Select Committee 6 March 2013</p> <p>Cabinet 26 March 2013</p>	<p>First meeting held on 30 July 2012.</p> <p>The Task Group Chairman is now Simon Gimson and the reporting timeline has been amended from January to March 2013. The next stage of the review has commenced and key stakeholders have been identified.</p>

<p>Improving the coordination and quality of utility works (Utilities Task Group)</p> <p>Purpose: To improve the coordination of streetworks and reduce disruption as a result, and also to improve the standard and consistency of reinstatement works.</p>	<p>Pat Frost (Chairman) Mike Bennison Stephen Cooksey Michael Sydney</p>	<p>Tom Pooley</p>	<p>Environment & Transport Select Committee January 2012</p> <p>Cabinet February 2012</p>	<p>The work of the Task Group is currently underway.</p> <p>Activities completed to date include publication of a press release and distribution of a survey to County Councillors and Parish Councils. There has been a positive response so far.</p> <p>The Task Group will be interviewing witnesses during November and is on track to report its findings to Committee at its meeting in January 2013.</p>
<p>Prioritisation of Highways and Highways Structures Maintenance Task Group</p> <p>Purpose: 1) To make best use of limited capital funding to maintain the condition of highways and highways structures in their current state, ideally aiming for improvements.</p>	<p>Steve Renshaw (Chairman) Pat Frost David Goodwin</p>	<p>Tom Pooley</p>	<p>Environment & Transport Select Committee 12 March 2012 8 November 2012</p> <p>Cabinet 27 March 2012 29 January 2013</p>	<p>The first phase of the review has been completed. This considered a maintenance prioritisation system for highways maintenance.</p> <p>The second phase is due to commence in October 2012 and this will focus on drawing up a maintenance prioritisation system for highways structures.</p> <p>The Highways Maintenance Five Year Programme will be submitted to the Task Group for consideration prior to scrutiny at Select Committee in November 2012.</p>

<p>2) To address concerns raised by Members regarding the prioritisation system for Highways Maintenance</p> <p>3) To determine an effective means of prioritising Highways Structures Maintenance.</p>				
<p>Engagement with High Need Areas in Surrey Task Group</p> <p>The aim of the Task Group is to look back at previous Council “Priority Place” style initiatives and evaluating the results. This will lead to the development of a series of recommendations for future projects.</p>	<p>Steve Cosser Members TBC</p>	<p>Jacqui Hird</p>	<p>Communities Select Committee TBD</p> <p>Cabinet TBD</p>	<p>The scope was agreed at the 12 September Council Overview and Scrutiny meeting.</p> <p>A high level project plan has been developed. The Chairman is in the process of agreeing membership of the Task Group. Work will then begin on the detailed project plan and timeline.</p>
<p>Supporting Families Task Group</p> <p>A scrutiny review of how the Surrey Family Support Programme is putting in place a range of sustainable, multi-agency services that will improve the</p>	<p>Clare Curran Sally Marks Peter Hickman Steve Cosser Tim Hall</p>	<p>Cheryl Hardman</p>	<p>Children and Families Select Committee 10 October 2012</p> <p>Cabinet 23 April 2013</p>	<p>The scoping report was considered at the 10 October meeting of Children and Families Select Committee and was endorsed at the 18 October meeting of Council Overview and Scrutiny Committee. The Task Group has held the first witness sessions and agreed a detailed project plan.</p>

outcomes for families with multiple needs.				
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Member Reference Groups and Working Groups

<p>AIS Member Reference Group Following concerns about the functionality and value-for-money of the AIS adult social care IT system, Members will monitor the implementation of a business process review aimed at improving the processes.</p>	TBC	Leah O'Donovan	<p>Adult Social Care Select Committee February 2013</p>	Volunteers for this will be sought and an initial meeting set up in due course.
<p>Staff Numbers and the Management of Vacancies Working Group A review of the processes in place for monitoring and managing staff vacancies across the organisation.</p>	Zully Grant-Duff Mark Brett-Warburton	Bryan Searle	<p>Council Overview & Scrutiny Committee 5 December 2012</p>	Meetings with each of the Strategic Directors and the Assistant Chief Executive have been completed and conclusions and recommendations are being discussed. A report will be submitted to Committee in December 2012

Completed Task Groups – Monitoring Report

<p>Championing Parents Task Group</p> <p>To identify what Surrey parents want from the Education system and how the Council can best champion their interests.</p>	<p>Dorothy Ross-Tomlin Clare Curran Carol Coleman Cecile White (Co-opted Member) Sean Whetstone (Co-opted Member) Duncan Hewson (Co-opted Member)</p>	<p>Cheryl Hardman/Simon Griffin</p>	<p>Education Select Committee: 28 March 2012</p> <p>Cabinet: 24 April 2012</p>	<p>The report was welcomed by Cabinet with all 36 recommendations being accepted. A meeting has taken place with the new Cabinet Member for Children and Learning to discuss an action plan for implementing the recommendations. A six month progress report is scheduled on the forward work programme for November 2012.</p>
<p>Localism Task Group</p> <p>Purpose: To develop a vision for Localism in Surrey</p>	<p>Steve Cosser (Chairman) Eber Kington Sally Marks John Orrick</p>	<p>Jacqui Hird</p>	<p>Communities Select Committee 15 March 2012</p> <p>Cabinet 24 April 2012</p>	<p>The Report was welcomed by the Cabinet as it demonstrates the Council's commitment to Localism and partnership. All of the recommendations were accepted.</p> <p>The Chairman of the Select Committee was invited by the Leader at the Cabinet Meeting to meet with the Cabinet Member for Communities and the Olympics 2012 and relevant officers to work together to drive this agenda forward once the Public Value Review of Local Committees has concluded in the Autumn of 2012.</p>
<p>Community Infrastructure Levy (CIL) Task Group</p> <p>Purpose: to consider what the County Council needs to do to develop effective plans</p>	<p>Mark Brett-Warburton (Chairman) Chris Frost Pat Frost</p>	<p>Tom Pooley</p>	<p>Environment & Transport Select Committee 31 May 2012</p> <p>Cabinet 24 July 2012</p>	<p>Interim report was considered by Select Committee and welcomed by the Cabinet, who supported the Task Group's view that preparation for the introduction of CIL would be crucial.</p> <p>The Task Group's recommendations were agreed by the Cabinet.</p>

<p>for the Community Infrastructure Levy in conjunction with its District and Borough partners.</p>				<p>The Select Committee has agreed that the Task Group should continue its work.</p> <p>The Chairman of the Task Group will meet with Officers in October 2012 to identify a suitable way forward to engage with the ongoing development of CIL across Surrey. This will include review of the project plan and reporting dates.</p>
<p>Carers Assessments Member Reference Group</p> <p>To monitor the officer-led Task and Finish group tasked with increasing the rate of carers assessments being undertaken by adult social care.</p>	<p>Linda Kemeny Caroline Nichols Chris Pitt Jane Thornton (Co-opted Member; Action for Carers)</p>	<p>Leah O'Donovan</p>	<p>Adult Social Care Select Committee 18 May 2012</p> <p>Cabinet not required</p>	<p>The Task Group and Member Reference Group final reports went to the 18 May 2012 meeting. The impact has been an improvement in the number of carers identified in the system and assigned to a service user and social worker.</p> <p>Monitoring will include regular reporting to the Committee and a Member will sit on the new monitoring board, involving external and internal representatives</p>



Council Overview & Scrutiny Committee
14 November 2012

RECOMMENDATIONS TRACKER

- 1 The Committee is asked to review its Recommendations Tracker, which is attached.
- 2 The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated after each Committee. Once an action has been completed and reported to the Committee, it will be removed from the tracker. The next progress check will highlight to Members where actions have not been dealt with.

Recommendation:

That the Committee reviews progress on the implementation of its recommendations and actions.

Next Steps:

The Committee will review its recommendations tracker at each of its meetings.

Report contact: Bryan Searle, Senior Manager Scrutiny and Appeals.

Contact details: 020 8541 9019, bryans@surreycc.gov.uk.

Sources/background papers: None.

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**COUNCIL OVERVIEW AND SCRUTINY COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – OCTOBER 2012**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Committee. Once an action has been completed and reported to the Committee, it will be removed from the tracker.

Date of meeting and reference	Item	Recommendations/Actions	Responsible officer or member	Response	Next progress check:
20/01/12 COSC 35	Treasury Management PVR [Item 9]	Officers to confirm details of external challenge to the Treasury Management PVR.	Sheila Little	The PVR programme has been completed, but a review using the same methodology is due to commence in the near future.	5/12/12
17/04/12 COSC 63	Staff Vacancies [Item 9]	That the Finance Sub-Group investigate further how decisions about vacancies are handled by services, and the impacts of these decisions on budgets.	Bryan Searle	Zully Grant-Duff and Mark Brett-Warburton are undertaking a review and will report back to Committee in December 2012.	5/12/12

17/04/12 COSC 65	Business Continuity [Item 11]	That a further report concerning the following issues be submitted to the Committee in July 2012: <ul style="list-style-type: none"> ○ Work underway to ensure the move of the Director for Public Health's team is incorporated into the SCC Business Continuity Management. ○ The maintenance of Business Continuity arrangements alongside the current changes in the estate and IMT portfolios. 	Ian Good	This item has been deferred and will be re-scheduled in the work programme.	14/11/12
13/06/12 COSC 94	Scrutiny Annual Report [Item 11]	That work be undertaken to understand the influence of Select Committee recommendations on decisions made by the Cabinet.	Bryan Searle/Democratic Services	This will be addressed as part of the Democratic Services Scrutiny Improvement Plan and details will be shared with Members as agreed at the meeting on 18 October 2012.	5/12/12
11/07/12 COSC 96	Recommendations Tracker [Item 6]	That a special meeting be arranged in order for Tony Samuels to provide the Committee with an update on his work relating to the Council's property portfolio.	Bryan Searle	The Finance Sub-Group is due to meet Tony Samuels on 3 December 2012 to discuss proposals for the 2013/14 Capital Programme.	5/12/12

11/07/12 COSC 104	Superfast Broadband [Item 13]	That details of the proposed governance arrangements and organisation structure for the Joint Operations Centre be shared with the Committee.	Ben Skipp	Information to be provided as part of an update report at the meeting on 5 December 2012.	5/12/12
12/09/12 COSC 109	Change & Efficiency Service Review [Item 13]	Further details of the staffing structure prior to and following the reorganisation, as well as the savings achieved by bringing services back in-house, to be provided to the Committee.	John Stebbings	The Committee to receive a report at its meeting in February 2013.	13/2/13
18/10/12 COSC 110	Recommendations Tracker [Item 6]	That the Chairman write to the Strategic Director for Environment and Infrastructure, with a copy to the Cabinet Member for Transport and Environment, to express concern about the impact of holding business support vacancies on the work of Highways engineers. In addition, that the Chairman reiterates the request for a Rapid Improvement Event to review the process for local highways schemes.	Bryan Searle/ Mel Few	An update will be provided at the meeting	14/11/12

18/10/12 COSC 111	Budget Monitoring Report [Item 9]	That the Chairman and Vice-Chairman have further discussions with the Leader and Finance officers about the timing of Council Overview & Scrutiny Committee and Finance Sub-Group meetings in order to ensure timely and effective scrutiny of the budget in the future.	Bryan Searle/Kevin Kilburn	The Chairman and Vice-Chairman have discussed this with finance officers and agreed that the aim will be for the finance sub-group to meet on the Thursday or Friday of Cabinet week, with Committee meetings scheduled within one week of the Cabinet meeting.	14/11/12
18/10/12 COSC 112	Completed Audit Reports [Item 10]	That the Children and Families Select Committee scrutinises the implementation of the audit recommendations in relation to dental checks for Looked After Children.	Cheryl Hardman	A request has been made for this issue to be included in the Select Committee work programme.	14/11/12
18/10/12 COSC 113	Completed Audit Reports [Item 10]	That the Adult Social Care Select Committee scrutinises the implementation of the audit recommendations in relation to the management of residents' monies in residential care homes.	Leah Donovan	A request has been made for this issue to be included in the Select Committee work programme.	14/11/12

18/10/12 COSC 114	One Team Review [Item 11]	That the aim of the review should be to achieve a Communications Service which is aligned to the Corporate Strategy, with clearly defined goals and processes, and the One Team Review should be conducted with this outcome in mind.	Louise Footner/ Sally Wilson	An update will be provided at the meeting.	14/11/12
18/10/12 COSC 115	One Team Review [Item 11]	That a further progress report be presented to the Committee at its meeting on 13 February 2013	Louise Footner/ Sally Wilson	The Committee to receive a report at its meeting on 13 February 2013.	13/02/13
18/10/12 COSC 116	One County, One Team People Strategy Review [Item 12]	That further consideration be given to how the targets and promises to which they relate can be better matched, that the targets are seen as being sufficiently challenging, and that the promises made are given necessary priority.	Matthew Baker	An update will be provided at the meeting.	14/11/12

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Council Overview & Scrutiny Committee
14 November 2012

TASK GROUP SCOPING REPORT

- 1 Select Committees wishing to establish task groups are required to complete a scoping report, which sets out details of the task group's objectives, proposed timescales, the resources required, and sources of information. Prior to work commencing on reviews, the scoping reports are submitted to the Council Overview & Scrutiny Committee for consideration, so that any links with other areas of work or potential duplication can be identified. This also enables the Committee to gain an awareness of the issues being investigated across all services of the Council.
- 2 The scoping document for the AIS Business Process Review (Adult Social Care Select Committee) is attached for the Committee's consideration (**Annexe 1**).

Recommendation:

That the Committee reviews the attached task group scoping report and suggests any amendments or additions for consideration by the Adult Social Care Select Committee.

Next Steps:

The Committee will be kept informed of progress and outcomes as appropriate.

Report contact: Leah O'Donovan, Scrutiny Officer, Democratic Services

Contact details: 020 8541 7030, leah.odonovan@surreycc.gov.uk

Sources/background papers: None

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Select Committee Members Reference Group Scoping Document

Review Topic: AIS Business Process Review
Select Committee(s) Adult Social Care Select Committee
Relevant background <p>The Adult Social Care directorate is responsible for providing assessments and packages of care for those Surrey residents presenting with social care needs, such as help with bathing and personal care up to full nursing or residential care.</p> <p>The Personal Care & Support section of the directorate is responsible for carrying out these functions and uses an IT database system to store all relevant details relating to a resident in receipt of social care. This includes personal details, the care support plan and financial information. Currently, the Council uses the Adults Integrated Solution (AIS), which is a product of the software company Northgate.</p> <p>The contract for the IT system is up in spring 2014; therefore, the Directorate will need to begin procurement on a new contract by spring 2013 for the full year needed for implementation.</p> <p>Since implementing AIS, there has been much concern expressed in all parts of the Directorate with the system's usability and functionality. There are several issues contributing to the current situation, including: historical issues with IT procurement in ASC; and, that Self Directed Support was in its infancy when AIS was created and implemented, meaning neither supplier nor consumer knew precisely how the process would work in reality.</p> <p>The Directorate has worked with Northgate to seek improvements to the system and, as part of this, commissioned a Business Process Review (BPR) by an external consultant. The conclusion was that the business process was flawed and improvements have been identified. The Transformation team has now been tasked with implementing these improvements over the coming months. It is hoped that the improvements being made to AIS, coupled with the improvements to the business process will produce a better overall system for practitioners.</p> <p>The implementation of the BPR will also feed into the development of a contract specification for the procurement due to begin in spring 2013. By specifying more clearly to suppliers the care support planning process that the IT product needs to support, it is expected a more fit-for-purpose product can be procured.</p>
Why this is a scrutiny item <p>Members are aware of the concerns and issues with past procurement and the current IT system and want to ensure the Council is using a fit-for-purpose and value-for-money IT product. The Business Process Review provides an excellent opportunity for Members to monitor improvements to the current system and contribute to the development of a contract specification for the future IT system.</p>
What question is the Members reference group aiming to answer? <p>Can AIS meet the needs of Surrey's Adult Social Care directorate?</p>

<p>Aim</p> <p>To improve the current business process and IT system. To contribute to the development of a contract specification that will provide assurance that the procurement of an ASC IT system will result in a product that is fit for purpose and value for money.</p>
<p>Objectives</p> <ul style="list-style-type: none"> To monitor the implementation of the Business Process Review.
<p>Scope (within / out of)</p> <p>The Group will focus only on the implementation of the Business Process Review.</p>
<p>Outcomes for Surrey / Benefits</p> <p>The Group will ensure the implementation of the Business Process Review goes according to plan and can be involved with the procurement of a fit-for-purpose IT database for ASC.</p>

Proposed work plan

Timescale	Task	Responsible
October	Initial scoping	Leah O'Donovan/ John Woods
October	Members requested	Leah O'Donovan
14 November	Seek approval by Council Overview & Scrutiny	Leah O'Donovan
November	Initial meeting	Leah O'Donovan/ ASC officers
	Additional meetings/evidence sessions to be added as necessary	Leah O'Donovan
January 2013	Meeting to agree report/recommendations	Leah O'Donovan/ ASC officers
14 February 2013	Report to Adult Social Care Select Committee	Leah O'Donovan/ ASC officers

This is a living document; additional meetings may be required as necessary.

<p>Witnesses</p> <ul style="list-style-type: none"> None required for this project.

Useful Documents

- The Business Process Review report.

Potential barriers to success (Risks / Dependencies)

- Council elections in May 2013. If there are any delays in implementing the BPR, the Group's membership could be affected by the elections.

Equalities implications

Should the Group involve itself with the procurement of a new IT system, it will need to ensure that any system meets standards for accessibility for those with disabilities.

Task Group Members	
Spokesman for the Group	
Scrutiny Officer	Leah O'Donovan

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Council Overview and Scrutiny Committee
14 November 2012

Completed Internal Audit Reports

Purpose of the report: Scrutiny of Services

The purpose of this report is to inform Members of the Internal Audit reports that have been completed since the last report to this Committee in October 2012.

Introduction:

1. On 22 February 2010 the Audit & Governance Committee recommended that a standing 'internal audit' item be put on all Select Committee agendas. This Committee has agreed to consider all relevant Internal Audit reports that have attracted an audit opinion of either "Major Improvement Needed" or "Unsatisfactory".
2. This report provides a list of the five Internal Audit reports that have been issued since the last report to this Committee in October 2012. The audit opinion for each of these audits was "Some Improvement Needed".

Internal Audit and the Reporting Process:

3. The Accounts and Audit Regulations 2011 require that a local authority "must undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control". The Internal Audit plan for 2012/13, which sets out the work that Internal Audit will complete during the year to meet its statutory responsibility, was approved by Audit and Governance Committee on 5 April 2012.
4. The Internal Audit reporting and escalation policy requires that all final audit reports are circulated with a management action plan, agreed by the relevant Head of Service, which sets out what management action is proposed in response to audit recommendations. Included in the audit report is the auditor's opinion on the controls in place. The audit opinion will fall into one of the following agreed classifications:
 - Effective
 - Some Improvement Needed
 - Major Improvement Needed
 - Unsatisfactory

5. All final audit reports are circulated to the relevant strategic director; the Cabinet Portfolio holder; and, the relevant Select Committee Chairman. In addition, all members of the Audit and Governance Committee receive full copies of all Internal Audit reports.

Internal Audit Reports issued since the last report to this Committee:

6. The table below shows all the audit reports (including audit opinion) that have been issued since the last report to this Committee on 18 October:

	Audit	Opinion	Number of recommendations rated as High Priority
1	Special Residential Schools - Teachers' additional payments	Some Improvement Needed	0
2	Local Safeguarding Children Board	Some Improvement Needed	0
3	Overtime	Some Improvement Needed	0
4	Performance Management - Data Quality	Some Improvement Needed	0
5	Review of Concessionary Fares	Some Improvement Needed	2

Two of the above audits (Overtime and Performance Management – Data Quality) fall under the immediate remit of this Committee.

7. The above audits will be included in the Completed Audit Reports item to be presented to Audit and Governance Committee on 6 December 2012.

IMPLICATIONS:

8. There are no direct implications (relating to finance, equalities, risk management or value for money) arising from this report. Any such matters highlighted as part of the audit work referred to in this report, would be progressed through the agreed Internal Audit Reporting and Escalation Policy.

Recommendations:

9. That the Committee notes the audits completed in the period and if necessary refer on to the specific select committee for further scrutiny,

Next Steps:

10. That the Committee receives further updates on completed Internal Audit reports at future meetings, and continues to focus its attention on audit reports with the audit opinion of either “Major Improvement Needed” or “Unsatisfactory”.

Report contact:

Sue Lewry-Jones
Chief Internal Auditor

Contact details: 020 8541 9190

Sources/background papers:

- 2009/10 Review of the Effectiveness of the System of Internal Audit, Audit & Governance Committee, 22 February 2010
- Final audit reports and agreed management action plans

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Council Overview and Scrutiny Committee
14 November 2012

BUDGET MONITORING REPORT FOR SEPTEMBER 2012 (PERIOD 6)

Purpose of the report: This report presents the revenue and capital budget monitoring up-date for September 2012 with projected year-end outturn.

Introduction:

1. The September 2012 month end budget report was presented to the cabinet meeting on 23 October 2012.
2. Annex 1 to this report sets out the council's revenue and capital forecast of the year-end outturn at the end of September. The forecast is based upon current year to date income and expenditure and projections using information available at the end of the month. The report provides explanations for significant variations from the budget.

Report contact: Kevin Kilburn, Deputy Chief Finance Officer

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Section 151 Finance cleared on:	28/09/12
Strategic Director cleared on:	SK 02/10/12 JF 03/10/12
Cabinet Member cleared on:	24/09/12

SURREY COUNTY COUNCIL

CABINET

DATE: 23 OCTOBER 2012

REPORT OF: MR PETER MARTIN, DEPUTY LEADER

MS DENISE LE GAL, CABINET MEMBER FOR CHANGE AND EFFICIENCY

LEAD SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE

OFFICERS: JULIE FISHER, STRATEGIC DIRECTOR FOR CHANGE AND EFFICIENCY

SUBJECT: 2012/13 QUARTER TWO BUSINESS REPORT



SUMMARY OF ISSUE:

For the Cabinet to acknowledge and discuss the success that Surrey County Council has achieved during the second quarter of 2012/13 (demonstrated by the latest available Council-wide results on customer feedback, finance, workforce and performance, the progress reports of the One County One Team People Strategy 2012/17 and the One County One Team Fairness and Respect Strategy 2012/17 and the September 2012 Leadership Risk Register)¹.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Notes the Quarter Two Business Report covering Residents Survey feedback, people performance, financial stewardship and individual Directorate performance.
2. Notes the progress made in implementing the One County One Team People Strategy 2012/17.
3. Notes the progress made in implementing the One County One Team Fairness and Respect Strategy 2012/17.
4. Agrees the Leadership Risk Register as of 25 September 2012.

REASON FOR RECOMMENDATIONS:

- To ensure effective business management of the County Council to deliver

¹ Due to the timing and deadlines for Cabinet reporting, all information in this report is based on the latest available data.

improved outcomes and value for money for Surrey residents, as measured by the Quarter Two Business Report.

- To ensure proper implementation of the Council's One County One Team People Strategy 2012/17 and the One County One Team Fairness and Respect Strategy 2012/17.
- To ensure proper consideration of Leadership Risk.

DETAILS:

Report structure

The report should be read with reference to the following annexes:

Annex 1

One County One Team Quarter Two Business Report 2012/13. This has four sections:

- Residents / Value graphical performance as at August 2012
- People performance as at August 2012
- Financial stewardship as at August 2012
- Quality / Partnerships performance as at August 2012

Annex 2

Quarter Two Business Report – Progress towards Directorate priorities which detail measurement against priorities by individual Directorate.

Annex 3

Detailed report showing progress of the implementation of the One County One Team People Strategy 2012/17.

Annex 4

Detailed report showing progress of the implementation of the One County One Team Fairness and Respect Strategy 2012/17.

Annex 5

Leadership Risk Register as at 25 September 2012.

Highlights

1. Surrey County Council is a Council performing well with **96% of residents satisfied with their neighbourhood as a place to live**, the highest result ever achieved since the Surrey Residents Survey began in 2008.

2. This report is the second 2012/13 Business Report to measure progress against the priorities set out in the **One County, One Team Corporate Strategy 2012/17**. The report includes an enhanced scorecard (Annex 1), supported by detailed commentary (Annex 2).
3. The report celebrates examples of key achievements during the quarter, including the signing of a contract with BT to make Surrey the best connected County in the UK and financial support for creating 200 apprenticeships within the County.
4. During this period, **Surrey successfully hosted the Olympic Games Road Cycling events**, requiring an Olympic venue to be created each day involving nearly 600 road closures and 42 miles of roadside barriers – enough to lap the running track of the Olympic stadium 170 times.
5. **One million spectators lined the roads to watch the three Road Cycling events in Surrey**. The Council ensured that safety was paramount throughout the events, residents and businesses were kept informed and the potential disruption was minimised, with all roads reopened within three hours on all three days of Road Cycling events.
6. Following this success, the Council Leader David Hodge joined Mayor of London, Boris Johnson to reveal **plans for a new annual cycling event**. On Sunday 4 August 2013, the event will see 20,000 elite, club and amateur cyclists tackle a route based on the one used for the Olympic cycle races.
7. On 16 September 2012, Surrey also hosted the final section of the **Tour of Britain**, with crowds of 225,000 people lining the roadside of the Surrey stage to witness Mark Cavendish's stage victory.

Residents / Value (Annex 1)

8. The latest Surrey Residents Survey results (for July and August 2012) are positive, showing that **68% of residents are satisfied with the way the Council runs things** (two percent higher than at the same time in 2011/12) and 56% of residents feel that the Council keeps people well informed (four percent higher than during quarter one 2012/13).
9. At the end of August, 93% of customers were satisfied with the **Council's Contact Centre**, significantly exceeding the target of 85%. In addition 92% of all stage one **complaints** were dealt with within timescale and 92% of **Freedom of Information Act requests** were responded to within the 20 working days target.
10. The Leader of the Council's **Community Improvement Fund** has already allocated over £450,000 to support projects that will make a difference in local areas. Around 100 groups have expressed an interest, 42 bids have been received and 17 projects have been successful in securing funding. One of the successful bids was led by Glenys Sahay from the Friends of St Andrews in Boxhill, who helped secure £12,675 to install a new kitchen at St Andrews Church. The high quality of the bids received to date means it is very likely that all of the funding will be allocated to local projects.
11. Following the Judicial Review into **Community Partnered Libraries**, the Cabinet approved the decision to establish ten Community Partnered

Libraries on 24 July 2012 and volunteers have taken control of Byfleet library (22 September 2012) and New Haw library (1 October 2012). Under the partnership, Surrey County Council will continue to provide the building, books, computers and free wi-fi.

Quality/Partnerships (Annex 1 and Annex 2)

12. The Cabinet approved the **Directorate Strategies 2012/17** on 27 March 2012. A summary of progress towards achieving the priorities contained in them is included in the Quality/Partnerships quadrant of the Scorecard (Annex 1) with a full commentary in Annex 2.
13. Overall, there has been **strong progress during the second quarter**. The following examples demonstrate some of the achievements during the period:
 - In July, the Cabinet approved a contract for BT to be the preferred supplier for **Superfast Broadband in Surrey**. Peter Martin, the Deputy Leader of the Council, signed the contract with BT on 12 September, with £20m coming from Surrey County Council, £11.8m from BT and £1.3m from the Government's Broadband Delivery UK Fund. The deal will mean that nearly 100% of Surrey businesses and homes will have access to superfast broadband by the end of 2014 and it has been estimated that the service will boost Surrey's economy by around £28m annually. EU State Aid Approval is required before implementation can start. This approval is expected within a few weeks.
 - The Cabinet approved the Winter Service Development Plan for 2012/13 on 25 September 2012, ensuring that robust plans are in place to **minimise any disruption from potentially adverse winter conditions**. The plans include equipping gritters with satellite navigation GPS and using thermal imaging of salting routes to show which roads are most at risk of icing up. Surrey County Council's fleet of gritters will be ready to take action 24 hours a day, seven days a week and will be supported by a quad bike, an all terrain vehicle and support from 51 farmers equipped with spreaders and ploughs. The Council is stocking 16,000 tonnes of salt which will be stored at depots across the County and will be replenished regularly throughout the winter through a deal with the Salt Union.
14. On 17 July, David Hodge, the Leader of the Council pledged £300,000 to support **apprenticeships** across the County. He announced the support for the creation of 200 apprenticeships for young people, with Surrey businesses. The Council will match the Government's Apprenticeship Grant for Business with a Surrey grant of £1,500, bringing the total available to £3,000, to enable businesses to take on apprentices, as well as making sure that they can get the right skills for the job. The announcement followed a pledge from the Council to take on 100 apprenticeships in a year, 50 of which have already been successfully placed.
15. One of the key challenges for the Council has been to invest in school buildings to meet the demands of an increasing pupil population. The total number of additional **school places** required and delivered for September 2012 was 1,437. This represents an increase of 150% from the 575 additional school places required in September 2009. This equates to an increase from providing just over 19 additional classes in 2009 to just short of 48 classes of children in 2012. The school places required for September 2012 have all

been delivered and work has already begun on additional schemes which have been brought forward to achieve the growing demand for school places over the next two to three years.

- In 2011, Surrey GCSE results were five percentage points above the national average for students gaining five good GCSEs including English and Maths. Early indications suggest that **GCSE results** achieved within Surrey have slightly improved in 2012, despite the much publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012 (impacting on at least one third of Surrey's secondary schools). The provisional results and national and regional statistics will be made available later in the year.
 - From April 2012 to the end of August 2012, a total of 1,282 **Home Fire Safety Visits** have been conducted, of which 68% were to households at risk, a significant improvement from 57% in 2011/12 and exceeding the 2012/13 target of 60%.
 - Improvements are being made to the **Surrey Information Point** website and a targeted **Live Life Your Way** awareness campaign to provide all Surrey residents with easy access to trustworthy information and advice to enable people to make informed choices about care and support to help them live more independently.
16. The Council recognises that there is **no room for complacency** in ensuring the delivery of high quality services to Surrey residents. Difficult issues are being tackled and concerted action is being taken in a number of priority areas, including:
- The Council has **recycled** a total of 126,345 tonnes (55%) of waste collected in 2012/13, but falling demand for rigid plastic from China and India presents a challenge to achieving the 70% recycling target in 2013/14. The Council is continuing to make further improvements such as the introduction of new food waste collection schemes. Surrey County Council is ranked 9th out of 32 Waste Disposal Authorities in England for waste recycled in 2011/12.
 - The average **cost per contact** (the total money spent on customer contact divided by the total number of contacts) of 46 pence is slightly above the year-to-date target of 45 pence. The Council is continuing to encourage residents to use cheaper methods of contacting the Council, such as the internet, where it is appropriate to do so, and whilst maintaining high levels of customer satisfaction.

People (Annex 1 and Annex 3)

17. The **One County One Team People Strategy 2012/17** was approved by the Cabinet on 29 May 2012 setting out 12 County Council promises to its staff. Overall progress towards four of the 12 promises is reported in the People quadrant of Annex 1 with a more detailed progress report in Annex 3. The measurement of progress towards the remaining eight promises awaits the results of the Staff Survey Temperature Check and will be reported to the Cabinet as part of the Quarter Three 2012/13 Business Report on 5 February 2013.

18. Surrey continues to perform well for **sickness absence** (reported in the People quadrant of Annex 1) compared to local government peers. When staff working with vulnerable adults are excluded (they are not allowed to work with vulnerable adults when ill), the sickness absence rate was 6.93 days per FTE during August 2012, achieving the Council target of 7.2 days per FTE. The latest Chartered Institute of Personnel and Development (CIPD) absence survey (2011) shows that the local government average was 10.9 days sickness absence per FTE.
19. The September **workforce costs** are reported alongside this report as part of the Month End Budget Report as at the end of September 2012 (agenda item eight).

Financial stewardship (Annex 1 and Annex 2)

20. The Council has set a **Revenue Efficiencies and Savings** target of £71.1m in 2012/13, set out in the Medium Term Financial Plan. At the end of August 2012, £16.8m of the savings have been achieved and 'banked', however, there remains a shortfall of £3m in the current year-end forecast of savings expected to be delivered against the target.
21. Efficiencies and savings have been achieved through a **rigorous focus on ensuring value for money**. Examples include the programme of Public Value Reviews, better management of suppliers and joining up procurement spend with partners across the South-East.
22. The Council remains on track to complete the programme of **Public Value Reviews** this year. To date, 25 PVRs have been completed with reviews of Heritage, Adult Community Learning, Arts, Mental Health and Community Partnerships still in progress. At the end of 2011/12 the programme had 'banked' £37m of savings and it is forecast that the PVR programme will deliver £281m cumulative savings by 2015/16. A closing report for the PVR Programme will be presented to the Cabinet on 27 November 2012.
23. The Council has exceeded the quarter two **procurement savings target**, achieving £10.4 million savings. Surrey and East Sussex have joined forces to bolster buying power and save millions of pounds by collectively driving harder bargains with suppliers.
24. As part of the Surrey First Initiative, Surrey County Council will save more than £5m after agreeing a deal with BT to connect at least 20 public services in the South East. The public services network, **UNICORN**, which will be available to all public sector bodies in Surrey and Berkshire, will feature cloud services that link up all the organisations' computer and communications systems.
25. The September 2012 financial position is presented to the Cabinet alongside this report as the **Month End Budget Report** (agenda item eight).
26. The August 2012 financial position is reflected in the financial **Stewardship** quadrant of the Scorecard (Annex 1).

One County One Team Fairness and Respect Strategy 2012/17 Progress Report (Annex 4)

27. The **One County One Team Fairness and Respect Strategy 2012/17**, approved by the Cabinet on 27 March 2012, confirmed the fairness and respect priorities that the Council will address during 2012/17.
28. The **Fairness and Respect priorities** are embedded within the Business Report Scorecard and are marked with an asterisk on the Annex 1 Scorecard and Annex 2 commentary. The first six-monthly report of progress towards the delivery of the Fairness and Respect priorities is set out in Annex 4 (the next six-monthly update will be presented to the Cabinet in April 2013).

Leadership Risk Register (Annex 5)

29. The **Leadership Risk Register** as at 25 September 2012 is attached to this report as Annex 5.
30. The Risk and Resilience Steering Group, chaired by the Assistant Chief Executive, coordinates and reviews risk activity across the organisation. The Steering Group also reviews the Leadership Risk Register prior to review by Corporate Board as part of performance, finance and risk monitoring.
31. The Audit and Governance Committee reviews the Leadership Risk Register at each meeting and refers any issues to the appropriate Select Committee.

CONSULTATION:

The 2012/13 Quarterly Business Report has been produced in consultation with the Members and officers listed at the end of this report.

RISK MANAGEMENT AND IMPLICATIONS:

32. Risk management implications to areas covered in this report are covered in either the Leadership Risk Register (Annex 5) or in the relevant Strategic Director and Service Risk Registers. Directorate and Service management teams review current and emerging risks and ensure that risks are escalated and reported where appropriate.

Financial and Value for Money Implications

33. The Annex 1 scorecard contains **Directorate level financial information** and details the delivery of the Council's Revenue Efficiencies and Savings Target.
34. Tracking financial information alongside other key performance indicators as part of the quarterly Business Report is an important part of the Council's approach to ensuring **value for money** for residents.

Section 151 Officer Commentary

35. There are no direct financial consequences of this report, but the Section 151 officer confirms that the financial figures used throughout this report are consistent with the Council's financial ledger and Medium Term Financial Plan.

Legal Implications – Monitoring Officer

36. There are no legal implications/legislative requirements arising directly from this report.

Equalities and Diversity

37. This report provides a summary of progress towards achieving the Council's priorities set out within Directorate Strategies so does not require a specific Equality Impact Assessment. Where appropriate, Equality Impact Assessments will be completed for individual Directorate priorities.
38. Annex 4 provides a detailed report showing progress of the implementation of the One County One Team Fairness and Respect Strategy 2012/17.

WHAT HAPPENS NEXT:

- Good performance is recognised and acknowledged to motivate staff.
- Remedial action takes place.
- The Cabinet continues to receive Quarterly Business Reports (the Quarter Three 2012/13 report will be considered on 5 February 2013).
- The full results towards the One County One Team People Strategy 2012/17 County Council Promises will be reported to the Cabinet as part of the Quarter Three Business Report on 5 February 2013.
- The next six monthly update of the One County One Team Fairness and Respect Strategy 2012/17 will be considered by the Cabinet as part of the Quarter Four Business Report 2012/13 (due to be considered by the Cabinet on 23 April 2013).
- Quarterly reports of progress against key Directorate indicators and commitments are published online at www.surreycc.gov.uk/ourperformance
- The Council Overview and Scrutiny Committee review Council performance at the meeting on 14 November 2012.
- Select Committees continue to scrutinise work programmes and performance.
- The Quality Board will continue to ensure effective self-regulation, oversight and assurance of quality management across the Council, via the implementation of the One County One Team Quality Management Framework.
- Risk officers continue to work with Directorate Management Teams to review current and emerging risks, and ensure that risks are escalated where appropriate.

Contact Officer:

Tim Yarnell, Performance Manager, 020-8541-7047

Consulted:

David Hodge, Leader of the Council
Corporate Leadership Team (CLT)

Justin Newman, Lead Performance and Change Manager, Policy and Performance

James Brown, Performance Lead, Children, Schools and Families

Tracy Waters, Performance Lead, Customers and Communities

Colin Blunden, Waste Finance and Performance Team Manager, Environment and Infrastructure

Joelle Bevington/Charlotte Langridge, Performance Leads, Adult Social Care
Al Braithwaite, Head of Transformation, Change and Efficiency
Tim Edwards, Corporate Communications Manager, Communications
Tim Vamplew, Research Manager, Policy and Performance
Matthew Baker, Deputy Head of HR and Organisational Development
Cath Edwards, Risk and Governance Manager, Change and Efficiency
Verity Royle, Principal Accountant, Change and Efficiency
Kevin Kilburn, Financial Reporting Manager, Change and Efficiency
Grisilda Ponniah, Corporate Information Governance Manager, Legal and Democratic Services

Annexes:

Annex 1 – Quarter Two Business Report Scorecard

Annex 2 – Progress Towards Directorate Priorities

Annex 3 – One County, One Team, People Strategy 2012-2017 progress report

Annex 4 – One County, One Team, Fairness and Respect Strategy 2012-2017 progress Report

Annex 5 – Leadership Risk Register

Sources/background papers:

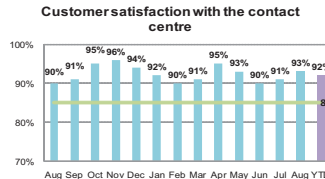
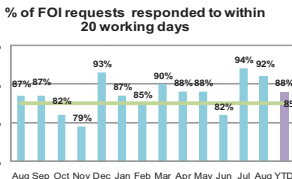
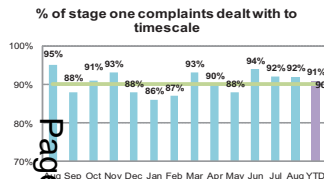
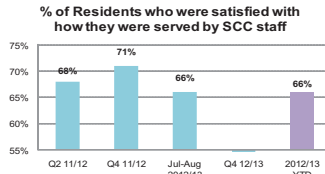
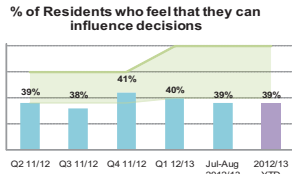
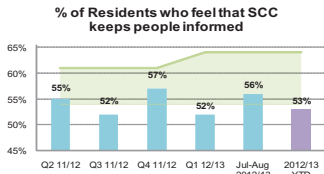
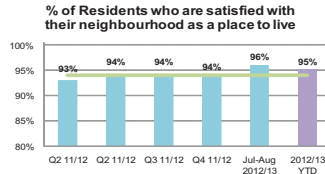
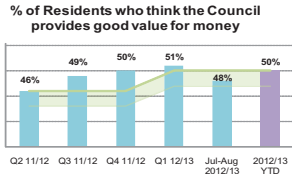
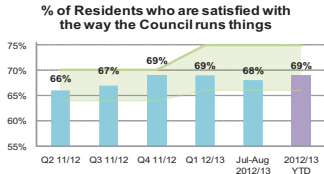
- Surrey Residents Survey results
 - One County, One Team Corporate Strategy 2012/17
 - Directorate Strategies and Business Plans 2011/15
 - One County, One Team: Fairness and Respect Strategy 2012/17
 - One County, One Team: People Strategy 2012/17
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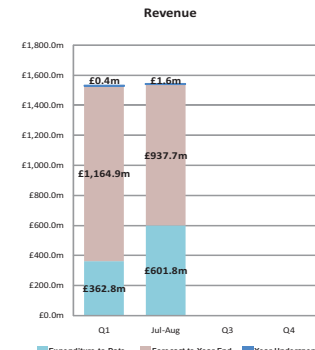
ONE COUNTY, ONE TEAM - QUARTER TWO BUSINESS REPORT 2012/13

RESIDENTS / VALUE

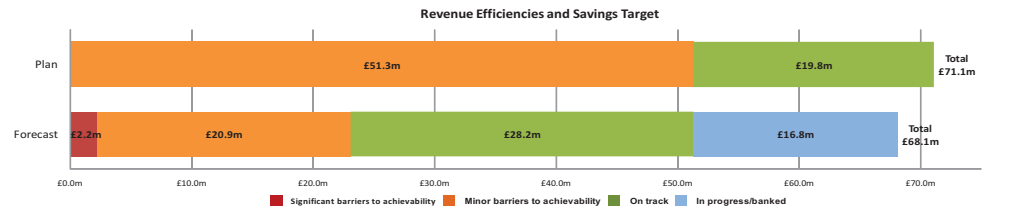
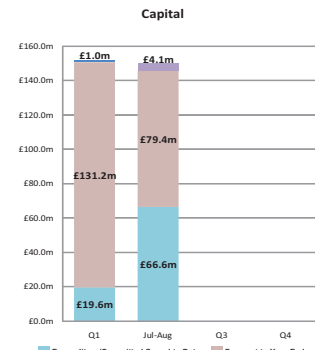
— = Target — = Standard & stretch target range



FINANCIAL STEWARDSHIP



Budget Analysis	Latest Budget	Year End Forecast	Variance	% Variance
Adult Social Care	£335.8m	£338.5m	£2.7m	0.8%
Children, Schools and Families	£282.5m	£293.5m	£1.0m	0.3%
Schools	£529.5m	£529.5m	£0.0m	0.0%
Customers and Communities	£73.6m	£73.2m	-£0.4m	-0.5%
Environment and Infrastructure	£131.0m	£132.1m	£1.1m	0.8%
Change and Efficiency	£87.4m	£86.8m	-£0.6m	-0.7%
Chief Executive's Office	£14.0m	£14.1m	£0.1m	0.7%
Central Income / Expenditure Inc. Risk Contingency budget	£77.3m	£71.8m	-£5.5m	-7.1%
Total	£1541.1m	£1539.5m	-£1.6m	-0.1%



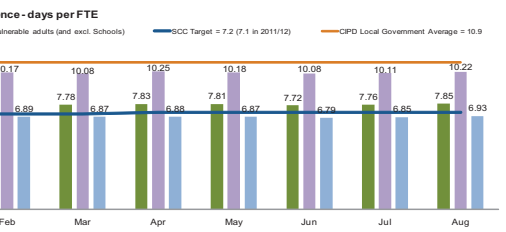
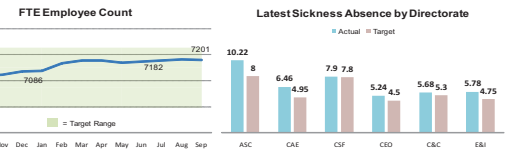
PEOPLE

Surrey County Council August 2012	Budget £m	Actual £m	%	Variance £m
Contracted Staff		23.0	92%	
Agency		1.3	5%	
Bank & Casual		0.7	3%	
Total Staffing Cost	24.7	25.0		0.3

	Budget £m	Actual £m	%	Variance £m
Contracted Staff		112.4	0.9	
Agency		6.0	0.1	
Bank & Casual		4.0	0.0	
Total Staffing Cost	125.1	122.4		-2.7

	Budget £m	Forecast £m	Variance £m
Total Staffing Cost	300.9	299.1	-1.8

Management development	✓
Coaching training	✓
Smarter working	✓
36 hours training and development	✓
Personal Development Plans	✓
Equipment	✓
IT competency	✓
Fair and manageable workload	✓
Help each other & act early	✓
Annual appraisals	✓
Regular time with managers	✓
Regular team meetings/ discussions	✓



QUALITY / PARTNERSHIPS

Staff development	✓
Personalisation *	✓
Local, accessible & flexible services	✓
Carers support *	✓
Reduce hospital admissions *	✓
User voice / joined up services	✓
Health and social care pathways	✓
Transforming in-house services	✓
Service signposting	✓
Deliver MTFP efficiency savings	✓

Understand Surrey residents*	✓
Prepare for post election Council	✓
Complete the PVR programme	✓
Deliver Superfast Broadband *	✓
Working with the VCFS *	✓
Develop Social media	✓

Support local suppliers	✓
Deliver £25m Procurement savings	✓
Reduce Council CO2 emissions	✓
Support regeneration and growth	✓
UNICORN data centre and network	✓
Future funding	✓
Deliver partnership income & efficiencies	✓
Increase internships and apprenticeships	✓

Safe & successful 2012 Olympics	✓
Resident / local engagement	✓
Reduce domestic abuse *	✓
Improve fire prevention	✓
Community partnered libraries	✓
Contacts through digital channels	✓
Cost per contact	✓
Deliver the C&C PVR programme	✓
Excellent customer experience	✓

Restorative youth justice	✓
Early support	✓
Targeted support *	✓
Safeguarding	✓
Support for children with disabilities	✓
Participation education, training or employment	✓
Invest in support to schools *	✓
Invest in school buildings	✓
Realise children's potential	✓

Encourage economic growth	✓
Develop infrastructure funding bids	✓
Basingstoke Canal funding	✓
Invest in carbon reduction schemes	✓
Repair road defects	✓
Road schemes and repairs	✓
Develop road investment programme	✓
Walton Bridge construction	✓
Reduce cyclists killed/seriously injured	✓
Improve recycling rates	✓
Eco-Park construction	✓

Detailed results and commentary for all Directorate priorities are reported in Annex 2
 * Denotes a Fairness and Respect priority from the *One County One Team* Fairness and Respect Strategy 2012-17

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Quarter Two 2012/13 Business Report

Annex 2

Progress Towards Directorate Priorities



= Target has been met




= Target has been missed, but performance is within acceptable tolerances




= Target has not been met and performance is outside of acceptable tolerances

* Denotes a Fairness and Respect priority from the *One County One Team* Fairness and Respect Strategy 2012/17

Adult Social Care

Priority	YTD Result	YTD Target	YTD RAG
Develop staff with the values, attitude, motivation, confidence, training, supervision and tools to facilitate the outcomes of people who use services and cares want.	Amber	Green	


Over a sustained period Adult Social Care continues to reduce and sustain reductions in short and long term absence. The Directorate is still working through significant levels of operational change and this is reflected in stress being the main reported reason for absence.

Priority	YTD Result	YTD Target	YTD RAG
Embed personalisation by working towards personal budgets for everyone eligible for ongoing social care, developing creative solutions and working with providers to ensure services are available*	Green	Green	

The tender for direct payment support is being developed with the aim of having a new service in place from March 2013. This will provide an external brokerage and support/advice service for service users and their carers. Additional work is taking place to streamline the direct payment policy and procedures to help increase uptake. In addition, staff have also received updated practice guidance and training.

Further training for staff continues to be developed to ensure the best possible support for residents. For example, a co-ordinated programme has begun to train senior practitioners to assist in the completion of Supported Self Assessments. These self assessments are led by service users to help improve choice and control over the support they require, in a way that delivers better and more outcome focused Support Plans.

Activities of Daily Living (ADL) is a computer programme which helps assess people's daily activities and mobility and then recommends equipment assistance. Four ADL computer assisted clinics have now been established across the county and plans have been confirmed for one in each district and borough.


Priority	YTD Result	YTD Target	YTD RAG
Embrace a community-based approach, using the JSNA (Joint Strategic Needs Assessment), community budgets and joint working with partners to identify the needs of local communities, utilise available resources to best effect and deliver local, accessible and flexible services.	Green	Green	

The Adult Social Care vision for the future recognises the unique and key role of developing a robust partnership agenda with District and Borough Councils. In order to support this agenda, the Leader of Surrey County Council has created a preventative services fund which will enable local partnership plans to be developed. Strategic discussions will take place with all District and Boroughs to conclude local partnership plans by 31 December and it is expected workstreams will be actioned from the autumn

Surrey County Council in partnership with the Alzheimers Society and Surrey & Borders Partnership Trust is developing 11 Wellbeing Centres and Telecare Demonstrator Sites across Surrey with the first Wellbeing Centre being launched at Manor Farm in May and a further five Wellbeing Centres planned to be launched within this financial year. A further four Wellbeing Centres are at the planning stage and

these are expected to be launched by the end of next year. Wellbeing Centres are focussed on signposting/early diagnosis of dementia including general information and advice, Occupational Therapy assessment clinics and Telecare Demonstrator Sites. In partnership with the Boroughs and Districts, Surrey County Council are looking to develop services in Mole Valley and Reigate & Banstead to ensure Meals on Wheels Services are available across Surrey. 2,500 questionnaires have been sent to Community Alarm Customers in Mole Valley and Reigate & Banstead to identify need and to promote Telecare - this is on the basis of neighbouring District and Borough Councils being prepared to deliver Meals on Wheels across the border.


An initial programme of activity has been defined in response to the Surrey-wide 'Make It Real - Think Local, Act Personal' event'. This has been reviewed with a wide stakeholder group of partners representing User Led Organisations, the voluntary and community sector and independent providers. It now is being firmed up into an action plan with key deliverables. An engagement event is taking place in Surrey Heath in September to help frame the approach to embedding the 'Make It Real' policy and practice on a local level.

Priority	YDT Result	YDT Target	YTD RAG
Support all carers to balance their caring roles and maintain their independence and desired quality of life.*	Amber	Green	

Surrey County Council has established a new Carers Practice and Performance group, which meets quarterly, chaired by the Assistant Director – Personal Care and Support. This group includes representatives from: Surrey County Council Adult Social Care; Surrey & Borders Partnership Trust; the carers voluntary sector; and County Council Member, Yvonna Lay. The first tranche of performance information was reviewed by the group at their meeting on 14 September 2012 and showed positive trends including an increase in each of the following areas: the number of carers known to the County Council; carers having an assessment; and the number of carers with identified personal outcomes.

Plans are in place to improve support for young carers, including use of a new e-learning package "Young Carers Aware". The expectation is that all staff will complete the e-learning by the end of December 2012. Teams with an Assistant Practitioner Carer role (whose responsibility it is to oversee the practice and performance of carers services in each locality team) will undertake the identification of young carers as a priority, to help ensure their needs are taken into account as part of the assessment processes.


Progress has been made in recruiting 13 Assistant Practitioner Carers - with 7 appointments made and recruitment on-going as a priority

Priority	YDT Result	YTD Target	YTD RAG
Reduce hospital admissions, lengths of stay and support people to live in their homes by investing in a whole systems preventative approach with telecare, telehealth, reablement, virtual wards etc.*	Green	Green	


Telecare and Telehealth provide additional support to enable people to maintain their independence and live at home longer. Both schemes provide a range of equipment to facilitate hospital discharge and prevent readmission or long term care home placements. New Telecare Champions are being appointed for each District and Borough, giving additional resource to locality teams and increasing referral levels. The Telecare relaunch will begin at the end of October and the Telehealth procurement process is progressing well, having received five tenders, and a final decision is expected in mid-October.

To support a preventative approach, virtual wards are being implemented by the new Clinical Commissioning Groups operating in Surrey. These are intensive case management services led by


community matrons who identify those most at risk of admission to hospital and provide a high level of care and support in their own home or place of residence. This home support includes reablement/rehabilitation services and medication for long term conditions. In addition, social care services are being extended and will now be available 8am to 8pm on weekend and public holidays, working across all acute hospitals to support timely discharge, admission avoidance and seasonal pressures

Priority	YTD Result	YTD Target	YTD RAG
Provide leadership in the health and social care system by ensuring a strong user voice and that people experience joined up services arranged around their needs.	Amber	Green	


Surrey's shadow Health and Well-being Board is in place, jointly chaired by the County Council Cabinet Member for Adult Social Care and Health and a Clinical Commissioning Group (CCG) Lead GP. The Board has agreed its work and development programme through until it assumes its statutory responsibilities in April 2013. The programme combines a) focused work to develop the Board as an effective strategic partnership and b) task or issue -specific areas that will support the CCG accreditation process, the production of the joint health and wellbeing strategy, the Joint Strategic Needs Assessment (JSNA) refresh, the transition of Public Health and the emerging health and social care structures (as part of dissolution of the PCT). High-level priorities for the joint health and wellbeing strategy have been agreed by the Health and Wellbeing Board; these priorities will now begin a process of co-design and engagement with key stakeholders between September and end December 2012. A co-design process to develop a specification for HealthWatch will be run during September to inform commissioning plan for the function from 1 April 2013. The refreshed JSNA and summary will be presented to the Board at its meeting in October.

Priority	YTD Result	YTD Target	YTD RAG
Operate integrated and effective health and social care pathways with our NHS community partners.	Green	Green	

The redesign of Health & Social Care pathways is being supported by the whole systems partnership fund. As per the whole system priority, funding has been allocated for spend and all associated projects are on track to meet agreed timescales.

Priority	YTD Result	YTD Target	YTD RAG
Transform in-house services to deliver care and support which reflect local need, with robust pricing structures and governance arrangements, as part of a cost effective and sustainable service.	Amber	Green	

Service Delivery is developing responses to the Learning Disability Public Value Review (PVR) outcomes. These are being managed through a commissioning led project board with workstreams for learning disability residential accommodation and day opportunities. The project has scoped high level future options and the next phase of work will be to generate a costed business case for the future of the in-house services exploring alternative delivery models. The project is working as part of a wider corporate approach and is in the process of identifying future capital requirements for in-house services. The status of this project is amber, reflecting its complexity and scale and the challenging nature of decisions to be taken.

Priority	YTD Result	YTD Target	YTD RAG
Provide clear signposting for all Surrey residents, irrespective of their ability to pay, to social care and support services, so they can lead more independent and fulfilled lives.	Green	Green	

The Information and Advice Board is progressing well on some key deliverables most notably:

1. Surrey Information Point is undergoing an upgrade that includes a fresher, less cluttered design and excellent new functions - the ability to text records (particularly good for people who are deaf or hard of hearing), addition of videos, the splitting of 'services' from other records making it easier to find organisations or providers, the addition of a news section on the home page, better quality printing outputs.


A full training programme will follow to ensure as many Adult Social Care staff use this central resource as possible and a wider promotional campaign with partners and the voluntary sector will be implemented, alongside separate awareness initiatives with Surrey residents (as part of Live Life Your Way campaign).

2. A Surrey Information Summit is being planned for 5 December which will be an essential forum for staff from all Surrey organisations who have a role in providing information and advice about care and support, and Members. It will highlight the joint responsibility of so many agencies in providing information and advice along the care pathway. The agenda is close to being finalised but will certainly include an update on Personal Care and Support, Service Delivery, Commissioning, the Health and Wellbeing agenda, role play with examples of good and bad information, advice and signposting and its impacts and some accessible communications principles. The focus of the day will, however, be on information zones and networking where attendees can visit areas of interest and speak to multi-agency representatives about their enquiries. The zones will include Money Matters, Carers' Support, Safeguarding and Prevention, Health and Wellbeing, Dementia and a Personal Care and Support 'Surgery'. There will be a demonstration or 'play' area where guests can see what equipment is available and try them out (telecare, fire and rescue materials, equipment assessment tools, mobile applications etc). A new Adult Social Care DVD will be shown for the first time and a new signposting leaflet helping residents understand where to go for support and help demystify who provides what services, will also be launched at the event.

3. The Live Life Your Way awareness campaign is being reviewed using Mosaic residents' profiles analysis to target promotional activity. Surrey residents are defined in key groups and we have information on how they like to receive information and how receptive they are to certain tactics. We are also planning some focus groups to test our campaign creative, to ensure people understand the communication.


4. GP engagement – Clinical Commissioning Groups (CCGs) are being contacted and meetings with Practice Managers being set up to discuss maximum display and usage of social care information (in all its formats) in GPs surgeries and advising GPs how they can access greater information on local community services.

Annex 2

Priority	YTD Result	YTD Target	YTD RAG
Deliver efficiency savings identified in the Medium Term Financial Plan.	Amber	Green	

At present it is expected that there will be a shortfall of at least £1m against the 2012/13 MTFP savings target for Adult Social Care, with a definite risk that the figure will increase. The position should become clearer once the September budget monitoring exercise has been completed, but the slippage against significant efficiencies has increased to a level at which it cannot be covered by over-achievement on other savings or through use of funds carried forward from the previous financial year. The key reasons for slippage are recruitment delays such that dedicated task teams have not been able to review cases as soon as planned; the complexities involved in developing and gaining approval for the way ahead with in-house services; and the need to review how the preventative agenda, including Telecare, is taken forward in the context of the Government's White Paper.


Children, Schools & Families

Priority	YTD Result	YTD Target	YTD RAG
Reduce the number of young people who are involved in crime or are the victims of crime through the delivery of restorative youth justice practice.	27	50	

Number of first time entrants to the Youth Justice System aged 10-17:

Please note: The reporting of Youth Offending figures is one quarter in arrears.

The number of first time entrants to the Youth Justice System continues to fall, from 35 in quarter four 2011/12 to 27 in quarter one 2012/13 (compared to 77 at the same time last year). The final annual figure for 2011/12 was 230, which was well below the target for the year of 454 and represented a reduction of 59% on last year's figure of 564. This reduction has been achieved through the introduction of the Youth Restorative Intervention (YRI) which enables the Youth Justice Partnership to effectively deal with lower level offending behaviour without recourse to criminalising children and young people. It is also worth noting that during quarter one, only three young people received custodial sentences, compared to six during the same period last year.


Priority	YTD Result	YTD Target	YTD RAG
Organise our services to make them more local and joined up with partners to ensure support is offered at the earliest opportunity.	Green	Green	

Deliver localised services through implementing the recommendations of Children, Schools & Families (CSF) Public Value Programme:

Currently, the CSF Public Value Programme has conducted Phase one - the research and understand phase. At the end of October the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Improve partnership effectiveness:

The Peer Challenge led by the Director for Children's Services from Hampshire County Council gave a positive review of current partnership arrangements and offered advice for future developments. The Strategic Director has drafted new proposals for partnership governance and developing joint priorities and is consulting with key partners and statutory board members over October and November.


Priority	YTD Result	YTD Target	YTD RAG
Provide targeted support to families with low incomes to increase access to employment, training and support networks.*	Amber	Green	

Family Support Programme:

Surrey County Council (in partnership with local agencies) has developed a Family Support Programme, which aims to help families that face multiple problems¹. Families identified through this Programme are assigned a support worker who works with them to co-ordinate the support services they receive.

The pilot for this programme, based in Waverley, has been operational since June 2012 and will conclude in October. The learning from the pilot will inform the final proposals for this Programme and over the next 12 months Family Support teams will be established in every District and Borough across Surrey – with initial work being targeted at the four areas with the greatest number of troubled families (Elmbridge, Reigate and Banstead, Woking and Spelthorne). This scheme embodies Surrey's local approach to the national Troubled Families programme.

¹ This includes families with children that are excluded from school, families undertaking criminal or anti-social behaviour and/or families in receipt of benefits that are struggling to cope.


Priority	YTD Result	YTD Target	YTD RAG
Work with partners to develop our safeguarding, targeted and early help services.	Green	Green	

Services to protect children and young people who are suffering or likely to suffer from significant harm are effective:

The new Surrey Safeguarding Children Board (SSCB) structure has been subject to review by the Board and Internal Audit. This has found the Area Partnership Groups to be effective and engagement to be positive. The structure will be modified to ensure greater strategic direction in the Board's Executive arrangements. The new Safeguarding Support Team has now been agreed to ensure the Board's statutory functions can be carried out effectively and is in the process of implementation. The County has also hosted two Safeguarding summits with the participation of senior partner representatives, which will become a regular occurrence.


Promote the development of early help and targeted services through leadership and shared work with strategic partners:

Currently, the Children, Schools & Families Public Value Programme has conducted Phase one (the research and understand phase). At the end of October, the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Priority	YTD Result	YTD Target	YTD RAG
Improve family support and education for children with disabilities by joining up the health, care and education services we provide to these children.	Green	Green	

Children, Schools & Families (CSF) Public Value Programme for disability services project milestones:

Currently, the CSF Public Value Programme has conducted Phase one (the research and understand phase). At the end of October, the programme will start phase two, which will develop the findings and conduct the options appraisal phase to review and test during this phase.

Priority	YTD Result	YTD Target	YTD RAG
Deliver the plan to raise the participation age of Surrey's young people (from age 16 to 17) in education, training and employment from September 2013.	96.2%	96.0%	

Young people in year groups 12-14 participating in education, training or employment (PETE):


Surrey young people face significant economic challenges reflecting the national context surrounding the UK double dip recession. Over the last three years, there has been a dramatic fall in the number of young people aged 16-18 in employment, particularly those in employment without training.

In May 2012, the Department for Education praised Surrey for the positive progress that Services for Young People have made to reduce the percentage of young people aged 16-18 whose status is unknown.

Raising and widening participation remains the service's performance challenge. Our strategy is set out in the Young People's Employability Plan and is built on five key actions:

- Preparing young people for participation
- Commissioning and developing new opportunities
- Aligning aspirations with opportunities
- Overcoming barriers to participation
- Tackling worklessness in families

Against this challenging backdrop, the number of young people who are NEET continues to fall. In July 2012, the number dropped below 1,000 for the first time since the end of the Transformation Project, meaning we are on track for 97% participation by March 2013.

Priority	YTD Result	YTD Target	YTD RAG
Invest in our support to schools to further improve the attainment of pupils, especially those from vulnerable groups.*	Amber	Green	

Students gaining five good GCSEs including English and Maths in Summer 2012:

The proportion of pupils gaining five good GCSEs including English and maths has improved steadily over the last four years from 56.8% in 2008 to 63.4% in 2011. Early indications (collected from schools after results day in August 2012) suggest that results have improved slightly for 2012, despite the much publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012. This year's provisional results for Surrey and further national and regional statistics will be made available later in the year.

Free School Meals (FSM) and Looked After Children (CLA) Students gaining five good GCSEs including English and Maths in Summer 2012:


A comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. One key priority over the last year has been the continued support for all children, but in particular Surrey's most vulnerable children such as pupils eligible for free school meals (FSM) or children looked after (CLA), to make progress at all stages of their learning.

In 2011 pupils falling into both the FSM/CLA groups performed better than their counterparts nationally in all three key measures at Key Stage 4. In Surrey, 34.3% of pupils gained five good GCSEs including English and maths compared with 33.9% nationally; 56.9% of pupils made expected progress in English in Surrey compared with 54.3% nationally and whilst 44.2% of pupils nationally made expected

progress in maths, 47.5% made expected progress in maths in Surrey.

In addition in 2011, FSM pupils showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. At Key Stage 2, the gap between FSM pupils and their peers achieving the expected threshold in both English and maths narrowed by one percentage point from 2010 to 2011; at Key Stage 4 in 2011 the gap reduced by more than four percentage points for those achieving five good GCSEs including English and maths compared with 2010.

Provisional GCSE results for this cohort of pupils in Surrey will be released during the autumn term 2012; this data will then be used to inform the setting of local targets early in the spring term for this group.


Priority	YTD Result	YTD Target	YTD RAG
Invest in school buildings and new schools places to meet the rising pupil population.	Green	Green	

On track to deliver school places & School places will be delivered within budget:

The school basic need medium term financial plan allocated funding for 2012/13 is £29.8m, with a further carry forward budget of £2.1m, giving a total 2012/13 budget of £32m. The forecast costs on those schemes currently scheduled to incur costs during 2012/13 is £29.6m, giving a forecast reported underspend of £2.4m as at the end of August.

The total number of school places required for September 2012 is 1,437. These have been delivered through modular builds and adaptations at a forecast cost of around £5.4m.

In summary school places required for September 2012 have been delivered and the overall capital programme for 2012/13 is forecasting to underspend by £2.4m. Work has already started on additional schemes which have been brought forward into 2012/13 for delivery of school places in the next two to three years. School planning, property and procurement in conjunction with the Hampshire partnership are all working together to deliver the school places required and remain within the overall £244m cash envelope allocated over the next five years.

Priority	YTD Result	YTD Target	YTD RAG
Improve the effectiveness of services to those children and families most at risk of not achieving their potential.	Amber	Green	

Young people identified in Year 11 as at risk of not participating in post-16 education, training or employment are participating at the start of the second term of Year 12:

Work continues with schools and other partners ahead of the first measure of this outcome in January 2013 to ensure the greatest number of young people who are at risk of becoming NEET as they leave school are helped into appropriate education, employment or training.


Key Stage 2 progress by low/middle/high attainment groups & Key Stage 4 progress by low/middle/high attainment groups:

As described above, the comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. In addition to the support for those most vulnerable such as pupils eligible for free school meals or looked after children, there has been a continued focus on improving the number of pupils who make at least 2 levels of progress from Key Stage 1 to Key Stage 2.

These two measures were introduced by the Department for Education for the first time in 2011. Initial indications for progress in 2012 from Key Stage 1 to Key Stage 2 suggest that all pupil groups (low, middle and high attainers at Key Stage 1) have made improvements in the proportion making progress in both English and mathematics compared with the previous year.

Further detailed results for both Key Stage 2 and Key Stage 4 cohorts of pupils in Surrey will be released during the autumn term 2012 with national and regional comparators made available by the Department for Education. This data will then be used to inform the setting of local targets early in the Spring term for these groups for summer 2012 and summer 2013.

Customers & Communities

Priority	YTD Result	YTD Target	YTD RAG
Deliver a safe and successful Olympic experience in Surrey, maximising the long-term benefits for the county.	Green	Green	

All milestones in the schedule have been passed and the Games events delivered successfully.

Olympic Events:

The Road Cycling events were the most complex of the entire Olympic Games. The events required an immense amount of planning and coordination. An Olympic venue was created on each event day - from scratch. Nearly 600 road closures, 600 tonnes of barrier, 4,000 cones, and a work force of 5,000 ensured that safe and secure events were delivered. All roads were re-opened within 3 hours of the events ending.

The events were an incredible success, and helped set the tone for a magnificent summer of sport. Team GB won three medals during the events and as a sporting spectacle millions of people tuned in to watch the races as they took place in Surrey, providing worldwide profile to the county.

The Surrey 2012 team has received many compliments from spectators who were from Surrey, the UK and even from abroad.

Legacy:

The last stage of the Tour of Britain took place in Surrey on 16 September 2012, and in 2013 we are preparing to welcome the biggest charity cycle race in the world. Another major legacy will be the retention of the 450 'Surrey Ambassador' volunteers, who provided information and a warm welcome to thousands of visitors to the county.

Pre Games Training Camps:

Surrey had thirty-five Olympic and Paralympic teams signed up to use the county's top class facilities. These included sporting giants like Team GB, Team USA, and Australia, as well as smaller nations such as Dominica and Mongolia.

The teams not only shared their sport and enjoyed the local hospitality, but also through the contracts that Surrey County Council helped to broker, they brought in more than £500,000 worth of extra business into the county (based on the value of contracts that came through Surrey County Council).

Economic and educational links are being explored with the countries, specifically Mongolia and Nigeria at present, which will help to form the legacy. We will be inviting teams back to train for international meets that take place in the future, including the 2014 Commonwealth Games in Glasgow, and the 2017 Athletics World Championships in London.

The 2012 debrief and legacy report will be taken to Surrey County Council when all partner agencies are available.

School Games:

The 2012 P&G Surrey School Games were bigger and more ambitious than the previous year. Surrey's festival of school sport ran for 150 days and included the following highlights:

58 events,


9,988 young people took part,

127 young leader volunteers helped run the events,

232 schools took part (including 56 independent and 28 special schools).

The range of events was greater than anywhere else in the UK. In addition to traditional sports like football and cricket, the P&G Surrey School Games included disabled sport, chess, motorsport, and a range of innovative cultural events.

Next year the School Games plans to be even bigger, and to build upon this year's success.

Priority	YTD Result	YTD Target	YTD RAG
Reduce instances of domestic abuse through strong leadership and partnership working.*	29%	29%	

The number of overall incidents of domestic abuse increased marginally from 1,110 in July to 1,129 in August. The number (352) of repeat incidents of domestic abuse increased in line with the overall proportion of such incidents. It has been suggested that the Olympics, in line with many other major sporting events, may have had an impact on incidents during these time frame. The year-to-date position remains relatively static: 29% of domestic abuse incidents were repeat offences which matches the average trend for the previous three years. The level of reported incidents in Surrey is not thought to be higher than in other local authorities; however, it is difficult to find consistent comparable data due to differing recording practices across the country.

Work is being carried out to review and improve various elements of service in Surrey:

- Multi-Agency Risk Assessment Conferences (MARACs) are currently underway in Surrey. These are risk management meetings where professionals share information about cases of serious (i.e. repeat) domestic abuse and implement risk management plans. The County Council is currently auditing this process to ensure effective practice. This will explore whether MARAC arrangements are meeting the guidance of the local operating protocol.
- Undertake a “critical friend” review as part of ongoing quality assurance in agreement with the MARAC Steering Group chaired by the Head of Public Protection for Surrey Police. In November and December three of the four local MARACs will be asked to complete a self assessment with the other undertaking a more comprehensive assessment.
- Surrey have been complimented on the MARAC induction pack for attendees and supporting agencies, with the pack being recommended as an example of good practice.

The County Council, on behalf of partners, has also recently reviewed the service provided for victims of domestic violence and re-commissioned it to provide a single Surrey wide service that is delivered by the four providers in Surrey. This change will ensure greater consistency in service quality and will enable better joint working between the County Council and partner organisations. These services have new reporting targets and will be monitored on an ongoing basis as part of the contract.


The County Council, along with a range of external partners on the Community & Public Safety Board, commissioned a Domestic Abuse Rapid Improvement Event (RIE) that was undertaken in June. This event was intended to kick start and be the catalyst for co-ordinated change across all agencies in Surrey. Actions identified in the RIE are currently being planned and milestones for delivery will be available at the end of October. The key areas of improvement identified by the RIE are as follows:

- **Communication:** Work on domestic abuse in Surrey should fall under a single, joint, multi-agency mission statement that will drive cultural change and raise awareness. Key actions include:
 - Trail key message during domestic abuse week in October.
 - Domestic abuse communications group to develop a new communications strategy and develop suitable materials.
 - Community & Public Safety Board to agree joint agency key message for domestic abuse in

December.

- **Prevention:** The County Council will move from a reactive to proactive service. This will be achieved by offering preventative programmes that provide people with the skills and abilities to prevent an incident of domestic abuse arising. Key actions include:
 - Link with schools to develop and implement suitable materials as part of Personal, Social and Health Education (PSHE) syllabus that raise awareness of domestic abuse.
- **Response and early intervention:** The County Council is aiming to improve its effectiveness through flagging up risk and intervening at the earliest opportunity; reducing duplication and the number of assessments; and placing victims at the centre of its work. Key actions include:
 - Gather learning from a GP surgery pilot, which is asking about and proactively detecting signs of domestic abuse, and encourage further roll out.
 - Looking at a pilot to routinely share information on domestic abuse cases where young people are affected.
 - Pilot, in a defined location, a multi agency morning conference call to share information on DA cases in the previous 24 hours and agree initial actions and lead responsibilities.
 - To ensure that first response/Police interventions are gathering all the relevant information to enable the development of an appropriate solution.
- **Information sharing:** Seeking to ensure that all agencies are sharing information effectively to deliver the best outcome for residents. Key actions include:
 - Ensuring all relevant agencies are signed up to and implement the multi agency information sharing protocol.
 - Reviewing forms to consider an opt-out principle rather than an opt-in principle for information sharing.
- **Training and development:** The County Council is reviewing and developing its training to ensure that it is effective in raising the awareness of domestic violence. Key actions include:
 - Basic training on domestic abuse across all agencies is reviewed and developed to ensure it is fit for purpose.
 - Development of specialist training for key professionals

The Community & Public Safety Board, at its meeting on 12 September, approved a project plan and an outline work plan for the delivery of the identified improvements. There is no single action that improves outcomes for residents. Rather there are a number of linked actions that will deliver changes to the way in which services are offered and delivered, and so improve services to those people affected by domestic abuse across Surrey.


Priority	YTD Result	YTD Target	YTD RAG
Increase resident engagement, strengthen local democracy and place much greater emphasis on partnership working.	Green	Green	

Monthly milestones:

July:
 Actions developed as a consequence of survey results: A question was added to the Surrey Residents' Survey to assess how residents would choose to engage with the Council. Residents who had attended a Local Committee meeting were also sent a questionnaire to evaluate their experience. The findings have been incorporated into the Public Value Review recommendations.

August:
 Design/ Planning for website complete: Design and planning for the new website has been completed. A project plan now exists to build the platform and ensure buy-in from Surrey County Council services/ Web Operations/ Communication


September:
 Future strategy developed for utilisation of web casting/ social media: The pilot projects have been extended to last for 12 months (this was initially three months). The learning from the initial three months has been recorded and will be central to the creation of the strategy closer to the pilots end dates.

Priority	YTD Result	YTD Target	YTD RAG
Improve fire prevention through increasing the number of Home Fire Safety Visits that are targeted on vulnerable households.	68%	60%	

To help prevent fires occurring in the first place, Surrey Fire and Rescue Service visit residents in their own homes to give advice on fire safety. Households that are most at risk to fire are a high priority. High risk factors include people over 60 years; living alone; mental health issues; alcohol and/or drug dependency; and smokers. The more factors that apply, the higher the risk.

From the beginning of April to the end of August, a total of 1282 visits have been carried out, of which 68% were to households at risk. This compares to 57% during 2011/12, and exceeds the 60% target set for 2012/13.

To ensure the target continues to be met, each Borough has a plan to carry out targeted home fire safety visits in their area. These plans are based on knowledge of the local area and ensuring that there are good arrangements in place with other agencies to enable referrals to be made where a vulnerable person would benefit from a visit.

Priority	YTD Result	YTD Target	YTD RAG
Establish 10 community partnered libraries as part of an innovative library service.	Amber	Green	


The cabinet indicator for Community Partnered Libraries (CPLs) measures the progress of the programme to establish ten CPLs.

With the additional equalities consultation and new Equalities Impact Assessment completed, Cabinet took a new decision approving the plans for the programme of CPLs in July, this was followed by a call in of the decision and report at the Communities Select Committee in August which upheld Cabinet's decision, allowing the programme of establishing ten CPLs to continue.

Significant progress has been made since then with steering groups to establish start dates. Byfleet library commenced working as a CPL on 22 September and was followed by New Haw library on 1 October. Future dates are set for Tattenhams on 12 November and for Virginia Water and Warmingham in January. This means that five out of ten CPLs now have commencement dates.

The service continues to work closely with steering groups to determine the next steps with each group, and to train volunteers. A possible starting date is being discussed with Stoneleigh and further meetings, and decisions on the next steps, are in process with Lingfield, Bagshot, Bramley and Ewell Court steering groups.

The schedule will be revised to take into account the additional time spent on consultation in the programme and start dates for CPLs.


Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Cost per contact.	46p	45p	

Cost per contact is a measure of how well the authority is performing at moving contact to cheaper channels, such as to the internet, where it is appropriate to do so and whilst maintaining high levels of customer satisfaction. It is the total money spent on customer contact divided by the total number of contacts (digital (such as internet and e-mail) and telephone).

The average cost per contact figure has fallen to 46 pence in August, so that it is within one pence of the year-to-date target of 45 pence. This reflects a sharp decline in phone contacts during this month (an annual trend that may reflect large numbers of Surrey residents being away on holiday).

An analysis of recent contact centre statistics has revealed that there are increasing numbers of 'chaser' calls (customers contacting the council to check the progress of an application/process). Efforts are underway to review and improve some of the processes that are backlogged. If successful the Council can expect to see a reduction in chaser calls and therefore a drop in the cost per contact number - less telephone calls equate to a smaller cost per contact figure.

This figure represents the total Contact Centre and Digital Delivery team budgets divided by the number of digital and telephone contacts. It does not include costs associated with IMT systems and other support functions.

Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Contacts through digital channels.	3,261,228	3,163,843	

The indicator measures the number of people using digital channels such as SCC's website, You Tube and Twitter feeds to access services.

A new software patch has upgraded the system used to report the number of web visits to the council's website and the target has been reviewed and approved by Corporate Board.

The number of digital contacts recorded in August has dipped following the peak in July (related to the Olympics), but remains close to the monthly target with the year-to-date target being exceeded by around 98,000.

Priority	YTD Result	YTD Target	YTD RAG
Complete the programme of Public Value Reviews for Customers and Communities and implement the agreed recommendations.	Green	Green	


The Council has a programme that looks at each service to ensure that we are delivering the best outcomes and providing value for money for Surrey residents. It is known as the Public Value Review (PVR) programme. There are nine PVRs in the programme for the Customers and Communities directorate.

The PVRs for both Fire and Rescue and Trading Standards have been completed and the actions that were agreed have been implemented.

The PVRs for Customer Services, Libraries and Registration have been completed and the actions that were agreed are currently being implemented.

The PVRs for Community Partnerships, Heritage, Adult Community Learning and Arts are underway. These PVRs are all part of Cultural Services and they are being looked at together as they are all part of our cultural strategy.

Each Review has a timetable for completion: progress against this timetable is reviewed on a regular basis to make sure they stay on track.


Priority	YTD Result	YTD Target	YTD RAG
Ensure an excellent customer experience through well-trained and motivated staff who exhibit Surrey values.	Green	Green	

The indicator for this priority of the Customers and Communities directorate is a survey of staff. This is currently being undertaken (as part of the council-wide staff survey) among a sample of staff from across the directorate's services.

Progress in terms of undertaking the survey is currently on schedule.

Once results are received the survey will help us to assess the progress of our action plan in improving our communication with staff, planning and change management, training and service quality; and whether this will have improved staff motivation and satisfaction.


Environment & Infrastructure

Priority	YTD Result	YTD Target	YTD RAG
Work with District and Borough Councils and other partners to encourage economic growth.	Amber	Green	

Surrey Future is a joint initiative to protect and improve Surrey's economic prosperity in the long term. It will be a rolling programme of sustainable interventions that recognise and link to other strategies in this field, such as 'Surrey Connects'. Surrey Future will help to identify and prioritise investment schemes and enable us to lobby government and effectively lever funding for these schemes.


The Environment & Infrastructure Directorate Management Team agreed two priority work streams in late July, namely: 1) Rail strategy; 2) Congestion programme.

The Surrey Future Steering Board, chaired by David Hill (Chief Executive Guildford Borough Council) will meet for the first time in October, with representatives identified from Surrey Chief Executives, Surrey Connects, the Local Economic Partnerships and Surrey Planning Officers' Association. The Chair agreed that the rail strategy and congestion programme work streams should go ahead and initial scoping and drafting work is consequently underway. This will be agreed with partners next month. Surrey Leaders will now receive an update in November, following the first Steering Board meeting, but the September Leaders' meeting is due to discuss a paper on the 'Surrey Proposition' (City Deals) which refers to Surrey Future.

Priority	YTD Result	YTD Target	YTD RAG
Develop bids for new funding to improve infrastructure and services.	Green	Green	

Surrey County Council successfully bid and secured more than Surrey's anticipated per capita share of Local Sustainable Transport Fund (LSTF) with success in three Surrey TravelSMART bids: Key Component Bid £3.93 million (April 2011); Large Bid £14.3 million (June 2012) and a thematic bid in partnership with Hampshire County Council (a portion of) £4.076 million (this was not included in the Key Performance Indicator).

A number of further bids have now been submitted to the Growing Places Fund (against an estimated per capita share for Surrey of £4.8 million): Sheerwater Link Road scheme (bid for £2 million led by Woking Borough Council) and Tannery Studios (bid for £200,000) are 'likely to be funded' by Enterprise M3, subject to completion of due diligence. The proposed Farnham Town Centre Package (bid for £2 million) and Surrey Wood Hubs Project (bid for £767,000) will be further developed. Caterham Fast Fibre Hubs has also received £163,000 from Coast to Capital's Growing Places Fund (this is a business-led bid).

Priority	YTD Result	YTD Target	YTD RAG
Secure external investment in the Basingstoke Canal to ensure its future value and use.	Amber	Green	


Investigations concerning the general navigability of Basingstoke Canal continue.

Remedial work on the canal locks in on track against the existing capital programme.

The model that has come out of initial water supply investigation is now being validated by the University of Southampton. The university will test the model and how much water is needed and investigate water sources to meet the modelled requirement.

A research report into the economic and social potential of the Canal (including potential development at the Mychett Canal Centre) has been completed by Colliers (consultants) and is being reviewed. Additional work is required in relation to potential development with non Surrey County Council developers (e.g. district and borough councils; Ministry of Defence).

Scenarios and high-level costs have been identified for the outline business case for investing in the future of the canal.





Priority	YTD Result	YTD Target	YTD RAG
Invest in new schemes to reduce costs and carbon impact for the Council and Surrey residents and businesses.	Green	Green	


A Renewable Energy Strategy for the Surrey County Council estate is being developed as a supplementary policy to the overall Surrey County Council Carbon and Energy Policy. The scope of the strategy has been established, for consideration by internal stakeholders. This includes a Key Performance Indicator and proposed target (to increase the amount of energy generated from renewable energy systems installed on the Council's estate) and an estate-wide business case for optimising financial return.


A baseline survey of installed capacity of renewable technologies on Council's own estate is underway.

In the meantime, work will continue on two areas of renewable energy:

- (i) Solar Photovoltaic (PV) on the school estate, with the second phase of third party funded installations entering feasibility stage, and
- (ii) Conversions to wood fuel heating, focussing on opportunities from the boiler renewal programme, subject to a positive business case.

Priority	YTD Result	YTD Target	YTD RAG
Repair road defects within specified timescales and to budget.	Green	Green	
% of immediate responses attended to and made safe to public within 2 hours	99.73%	98.0%	
% of safety defects repaired within 28 days	98.56%	98.0%	
% of safety defects responded to within 24 hours in accordance with the risk matrix	98.59%	98.0%	
<p>Daily reviews of performance and productivity within the Control Hub, together with weekly reviews of performance data between the Surrey County Council and May Gurney Management teams have improved the efficiencies in the scheduling of work to gangs undertaking defect repair work on the highway. Consequently, targets for defect repair across all categories have now been exceeded for four consecutive months in a row (May to August inclusive).</p> <p>Regular performance review will continue to be a key element in the way the service is managed by both Surrey County Council and May Gurney'.</p>			


Priority	YTD Result	YTD Target	YTD RAG
Deliver existing road schemes within specified timescales and to budget.	100.00%	98.00%	
<p>Consistently high scheme completion rates (from April to August inclusive only one scheme has failed to be delivered on time) have been facilitated by Surrey County Council Engineers and their counterparts in May Gurney working closely together to ensure that, once commissioned, schemes are suitably programmed and delivered to time.</p>			

Priority	YTD Result	YTD Target	YTD RAG
Improve Surrey's roads by developing a five-year capital investment programme (to begin in 2013) and extending local decision-making.	Green	Green	
<p>The 1000 worst roads in Surrey have been walked / assessed by the Project Horizon Team of engineers with further investigative work undertaken in particular locations. As a result, baseline pricing for 1000 schemes is now completed.</p> <p>Horizon planner programmers have developed a number of programmes for the delivery of works over five years. These programmes are forming the basis of discussion with our preferred supply chain partners. The commercial process has progressed with proposals from Supply Chain partners having been reviewed, preferred supply chain partners identified and further commercial meetings undertaken with these suppliers.</p> <p>Whilst initial savings levels have been identified, ongoing discussions are underway with these partners to finalise the discount levels to be applied.</p> <p>Initial work has been undertaken to prepare the business case which will be further progressed once</p>			

Annex 2


commercial discussions have been finalised at the end of September.

Resident consultation is due to begin on 24 September for a period of six weeks. This will be in the form of a Roadshow taken to key places in all 11 Districts & Boroughs.

Priority	YTD Result	YTD Target	YTD RAG
Construct the new Walton Bridge on time and on budget to ensure it becomes operational by 2014.	Green	Green	

Walton Bridge main arch foundations are completed and erection of the main arch is programmed for October / November (depending on weather).

The operational date for handover of the bridge remains, as planned, for June 2013.

Priority	YTD Result	YTD Target	YTD RAG
Reduce the number of cyclists killed or seriously injured on our roads.	Green	Green	


Environment and Infrastructure Directorate Management Team agreed a high level cycling programme in mid August. Work is now underway to produce a detailed plan of delivery for the remainder of the year.

Scoping work is also underway to create a Road Safety Business Plan.

Surrey County Council has submitted an Expression of Interest to the Department for Transport Cycling Safety Fund, if successful the Council will receive funding for infrastructure schemes to improve cycling safety.

Meanwhile, Bikeability cycle training continues across the County: Instructor to child ratios have been improved so that instructors now train eight children and not 12. This gives pupils more cycling time.

An online customised training enquiry form has also been initiated, and in excess of 60 enquiries have been received during the past two months. The majority of these enquiries have resulted in courses being run. As part of the LSTF (Local Sustainable Transport Fund) funded Travel SMART programme we are offering discounted personal cycle training to residents in the Travel SMART towns, disseminated through events, such as the Guildford Cycle Festival, and targeted marketing in areas adjacent to new cycle infrastructure. The next phase will target major employers as part of the Travel SMART business travel planning package due to go live in October.

Priority	YTD Result	YTD Target	YTD RAG
Improve recycling performance so that it is consistent with the 2013/14 target of 70%.	55%	57%	

Recycling rates have slipped below monthly discrete and Year To Date targets in August. There are a number of factors that have affected recycling performance:

The loss of wood recycling outlets has reduced the opportunity for recycling this material. The Council continues to work with SITA to identify suitable markets for wood. Meanwhile, much of Surrey's waste wood is being stored whilst the Council waits for the market to recover.


Surrey County Council has also recently lost its rigid plastic recycling outlet due to falling demand from China and India. The Council is currently working with SITA to improve quality of the material collected for which there is more market opportunity. Meanwhile, plastic is now going to energy from waste where possible.

The Council is working closely with SITA to identify new recycling opportunities at our Community Recycling Centres.

Introduction of new collection systems, including food waste, has increased Waste Collection Authority recycling rates. However, the Council's analysis of the data shows that authorities that have already introduced new collection systems have plateaued and not continued to increase their recycling percentage. Surrey County Council is planning visits to each of the Waste Collection Authorities to discuss how to work together to increase recycling rates to meet the targets.

Reigate and Banstead and Tandridge are rolling out recycling schemes this year which will help to improve recycling rates but there is a time lag associated with these rollouts before performance improvements are seen.

Surrey County Council ranked 9th out of 32 Waste Disposal Authorities in England (for which published data is available) for waste recycled in 2011/12 [Source: WasteDataFlow].

Priority	YTD Result	YTD Target	YTD RAG
Begin construction of the Eco Park to ensure it becomes operational by 2014.	Green	Green	


The Environmental Permit has now been issued by the Environment Agency.

Surrey County Council have been informally notified by the Planning Inspectorate that there would be a hearing regarding the footpath diversion, as opposed to a public inquiry, and that this will happen on 9 January 2013. Statements of case are being prepared by SITA and Surrey County Council ahead of this public hearing.

We have been advised by the Department for Environment, Food, and Rural Affairs (DEFRA) that the approval of variation to the business case is imminent.


SITA are continuing to work on the various schemes required within the planning consent for the Eco Park and these will be submitted to the Waste Planning Authority in October 2012.

Change & Efficiency

Priority	YTD Result	YTD Target	YTD RAG
Support our local economy by driving 50% of our spend through Surrey suppliers.	50%	45%	

This indicator is reported on a six monthly basis for the previous twelve months, looking at spend with suppliers in Surrey post-codes. The end of year performance for 2011/12 was at 41.6%.


The improvement in quarter two reflects new contracts, as well as an analysis of the supply chain for all contracts over £500k to identify situations where the supplier's invoice address is a non-Surrey processing centre but the delivery itself is within the county, and where larger suppliers who are not themselves Surrey-based actually pass much of what we spend with them on to Surrey-based sub-contractors.

Priority	YTD Result	YTD Target	YTD RAG
Deliver £25m of savings through better management of our suppliers and joining up our procurement spend with partners across the South East region.	£10.4m	£10.0m	

This indicator is broadly on track for delivery against target, with savings from a number of significant projects in the pipeline still remaining to be signed off by year-end. Achieving the target is heavily dependent on the delivery of savings from schools construction projects in partnership with Hampshire County Council. Savings on Capital will be delivered, however some will be delivered next financial year, not this financial year.


Priority	YTD Result	YTD Target	YTD RAG
Reduce CO ₂ emissions and energy usage from Council buildings by 21% from the 2009/10 baseline of 35,417,941 kWh.	12.63%	14.25%	

Energy and CO₂ reduction performance has fallen slightly since last quarter (16.8%) against the quarter one target, however results remain on track for year end (original quarter one target 9.5% / stretch quarter one target 14.25%). The performance was affected by unseasonably cool weather during April & May.

Priority	YTD Result	YTD Target	YTD RAG
Identify and develop opportunities to maximise the use of assets to support regeneration projects and the economic growth agenda in partnership with external organisations for the benefit of Surrey residents.	Green	Green	


Eight property viability studies (on target) and two feasibility studies now in progress, one of which (Knowle Green) has the benefit of being granted 'Pathfinder' status by the Department for Communities and Local Government in January 2012.

Regarding Knowle Green, as at 13 September 2012 a Joint Working Agreement will be agreed with partners, which will set out the full extent of each party's share of costs, liabilities and benefits in connection with the proposed scheme, in anticipation of a full feasibility study. This is a real example of partners working together to deliver benefits for Surrey residents and their communities.

Priority	YTD Result	YTD Target	YTD RAG
Delivery of the Surrey Primary Data Centre and a single IT Network (UNICORN) project that will unify Surrey public services and deliver Superfast Broadband.	Green	Green	

Network - UNICORN contract has been signed with work beginning immediately. The County Council will be the first to replace their network, along with the shared district and borough networks across Surrey and Berkshire. Three suppliers remain in the final stages of tendering. The SuperFast Broadband contract is also progressing well with contract awarded in July 2012.

Datacentre – The site is now complete and occupation of County Council equipment started in July 2012. The move of all Surrey County Council systems will be completed after the Olympics. Early adopters of the Data Centre include Woking Borough Council and Guildford Borough Council, with other services and users following. District and Borough Leaders to visited the Data Centre on the 5 July 2012.

Priority	YTD Result	YTD Target	YTD RAG
Reduce reliance on government grant and council tax for future funding.	Green	Green	

The Funding Strategy is being led by a project team, established in May 2012, who have been progressing the diverse 12 work streams that have been identified as impacting on the level of future funding of the Council. Although the programme is being led by Finance, and sponsored by the Chief Finance Officer, engagement with service experts across several services is key to maximising opportunities.


The pace of the various work streams varies: several are directly linked to the medium term financial planning process (eg council tax localisation, business rate retention, school funding review), while others are linked to cultural changes (eg staff awareness of funding as much as spending), development of long term strategies (eg in relation to assets) and partnership relationships.

While some work streams will result in increased income for the council (eg fees and charges, treasury management review, asset strategy), others are focused more on avoiding a deterioration in existing levels of funding (eg council tax benefit localisation). Benefits beyond Increased income are also expected, for example improved reporting to residents.

Annex 2


Significant stakeholder engagement and political support will be required to enable the delivery of this programme over the long term, which includes bringing together significant work already being delivered across the organisation which supports this agenda.

Programme progress is being reported through a variety of governance arrangements, including Change & Efficiency Leadership Team, Cabinet, Audit & Governance Committee and, Overview & Scrutiny Select Committee.

Priority	YTD Result	YTD Target	YTD RAG
Continue to develop and deliver income and efficiencies through partnership working and our business solutions offer.	Green	Green	

We are currently in detailed discussions with a number of public sector organisations for the provision of back office functions. A project team has been established to ensure that any partnership arrangements that we enter into are successful.


The partnership arrangements with East Sussex and Hampshire County Councils are progressing well.

Priority	YTD Result	YTD Target	YTD RAG
Increase the number of internship and apprenticeship opportunities within Surrey.	50	50	

The Council is committed to recruiting apprentices, some of whom were young people previously not in employment, education or training (NEETs). As the apprenticeship scheme continues to grow, the Council has been able to offer a wider range of opportunities across the service areas including Adult Social Care, Highways, Countryside Management, Surrey Fire and Rescue, 2012 Team and the Shared Service Centre.

There have been 50 apprenticeship starts in the period 1 April to 10 August 2012, including permanent staff registering for an apprenticeship qualification.

Chief Executive's Office

Priority	YTD Result	YTD Target	YTD RAG
Increase our understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services, including establishing a research programme and increasing the use of Surrey-i.*	Green	Green	


A number of research programme milestones have been achieved. These include:

- Customer analysis of residents in 'non-broadband' areas to support the Superfast Broadband project (see paragraphs 38-40). Results helped the County Council to understand demand for Superfast Broadband and informed the competitive dialogue procurement process. Headline results showed that 99% of residents would like to be able to access faster broadband speeds and 98% of businesses said that superfast broadband would benefit them..
- The refreshed Joint Strategic Needs Assessment chapters on ethnicity, sexual orientation and population will be ready for publication in October 2012.
- Commissioning ESRO to undertake a qualitative research project to gather information about the impact of welfare reform on vulnerable residents. Key groups being targeted include: disabled adults; disabled young people about to transition into adulthood; lone parents; and parents of large families. The final report from this research will be available in November and will be used to support business planning across the County Council.
- The first release for Census 2011 being uploaded into Surrey-i to give users easy access to Surrey specific Census data. Currently, the County Council is preparing for the second release of data, which will include ethnicity information and data that allows more localised analysis. As with the first release of data the County Council will produce a series of accessible analysis summaries.

Additional pieces of research have been undertaken as part of the research programme including:


- Data analysis to inform the County Council's Family Support programme (see paragraphs 12-13). The analysis mapped the location of families with multiple problems to give an accurate understanding of their locations across the county. This analysis also compared this data with that from the Index of Multiple Deprivation and Mosaic Public Sector. This helped the County Council to build a better understanding of the challenges facing these families.
- Customer analysis to inform a targeted approach to communications with people who may be interested in providing family based care for adults with learning disabilities.

There were 5,051 unique visitors to Surrey-i between 1 July and 12 September 2012. This is approximately 1000 more unique visitors compared to the same period last quarter (4,069).

Priority	YTD Result	YTD Target	YTD RAG
Preparing for the next Council, beyond the 2013 elections, and achieving the SE Charter Plus for Elected Member Development.	Green	Green	

Following its approval by the Member Development Steering Group (MDSG), the Charter Plus self-assessment and action plan was submitted to South East Employers, who have confirmed that, if all the scheduled actions are completed, the County Council will be "well on the way" to meeting the Charter Plus standard. The specific areas where further progress would be required include the use of role profiles to inform Members' performance review; the introduction of individual learning plans via a Personal Development Plan process; evidence of joint learning activities with Districts and Boroughs; and the evaluation of the impact of member development on shaping the delivery of the Council's strategic priorities.


In terms of preparing for the next Council, the MDSG at its next meeting will start making plans for the approach and content of the induction programme for the new Council. The group will also consider the final draft of the Prospective Councillors' booklet and will be invited to contribute ideas for other pre-election activities.

Priority	YTD Result	YTD Target	YTD RAG
Working with Directorates and partners to complete the three-year Public Value Review programme.	Green	Green	

The Council remains on track to complete the programme of Public Value Reviews this year. So far, 25 PVR's have been completed with reviews of Heritage, Adult Community Learning, Arts, Mental Health and Community Partnerships still in progress.

At the end of the 2011/12 financial year the programme had 'banked' £37m of savings. The latest forecast cumulative savings that the programme is projected to deliver is £281m by 2015/16.


A 'closing report' for the Programme will be presented to the Cabinet in November 2012.

Priority	YTD Result	YTD Target	YTD RAG
Ensure rural communities have access to services through new technologies by driving delivery of Superfast Broadband in the least accessible parts of Surrey.*	Amber	Green	


As part of Surrey County Council's work to increase access to public services, via the internet, the Council is continuing to progress its Superfast Broadband project. Once complete, this project will ensure that nearly 100% of Surrey's residents and businesses have access to broadband internet.

In July the County Council's Cabinet selected British Telecom (BT) to be Surrey's preferred supplier for Superfast Broadband and approved the release of £20m in capital funding to support the delivery of this project. The contract between the County Council and BT was subsequently signed in September. The County Council is now awaiting final European Union (EU) State Aid approval before this project can commence. Broadband Delivery UK (BDUK) in the Department for Culture, Media and Sport are currently working with the EU to agree an umbrella State Aid notification for all UK Local Authorities and the latest information from BDUK indicates that this is expected to be completed in autumn 2012.

Until State Aid approval is given (which is expected within the next few weeks), Surrey County Council and BT can only carry out preparation works. This includes: finalising the project plan; developing the Communications Strategy; joint branding and marketing; finalising governance structures; and establishing the co-located project office. Once EU approval has been secured, initial work will involve the necessary survey and planning works required before properties can be connected to the new broadband infrastructure.

Priority	YTD Result	YTD Target	YTD RAG
Working with the Voluntary, Community and Faith Sector to design new ways to deliver shared outcomes for individuals, families and communities, including increasing volunteering rates across all of Surrey's communities.*	Amber	Green	

A consultation on a new approach for commissioning VCFS infrastructure in Surrey from 2013 ran until the end of June. The proposed commissioning framework had been designed with partners, including the VCFS, and focused on outcomes for Surrey residents including increasing volunteering. The aim of the approach is to support effective and sustainable VCFS infrastructure in Surrey. The consultation received a very good level of response and cross-section of view were expressed, The key messages were: unanimous agreement on the outcomes; not pursuing a competitive tendering process for 2013 and strong support for infrastructure provision at county and local level, all of which the County Council accepted in its response. Officers have worked closely with partners and existing service providers to design a fair means to distribute funding to infrastructure organisation to deliver the agreed outcomes and ensure that financial stability would be maintained for all. That approach has now been finalised, with funding for 2013/14 confirmed with all organisations. Further work is now underway with partners and the sector to agree how the outcomes will be delivered, supported by better partnership working and robust performance management arrangements. The aim for 2013/14 is to strengthen and embed this outcomes-focused approach.

Priority	YTD Result	YTD Target	YTD RAG
Working with Directorates and partners to find ways of using social media to improve service delivery and public Involvement.	Green	Green	

Over the past quarter social media have had a practical application in successfully helping to reduce call volumes about the Olympic events. Many questions were able to be answered as they arose on the council-sponsored Go Surrey Twitter and Facebook accounts. For example, on the day of the men's cycling race (28 July) there were 623 clicks on the Twitter links to race day information. There were 95 clicks on the link to information describing the process for re-opening Surrey roads after the race.

The 2012 cycling events provided a significant stimulus to social media use, prompting a surge in Surrey people engaging with the council. The number of followers continued to rise for three of the council's main Twitter feeds - Surrey Matters now has 5,258, Surrey News has 5,629 and Go Surrey 2,430. The Surrey Matters and Go Surrey Facebook pages have now reached 519 and 1,141 followers in the second quarter. The three most popular stories on the social media channels were the London 2012 Games, the Tour of Britain and the Guildford Cycle Festival.

News videos on the Surrey News site attracted 16,658 views. The communications team produced four videos during the period - the Tour of Britain route, Sigma cycle team in training, Olympic time trial riders prepare, virtual tour of revamped Woking library.

Quarter Two 2012/13 Business Report

Annex 3

One County, One Team: People Strategy 2012-2017

23 October 2012

Progress Report

Report of: Ms Denise Le Gal, Cabinet Member for Change and Efficiency

Lead Officer: Carmel Millar, Head of Human Resources & Organisational
Development

Organisational People Strategy 2012-17 sets the direction for people, culture and performance over the next five years, comprising 12 County Council promises and 11 Employee promises (Appendix A). The Strategy is pivotal in helping us attract and retain talent.

This report complements the Q2 Cabinet scorecard commentary and provides an update of the progress on implementing the Organisational People Strategy agreed on 29 May 2012.

Cabinet is asked to note the progress made in establishing the Organisational people strategy.

1. Strategic direction and objectives

- 1.1. Our strategy aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It builds on the good progress we have made over the last three years and focuses on the 3 key priorities: Passion for public services, Great leadership and One team.
- 1.2. It also represents to the 93% of residents who told us they believe it is important that Surrey County Council creates the best workplace for Surrey people. Source 'Surrey in 2017' survey (November 2011).
- 1.3. Our objectives
 - 1.3.1. To measure the impact of the Organisational People Strategy on the culture and performance of the organisation.
 - 1.3.2. To put in place targeted projects and activities that directly contribute to the achievement of the Organisational People Strategy as well as the HR &OD workforce objectives by December 2012.
 - 1.3.3. To deliver on the range of projects and activities that enable staff and managers to achieve their promises to the organisation during the life cycle of the programme 2012-2017.
 - 1.3.4. To establish and embed programme and project management to facilitate the effective delivery of each piece of work.
 - 1.3.5. To measure the success of each project and activity so that benefits are realised by the end of the programme.

2. Progress

- 2.1. A governance framework is in place following consultation and engagement with programme stakeholders.
- 2.2. Programme Board is in place attended by Change and Efficiency directorate leadership team, Head of Communications and an invited external senior HR Director (name tbc). The focus of the Board will include monitoring and driving the communication and engagement strategies.
- 2.3. Targets and measurement criteria have been developed for each employer promise and will be reported as part of the Cabinet scorecard. Reporting will continue to be developed as the programme moves forward.
- 2.4. The promises in the Organisational People Strategy and HR&OD workforce objectives have been summarised and organised into 5 work streams (table 1 below).
- 2.5. A programmed approach has been established and work streams are in place.
- 2.6. Each work stream is lead by a named senior officer, and will have a Corporate Leadership Team (CLT) mentor to advise on the wider context.
- 2.7. An internal communications strategy has been prepared and will develop further over the next few months as the activities in each work streams are scoped.

Workforce Development & Performance	<ul style="list-style-type: none"> • Strategic workforce planning • Employee performance and appraisal • Strategic partnerships
Nurturing talent	<ul style="list-style-type: none"> • Employee and management development • Coaching • IT competency
My Reward	<ul style="list-style-type: none"> • Modern reward for recruitment & retention • Career frameworks • Flexible rewards and benefits
Well-being	<ul style="list-style-type: none"> • Health, safety & well being for all staff • Fairness & Respect • Inclusive culture
Employee Experience	<ul style="list-style-type: none"> • Smarter tools & systems • Smarter working

Table 1 – The Organisational People Strategy Workstreams

3. Key milestones for quarter 3

- 3.1. Programme board sign off definition and scope of activities within each workstream, including success criteria.
- 3.2. Project leads, business cases where appropriate, project infrastructure and resourcing for each workstream confirmed.
- 3.3. Engagement approach to promote Employee promises in place with associated measures.
- 3.4. Staff survey temperature check analysis completed.

Promise	YTD Result	YTD Target	YTD RAG
Everyone will have an effective annual appraisal	-	80%	To be reported in Q3

All eligible staff should have an effective annual review of their performance and a discussion about their development and objectives for the coming year.

This promise will be measured by the responses to 7 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:

1. Have you had an annual appraisal in the last 12 months?
2. How useful did you find it?
 - For my work and responsibilities?
 - For my future career and development?
 - For providing a full and open discussion of my strengths?
 - For providing a full and open discussion of my areas for improvement?
 - For target/objective setting for the coming year?

Services have been engaged through the Strategic Directors with confirmation of which staff have an appraisal. We are refining in Quarter 3 a process to enable automatic uploading onto SAP for ease of reporting for future quarters.

The 2012/13 target (80% of eligible staff) is based on actions completed throughout 2012 to address the practical factors underlying non completion of appraisals (simplified paperwork, flexibility to schedule appraisals during the year) with a strong message from the CLT on the importance of completing appraisals with an emphasis on the quality of the discussion.

Following the September 2012 temperature check survey, pockets of non completion will be identified. HR&OD Advisors will engage with teams and managers to identify and develop local action plans to improve completion. Affecting a change in culture over the medium to longer term will be factored into the profiling of this target, moving incrementally to 100% by 2017.

Promise	YTD Result	YTD Target	YTD RAG
<p>Everyone will have a development plan linked to their goals and organisational goals</p>	-	70%	To be reported in Q3
<p>This indicator is about staff having opportunities to discuss their development and how it links to their and the organisation's goals, this may be as part of, or outside the appraisal process. The development plan is an outcome of these discussions, normally with an individual's line manager.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> 1. I have had the opportunity to discuss my career development in the last 12 months. 2. I understand how my work supports the residents of Surrey. <p>As we progress through the PVR programme, it is recognised that conversations around career development can for some be more challenging. This is taken into account in setting the 2012/13 target.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to encourage individual ownership of their career development and provide tools and support to facilitate this.</p> <p>Tools have been published to increase self support for staff, these include eLearning, templates and guidance and Managers have been invited to become careers coaches to improve career development at a local level and to expand the network across the organisation.</p> <p>Career frameworks are being developed to create pathways for staff across the organisation to support their development into new and different roles.</p>			

Promise	YTD Result	YTD Target	YTD RAG
Every team to have regular team meetings or discussions.	-	75%	To be reported in Q3
<p>Having opportunities for informal learning, knowledge sharing and problem solving as well as providing a supportive environment within which each team can operate and fulfil its objectives is essential to the establishment of highly performing teams.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> 1. My immediate line manager/ supervisor encourages us to share good ideas 2. In the last 12 months, how often have you had a team meeting? <p>The 2012/13 target (75% of eligible staff) is based on a stretch target from the 2011/12 result for this indicator (65%). This reflects the activity underway to support team development and establishment following service level Public Value Reviews (PVRs) as well as the Smarter working activities exploring how teams work together.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to support opportunities for knowledge sharing and team growth.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p>Everyone will have regular time with their manager focused on their performance.</p>	-	70%	To be reported in Q3
<p>The organisation has committed that all staff actively attending for work are entitled to regular discussions regarding their performance. This is congruent with the quality framework for the council (plan, do, review & revise) whereby performance at an individual and project level should be reviewed and feedback sought in order to improve individual and organisational performance.</p> <p>This promise will be measured by the responses to a question in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> 1. My immediate line manager/ supervisor meets with me regularly to talk about my performance <p>The 2012/2013 target of 70% is based on a stretch target from the 2011/12 result for this indicator (60% of eligible staff). This reflects the work including training courses delivered to improve appraisal and development plan completion and to build up a coaching culture across the organisation.</p> <p>The 2013–2017 targets will be profiled to reflect the programme of activity planned to support management development (People Management pathways) and increase the coaching network to equip managers to have effective performance discussions with their staff with the aim of all active employees reporting regular time with their manager focussed on performance.</p>			

Promise	YTD Result	YTD Target	YTD RAG
Everyone will have the equivalent of 36 hours a year training and development	6.81 hours	5 hours	G

This is a measure of how much training and development each employee will receive and recognises the importance of continuous learning and development for all staff. The aim is to ensure that Surrey County Council is an attractive employer, has employees who are properly trained to do their jobs and who have equal access to development opportunities. Learning will not just be delivered via classroom events. A more 'blended learning' approach is being taken and will include e-learning, learning on the job, and other means of professional development. This approach responds to issues raised in previous staff surveys where access and duration are sited as barriers.

The 2012/13 target of 20 hours is based on the estimated volume of development that is recorded in SAP and the known training attendance profile (Quarter 1, 15%, Quarter 2, 10%, Quarter 3, 33%, Quarter 4, 42%). Incremental targets have been set to meet the overall target of 36 hours per full time equivalent (f.t.e.) by 2017.

There have been variations in training opportunities throughout SCC. People tell us they are interested in smaller 'bites' of training and training that they could do at their own pace and at a time to suit service delivery and the individual. Workforce planning events have been undertaken with directorates to better understand learning and development requirements now and for the future. This will improve planning, delivery and overall effectiveness of our investment.

Reporting at this time is limited to classroom training booked via SAP. Training and development takes place that is not captured for example continuing professional development. Work is underway to identify and establish means of capturing and reporting on all development activities across the organisation. An e-learning strategy has been developed and various technology platforms (options) assessed to provide the most cost effective and efficient solution for SCC.

Further detail on training attendance as part of STARS is available in the Change and Efficiency priority reference CAE09.

A recent Public Value Review on training services has established effective from September a new Organisational and People Development service aimed at better capturing training needs for individuals, teams and services.

The historic take up of training has been analysed to inform target setting and the profiling of these targets throughout the financial year. A web based tool, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) to provide wider and easier access is being established.

Promise	YTD Result	YTD Target	YTD RAG
We will maximise smarter working	46.98%	45%	G
<p>This indicator represents the percentage of those, whose information we have collected, have adopted a “mobile profile” in how they work. This is part of the Making a Difference programme and relates to the work profiles (Dweller, Team Resident, Venue User, Networker, Roamer, Home worker). It is important to note that work is underway to begin to simplify the profiles, a further update will be provided in Q3 reporting.</p> <p>This promise is also reporting as:</p> <p>Change and Efficiency priority reference CAE10, ‘Support staff to work in a smarter work – 55% of our office based staff will work in a more flexible way through the use of new technology.’</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p>Everyone will have the right equipment and training to enable them to do their job.</p>	-	-	To be reported in Q3
<p>It is an essential factor and for wellbeing that people have the right equipment to do their job and are trained effectively to use that equipment. This promise aligns and promotes the delivery of a key recommendation for an earlier Public Value Review to develop the organisation's IT skills and competence through joint training provision. It also promotes improvements and innovation in use of new technologies through the 'modern worker project'.</p> <p>An IMT training board has been established, jointly chaired by The Heads of Service in HR&OD and IMT, with representation across all directorates.</p> <p>Each area has identified their IT equipment and training needs so they can be mapped at organisational level, prioritised and resources identified and deployed effectively. The outcome of this exercise will determine the targets and measures for this promise and progress against this plan will be reported at Quarter 3.</p> <p>To facilitate this, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) project is underway with an initial pilot scheduled for 8th October and full roll out aimed by the end of the year. This will provide an online tool for learners to access support and development using eLearning as well new functionality such as forums and web chats.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p>Every manager will undertake the people management development modules</p>	<p>528 days of learning</p>	<p>340 days of learning</p>	<p>G</p>
<p>A high performing organisation needs managers who are competent and confident to manage their people. There is also a need for consistency and fairness throughout the organisation. Through various feedback measures e.g. Staff survey, performance reviews/personal development plans, it became clear that this was an area for improvement throughout the organisation.</p> <p>There are three courses that provide people management development which are targeted at managers from team leader to middle manager levels. Two six day courses which each result in ILM awards at either levels 3 or 5. There is also an internal modular course 'the people management pathway' which is aimed at managers which is ILM accredited. The nine modules in the people management pathway, which take in total 6 days to complete, have been developed specifically to meet the needs and expectations of SCC and launched in 2010 as part of the overall STARS programme. The target is for each eligible manager to attend six days people management development by April 2015, to complete either an ILM qualification or the people management pathway.</p> <p>The 2012/13 end of year target is 1360 days of learning. This is based on 3 episodes of training each year for the target of 973 managers, minus those who have already attended.</p> <p>Work is underway to prioritise and plan attendance at training and to identify those managers who have achieved an equivalent competency level through alternative means. The aim is to ensure that all our managers are operating at a similar level of proficiency. This activity will be supported by the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) will be piloted from October 8th 2012.</p> <p>There is a clear commitment to improving management practice, and quality training programmes exist – both internal (SCC People Management Pathways) and external (Institute of Learning and Management) to support managers in their jobs. There is no desire to duplicate previous comparable training, and measures are being put in place to enable us to accurately report on training progress and to achieve this promise.</p> <p>Note: The coaching element of this promise is now reported as part of 'Everyone will receive coaching training' to ensure consistency of reporting.</p>			

Promise	YTD Result	YTD Target	YTD RAG
Everyone will receive coaching training – non managers Everyone will receive coaching training – managers	114	115	A

An organisation adopting and practicing a coaching skills and mindset builds self confidence and promotes excellent performance. It is more responsive to customer needs, develops new and innovative ways of working and strengthens collaborative working.

This promise provides for everyone to receive a level of coaching training appropriate to their role. Managers will attend Advanced Coaching for change course or the ILM workplace coaching courses. Non managers will attend either a one day classroom course or access e learning.

Everyone will have the opportunity to access trained coaches. A coaching pool of internally trained coaches has been set up. 50 coaches have signed up and are available for people to access these skills. Marketing on this new self service coaching pool is planned for October and take up will be monitored and reported as part of this promise.

Non Managers	Managers
<p>Incremental targets to 2017 have been established approx 7000 events (comprising 1 day classroom training, e learning, coaching sessions) which represents a coaching experience for everyone.</p> <p>A one day coaching course was introduced in 2011/12 financial year as part of the STARS programme, 85 people have attended. The end of year target for 2012/13 is 150.</p> <p>Coaching e learning is in development, part of the e learning strategy. This will supplement the 1 day classroom course and will be launched early 2013 supported by the Coaching pool.</p>	<p>Incremental targets to 2015 have been established on a cohort of 580 managers to attend Advanced Coaching for Change course. 227 managers have attended the 5 day course in 2011/12 financial year.</p> <p>In addition, incremental targets to 2017 have also been established on a cohort of 620 more junior managers to attend ILM level 3 workplace coaching programme. 40 managers have attended the programme in 2011/12 financial year.</p> <p>The end of year target for 2012/13 is 205 trained coaches.</p>

Note: This promise now includes all coaching to ensure consistency of reporting. Previously the managers promise was included in ‘Every manager will undertake the people management development and coaching modules’

Promise	YTD Result	YTD Target	YTD RAG
Everyone will be trained to a minimum level of IT competency	-	180 members of staff	To be reported in Q3
<p>Ensuring that all staff are able to complete a standard set of actions using their IT equipment will provide a platform for individuals to make the most of the available technology to support them in delivering their work. This promise is a measure of how many staff complete an assessment against a minimum level of IT competency.</p> <p>Adopting a ‘competency testing solution’ will enable us to target our training resources to be most effective and increase performance in the workplace</p> <p>A number of staff have already demonstrated that they meet a minimum level of IT competency for their role through formal qualifications (such as the ECDL). These will need to be checked to ensure the knowledge is still current. Those that are not in receipt of a current appropriate qualification will be invited to complete an online assessment and a range of learning interventions made available for those staff who identify areas for development.</p> <p>Large volumes of staff will undertake an online assessment against a number of standard IT competencies. A pilot exercise will be delivered from 8th October.</p> <p>The deployment of the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style), to be piloted from 8th October will provide an efficient way of monitoring completion and training support although this will not delay the roll out of the assessment. Following completion of the pilot the assessment will be rolled out to the whole organisation on a directorate basis. This will ensure the resources to provide follow up support can be effectively deployed as the scheme is rolled out.</p> <p>The target for 2012/13 is based on the number of staff who complete the assessment. Completion time of follow up support will be provided as part of the commentary.</p> <p>All assessments and training will be complete by March 2015 and the target for 2013- 2015 is profiled based on planned completion rates by directorate.</p>			

Promise	YTD Result	YTD Target	YTD RAG
Everyone will have a fair and manageable workload	-	80% members of staff	To be reported in Q3
<p>This is a measure of staff perception, to determine the level of additional time spent beyond acceptable discretionary effort as a means of supporting employee wellbeing in the workplace. The employee survey shows that staff express high concern regarding workloads.</p> <p>This promise will be measured by the responses to a question in the temperature check survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> 1. I feel I have a fair and manageable workload. <p>Through responses to previous staff surveys and through the joint management Trade Union health checks in Childrens services we know this is an are of concern for our staff. The aim is to ensure that Surrey County Council nurtures, values and retains high performing staff by growing a strong performance and coaching culture that encourages engagement, wellbeing and retention.</p> <p>The appraisal templates and 360 degree feedback have been revised and promoted widely, with an increase in effective performance evaluation and completed appraisal by volume. The Fairness Champions Network and Mediation service continue to support staff and managers who need to settle any disagreements quickly, without requiring formal process. Further exploration on effective performance management, through the Employee Survey and Temperature Checks has been developed.</p> <p>Further concentrated effort is planned to improve the performance appraisal completion rates and quality supporting the allocation of a fair and manageable workload. The new Performance Management Policy under development will set out clear requirements, both for ongoing performance review and effective appraisals. The Employee Assistance Programme offer is improving, with increased uptake, with regards to confidential conversations. The Performance Coaching offer is being developed, with a large pool of trained and available coaches. An I-resilience tool (promoted by the Heath & Safety Executive) is being rolled out and further promoted. Employee Engagement is being further developed and we are working closely with Surrey County Council Trade Union groups (SCCTU). Smarter Working is being widely promoted, to encourage greater wellbeing, better work planning and increased engagement.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p>We will help each other and act early when someone needs extra help and support.</p>	-	80% members of staff	To be reported in Q3.
<p>This promise is about all of us taking responsibility for each others' wellbeing. We know from previous staff surveys that we are above the IPSOS Mori top 10 organisations as regards 'I am treated with fairness and respect'. However, it is not everyone's experience and harassment and bullying is a concern for some of our staff which is not acceptable.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> 1. I receive timely help and support I need from my colleagues 2. My immediate line manager/supervisor creates a workplace where I feel supported <p>A series of rolling initiatives to promote and support duty of care, staff welfare, wellbeing and personal responsibility are in place. These include Local Workplace Fairness Champions, Mediation, Coaching, Employee Assistance Programme and STARS. Behaviours strongly focus in appraisals and 360 degree feedback.</p> <p>Further concentrated effort is planned to improve the performance appraisal behavioural competencies. A performance management coaching culture is being developed. Wider and further promotion of engagement, wellbeing and preventative initiatives and leadership messages, are needed to improve early take up of resources. Greater attendance on related STARS training is required. Service level Health Checks or equivalent activity are planned with greater promotion and take up of an I-resilience tool (promoted by the Health & Safety Executive).</p>			

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Quarter Two 2012/13 Business Report

Annex 4

One County, One Team: Fairness and Respect Strategy 2012 – 2017

23 October 2012

Progress Report

Report of: Mrs Kay Hammond, Cabinet Member for Community Safety

Lead Officers: Liz Lawrence, Head of Policy & Performance and Carmel Millar, Head of Human Resources & Organisational Development

Background

1. Surrey County Council approved its [One County, One Team: Fairness and Respect Strategy 2012-17](#) in March 2012. This Strategy sets out 11 priorities that seek to promote a culture of fairness and respect across the county and ensure the needs of vulnerable residents are met. The Strategy also fulfils the County Council's statutory duty¹ to publish equalities objectives for the organisation.
2. The priorities contained within the Fairness and Respect Strategy were developed by analysing a robust evidence base to identify the different needs of residents in Surrey. This evidence base used data and information contained within [Surrey-i](#) (Surrey's local information system) and the [Joint Strategic Needs Assessment](#), the findings of recent consultations with the public and other local and national sources of data. In developing the Fairness and Respect Strategy, the County Council also worked with the Cabinet Member for Community Safety; the County Council's Overview and Scrutiny Committee; public sector organisations such as NHS Surrey and voluntary and faith sector organisations. In addition, the County Council's External Equality Advisory Group played a valuable role in shaping the priorities.
3. The County Council actively sought to embed the priorities of Fairness and Respect alongside its wider strategic priorities. As such, each priority within the Fairness and Respect Strategy is linked to the outcomes in the [One County, One Team: Corporate Strategy 2012-17](#) and has been incorporated into Council Directorate Strategies.
4. This **annex provides an overview of how the County Council is embedding fairness and respect in its policy and decision making processes**. It also sets out the **progress** the County Council has made in the first two quarters of 2012/13 towards **delivering the specific priorities** within the One County, One Team: Fairness and Respect Strategy.

Embedding fairness and respect in policy and decision making

5. Since the publication of the Fairness and Respect Strategy in March 2012 the County Council has undertaken further steps to embed fairness and respect in the Council's policy and decision making processes. Significant progress was made in quarters one and two of 2012/13 in the following areas:
 - **Strengthened business planning:** Building on progress made in 2011/12, the County Council has further integrated fairness and respect into its annual business planning process. As part of the 2013/14 business planning cycle, equalities analysis will be undertaken in respect of all savings proposals. The findings of this analysis will inform the further development of these proposals and will be presented to Cabinet when it considers the Medium Term Financial Plan in March 2013.

¹ As set out in the Public Sector Equality Duty.

- **New Equality Impact Assessment (EIA) guidance and template:** Working with the External Equalities Advisory Group and Trade Unions, the County Council has developed a new EIA template and guidance. This new template incorporates lessons learnt from recent judicial reviews from across local government. It also ensures equalities analysis undertaken by the County Council focuses on the statutory protected characteristics² and the requirements of the Public Sector Equality Duty. This new guidance will underpin all future equalities analysis of proposed changes and/or amendments to a County Council policy, service or function. Both Cabinet and the Council's Corporate Leadership Team received training in September 2012 on the new EIA template and guidance, which was also promoted widely to County Council officers.
- **Improved data about Surrey's residents:** As part of the ongoing improvements to [Surreyi](#) (the County's local information system) resident data is now easier to access. Public sector organisations, community groups and businesses can now search for information about Surrey's residents by protected characteristic. This improvement makes it easier for organisations to understand the different challenges facing Surrey's residents and helps them to tailor services more effectively to meet these needs.
- **Refreshed External Equality Advisory Group:** Surrey County Council's Cabinet Member for Community Safety chairs the County Council's [External Equality Advisory Group](#) (EEAG). This Group seeks to raise awareness of equality issues in Surrey; support the Council in setting equality objectives; and enables the Council to better understand the needs of our diverse communities. In May 2012 this Group played a key role in supporting the development of the equalities analysis that underpinned Surrey County Council's work to establish Community Partnered Libraries in the county. In addition in quarter one new organisations were invited to join the EEAG, to ensure the Group continues to represent all the different communities in Surrey. New members invited to join this group include: [Action for Carers](#); [Surrey Mind](#); [Surrey Independent Living Council](#); and the [Sussex and Surrey Associations of Local Councils](#)³.
Delivering the Fairness and Respect priorities: Quarter 1 and Quarter 2 progress

6. This section details the progress made against the specific priorities contained within the Fairness and Respect Strategy in quarters one and two of 2012/13.

Priority: Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups

7. The proportion of pupils gaining five good GCSEs including English and maths has improved steadily over the last four years from 56.8% in 2008 to 63.4% in 2011. Early indications (collected from schools after results day in August 2012) suggest that results have improved once again for 2012, despite the much

² The Equality Act sets out nine protected characteristics: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and marriage and civil partnership.

³ These organisations join Surrey Coalition of Disabled People; Diocese of Guildford; Surrey Youth Focus; Surrey Minority Ethnic Forum; Farnham Humanists; Social Information on Disability; Age UK; Surrey Community Action; Outline Surrey; Surrey Rural Partnership; and Gender Identity Research and Education Society

publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012. This year's provisional results for Surrey will be released in early October 2012, with further national and regional statistics available in late October.

8. A comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. One key priority over the last year has been the continued support for all children, but in particular Surrey's most vulnerable children such as pupils eligible for free school meals (FSM) or children looked after (CLA), to make progress at all stages of their learning.
9. In 2011 pupils falling into both the FSM/CLA groups performed better than their counterparts nationally in all three key measures at Key Stage 4. In Surrey, 34.3% of pupils gained five good GCSEs including English and maths compared with 33.9% nationally; 56.9% of pupils made expected progress in English in Surrey compared with 54.3% nationally and whilst 44.2% of pupils nationally made expected progress in maths, 47.5% made expected progress in maths in Surrey.
10. In addition in 2011, FSM pupils showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. At Key Stage 2, the gap between FSM pupils and their peers achieving the expected threshold in both English and maths narrowed by one percentage point from 2010 to 2011; at Key Stage 4 in 2011 the gap reduced by more than four percentage points for those achieving five good GCSEs including English and maths compared with 2010.
11. Provisional GCSE results for this cohort of pupils in Surrey will be released during the autumn term 2012; this data will then be used to inform the setting of local targets early in the spring term for this group.

Priority: Provide targeted support to low-income families to increase access to employment, training and support networks

12. Surrey County Council (in partnership with local agencies) has developed a Family Support Programme, which aims to help families that face multiple problems⁴. Families identified through this Programme are assigned a support worker who works with them to co-ordinate the support services they receive.
13. The pilot for this programme, based in Waverley, has been operational since June 2012 and will conclude in October. The learning from the pilot will inform the final proposals for this Programme and over the next 12 months Family Support teams will be established in every District and Borough across Surrey – with initial work being targeted at the four areas with the greatest number of troubled families (Elmbridge, Reigate and Banstead, Woking and Spelthorne). This scheme embodies Surrey's local approach to the national [Troubled Families](#) programme.

⁴ This includes families with children that are excluded from school, families undertaking criminal or anti-social behaviour and/or families in receipt of benefits that are struggling to cope.

Priority: Continue to support older people, the physically-disabled and those with learning-disabilities to live independently

14. This priority is being pursued in a number of different ways including: the development of direct payment support; training to conduct Support Self Assessments; a county wide deployment of Telecare/Telehealth; and the introduction of 'virtual wards'.
15. The tender for direct payment support is being developed with the aim of having a new service in place from March 2013. This will provide an external brokerage and support/advice service for service users and their carers. Additional work is taking place to streamline the direct payment policy and procedures to help increase uptake. In addition, staff have also received updated practice guidance and training.
16. Further training for staff continues to be developed to ensure the best possible support for residents. For example, a co-ordinated programme has begun to train senior practitioners to assist in the completion of Supported Self Assessments. These self assessments are led by service users to help improve choice and control over the support they require, in a way that delivers better and more outcome focused Support Plans.
17. Activities of Daily Living (ADL) is a computer programme which helps assess people's daily activities and mobility and then recommends equipment assistance. Four ADL computer assisted clinics have now been established across the county and plans have been confirmed for one in each district and borough.
18. [Telecare](#) and Telehealth provide additional support to enable people to maintain their independence and live at home longer. Both schemes provide a range of equipment to facilitate hospital discharge and prevent readmission or long term care home placements. New Telecare Champions are being appointed for each District and Borough, giving additional resource to locality teams and increasing referral levels. The Telecare relaunch will begin at the end of October and the Telehealth procurement process is progressing well, having received five tenders, and a final decision is expected in mid-October.
19. To support a preventative approach, virtual wards are being implemented by the new Clinical Commissioning Groups operating in Surrey. These are intensive case management services led by community matrons who identify those most at risk of admission to hospital and provide a high level of care and support in their own home or place of residence. This home support includes reablement/rehabilitation services and medication for long term conditions. In addition, social care services are being extended and will now be available 8am to 8pm on weekend and public holidays, working across all acute hospitals to support timely discharge, admission avoidance and seasonal pressures.

Priority: Reduce differences in life expectancy and healthy-life expectancy between communities

20. Work to reduce differences in life expectancy and healthy life expectancy has focussed on the following two groups in quarters one and two:

- **Black and Minority Ethnic (BME) Communities:** Meeting the health needs of black and minority ethnic groups is a key focus in Surrey, as a number of these groups experience a greater prevalence of some diseases. During quarter one and two of 2012/13 the Public Health Service has sought to tackle these by undertaking:
 - over 500 tailored health checks through specific BME community groups. These have resulted in the identification of 25 cases of type 2 diabetes;
 - tailored health checks to carers groups, with each carers support group being offered 25 checks;
 - dementia awareness and management including the development of a dementia quiz to raise awareness of the illness. This quiz has been adapted and introduced to BME groups; and
 - BME needs assessments with each of Surrey's Boroughs and Districts.
- **Gypsy, Roma and Traveller (GRT) Communities:** A needs assessment developed by NHS Surrey and Surrey County Council revealed a lack of local evidence about the health needs of the GRT population in Surrey. The assessment also identified a number of barriers which stop this community from accessing health services, such as a lack of cultural sensitivity by service providers.

These findings were presented to Surrey's Gypsy Roma and Traveller Forum during quarter one. Further work will be undertaken with the Forum to develop a health and wellbeing action plan at their AGM in October 2012. In addition, work is also being undertaken with Surrey Community Action to develop a greater understanding of the health needs of GRT groups. This has included the development of a questionnaire that the GRT development worker is taking out to sites.

Priority: Support carers to balance their caring role and maintain their independence and quality of life

21. Surrey County Council has established a new Carers Practice and Performance group, which meets quarterly, chaired by the Assistant Director – Personal Care and Support. This group includes representatives from: Surrey County Council Adult Social Care; Surrey & Borders Partnership Trust; the carers voluntary sector; and County Council Member, Yvonna Lay. The first tranche of performance information was reviewed by the group at their meeting on 14 September 2012 and showed positive trends including an increase in each of the following areas: the number of carers known to the County Council; carers having an assessment; and the number of carers with identified personal outcomes.

22. Plans are in place to improve support for young carers, including use of a new e-learning package "Young Carers Aware". The expectation is that all staff will complete the e-learning by the end of December 2012. Teams with an Assistant Practitioner Carer role (whose responsibility it is to oversee the practice and performance of carers services in each locality team) will undertake the identification of young carers as a priority, to help ensure their needs are taken into account as part of the assessment processes.
23. Progress has been made in recruiting 13 Assistant Practitioner Carers - with 7 appointments made and recruitment on-going as a priority.

Priority: Work with public, private and third sector partners to increase employment and training opportunities for young people (19-25)

24. The total number of Surrey young people aged 24 and under claiming JSA (job seekers allowance) increased slightly in July 2012 to 2,720, compared to 2,700 in June, and young people now account for just under a quarter (23.4%) of all JSA claimants. Actions being undertaken to address this priority are:
- Remaining on track to deliver 97% participation in education, training and employment for young people in Year 12 to 14 by March 2013.
 - Continuing to reduce the number of young people who are NEET in Years 12-14 in Surrey, reaching 964 at the end of August.
 - Continuing to reduce the number of young people entering the youth justice system to 27 in quarter 1 (compared to 77 at the same time last year and 156 in 2010).
 - Commencing new contracts with the voluntary sector which during the five months to August had engaged 548 young people in at least 12 sessions of centre based youth work and 442 young people in local preventative activities.
25. Additional projects are also underway to continue tackling this priority. These include:
- In total, more than half (55%) of all NEET young people have a learning difficulty or disability (529 young people). A Rapid Improvement Event for the Pathways Team is planned for September 2012 to increase capacity and capability of the system to meet this wide spectrum of needs, not just those with a Statement of Special Educational Needs (SEN).
 - A monthly report on young people's aspirations and opportunities has been developed and shared with College Principals, Surrey Chambers of Commerce, 14-19 Networks, Participating in Education, Training or Employment (PETE) clusters and the Youth Support Service. This report is informing commissioning of training opportunities, along with information about young people's aspirations and the requirements of the job market. In addition the County Council is also working with employers to develop the job market for young people.

- Skills Centre pilots are being rolled out to engage young people in foundation learning who would otherwise be NEET in line with the Skills Centre plan. Seven out of eleven Skills Centres contracts have been awarded and are due to go live in October 2012. The remaining four contracts were not awarded and will be retendered for award at the end of October.

26. A [Surrey Opportunities Fair](#) to promote the opportunities available to young people is planned for October 2012.

Priority: Increase volunteering rates across all of Surrey's communities

27. Surrey County Council is demonstrating its commitment to increase volunteering and unlock the contribution of volunteers to create stronger, more self-reliant communities. This commitment was reaffirmed by the Cabinet Member for Community Services and the 2012 Games at a [Council meeting in May 2012](#) and is reflected in the range of activities below.

28. In Quarter 2 the Surrey Olympic Ambassadors volunteering scheme was crucial to Surrey delivering an excellent experience for the hundreds of thousands of visitors to the Olympic cycling events in Surrey. From 750 applications to be an Ambassador, 420 Surrey residents were selected to welcome spectators and provide information. The County Council is committed to building on this hugely successful scheme and is working to understand how the Surrey Ambassadors would want to carry on volunteering locally.

29. Another example of how the County Council is enabling all communities to volunteer is the [Citizen's Hubs](#), run by and for disabled people in Surrey. These Hubs are being developed in every District and Borough and are run in partnership by the County Council, the Surrey Coalition of Disabled People and user/carer-led organisations. The Hubs are staffed entirely by disabled volunteers, with the support of a coordinator, and are the first centres of their kind in the country.

30. Initiatives such as the Citizen's Hubs reflect a shift across the County Council towards more preventative models of support for residents. For example, the County Council, in partnership with Elmbridge Borough Council, is developing a new volunteering scheme to help older residents access "day-to-day support" provided by the local community. This support will reduce their need for acute and/or professional help in the future.

31. Surrey has an existing network of volunteer centres across the county that deliver personal advice and support to residents wishing to volunteer. To complement this direct service, the County Council is developing an online information gateway that will provide information for residents on how to set up new volunteering initiatives, as well as signpost residents to existing formal and informal volunteering opportunities.

32. Working with a range of partners⁵, the County Council has made significant progress in developing a new outcomes based approach to funding VCFS infrastructure organisations. One of these outcomes will seek to increase volunteering. Therefore from 2012/13 infrastructure organisations will be funded, in part, to widen the access to volunteering, promote volunteering and provide a good volunteering experience for both the volunteer and host organisations. Performance management systems are being developed to align to the new approach which will assess both the ongoing success and longer term impact of this work.

Priority: Reduce instances of domestic abuse through strong leadership and partnership working

33. The number of overall incidents of domestic abuse increased marginally from 1,110 in July to 1,129 in August. The number (352) of repeat incidents of domestic abuse increased in line with the overall proportion of such incidents. It has been suggested that the Olympics, in line with many other major sporting events, may have had an impact on incidents during these time frame. The year-to-date position remains relatively static: 29% of domestic abuse incidents were repeat offences which matches the average trend for the previous three years. The level of reported incidents in Surrey is not thought to be higher than in other local authorities; however, it is difficult to find consistent comparable data due to differing recording practices across the country.

34. Work is being carried out to review and improve various elements of service in Surrey:

- Multi-Agency Risk Assessment Conferences (MARACs) are currently underway in Surrey. These are risk management meetings where professionals share information about cases of serious (i.e. repeat) domestic abuse and implement risk management plans. The County Council is currently auditing this process to ensure effective practice. This will explore whether MARAC arrangements are meeting the guidance of the local operating protocol.
- Undertake a “critical friend” review as part of ongoing quality assurance in agreement with the MARAC Steering Group chaired by the Head of Public Protection for Surrey Police. In November and December three of the four local MARACs will be asked to complete a self assessment with the other undertaking a more comprehensive assessment.
- Surrey have been complimented on the MARAC induction pack for attendees and supporting agencies, with the pack being recommended as an example of good practice.

35. The County Council, on behalf of partners, has also recently reviewed the service provided for victims of domestic violence and re-commissioned it to provide a single Surrey wide service that is delivered by the four providers in Surrey. This

⁵ Health partners, the Voluntary, Community and Faith Sector (VCFS) and District and Borough Councils

change will ensure greater consistency in service quality and will enable better joint working between the County Council and partner organisations. These services have new reporting targets and will be monitored on an ongoing basis as part of the contract.

36. The County Council, along with a range of external partners on the Community & Public Safety Board, commissioned a Domestic Abuse Rapid Improvement Event (RIE) that was undertaken in June. This event was intended to kick start and be the catalyst for co-ordinated change across all agencies in Surrey. Actions identified in the RIE are currently being planned and milestones for delivery will be available at the end of October. The key areas of improvement identified by the RIE are as follows:

- **Communication:** Work on domestic abuse in Surrey should fall under a single, joint, multi-agency mission statement that will drive cultural change and raise awareness. Key actions include:
 - Trail key message during domestic abuse week in October.
 - Domestic abuse communications group to develop a new communications strategy and develop suitable materials.
 - Community & Public Safety Board to agree joint agency key message for domestic abuse in December.

- **Prevention:** The County Council will move from a reactive to proactive service. This will be achieved by offering preventative programmes that provide people with the skills and abilities to prevent an incident of domestic abuse arising. Key actions include:
 - Link with schools to develop and implement suitable materials as part of Personal, Social and Health Education (PSHE) syllabus that raise awareness of domestic abuse.

- **Response and early intervention:** The County Council is aiming to improve its effectiveness through flagging up risk and intervening at the earliest opportunity; reducing duplication and the number of assessments; and placing victims at the centre of its work. Key actions include:
 - Gather learning from a GP surgery pilot, which is asking about and proactively detecting signs of domestic abuse, and encourage further roll out.
 - Looking at a pilot to routinely share information on domestic abuse cases where young people are affected.
 - Pilot, in a defined location, a multi agency morning conference call to share information on DA cases in the previous 24 hours and agree initials actions and lead responsibilities.
 - To ensure that first response/Police interventions are gathering all the relevant information to enable the development of an appropriate solution.

- **Information sharing:** Seeking to ensure that all agencies are sharing information effectively to deliver the best outcome for residents. Key actions include:

- Ensuring all relevant agencies are signed up to and implement the multi agency information sharing protocol.
- Reviewing forms to consider an opt-out principle rather than an opt-in principle for information sharing.
- **Training and development:** The County Council is reviewing and developing its training to ensure that it is effective in raising the awareness of domestic violence. Key actions include:
 - Basic training on domestic abuse across all agencies is reviewed and developed to ensure it is fit for purpose.
 - Development of specialist training for key professionals

37. The Community & Public Safety Board, at its meeting on 12 September, approved a project plan and an outline work plan for the delivery of the identified improvements. There is no single action that improves outcomes for residents. Rather there are a number of linked actions that will deliver changes to the way in which services are offered and delivered, and so improve services to those people affected by domestic abuse across Surrey.

Priority: Ensure rural communities have access to services through new technologies

38. As part of Surrey County Council's work to increase access to public services, via the internet, the Council is continuing to progress its [Superfast Broadband project](#). Once complete, this project will ensure that nearly 100% of Surrey's residents and businesses have access to broadband internet.

39. In July the County Council's Cabinet selected British Telecom (BT) to be Surrey's preferred supplier for Superfast Broadband and approved the release of £20m in capital funding to support the delivery of this project. The contract between the County Council and BT was subsequently signed in September. The County Council is now awaiting final European Union (EU) State Aid approval before this project can commence. Broadband Delivery UK (BDUK) in the Department for Culture, Media and Sport are currently working with the EU to agree an umbrella State Aid notification for all UK Local Authorities and the latest information from BDUK indicates that this is expected to be completed in autumn 2012.

40. Until State Aid approval is given, Surrey County Council and BT can only carry out preparation works. This includes: finalising the project plan; developing the Communications Strategy; joint branding and marketing; finalising governance structures; and establishing the co-located project office. Once EU approval has been secured, initial work will involve the necessary survey and planning works required before properties can be connected to the new broadband infrastructure.

Priority: Increase understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services

41. A number of research programme milestones have been achieved. These include:

- Customer analysis of residents in 'non-broadband' areas to support the [Superfast Broadband](#) project (see paragraphs 38-40). Results helped the County Council to understand demand for Superfast Broadband and informed the competitive dialogue procurement process. Headline results showed that 99% of residents would like to be able to access faster broadband speeds and 98% of businesses said that superfast broadband would benefit them.
- Customer analysis to inform a targeted approach to communications with people who may be interested in providing family based care for adults with learning disabilities.
- The refreshed Joint Strategic Needs Assessment chapters on ethnicity, sexual orientation and population will be ready for publication in October 2012.
- Commissioning [ESRO](#) to undertake a qualitative research project to gather information about the impact of welfare reform on vulnerable residents. Key groups being targeted include: disabled adults; disabled young people about to transition into adulthood; lone parents; and parents of large families. The final report from this research will be available in November and will be used to support business planning across the County Council.
- The first release for [Census 2011](#) being uploaded into Surrey to give users easy access to Surrey specific Census data. Currently, the County Council is preparing for the second release of data, which will include ethnicity information and data that allows more localised analysis. As with the first release of data the County Council will produce a series of accessible analysis summaries.
- Data analysis to inform the County Council's Family Support programme (see paragraphs 12-13). The analysis mapped the location of families with multiple problems to give an accurate understanding of their locations across the county. This analysis also compared this data with that from the Index of Multiple Deprivation and Mosaic Public Sector. This helped the County Council to build a better understanding of the challenges facing these families.

Priority: Surrey attracts, recruits and retains the best, highly skilled and high performing workforce, which reflects the diversity of the county

42. Surrey County Council's Cabinet agreed a new organisational People Strategy (2012-2017) in May 2012. This Strategy has been developed to set the direction for people, culture and performance over the next five years. The Strategy will be pivotal in helping attract and retain talent and aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It focuses on three key priorities: passion for public services; great leadership; and one team.
43. The decision has been taken to take a phased approach to ensuring the County Council achieves a representative workforce:

- **Phase 1:** Information capture and analysis to develop an in depth understanding and intelligence around the workforce, development of workforce plans to identify the future resource requirements and then mapping the workforce profile against the new Census data which is to be released in November 2012.
- **Phase 2:** Prioritisation and action planning to ensure robust plans are in place to meet the needs and requirement of the workforce, as a result of what has been identified and agreed at Phase 1.
- **Phase 3:** As a result of phases 1 and 2, phase 3 will focus on developing robust and meaningful targets to 2017.

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Quarter Two 2012/13 Business Report
Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

Ref	Cross - ref to directorate registers	Description of the risk	Inherent risk level (no controls)	Existing controls	Risk owner - Officer	Risk owner - Member	Residual risk level (after existing controls)	Committee review
L1	ASC2 CAC1,8,15 CAE9 CSF2 EAI6,7	Medium Term Financial Plan - Failure to achieve savings in the Medium Term Financial Plan (2012-2017) and additional service demand leads to increased pressure on service provision and damage to reputation.	High	- Monthly reporting to Corporate Board and Cabinet on the forecast outturn position to enable prompt management action - Generation of alternative savings and income - Adequate provision through the risk contingency	Corporate Leadership Team / Sheila Little	David Hodge	High	Council Overview & Scrutiny Committee - on each agenda Adult Social Care SC: - 30 November 2012 (Budget monitoring) Children & Families SC: - 20 September 2012 (Budget monitoring)
L14	ASC5 CAE17 CSF22	Future Funding - Gradual erosion of the council's main sources of funding (council tax and the proposed new method of calculating formula grant) upon which the council is highly dependent and reductions in other funding (for example in relation to academy schools) leads to financial loss, damage to reputation and failure to deliver services.	High	- Continued proactive modelling and horizon scanning of the financial implications of local government funding changes and subsequent review of Medium Term Financial Plan (2012-2017) assumptions as relevant - Close working with district and borough colleagues to shape the direction of council tax localisation and business rate retention policies as well as active responses to government consultations - Development of longer-term funding strategy to develop alternative sources of funding - Not withstanding actions above, there is a high risk of central government policy changes impacting on the council's financial position.	Corporate Leadership Team / Sheila Little	David Hodge	High	Audit and Governance Committee: - 3 October 2012 (Funding Strategy update) Adult Social Care SC: - 19 September 2012 (Social Care funding) Council Overview & Scrutiny Committee: - 5 December 2012 (Funding Strategy)
L7	CAE12 EAI1,2	Waste - Failure to deliver key waste targets (including key waste infrastructure) could lead to negative impact	High	- This is a priority issue for the service manager with strong resourcing and project planning in place that is monitored at board level. - Further work with the Districts and Boroughs continue, to review waste plans to achieve the targeted increase in recycling. - Not withstanding the controls above, there is still a risk that delivery could be delayed by external challenge and levels of recycling are strongly influenced by district and borough collection arrangements which are not within SCC's direct control. Although the council continues to work in partnership to achieve the desired outcome.	Trevor Pugh	John Furey	High	Environment & Transport SC: - 1 March 2012 (Waste Partnership)

Quarter Two 2012/13 Business Report
Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

Ref	Cross - ref to directorate registers	Description of the risk	Inherent risk level (no controls)	Existing controls	Risk owner - Officer	Risk owner - Member	Residual risk level (after existing controls)	Committee review
L11	ASC12 CEO7 CSF18	Information Governance - Failure to effectively act upon and embed standards and procedures by the council leads to financial penalties, reputational damage and loss of public trust as a result of enforcement action taken by the Information Commissioner.	High	- Implementation of Egress encrypted email system - Internal Audit Management Action Plans in place that are monitored by Audit & Governance Committee and Select Committees - Ongoing communications campaign - Monitoring of compliance by Quality Board and Governance Panel - Despite the actions above, there is a continued risk of human error that is out of the council's control.	Corporate Leadership Team	Denise Le Gal	High	Council Overview & Scrutiny Committee: - Monitored through internal audit reports
L3	CAC2,5,12 CAE3 CEO3	Business Continuity, Emergency Planning and the event of industrial action - Failure to plan, prepare and effectively respond to a major incident results in an inability to deliver key services	High	- The Risk and Resilience Steering Group meets regularly to coordinate and lead on resilience planning. -all services have adequate and up to date business continuity plans, - Continued consultation with Unions and regular communication to staff.	Corporate Leadership Team	Kay Hammond	Medium	Council Overview & Scrutiny Committee: - 18 October 2012 (Business Continuity)
L2	ASC4,9 CAE1,2,16 CAC13 CEO1 CSF4 EAI4,8	Fit for the Future - Failure to deliver major change programmes and drive effective partnership working leads to the organisation not being fit for purpose, an inability to meet efficiency targets, improve performance and drive culture change	High	- Delivery of change is tracked at both directorate and Corporate Board level with key indicators included in the Quarterly Business Report to the Cabinet. - Communications, engagement and the STARS programme are designed to respond to identified issues and gaps.	Corporate Leadership Team	Cabinet	Medium	Council Overview & Scrutiny Committee: - 14 March 2012 (Making a Difference)
L6	ASC11 CAE13 CSF8	NHS Reorganisation - The Health and Well Being Board does not provide the necessary whole system leadership to implement the Health and Social Care Act.	High	- SCC identified as a National Leader in implementing the Health and Social Care Act. - Transition to new system is being managed well with strong joint leadership arrangements in place	Sarah Mitchell	Michael Gosling	Medium	Health Scrutiny Committee: - 15 November 2012 (NHS Surrey)
L4	CAE5,7	IT systems - major breakdown of systems, including the data centre, leads to an inability to deliver key services	High	- Proactive monitoring of IT system design, implementation and roll-out to ensure delivery to specification and within deadlines - Disaster recovery centre is up and running - Proactive monitoring of existing systems to minimise likelihood of system failure - Migration into the Primary Data Centre in Redhill.	Julie Fisher	Denise Le Gal	Medium	Council Overview & Scrutiny Committee: - 16 May 2012 (IT rollout update)
L5	ASC7,16 CSF6,16	Safeguarding - avoidable failure in Children's and/or Adults care leads to serious harm or death	High	- Appropriate and timely interventions by well recruited, trained, supervised and managed professionals, with robust quality assurance and prompt action to address any identified failings	Sarah Mitchell / Caroline Budden	Michael Gosling / Mary Angell	Medium	Children & Families Select Committee and Adult Social Care Committee: - on each agenda

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Key to references:

ASC = Adult Social Care
CAC = Customers and Communities
CAE = Change and Efficiency

CEO = Chief Executive's Office
CSF = Children, Schools and Families
EAI = Environment and Infrastructure

Quarter Two 2012/13 Business Report
Annex 5 - Leadership Risk Register as at 25 September 2012

Owner: David McNulty

Ref	Risk	Date Added	Residual risk level when	Movement		Current residual risk level
L1	Medium Term Financial Plan	Aug-12	High	-	-	High
L2	Fit for the Future	May-10	High	Jan-12	↓	Medium
L3	Business Continuity and Emergency Management	May-10	Medium	Aug-12	↓	Medium
L4	IT systems	May-10	Medium	-	-	Medium
L5	Safeguarding	May-10	Medium	-	-	Medium
L6	<i>Resource Allocation System in adults personalisation</i>	<i>May-10</i>	-	<i>Aug-12</i>	*	-
L7	Waste	May-10	High	-	-	High
L8	<i>Integrated Childrens System</i>	<i>May-10</i>	-	<i>Feb-11</i>	*	-
L9	NHS reorganisation	Sep-10	High	Jan-12	↓	Medium
L10	<i>2012 project management</i>	<i>Sep-10</i>	-	<i>Aug-12</i>	*	-
L11	Information Governance	Dec-10	High	-	-	High
L12	<i>LLDD budget transfer</i>	<i>May-11</i>	-	<i>Mar-12</i>	*	-
L13	<i>2012 command, control, coordination and communication</i>	<i>Dec-11</i>	-	<i>Sep-12</i>	*	-
L14	Future Funding	Aug-12	High	-	-	High

* Removed
↓ Direction of Travel

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COUNCIL OVERVIEW AND SCRUTINY COMMITTEE
14 November 2012

Surrey-i

Purpose of the report:

- To provide an update to the Committee on the implementation and development of Surrey-i; and
- To ask the Committee for comments and feedback to help shape the next phase of development for Surrey-i.

Introduction/Background:

1. Surrey-i (www.surreyi.gov.uk) went live in November 2011 and is Surrey's local information system and data observatory providing a platform for collaborative working and open access to public data. Surrey-i is one of the UK's most advanced local information systems. It gives users the ability to conduct analysis across complex datasets, with integrated mapping and charting tools. There are more than 200 datasets in Surrey-i (see full list at Annex 1).
2. Through Surrey-i the Council and its partners have a shared view of information that is up-to-date and relevant. Providing users with an easy way to access complex data means the Council and its partners are able to put evidence at the heart of service planning, resource allocation, policy making and decision making.
3. Surrey-i was delivered (on time and on budget) through a multi-agency partnership group chaired by Surrey County Council's Assistant Chief Executive. The set-up costs were £235,000 of which £150,000 was grant funded, meaning only £85,000 of the Council's budget was used to develop the website. The annual budget to cover maintenance, hosting and basic development costs is £28,000.
4. The Chartered Institute for Information Technology (the British Computing Society) have shortlisted the Council and its technology provider (Fluent) for the 2012 IT Project Team of the Year award. The nomination in this category is recognition of the innovative, collaborative and professional way in which the project has been delivered.

Has Surrey-i delivered a positive return on our investment?

5. Yes. Taking into account the development costs, staff costs and user statistics, Surrey-i has delivered between £346,000 and £495,000 of user value to the Council and its partners since its launch. These figures (Table 1 below) were calculated using a methodology derived from a detailed research exercise carried out by the Department for Communities and Local Government (DCLG)¹.
6. A lot of the information in Surrey-i is available from other sources. Therefore, to help assess the benefits derived from the introduction of Surrey-i the calculations quantify the value of the time saved by using Surrey-i to access information. A detailed analysis of the value assessment method used is available at the Local Government Association's 'Effective Service Delivery' website².

Table 1 – Surrey-i value assessment

	Low estimate	High Estimate
Monetary value of user benefits	£377,500	£540,000
User benefits minus running costs	£289,500	£452,000
Payback period for the system (yrs)	0.8	0.5
Estimated user value to date	£346,041	£495,000

Who uses Surrey-i and what do they use it for?

7. The first 12 months of Surrey-i use have shown that the system works well and is meeting a lot of information needs. There is a good baseline of user data that will be used to plan activity and judge the success of future years.
8. Surrey-i has been designed to meet the needs of a wide range of users. Understanding of visitor numbers and behaviour has been achieved by using Google's free website analysis tools. Since its launch in November 2011 the headline visitor statistics are:
 - 43,546 visits from 26,463 unique visitors
 - 312,384 page views
 - 7 page views per visit
 - Average visit duration of 7.5 minutes
9. The most visited pages (after the front page and search functions) during 2011 were:
 - Local profiles – detailed information at neighbourhood level
 - The Joint Strategic Needs Assessment – a comprehensive volume of health and wellbeing information
 - The 2011 Census – early data and analysis
 - Population statistics

¹ <http://www.communities.gov.uk/publications/communities/establishlocalinfo>

² <http://www.esd.org.uk/lis-value-assessment/Assessment.aspx>

10. The analysis of visitor numbers and user behaviour has identified a strong response to targeted marketing activity. A Surrey-i competition in Surrey News led to a large increase in visitor numbers (over 1000 in a single day compared to the average daily visit of 150) and during the week of release for the new 2011 Census data Surrey-i had double its normal weekly visitor numbers.
11. To complement the user data from Google and provide a more complete picture of Surrey-i usage, two surveys have been carried out:
 - A user survey to better understand how and why Surrey-i is used; and
 - A wider survey about general information needs, to make sure future development is focussed on the most relevant information and analysis.
12. The user survey was aimed at regular users of the website and had 160 responses. The key feedback from the survey was:
 - Most users said Surrey-i provides them with the information they need
 - A high proportion did not fully understand everything that Surrey-i can do
 - Users were divided on how easy it is to use the website
13. The feedback from the user survey also suggested that Surrey-i users knew they should be using evidence to plan and deliver services and projects. Respondents understood that Surrey-i can help with this, but were not always clear about how. This is very helpful feedback and suggests the Surrey-i team need to continue to explain the relevance and focus on the usability of the site.
14. The information needs survey had 550 responses. This was a wider survey, asking about the kind of data and information that people need. The survey showed that there is a high demand for:
 - Information about Surrey's population – including new Census data
 - Information about residents views about local services
 - Information about what works best in service delivery
15. There was also feedback from the survey that people in the public sector would like more information about how to use statistics and data and how to design and conduct effective research and evaluation.

The way forward for Surrey-i

16. Surrey-i is one of the most advanced local information systems in the UK. The focus has shifted from 'project delivery' to realising Surrey-i's potential and meeting user needs. The user feedback and visitor data has given useful insight into information needs and Surrey-i user behaviour. Taking all of this into account, there are four key activities planned over the next 12 months:

Embedding the use of evidence in service design and policy making

17. The user surveys showed that people had heard of Surrey-i, but there is still some uncertainty about what it is for and how to make the most out of it. The Policy and Performance Service are working with colleagues in Communications to raise awareness of how Surrey-i can support service design and policy making.

Anticipating future needs

18. The data and information needs of users were used to inform the initial development of Surrey-i, but after a year of use there is a more detailed picture of how people are really using the website. The most frequently used and demanded types of information will be broadened and the Policy and Performance Service will play a more proactive role in identifying information requirements and releasing information that is relevant to key local and national events.

Making information and key insights more accessible

19. Surrey-i has a number of tools that allow users to conduct detailed analysis of datasets. While some of the 'expert users' are making the most of these tools, the majority of Surrey-i's visitors have said they would like more summaries of key data sets. The survey results will be used to develop a plan of information summaries to be produced throughout the year. These will focus on the 2011 Census, key demographic and economic data and information about Surrey's residents.

Continue to develop Surrey-i so it remains a cutting-edge Local Information System

20. The Council's Web Operations team have used the Google visitor data to plan a redesign of the Surrey-i homepage. A timetable is being agreed with Fluent (the technology provider) and the changes will focus on making it easier for people to find the information they need.
21. By continuing to collect and analyse detailed user data the website can be developed in direct response to user needs and experiences.

Financial and value for money implications

22. The annual budget to cover maintenance, hosting and basic development costs is £28,000

Equalities Implications

23. The data and analysis tools in Surrey-i help develop a better understanding of Surrey's communities.

Risk management implications

24. The technology provider has robust disaster recovery plans in place.

Implications for the Council's Priorities or Community Strategy

25. Easy access to relevant and detailed information about Surrey ensures the effective business management of the County Council and supports the delivery of the Community Strategy, delivering improved outcomes and value for money for Surrey residents.

Recommendations:

26. It is recommended that the Committee:

- a) Note the successful delivery of Surrey-i
- b) Comment on the proposed way forward

Next steps:

- The Committee's recommendations are fed into the development plan for Surrey-i

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DataSetID	DataSetName	Theme
728	2001 Census - Dependent children	Children & Young People
720	2001 Census - Lone Parent Households	Children & Young People
1022	2001 Census: Household composition - lone parent households	Children & Young People
902	Children in Need - Type of Need	Children & Young People
903	Children in Need - Type of Service Accessed	Children & Young People
905	Children in Need in Surrey - Referrals from Surrey Districts and Boroughs	Children & Young People
906	Children in Need in Surrey by Age	Children & Young People
904	Children in Need in Surrey by Districts and Boroughs	Children & Young People
125	Surrey - Child Wellbeing Index	Children & Young People
927	Surrey Children in Poverty	Children & Young People
907	Total Disabilities Supported by Children with Disabilities' Teams	Children & Young People
391	Annual Population Survey - economic activity and occupation	Economy
827	Business Demography	Economy
816	GVA - Headline Gross Value Added (GVA) per head	Economy
59	Surrey - Annual survey of hours and earnings - resident analysis	Economy
188	Unemployment - claimant count (LSOA)	Economy
1065	GCSE and equivalent results: 3-year averages	Education, Training & Skills
383	2001 Census - Carers by age	Health & Well-being
380	2001 Census - Economic activity and long term illness	Health & Well-being
540	2001 Census - Long term illness by ethnicity and age	Health & Well-being
539	2001 Census - Long term illness by tenure and age	Health & Well-being
804	2012 Estimated Carers in Surrey by number of hours of care provided	Health & Well-being
514	Alcohol Consumption - Synthetic Estimates	Health & Well-being
518	Alcohol-related hospital admissions	Health & Well-being
541	Alcohol-specific mortality/months of life lost - trends	Health & Well-being
1021	Attendance Allowance (ward level data)	Health & Well-being
1129	Autistic Spectrum Disorders - Predicted Prevalence by Borough and District and Clinical Commissioning Group	Health & Well-being
465	Breast Screening Programme Coverage	Health & Well-being
597	Cancer deaths in Hospital and Home by gender	Health & Well-being
592	Cancer deaths in hospital by age range as a proportion of all deaths in hospital	Health & Well-being
1102	Cancer incidence	Health & Well-being
466	Cervical Screening Programme Coverage	Health & Well-being
412	Childhood Immunisation	Health & Well-being
649	Chlamydia Vital Signs data	Health & Well-being
861	Cholesterol	Health & Well-being
1124	Clinical Commissioning Groups - population by age and gender	Health & Well-being
586	Deaths at home from all cancers	Health & Well-being
748	Diabetes: controlled blood glucose levels	Health & Well-being
738	Diabetes: forecast estimates (2010-2030)	Health & Well-being
1117	Diabetes: retinal Screening	Health & Well-being
421	Disability Living Allowance claimants under 65 by age (Local Authority data)	Health & Well-being
766	Eating habits	Health & Well-being
806	Estimated Carers in Surrey In Receipt of Carers Allowance	Health & Well-being
809	Estimated Number of Carers in Surrey Requiring Services Projected to 2030	Health & Well-being
808	Estimated Number of Secondary School Pupils Who Are Young Carers	Health & Well-being
569	Estimated prevalence of adults who are obese	Health & Well-being
744	HIV: ethnicity and mode of transmission 2005-2009	Health & Well-being
917	HIV: New HIV diagnoses Surrey (2000-2009)	Health & Well-being
567	HIV: new HIV, AIDS diagnoses and deaths SEC (2000-2009)	Health & Well-being
916	HIV: numbers 2005-2009	Health & Well-being
568	HIV: prevalence rates SEC	Health & Well-being
742	HIV: site of treatment 2005-2009	Health & Well-being
1099	Hospital admissions	Health & Well-being
424	HPV Vaccination	Health & Well-being
1097	Immunisations	Health & Well-being
723	Incapacity benefits for mental disorders	Health & Well-being
503	Incidence of All Cancers SRRs/DSRs all ages (1993-2008)	Health & Well-being
506	Incidence of all Skin Cancers SRRs/DSRs all ages (1993-2008)	Health & Well-being
508	Incidence of Bladder Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
498	Incidence of Breast Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
501	Incidence of Cervical Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
494	Incidence of Colorectal Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
496	Incidence of Lung Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
953	Incidence of Malignant Melanoma SRRs/DSRs all ages (1993-2008)	Health & Well-being
952	Incidence of Oesophageal Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
365	Incidence of Prostate Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
951	Incidence of Stomach Cancer SRRs/DSRs all ages (1993-2008)	Health & Well-being
425	Influenza vaccination	Health & Well-being
1019	Life expectancy at age 65	Health & Well-being
1020	Life expectancy at birth	Health & Well-being
408	Low birth weight	Health & Well-being
815	MODELLED CHD ESTIMATES and PROJECTIONS 2005-2030	Health & Well-being
1111	Mortality	Health & Well-being
185	Mortality from accidental falls all ages DSR	Health & Well-being
216	Mortality from all cancers all ages DSR	Health & Well-being
241	Mortality from all cancers SMRs all ages	Health & Well-being
1018	Mortality from all causes: SMR under 75 wards	Health & Well-being
1014	Mortality from all causes: SMRs all ages 3 year average	Health & Well-being
1015	Mortality from all causes: Trend data SMR/DSR all ages	Health & Well-being
256	Mortality from breast cancer all ages DSR	Health & Well-being
247	Mortality from Breast Cancer SMRs All ages	Health & Well-being
274	Mortality from cervical cancer all ages DSR	Health & Well-being
193	Mortality from Cervical Cancer SMRs All ages	Health & Well-being
308	Mortality from chronic liver disease including cirrhosis all ages DSR	Health & Well-being
315	Mortality from colorectal cancer all ages DSR	Health & Well-being
276	Mortality from Colorectal Cancer SMRs All ages	Health & Well-being
288	Mortality from coronary heart disease all ages	Health & Well-being
254	Mortality from Coronary Heart Disease SMRs all ages	Health & Well-being
255	Mortality from Coronary Heart Disease SMRs U75	Health & Well-being
194	Mortality from lung cancer (ICD10 C33-C34): DSR All Ages	Health & Well-being
212	Mortality from lung cancer (ICD10 C33-C34): SMR all ages	Health & Well-being
198	Mortality from malignant melanoma (ICD10 C43): DSR All Ages	Health & Well-being
222	Mortality from malignant melanoma (ICD10 C43): SMR all ages	Health & Well-being
830	Mortality from oesophageal cancer - DSR all ages	Health & Well-being
817	Mortality from oesophageal cancer - SMR all ages	Health & Well-being
243	Mortality from prostate cancer (ICD10 C61): SMR all ages	Health & Well-being
831	Mortality from skin cancer - DSR all ages	Health & Well-being

832	Mortality from skin cancer - SMR all ages	Health & Well-being
265	Mortality from stomach cancer (ICD10 C16): DSR All Ages	Health & Well-being
268	Mortality from stomach cancer (ICD10 C16): DSR Less than 75 years	Health & Well-being
260	Mortality from stomach cancer (ICD10 C16): SMR all ages	Health & Well-being
263	Mortality from stomach cancer (ICD10 C16): SMR under 75	Health & Well-being
270	Mortality from stroke (ICD10 I60-I69): DSR All Ages	Health & Well-being
273	Mortality from stroke (ICD10 I60-I69): DSR Less than 75 years	Health & Well-being
266	Mortality from stroke (ICD10 I60-I69): SMR all ages	Health & Well-being
275	Mortality from stroke (ICD10 I60-I69): SMR under 75	Health & Well-being
386	Mortality in Infancy	Health & Well-being
1126	NCMP	Health & Well-being
767	Older Population - Predicted Social Care Elements By Borough and District and Clinical Commissioning Group	Health & Well-being
962	Open cases by Borough & district Adult Social Care	Health & Well-being
1043	Percentage Overweight and Obese Year R Year6	Health & Well-being
590	Place of death in Surrey for all causes of death by year	Health & Well-being
427	Pneumococcal (PPV) Vaccination	Health & Well-being
967	Population aged 18 and over predicted to have a Hearing Impairment by Borough and District and Clinical Commissioning Group	Health & Well-being
801	Population aged 18 and over Predicted to Have A Mental Health Problem by Borough and District and Clinical Commissioning Group	Health & Well-being
966	Population Aged 18 and over Predicted to have a with Visual impairment by borough and district and clinical commissioning group	Health & Well-being
798	Population Aged 18-64 Predicted to Have A Learning Disability by Borough and District and Clinical Commissioning Group	Health & Well-being
795	Population Aged 30 or Over Predicted to Have Dementia by Borough and District and Clinical Commissioning Group	Health & Well-being
1098	QOF (Quality and Outcomes Framework) disease prevalence	Health & Well-being
422	Quality and Outcomes Framework (QOF) data	Health & Well-being
602	Sexually transmitted infections	Health & Well-being
429	Smoking in pregnancy	Health & Well-being
1017	Smoking prevalence	Health & Well-being
1112	Smoking quits of those accessing primary care setting	Health & Well-being
388	Still Births	Health & Well-being
764	Stroke and transient ischaemic attack prevalence	Health & Well-being
761	Stroke deaths within 30 days of emergency admission to hospital	Health & Well-being
785	Stroke emergency readmissions to hospital within 28 days of discharge	Health & Well-being
898	Stroke mortality: DSR all ages annual trend	Health & Well-being
760	Stroke: modelled estimates and projections 2005-2020	Health & Well-being
763	Stroke: returning to usual place of residence following hospital treatment by local authority	Health & Well-being
964	Supporting People: Accommodation Based Services - Needs Mapping	Health & Well-being
963	Supporting People: Non Accommodation Based Services - Needs Mapping	Health & Well-being
573	Surrey - Predicted No of 65+ Carers Providing More Than 20 Hours a Week	Health & Well-being
550	Surrey - Projected 2012 Number of Carers by Employment Hours	Health & Well-being
918	Surrey 20+ Population Predicted to Have Dual Sensory Loss	Health & Well-being
782	Survival following diagnosis of bladder cancer	Health & Well-being
779	Survival following diagnosis of breast cancer	Health & Well-being
786	Survival following diagnosis of cervical cancer	Health & Well-being
788	Survival following diagnosis of colon cancer	Health & Well-being
789	Survival following diagnosis of lung cancer	Health & Well-being
790	Survival following diagnosis of oesophagus cancer	Health & Well-being
792	Survival following diagnosis of prostate cancer	Health & Well-being
1064	Under 18 and under 16 conceptions: 3 year pooled local authority rates	Health & Well-being
511	Under 18 conceptions: Surrey rates and outcome by single years	Health & Well-being
515	Under 18 conceptions: Surrey target trajectory (1998-2010)	Health & Well-being
1057	Number of Dwellings by Tenure and district	Housing, Infrastructure & Environment
411	2001 Census - People with no central heating	Housing, Infrastructure & Environment
719	2001 Census - Tenure and Housing condition	Housing, Infrastructure & Environment
547	2001 Census - Tenure by age	Housing, Infrastructure & Environment
1096	Fuel Poverty	Housing, Infrastructure & Environment
698	Homelessness (statutory)	Housing, Infrastructure & Environment
405	Local authorities' action under the homelessness provisions of the 1985 and 1996 Housing Acts - Quarterly data	Housing, Infrastructure & Environment
900	Rural and urban area classification 2004	Housing, Infrastructure & Environment
60	Surrey - 2001 Census Households	Housing, Infrastructure & Environment
1011	Young People with Autism Needing Accommodation 2011 - 2016	Housing, Infrastructure & Environment
700	Benefits - working age client group	Inequality & Deprivation
54	England - IMD (CC & LA Summaries)	Inequality & Deprivation
11	England - IMD (LSOA)	Inequality & Deprivation
1122	Index of Multiple Deprivation - aggregated areas	Inequality & Deprivation
462	Surrey - Index of Multiple Deprivation	Inequality & Deprivation
726	2001 Census - Armed Forces	People & Society
730	2001 Census - Car Availability	People & Society
376	2001 Census - Pensioner Households	People & Society
731	2001 Census - Pensioners living alone	People & Society
1130	2001 Census - population aged over 75 living alone	People & Society
699	2001 Census - Religion	People & Society
727	2001 Census - Same sex couples	People & Society
395	Annual Population Survey - qualifications	People & Society
456	Area and population density	People & Society
1046	Births by area of residence of mother (Local Authority)	People & Society
1086	Census - households with at least one usual resident	People & Society
1083	Census - usually resident population by 5 year age groups and short term migrants	People & Society
354	DWP Benefits - Pensioner client group analysis	People & Society
4	England - 2001 Census (LA data)	People & Society
445	Migration between Surrey and the rest of the UK	People & Society
62	Migration component of population change	People & Society
1009	Mosaic Public Sector area classification data	People & Society
436	Pension Credit Caseload	People & Society
693	Population estimates by 5 year age groups and gender	People & Society
866	Population estimates by broad age and gender	People & Society
551	Population estimates by ethnic group and age	People & Society
734	Population estimates for small areas (LSOA up) - selected ages	People & Society
1069	Population projections (2010-2035) - components of change	People & Society
1070	Population projections (2010-2035) - proportion in key age groups	People & Society
1068	Population projections (2010-2035) by 15 year age groups	People & Society
933	Population projections (2010-2035) for Adult Social Care (time series)	People & Society
1067	Population projections (2010-2035) for age 0-19 by 5 year age groups and gender	People & Society
1071	Population projections (2012-2017) for Adult Social Care age groups	People & Society
1131	Population Projections 2011 to 2021 (interim 2011 based)	People & Society
691	Surrey - Anti Social Behaviour by Category (Safer Neighbourhoods)	Safer & Stronger Communities
717	Surrey - Anti Social Behaviour by Category (Ward)	Safer & Stronger Communities
978	Surrey - Anti Social Behaviour by Qualifier (Safer Neighbourhoods)	Safer & Stronger Communities
976	Surrey - Anti Social Behaviour by Qualifier (Ward)	Safer & Stronger Communities
325	Surrey - Crime by Category (Safer Neighbourhoods)	Safer & Stronger Communities

240	Surrey - Crime by Category (Ward)	Safer & Stronger Communities
977	Surrey - Crime by Qualifier (Safer Neighbourhoods)	Safer & Stronger Communities
975	Surrey - Crime by Qualifier (Ward)	Safer & Stronger Communities
1062	Surrey - Incidents of Domestic Violence (Safer Neighbourhoods)	Safer & Stronger Communities
1061	Surrey - Incidents of Domestic Violence (Ward)	Safer & Stronger Communities
512	Surrey - Prison Population by Prison	Safer & Stronger Communities

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Overview and Scrutiny Committee
14 November 2012

Procurement Partnership with East Sussex County Council

Purpose of the report: The purpose of this report is to provide an update of progress to date in establishing a Procurement Partnership between Surrey County Council and East Sussex County Council.

Introduction:

1. The purpose of this report is to provide an update to Members on the progress made in establishing and operating a Procurement Partnership with East Sussex County Council.
2. The report provides a summary of progress to date, including milestones achieved, and next steps.

Background

3. As outlined in detail in the report and business case brought to Lead Member and Deputy Leader in February of this year, the benefits of entering into a partnership arrangement with ESCC are:
 - a. The opportunity to leverage our external spend with another County Council. It is anticipated that this will open up opportunities to procure jointly where that is the best option and manage jointly the major suppliers that we both use. This will provide additional savings to support our Medium Term Financial Plans.
 - b. The procurement partnership model will strengthen our current procurement capacity and capability by building a stronger and more resilient team. This will be a unique procurement arrangement in local government which will improve the recruitment and retention issues that we face and provide greater career and development opportunities for our staff.

- c. It will position SCC at the forefront of the regional procurement discussions as this will be the first procurement partnership model in the SE7. It will allow SCC to shape the regional picture in the future to ensure we are able to take advantage of further opportunities as they arise.

Progress to date

4. Since member approval was gained at Surrey County Council, a number of milestones have been achieved, and activities have been undertaken to increase the readiness of both organisations to work together in partnership, through a category management approach, in order to deliver the objectives described above.
5. It should be noted that it is still early in the development of the procurement partnership arrangements, and the milestones described below reflect the current stage of the partnership.

Milestones achieved

6. Senior procurement capacity from Surrey County Council has been shared with East Sussex County Council since April 2012, and forecasted income for this financial year from the arrangement is approximately £130k. Two senior officers from Surrey operate in East Sussex on average three days per week. This has allowed informal networks to be developed between the procurement teams more quickly than otherwise would have been possible, and has enabled other wider opportunities for joint working between the two organisations to be identified and explored.
7. Formal approval for the partnership arrangements was required from both the Corporate Leadership Team and Cabinet at East Sussex County Council, and this was gained in July 2012. For East Sussex the recommendation to adopt a Procurement Partnership with Surrey County Council was made as part of a larger review of the organisations' corporate functions, and is now recognised as one of the strands of their overall improvement and efficiency programme.
8. Under the leadership of Surrey County Council senior officers, the procurement service at East Sussex County Council has been restructured, including a formal staff consultation process and the creation of a new structure and job descriptions. This has created a structure that is broadly similar to that at Surrey County Council – and will create a more resilient procurement capacity across both organisations. The new structure will also enable a move towards a more common and shared resource and more effective joint working, and was therefore a critical first step for the partnership and for East Sussex to strengthen their approach to procurement. This process was launched in August and completed in early October 2012. The restructuring and centralisation of the procurement function at East Sussex has been one of the major activities delivered over the last four months.

9. Work commenced in May to move towards more common systems and reporting structures for procurement spend. This work is ongoing, and so far has led to common spend and supplier classification in SAP to allow for easier reporting. Work is also underway to move towards a common e-tendering solution to drive efficiencies both internally, and to make bidding for contracts at both East Sussex and Surrey County Councils easier and simpler for suppliers.
10. The formal governance arrangements for the Procurement Partnership have also been established. A Joint Working Agreement has been signed by both parties and describes the relationship between the two organisations. The Partnership Oversight Group, a senior officer meeting attended by two Corporate Directors from each local authority and intended to provide direction and accountability for the partnership, has also met with further quarterly meetings in place for the next year.
11. During this time, opportunities for joint procurement projects have been identified across a range of categories, including Adults Social Care, Highways and IT. So far this has led to a range of active projects and the identification of forecasted savings of £500k for 2012/13 and a further £2m in 2013/14. These projects provide the initial set of efficiencies that are being driven through the partnership.
12. An example of the type of procurement initiative that the teams are working on across both local authorities is the review and retendering of the contract for SAP support. Officers from both procurement and IT in Surrey and East Sussex are working together to explore the opportunity to create a common development path and move to a single contract for SAP support which will drive down costs and allow for further joint working.
13. Further opportunities and savings projects will be reported back to the Partnership Oversight Group in January 2013, with an update brought back to Overview and Scrutiny Committee in February.

Conclusions:

14. Although relatively early in establishing the arrangements, progress is being made in developing the Procurement Partnership, and the last six months have seen key components put in place to allow ongoing success.
15. The focus of the partnership, and of both Procurement functions is now turning to further identification of savings opportunities and ensuring that these are integrated into the budget planning process. Spend in Children's services and Property will be looked at next across the 2 Councils to identify further opportunities.

Financial and value for money implications

16. It should be noted that East Sussex County Council spends in excess of £350m annually and Surrey County Council has an annual revenue spend of approx £680m. Both organisations have a medium term

financial plan in which procurement activities are contributing to the overall savings being delivered.

Equalities Implications

17. This report does not have any direct equalities implications. The commissioning of services, and awarding of contracts will continue to be subject to individual equality impact assessments (EIAs) as appropriate. Any development of procurement strategies and relevant policies for both ESCC and SCC will also be subject to EIAs as required and responsibility for these will remain with the individual local authority.

Risk Management Implications

18. Any risks associated with the projects being delivered through the partnership will be managed appropriately. The Partnership Oversight Group provides overall governance, including risk management and will in particular monitor the resources being shared across the two organisations to ensure that these are driving the expected benefits.

Implications for the Council's Priorities or Community Strategy/Local Area Agreement Targets

19. None

Recommendations:

- (a) That the Committee notes the progress of the Procurement Partnership with East Sussex.
- (b) That officers return in February 2013 with a further update on progress.

Next steps:

Officers will continue to work in partnership with their respective teams at East Sussex on the projects already identified in Adults, IT and Highways to deliver the estimated savings.

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Sources/background papers:

Report to the Overview & Scrutiny Committee on 20th Jan 2012