

Notice of Meeting

Council Overview & Scrutiny Committee



Date & time
Wednesday, 13
February 2013
at 10.00 am

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

Contact
Bryan Searle or Andrew
Spragg
Room 122, County Hall
Tel 020 8541 9019 or 020
8213 2673

Chief Executive
David McNulty

bryans@surreycc.gov.uk or
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 bryans@surreycc.gov.uk or 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 Bryan Searle or Andrew Spragg on 020 8541 9019 or 020 8213 2673.

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

2 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- 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.

3 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (7 February 2013).
2. The deadline for public questions is seven days before the meeting (16 February 2013).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

Recommendations were made to Cabinet regarding the proposed 2013/14 budget following the meeting of Council Overview & Scrutiny Committee on 1 February 2013. A response will be shared at the meeting.

5 RECOMMENDATION TRACKER

(Pages 1
- 6)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings.

6 FORWARD WORK PROGRAMME

(Pages 7
- 12)

The Committee is asked to review its Forward Work Programme.

- 7 COMPLETED INTERNAL AUDIT REPORTS** (Pages 13 - 26)
- 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 December 2012.
- 8 2012/13 QUARTER THREE BUSINESS REPORT** (Pages 27 - 94)
- Purpose of the report:** Scrutiny of Services and Budgets / Performance Management.
- The Quarter Three Cabinet Business Report, to be received by the Cabinet on 5 February 2013, 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.
- 9 ONE TEAM COMMUNICATIONS REVIEW** (Pages 95 - 102)
- Purpose of report:** Policy Development and Review
- The attached report provides the Overview and Scrutiny Select Committee with an update on the Communications Review.
- 10 SUPERFAST BROADBAND - QUARTERLY MONITORING** (Pages 103 - 106)
- Purpose of report:** Policy Development and Review
- The attached report provides the Overview and Scrutiny Select Committee with an update on the Superfast Broadband Project.
- 11 CHANGE & EFFICIENCY SERVICE REVIEW: PROPERTY** (Pages 107 - 118)
- Purpose of report:** Scrutiny of Services
- The attached report provides the Overview and Scrutiny Select Committee with an update on the restructuring of Property Services.
- 12 DATE OF NEXT MEETING**
- The next meeting of the Committee will be held at 10am on 13 March 2013.

David McNulty
Chief Executive
Published: Date Not Specified

MOBILE TECHNOLOGY – ACCEPTABLE USE

Use of mobile technology (mobiles, BlackBerries, etc.) in meetings can:

- Interfere with the PA and Induction Loop systems
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Thank you for your co-operation



Council Overview & Scrutiny Committee
13 February 2013

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 – February 2013**

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:
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	The review has been completed and a report was shared with Committee on 5 December 2012. There was a further review of the recommendations at the Committee meeting on 1 February 2013, and the updated recommendations have now been agreed.	Complete
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.	13/02/2013
05/12/12 COSC 132	Change & Efficiency Service Review – Finance [Item 8]	That a detailed report on the implementation of the financial dashboard and Member training programme are presented to COSC after May 2013.	Sian Ferrison	This item will be added to the Forward Work Programme for the new Council.	06/2013

01/02/13 COSC 134	Business Planning 2013-2018 [Item 6]	That an investment cap of £20M be applied to corporate bond pooled funds, and a report on the full workings of these funds including the associated risks be submitted to the Audit & Governance Committee for consideration in advance of any investment in these funds.	Shelia Little	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 135	Business Planning 2013-2018 [Item 6]	That the strategy of "riding the yield curve" be supported by fixed trigger points at which action to refinance the borrowings of the Council will be taken.	Shelia Little	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 136	Business Planning 2013-2018 [Item 6]	That the decision to reduce the Council's minimum cash balance to £49m be balanced against the uncertainty of the available Government grants	Shelia Little	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 137	Business Planning 2013-2018 [Item 6]	That the Audit & Governance Committee review the list of approved countries for investment and give consideration to the inclusion of other countries who do not currently have AAA status but could still be considered safe, such as France and the USA.	Shelia Little/Nick Harrison	An update will be provided on 13 February 2013	13/02/13

01/02/13 COSC 138	Business Planning 2013-2018 [Item 6]	That a full breakdown of the cash held at year end should clearly layout the balances belonging to each party who make up the cash balance.	Shelia Little	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 139	Business Planning 2013-2018 [Item 6]	That clarification is provided about the impact of the weighting given to the internet responses to the budget public survey.	Julie Fisher	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 140	Business Planning 2013-2018 [Item 6]	That, following the approval of the overall the budget by the Council at its meeting on 12 March 2013, Select Committees take the opportunity of reviewing their services detailed budget plans and make recommendations to the Cabinet at its meeting on 26 March as appropriate.	Select Committee Chairmen/Democratic Services	An update will be provided on 13 February 2013	13/02/13
01/02/13 COSC 141	Staffing Budget – Staff Numbers and Management of Vacancies [Item 13]	That a policy is formulated to define what constitutes a vacant position in the organisation structure	Carmel Millar	An update will be provided on 13 March 2013	13/03/13
01/02/13 COSC 142	Staffing Budget – Staff Numbers and Management of Vacancies [Item 13]	That criteria are established which vacant positions must meet in order to remain in the organisation structure together with the operating budget allowance.	Carmel Millar	An update will be provided on 13 March 2013	13/03/13



Council Overview & Scrutiny Committee
13 February 2013

FORWARD WORK PROGRAMME

- 1 The Committee is asked to review its Forward Work Programme, which is attached.

Recommendations:

That the Committee reviews its work programme and makes suggestions for additions or amendments as appropriate

Next Steps:

The Committee will review its work programme 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
February 2013 to March 2013

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

February 2013				
Date	Title	Description	Accountable Officer	Method of Handling
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/ Sally Wilson	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

March 2013				
Date	Title	Description	Accountable Officer	Method of Handling
13/3/13	Budget Monitoring Report	To review the month end budget report and make recommendations as appropriate.	Kevin Kilburn	Report to Committee
13/3/13	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
13/3/13	Appraisal Data	To provide a break-down of appraisal data on a directorate by directorate level in order to facilitate appropriate scrutiny by the relevant Select Committees.	Carmel Millar	Report to Committee
13/3/13	Business Continuity	<p>To receive a further progress report on Business Continuity in relation to the Public Health team, IMT and Property to include the following:</p> <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	Report to Committee
13/3/13	Financial Trust Management	The Committee will scrutinise the financial trusts managed by the County Council at its meeting held in March 2013.	Nicole O'Connor	Report to Committee

13/3/13	Procurement Partnership with East Sussex County Council	To receive a further progress report on the Procurement Partnership with East Sussex County Council.	Andrew Forzani	Report to Committee
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April 2013

Date	Title	Description	Accountable Officer	Method of Handling
17/4/13	Budget Monitoring Report	To review the month end budget report and make recommendations as appropriate.	Kevin Kilburn	Report to Committee
17/4/13	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
17/4/13	Change & Efficiency Review: Shared Service Centre	To receive a further progress report on the Shared Services Centre.	Simon Pollock	Report to Committee

June 2013

Date	Title	Description	Accountable Officer	Method of Handling
	Surrey-i	To receive a further update report on Surrey-i following recommendations made by Committee on 14 November 2012	Ben Unsworth	Report to Committee

To be scheduled/possible future items:

- *Meeting with the Chief Executive of Surrey Connects*
- *Quality Board*
- *Surrey First*

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Council Overview and Scrutiny Committee
13 February 2013

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 December 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" and/or those with high priority recommendations.
2. This report provides a list of the 11 Internal Audit reports that have been issued since the last report to this Committee in December 2012. Of the audit reports issued, one attracted an audit opinion of "Unsatisfactory" and two attracted an audit opinion of "Major 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 5 December 2012:

	Audit	Opinion	Number of recommendations rated as High Priority	Relevant Select Committee	Cabinet Member
1	Materials Testing Laboratory	Some Improvement Needed	2	E&TSC	John Furey
2	Follow-up review of Direct Payments Audit	Major Improvement Needed	n/a*	ASC	Michael Gosling
3	LASER Contract Governance	Some Improvement Needed	1	COSC	Denise Le Gal
4	Unofficial School Funds	Some Improvement Needed	1	ESC	Linda Kemeny
5	Corporate Purchasing Cards	Major Improvement Needed	6	COSC	Denise Le Gal
6	Capital Programme Management - Schools Basic Need	Some Improvement Needed	0	COSC	Denise Le Gal
7	Records Management	Effective	0	COSC	Denise Le Gal
8	Superfast Broadband	Some Improvement Needed	0	COSC	Denise Le Gal
9	Special Schools - Funding of Residential Provision	Unsatisfactory	4	ESC	Linda Kemeny
10	Illuminated Street Furniture contract	Some Improvement Needed	1	E&TSC	John Furey
11	Asset Management ICT	Some Improvement Needed	1	COSC	Denise Le Gal

* Note – this follow/up audit did not include any new recommendations, the original audit had 4 High Priority recommendations

7. The Direct Payments follow-up audit was discussed at a meeting of the Adult Social Care Select Committee on 30 November 2012.

8. The LASER Contract Governance audit report was discussed at a meeting of the Audit and Governance Committee on 6 December.
9. A summary of the key findings and recommendations for those audits above which were rated “Unsatisfactory” or “Major Improvement Needed” and/or have High Priority Recommendations, is attached as Annex A.

IMPLICATIONS:

10. 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:

11. That the Committee notes the audits completed in the period and considers whether any additional action is required.

Next Steps:

12. 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” and/or high priority recommendations.

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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Completed Audit Reports (November – December 2012)

Annex A

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Materials Testing Laboratory	<p>The Materials Testing Laboratory (MTL) forms part of Asset Planning Group and currently holds national accreditation to perform over 70 materials tests. Work is concentrated on testing, auditing and reporting on compliance standards for the major highway maintenance contracts in Surrey. With expenditure of approximately £1.323m per annum the MTL also offers its services to around 70 external users.</p>	<p>The MTL is a valuable resource to SCC undertaking a critical role in ensuring that management receives accurate and knowledge based information on the condition and maintenance of its highway assets. It ensures that assets are maintained or repaired to the required standards in order that the maximum benefit may be derived from budgets.</p> <p>The MTL offers its services to external clients in both the private and public sectors and the income this generates helps to reduce the overall cost of the service. In the course of this work the MTL has built up a reputation for high quality work which reflects well not only on the service but Surrey County Council as a whole.</p> <p>The audit identified a need to improve the level of detail of time recording and the basis for recharges.</p>	Some Improvement Needed	<p>Management should consider a revision to the coding arrangements within the ETCi time recording system in order that a more detailed breakdown is available for billing purposes. In addition, regular checks should be undertaken to ensure that the recharged hours are broadly in line with those expected for the work completed in the period. Where significant variations arise then explanations for these should be sought. (H)</p> <p>Management should revisit the calculations of recharge rates in order to ensure that the constituent parts are fully identified and costed to enable better informed decisions on applicable rates. As far as possible staff hours should be recharged at a consistent rate which ensures the recovery of actual costs incurred. (H)</p>

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Follow Up Review of Direct Payments: Controls Mitigating Fraud	<p>A review of Direct Payments (DPs) was included in the 2011/12 Annual Audit Plan. This report follows up the recommendations of that review agreed in a management action plan.</p> <p>The April 2012 Audit looked specifically at the controls in place to mitigate fraud in DPs and did not assess the efficacy of the care provided or the capacity of self directed support to transform lives.</p>	<p>Adult Social Care Management have substantially improved the DP framework and made significant progress in reducing the number of overdue Social Care Reviews (SCRs).</p> <p>Testing indicated that progress has been made in reducing the number of overdue SCRs (732 reduced to 292) and that the impact of amendments to the reconciliation procedure have not yet been felt (40-50% of service users failing to provide reconciliations in a timely manner in both reviews).</p> <p>Due to the results of the testing, particularly the remaining outstanding SCRs, the Auditor is as yet unable to provide reasonable assurance that the controls to prevent fraud in DPs are now adequate. However, it should be noted that in the Auditor's opinion the appropriate measures are in place but there will be a time lag before they impact the results of audit testing. The Auditor would expect to see further improvement in a future review.</p>	Major Improvement Needed	No new recommendations

<p>LASER Contract Governance</p>	<p>The LASER (Local Authorities in South East Region) Framework is managed through Kent County Council (KCC) Commercial Services and allows for the provision of gas and electricity. Surrey County Council (SCC) has been using LASER since 2000.</p> <p>In March 2012 the former LASER Head of Energy procurement was convicted on charges related to a £2m fraud.</p>	<p>The Energy Manager was appointed in April 2012 as one of two County Council representatives on the LASER Governance Panel. This appointment is for a one year period only – as maternity cover - however it does provide an opportunity to influence governance arrangements.</p> <p>The audit noted there was no formal opportunity for member scrutiny of LASER contract performance.</p>	<p>Some Improvement Needed</p>	<p>As a member of the LASER Governance Panel the Energy Manager should look to ensure that:</p> <ul style="list-style-type: none"> • a progress update on reimbursement of overpayments related to the fraud is given at each meeting of the Governance Panel until the matter is resolved. • the Governance Panel request immediate reimbursement to members by LASER, of a proportion of the overpaid monies • performance of LASER is reviewed by the Governance Panel – at least biannually - against available industry benchmarking information • the Governance Panel is updated on the findings, and resultant actions, of the recent KCC Internal Audit report • The Governance Panel gives consideration to the periodic replacement of the Independent Industry Consultant and has the opportunity to influence their terms of reference • Consideration is given to reviewing the Terms of Reference of the Governance Panel to extend its remit to include wider governance matters such as those referred to above. <p style="text-align: right;">(H)</p>
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Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Unofficial School Funds	Schools are required to have their unofficial funds audited. This is the money obtained locally for anything as opposed to the delegated money for educational purposes supplied through the authority. A check of audit certificates; approval of governors; and, independence of auditors, took place across a large sample of schools	<p>Of the 112 schools reviewed:</p> <ul style="list-style-type: none"> • 77 were found to be fully compliant; • 23 were partially compliant eg there may have been delays in the accounts being submitted for independent audit or approval by governors, or a deficiency in the independence of the person examining the accounts; • 12 either did not provide the required information to the Internal Auditor within the time frame requested or have agreed they have not been compliant with the procedures. For the former, the auditor has agreed revised submission dates for schools to supply the relevant information. 	Some Improvement Needed	Chairmen of Governors at schools identified as non compliant will be informed of the requirements to adhere to the Surrey Scheme for Financing Schools for School Unofficial Funds. (H)

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Corporate Purchasing Cards	There are 400 plus card holders spending £1.9million per annum using the card. The compliance with purchasing card rules was checked. This was to provide assurance that risks to loss of finance to the council was low	In the vast majority of cases card usage was found to be correct and the guidance complied with. However, the testing had identified a number of failures to comply with the Rules and Guidance including some inappropriate expenditure. This was exacerbated by the failure of some managers to monitor purchasing card expenditure.	Major Improvement Needed	<p>Ensure all card holders and line managers are aware of their responsibilities relating to purchase cards. (H)</p> <p>There should be a clear escalation process to deal with possible breaches of rules identified by the Card Compliance Team. (H)</p> <p>Guidance regarding use of the card when existing contracts are in place should be clarified. (H)</p> <p>The guidance should make it clear that eligible expenses relating to refreshments and travel should be claimed via the Portal, rather than paid for using a purchasing card. (H)</p> <p>Senior management should be reminded that cards should only be used by the named user. (H)</p> <p>Card holders and their line managers should be made aware of changes to guidance for card use. (H)</p>

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Special Schools – Funding of Residential Places	<p>Currently, funding of residential special schools is based on Surrey County Council (SCC) purchasing a level of capacity at each institution on a planned number of placements. For the 2011/12 school year, Surrey's maintained special schools received £4.1 million of funding from the Council for residential placements. From 2013, central government will change funding arrangements for schools, with levels being calculated based on actual, rather than planned, usage.</p>	<p>Most schools visited for this audit were not offering to pupils the full number of residential places for which they had been given funding in the 2011/12 academic year. Occupancy rates for existing places varied considerably, though the clear trend was a shortfall on the uptake of residential services, with half the schools filling less than 50% of funded places.</p> <p>The current practice of not including a residential requirement on a pupil's statement of SEN is not consistent with published SCC SEN strategic objectives. The Auditor could not identify an agreed SCC definition of 'residential accommodation'. In the absence of guidance from the Schools and Learning Service or a requirement on a pupil's SEN statement, schools offered different residential services linked to individual pupil development with insufficient reference to wider SCC strategic objectives.</p> <p>The Auditor is not satisfied that the Schools and Learning Service currently have sufficient management information on residential provision at special schools in order to effectively commission services, conduct robust business planning, or monitor progress against SEN objectives.</p>	Unsatisfactory	<p>The Head of Schools and Learning should consider engaging with the Heads of Surrey's special schools to agree new arrangements for funding residential places which takes into account the number of beds at each school and establishes a defined occupancy rate. (H)</p> <p>The Head of Schools and Learning should consider a review which encompasses both strategic planning and current operational practice, and make revisions to ensure they are consistent with one another. (H)</p> <p>The Head of Schools and Learning should consider devising and implementing a precise definition of 'residential accommodation' which precisely defines the service that is being commissioned. (H)</p> <p>The Head of Schools and Learning should consider requiring schools, as part of the commissioning process, to report at agreed regular intervals on nightly planned and actual occupancy rates. (H)</p>

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Illuminated Street Furniture (ISF)	<p>In March 2010 the Council commenced a 25 year PFI contract for the replacement and maintenance of street lighting assets. In parallel with this is a second contract covering maintenance of 'illuminated street furniture', that is signs, bollards etc. Whilst this work is also undertaken by the PFI contractor (Skanska) the contract operates independently from the PFI contract and has its own operational arrangements and performance measures.</p>	<p>Overall our testing indicated that the contract was running smoothly with the contractor achieving the targets set within the contract. Client side management has also been successful in negotiating a reduction in the contractor's rates following a benchmarking exercise with other authorities.</p> <p>It was noted, however, that the contract Schedule of Rates (SoR) had been incorrectly updated in relation to one particular area which had led to overcharging which should now be recovered from the contractor.</p>	Some Improvement Needed	<p>Management should raise the matter with the contractor and re-examine the SoR to confirm that the appropriate updates have taken effect. Going forward the SoR should be test checked post annual updating to minimise any risk of recurrence. Finally, management should review the contractor's monthly accounts and recover any overcharges they identify. (H)</p>

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Asset Management ICT	<p>Since 2010/11 the council has been engaged in a large scale improvement of its IT infrastructure. This is intended to drive efficiencies in the workplace and replace equipment and software that has reached the end of its life cycle. The value of this investment is in excess of £4 million and thus the management of these assets is crucial to achieve value for money from this investment.</p>	<p>As part of the move to a centralised server based architecture, applications are for the most part stored and deployed to end users from remote Application servers. However, a search (using the Applications Manager tool) for local installations of software (i.e. on the user's harddrive) identified 35 "unknown" installations.</p> <p>The audit concluded that the new physical devices installed as a result of this project are actively managed and locatable.</p>	Some Improvement Needed	IMT to investigate the "unknown" installations and manage appropriately. (H)

¹ **Audit Opinions**

Effective	Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Some Improvement Needed	A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Major Improvement Needed	Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
Unsatisfactory	Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

² **Audit Recommendations**

Priority High (H) - major control weakness requiring immediate implementation of recommendation

Priority Medium (M) - existing procedures have a negative impact on internal control or the efficient use of resources

Priority Low (L) - recommendation represents good practice but its implementation is not fundamental to internal control

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COUNCIL OVERVIEW AND SCRUTINY COMMITTEE
13 February 2013

2012/13 QUARTER THREE BUSINESS REPORT

Purpose of the report: Scrutiny of Services and Budgets / Performance Management.

The Quarter Three Cabinet Business Report, received by the Cabinet on 5 February 2013, 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.

Introduction/Background:

1. Each quarter, the Cabinet receives a Quarterly Business Report (attached) setting out the progress the Council has made in delivering the One County One Team Corporate Strategy 2012-2017.
2. The 2012/13 Quarter Three report includes 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 January 2013 Leadership Risk Register.
3. To support the Committee to fulfil its performance, finance and risk monitoring role the Committee has asked to receive the same Business Report information as the Cabinet. To ensure that questions can be raised in a timely manner, the report will be considered at the first meeting following the consideration by the Cabinet.
4. The information within the report will enable the Committee to scrutinise the Council's performance, finance and risks and refer detailed questions to the appropriate Select Committee.

Recommendations:

5. The Committee is asked to comment on the Quarter Three Business Report and make any recommendations as appropriate.

Next steps:

- The Committee refers any agreed issues or questions relating to specific elements of the Business Report to relevant Select Committees for discussion.

Report contact: Ben Unsworth, Senior Performance and Research Manager, Performance and Change, Chief Executive's Office

Contact details: 020 8541 7257 ben.unsworth@surreycc.gov.uk

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

Section 151 Finance cleared on:	16/01/13
Strategic Director cleared on:	SK 10/01/13 JF 10/01/13
Cabinet Member cleared on:	14/01/13

SURREY COUNTY COUNCIL

CABINET

DATE: 5 FEBRUARY 2013

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 THREE BUSINESS REPORT



SUMMARY OF ISSUE:

For the Cabinet to acknowledge and discuss the success that Surrey County Council has achieved during the third quarter of 2012/13 (demonstrated by the latest available Council-wide results on customer feedback¹, finance, workforce and performance, the progress report on the One County One Team People Strategy 2012/17 and the January 2013 Leadership Risk Register).

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Notes the Quarter Three 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. Agrees the Leadership Risk Register as of January 2013.

REASON FOR RECOMMENDATIONS:

- To ensure effective business management of the County Council and delivery of improved outcomes and value for money for Surrey residents.

¹ The Surrey Residents Survey is a telephone interview survey conducted throughout the year by Swift Research, an independent research company, with randomly selected Surrey residents. In each three month period, 1,650 people are interviewed, 150 from each of the Surrey Districts and Boroughs. This totals 6,600 interviewees from across the county per annum.

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

DETAILS:

Report structure

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

Annex 1

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

- Residents / Value performance
- People performance
- Financial stewardship
- Quality / Partnerships performance

Annex 2

Quarter Three Business Report – Progress towards Directorate priorities which details 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

Leadership Risk Register as at January 2013.

Highlights

1. Surrey County Council is a Council performing well with **95% of residents satisfied with their neighbourhood as a place to live**.
2. This report is the third 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 completion of the Council's three year Public Value Review programme, the launch of the Council's 'Switch and Save' energy scheme and being shortlisted for the **Council of the Year** as part of the Local Government Chronicle (LGC) Awards 2013.

4. Surrey has recently taken part in **high profile meetings to make the case for Surrey's interests**. Brandon Lewis MP, Local Government Minister, visited the County Council on 15 January and met with the Leader, Deputy Leader, Chief Executive and Strategic Director for Environment and Infrastructure. The main item on the agenda was the scale of the economy in Surrey and the potentially major role that Surrey can play in delivering growth to the wider UK economy with greater support from central government. The Minister also heard about how the Council is dealing with the serious financial challenges it faces, including work to join up and reduce costs across public services within Surrey and across the South East. On 8 January 2013, the Leader, Deputy Leader and Chief Executive also met with Kevin Hurley, the Police and Crime Commissioner for Surrey and Jeff Harris, the Deputy Police and Crime Commissioner for Surrey to discuss issues including shared priorities in relation to community safety.
5. Surrey County Council has been shortlisted for three awards as part of the LGC Awards 2013. The shortlisted categories are for **Council of the Year**, the **Health and Social Care** category for the work being done on Prevention through Partnership and **Corporate Governance**. The results of the awards will be announced in March 2013.
6. On 11 December 2012, the Leader of the Council, David Hodge, unveiled a new '**switch and save**' scheme through which households and businesses will be able to bulk buy their energy, enabling them to switch to cheaper gas and electricity bills. Residents can register at www.surreyswitchandsave.org. An auction with energy providers will be held in February 2013 following which people will be told of the deal and given the option to switch.
7. The Cabinet approved a list of **major road schemes** designed to reduce congestion and boost economic growth on 27 November 2012. The list was drawn up in preparation for a series of new funding opportunities from Government worth millions of pounds. Initial work will begin on the road projects so that when funding becomes available, Surrey's bids will be ready for submission, enhancing the chances of securing funds.
8. Surrey County Council and the University of Surrey joined forces and have completed a new £4.5m road scheme to **ease congestion** outside the Surrey Research Park, Guildford. The University invested £2.5m and the Council contributed £2m to remove a roundabout and replace it with a crossroads with traffic lights. More than 140 companies are served by the Research Park and the Royal Surrey County Hospital and the Surrey Sports Park are nearby.
9. The Council has met the published target to fill **200 apprentice places** four months early. Under the scheme launched in July 2012, the Council offered to match the Government's Apprenticeship Grant for Business with a Surrey grant of £1,500, bringing the total available to £3,000.
10. Surrey County Council has won the **2012 national innovation award** from the Society of Information Technology Management (Socitm) for innovative use of technology through trialling a scheme that sees staff using their own laptops, smartphones or other devices to do their job.

Residents / Value (Annex 1)

11. The latest provisional Surrey Residents Survey results (for October and November 2012) show that **two out of every three (66%) residents are satisfied with the way the Council runs things.**
12. The latest provisional **Surrey Residents Survey** results indicate that although the year to date results are relatively stable, there has been a slight dip against key headline measures including the percentage of residents who are satisfied with the way the Council runs things, the percentage of residents who think the Council provides good value for money, the percentage of residents who feel that Surrey County Council keeps people informed and the percentage of residents who feel that they can influence decisions (Annex 1) during October and November 2012. These results will be closely monitored to assess whether they represent a trend or an anomaly.
13. The Council is continuing to **work closely with residents** to test satisfaction and engagement. For example, over 700 people completed the Council's **budget consultation** to capture residents' views about Council spending and service priorities. The survey has revealed that Surrey's spending closely reflects residents' priorities. The survey results are presented as part of the Revenue and Capital Budget 2013/14 to 2017/18 report (agenda item 6).
14. At the end of November, 94% of those contacting the **Council's Contact Centre** were satisfied, significantly exceeding the target of 85%. In addition, 89% of all stage one **complaints** were dealt with within timescale and 88% of **Freedom of Information Act requests** were responded to within the 20 working days target.
15. Over £356,000 of the **Community Improvement Fund** has been awarded to support projects that will make a difference in local areas. An indoor community swimming pool, an outdoor ball games area and a Scout group are among the 12 community projects that were successful in securing funding.

Quality/Partnerships (Annex 1 and Annex 2)

16. 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.
17. Overall, there has been **strong progress during the third quarter**. The following examples demonstrate some of the achievements during the period:
 - Following the Cabinet approval for BT to be the preferred supplier for **Superfast Broadband in Surrey**, on 21 November 2012, the UK received the necessary State Aid Approval from the European Union. As the project is largely publicly funded (£20m from Surrey County Council, £1.3m from the Government's Broadband Delivery UK Fund and £11.8m from BT), the project was subject to EU competition law and the European Commission had to approve the programme. The Superfast Broadband project will only spend public money to provide superfast broadband to those areas that could not access it through the commercial market. The decision means that the

project implementation can begin so that nearly 100% of Surrey businesses and homes will have access to superfast broadband by the end of 2014.

- At the end of quarter two (latest available data), there were only 60 **first time entrants to the Youth Justice System** (meeting the target of 100), significantly fewer than 140 first time entrants at the same time in 2011/12 and 428 first time entrants at the same time in 2009/10. This reduction has been achieved through **Youth Restorative Intervention** which enables the Youth Justice Partnership to effectively deal with lower level offending behaviour without recourse to criminalising children and young people.
 - From April 2012 to the end of November 2012, a total of 2,258 **Home Fire Safety Visits** have been conducted, of which 69% were to households at risk. This is a significant improvement from 57% in 2011/12 and exceeds the 2012/13 target of 60%.
 - The **Surrey Information Point** website has been re-launched with new features such as a text messaging service. The website now features all regulated care providers in Surrey and helps adults and carers in Surrey to find advice and information in their local area.
18. 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 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 44 pence. The Council is continuing to encourage residents to use lower cost methods of contacting the Council, such as the internet, where it is appropriate to do so, and while maintaining high levels of customer satisfaction.
 - At the end of November 2012, a total of 53% of waste collected had been **recycled**, against the profiled year to date target of 60%. Falling demand from China and India has impacted on rigid plastic recycling and the Council continues to work with SITA (the Council's waste contractor) to identify suitable markets for wood that is currently being stored until the waste wood market recovers. New collection systems, including food waste, were introduced in Reigate and Banstead in July 2012 with a phased rollout and in Tandridge in October 2012. These schemes will help to improve recycling rates, but will be subject to a time lag before improvements are reflected in the performance data. Surrey County Council was ranked 9th out of 32 Waste Disposal Authorities in England for waste recycled in 2011/12.
 - Surrey is ranked 21st out of 152 local authorities (an improvement from 23rd in 2011) and 5th out of 11 statistical neighbours for the percentage of pupils achieving five or more GCSEs or equivalent at grades A* to C including English and mathematics based on the latest provisional **educational attainment results** (not including results for pupils at independent schools). However, there has been a small decrease in the proportion of pupils who achieved five or more **GCSEs or equivalent at grades A* to C** including English and mathematics (62.9% compared to 63.5% in 2011). The Council

is currently undertaking a full review of the School Improvement Strategy which will inform the annual School Improvement Plan.

People (Annex 1 and Annex 3)

19. 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 delivering the 12 promises is reported in the People quadrant of Annex 1 with a detailed progress report in Annex 3.
20. 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 7.09 days per FTE at November 2012, achieving the Council target of 7.2 days per FTE. The latest Chartered Institute of Personnel and Development (CIPD) absence survey (2012) shows that the local government average was 8.1 days per FTE (down from 10.9 days in 2011). Sheffield City Council recognised Surrey County Council's success and asked Surrey County Council to share examples of how sickness absence is being tackled within the Adult Social Care Directorate.
21. The December **workforce costs** are reported alongside this report as part of the Month End Budget Report as at the end of December 2012 (agenda item 9).

Financial stewardship (Annex 1 and Annex 2)

22. The Council has set a **Revenue Efficiencies and Savings** target of £71.1m in 2012/13, set out in the Medium Term Financial Plan (MTFP). At the end of November 2012, £21.1m of the savings had been achieved and 'banked'. However, there remains a forecast shortfall of £5m in the year-end savings expected to be delivered against the MTFP target.
23. Efficiencies and savings have been achieved through a **rigorous focus on ensuring value for money**. This is evidenced, for example, by the completion of the programme of Public Value Reviews.
24. The Council successfully completed the three year programme of **Public Value Reviews** that took a systematic and focused look at services and functions to ensure that the things most important to Surrey residents were at the heart of the Councils' work. The programme has been acknowledged by Sir Merrick Cockell, Chairman of the Local Government Association (LGA) who has asked the LGA Productivity Team to consider opportunities to promote Surrey's Public Value Review programme, recognising that it contains good practice that other Councils could benefit from. The programme consisted of 29 reviews and successfully identified a total of £279m savings to be delivered by 2016. A closing report for the PVR Programme was presented to the Cabinet on 27 November 2012.
25. On 18 December 2012, the Cabinet agreed to support the establishment of a **partnership agreement** between Surrey and East Sussex County Councils under which Surrey will carry out transactional support activities and IT hosting services on behalf of East Sussex. East Sussex and Surrey County Councils are already **working in collaboration** by establishing a joint

procurement team and are working together to utilise combined buying power in order to deliver better contract value to both organisations. The Council has exceeded the quarter three **procurement savings target**, achieving £17.8m savings.

26. The Council continues to work to support local businesses and on 22 November 2012, hosted a **business engagement workshop** to explore ways local authorities and the business community can work better together. The latest six monthly results demonstrate that the Council is currently driving 50% of spend on **goods and services to local businesses**, representing £316m spend in the local economy.
27. The **Olympic Games and Tour of Britain** sporting events generated more than £51m for Surrey's economy². The county hosted the men's and women's cycling road races at the summer Olympic Games and staged the final leg of the Tour of Britain in September 2012. In total, the Olympic events benefitted the county's economy by almost £44m, in addition to over £800m of Games-related contracts that were secured by Surrey businesses³. The Tour of Britain stage from Reigate to Guildford generated almost £7.2m for Surrey's economy. Following the Olympics, hotels and tourist organisations in Surrey said they had started taking bookings from cyclists who wanted to ride the Olympic race routes.
28. The December 2012 financial position is presented to the Cabinet alongside this report as the **Month End Budget Report** (agenda item 9).
29. The November 2012 financial position is reflected in the financial **Stewardship** quadrant of the Scorecard (Annex 1).

Leadership Risk Register (Annex 4)

30. The **Leadership Risk Register** as at January 2013 is attached to this report as Annex 4.
31. 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.
32. The Audit and Governance Committee reviews the Leadership Risk Register at each meeting and refers any issues to the appropriate Select Committee.

CONSULTATION:

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

² This estimation is based on the industry standard model used for calculating the impact of the Tour of France and Tour of Britain.

³ This figure has been provided by the Olympic Delivery Authority.

RISK MANAGEMENT AND IMPLICATIONS:

34. Risk management implications to areas covered in this report are covered in either the Leadership Risk Register (Annex 4) 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

35. The Annex 1 scorecard contains **Directorate level financial information** and details the delivery of the Council's Revenue Efficiencies and Savings target.
36. 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

37. The section 151 officer confirms that forecast budget outturn and savings figures quoted in this report and annexes were correct at the end of November 2012. A separate report on this agenda will provide an updated position to the end of December 2012. Both the revenue and capital budgets continue to be monitored closely and reported to the Cabinet, particularly the risks in achieving the Medium Term Financial Plan targets for savings and efficiencies.

Legal Implications – Monitoring Officer

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

Equalities and Diversity

39. 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.

WHAT HAPPENS NEXT:

- Remedial action takes place.
- The Cabinet continues to receive Quarterly Business Reports (the Quarter Four 2012/13 report will be considered on 23 April 2013).
- The next update of the One County One Team People Strategy 2012/17 will be reported to the Cabinet as part of the Quarter Four Business Report (due to be considered by the Cabinet on 23 April 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 will review Council performance at the meeting on 13 February 2013.
 - Select Committees continue to scrutinise work programmes and performance.
 - 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

Gary Strudwick/Linda Moore, Performance Leads, Adult Social Care

Jon Savage, Performance and Change Manager, Head of Transformation, Change and Efficiency

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 2012/17 progress report

Annex 4 – 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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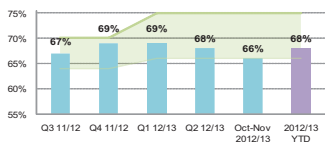
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ONE COUNTY, ONE TEAM - QUARTER THREE BUSINESS REPORT 2012/13

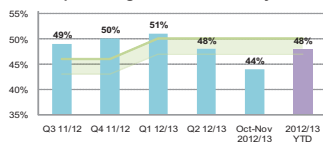
— = Target — = Standard & stretch target range

RESIDENTS / VALUE

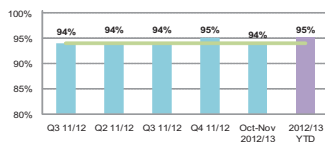
% of Residents who are satisfied with the way the Council runs things



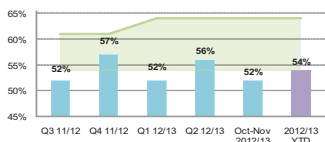
% of Residents who think the Council provides good value for money



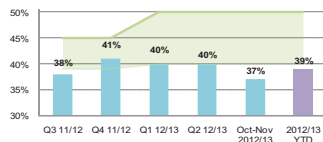
% of Residents who are satisfied with their neighbourhood as a place to live



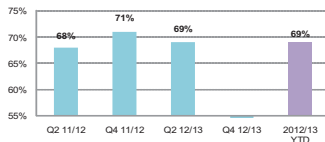
% of Residents who feel that SCC keeps people informed



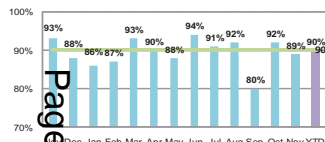
% of Residents who feel that they can influence decisions



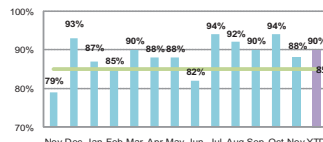
% of Residents who were satisfied with how they were served by SCC staff



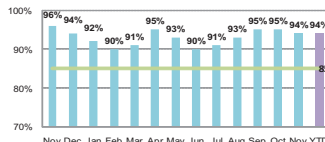
% of stage one complaints dealt with to timescale



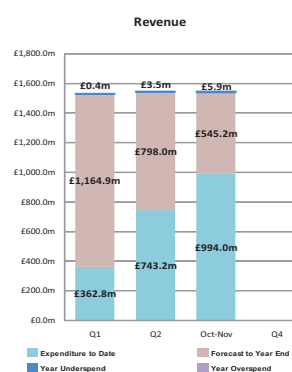
% of FOI requests responded to within 20 working days



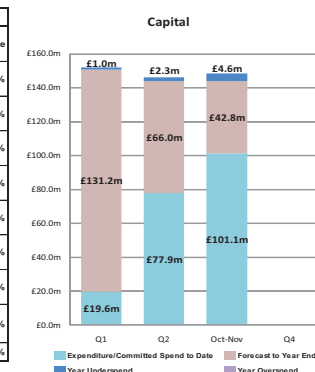
Customers satisfaction with the contact centre



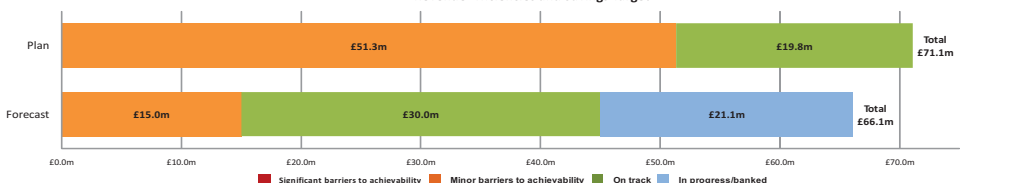
FINANCIAL STEWARDSHIP



Directorate Budget Analysis as of November 2012				
Budget Analysis	Latest Budget	Year End Forecast	Variance	% Variance
Adult Social Care	£336.2m	£340.1m	£3.9m	1.2%
Children, Schools and Families	£295.4m	£293.9m	£1.5m	-0.5%
Schools	£529.7m	£529.7m	£0.0m	0.0%
Customers and Communities	£74.2m	£72.9m	£1.3m	-1.8%
Environment and Infrastructure	£130.7m	£131.7m	£1.0m	0.8%
Change and Efficiency	£87.7m	£86.1m	£1.6m	-1.8%
Chief Executive's Office	£14.0m	£14.0m	£0.0m	0.0%
Central Income / Expenditure inc. Risk Contingency budget	£77.2m	£70.8m	£6.4m	-8.3%
Total	£1545.1m	£1539.2m	£5.9m	-0.4%



Revenue Efficiencies and Savings Target



PEOPLE

Staffing Costs to end of November 2012

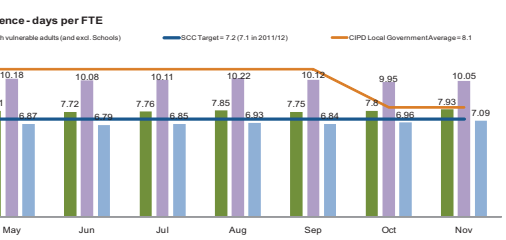
Surrey County Council November 2012	Budget £m	Actual £m	%	Variance £m
Contracted Staff	22.7	21.3	91%	1.4
Agency	1.3	1.1	4%	0.2
Bank & Casual	1.1	1.1	5%	0.0
Total Staffing Cost	25.4	25.1		-0.4

Surrey County Council YTD	Budget £m	Actual £m	%	Variance £m
Contracted Staff	180.3	170.3	92%	10.0
Agency	9.7	8.7	5%	1.0
Bank & Casual	6.7	6.7	3%	0.0
Total Staffing Cost	203.5	196.6		-6.9

Surrey County Council Year End Forecast	Budget £m	Forecast £m	Variance £m
Total Staffing Cost	304.8	299.7	-5.1

People Strategy Promise Delivery

Everyone will have an effective annual appraisal	🟡
Everyone will have a personal development plan	🟢
Every team to have regular team meetings or discussions	🟢
Everyone will have regular time with their manager	🟡
Everyone will have 20 hours training and development per year	🟡
Every manager will undertake people management development	🟡
Every manager will receive coaching training	🟡
Everyone will be trained to a minimum level of IT competency	🟡
Everyone will have a fair and manageable workload	🟡
We will help each other & act early to provide extra help and support	🟡
We will maximise smarter working	🟡
Everyone will have the right equipment and training to do their job	🟡



QUALITY / PARTNERSHIPS

Adult Social Care

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	🟡

Change and Efficiency

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	🟢

Children Schools and Families

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	🟡

Chief Executive's

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

Customers and Communities

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	🟢

Environment and Infrastructure

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 Three 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 carers want.	Amber	Green	

Adults Social Care and HR continue to work together in reducing levels of short and long term sickness absence across the Directorate. Although the RAG remains at amber, sickness absence has decreased over the past 12 rolling months and as at 31 October 2012 had reached 9.95 days, although still above the ASC target of 8 days per FTE.


Proactive action has been taken over the past quarter to improve the analysis and sharing of absence data, allowing for greater scrutiny at team level and identifying trends or hotspots of absence and accountability for this at management level. In addition, HR are identifying where individual absence is considered to be an 'outlier' within the absence data and reporting this separately, to get a greater understanding of the true picture of sickness absence within teams. Long term cases (outliers) of sickness absence are actively managed through the Step Change process, as well as those individuals breaching one of the policy triggers.

Over the next quarter alongside the continued work with managers on the Step Change Process, a number of wellbeing initiatives are planned for ASC including the promotion and facilitation of team and individual Wellbeing Assessments and the use of 'Workplace Health Checks' in partnership with the Trade Unions, looking at how staff are supported in the workplace.


There is also the planned implementation of additional tools and systems to assist managers with managing absence, the introduction of a "HR Dashboard" enabling managers to have real-time access to detailed information on their direct reports, and the electronic system "e-risk" for Occupational Health referrals. The online referral system (e-risk) will improve the OH process for managers, allowing for 'real time' updates and transparency of the referral process from day one to case closure as well as 24/7 accessibility. The move to an online system will allow for greater reporting of management information and trends and support the continued work to reduce sickness absence across the directorate.

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	


We remain committed to delivering the benefits of personalisation to the residents of Surrey. This includes supporting them to take control of their own support and creating innovative support plans. We have successfully rolled out a new framework and training programme for staff to support this. This work continues and we are now concentrating on reducing the recording burden in order to free staff up to better support those who request it. All new people coming to us for support are provided with a personal budget and we are offering this to existing people as fast as we are able; the work on the recording system will speed this offer up.

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 Leader of Surrey County Council has created a Preventative Services Fund to develop local partnership plans. A series of locality based discussions have taken place across all Borough and District Councils to formulate plans by 31 December. Previously identified workstreams have continued. These includes the mainstreaming of Telecare where a recently enhanced free telecare equipment offer has been made to Borough and District Councils to enable them to charge their community alarm rate to support the scaling up of Surrey wide activity. Community Alarm rates are being charged from 1 October with service level agreements signed off with all Borough and District Councils by 1 January 2013. Surrey has recruited four Telecare Installers and comprehensive awareness raising and training programmes are being developed Surrey wide. Attention is now turning to developing and piloting a 24-hour response service to enhance the preventive benefits of telecare. We are developing 11 Wellbeing Centres and Telecare Demonstrator Sites across Surrey with the first Wellbeing Centre being launched at Manor Farm in May 2013 and a further five Wellbeing Centres planned to be launched within this financial year. We are looking to develop Meals on Wheels services in Mole Valley and Reigate and Banstead to ensure county-wide provision. The Volunteering Project is being developed using Whole Systems funding. This project will support the scaling up of Telecare, development of preventative services and the emerging local plans.


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

The Carers Practice and Performance Group is chaired by Dave Sargeant (Assistant Director - Personal Care and Support) with representatives from Adult Social Care, Surrey and Borders Partnership Trust (SABPT), the carers voluntary sector and an Elected Member. The first tranche of performance information was reviewed by the group at the meeting on 14 September 2012 and showed positive trends. Updated performance information was shared with the Adults Select Committee at the end of November 2012. Work is underway to improve support for young carers, including a new e-learning package "Young Carers Aware" which was launched at the end of October 2012. Early indications are that staff are taking up this opportunity and the expectation is that all staff will have completed the e-learning by end of December 2012. There is on-going progress in recruiting 13 Assistant Practitioner (Carers) posts - with eight appointments made to-date and recruitment on-going as a priority. The amber status continues to reflect the early stage of this work and that much remains yet to be done by the Carers Practice and Performance Group.


Priority	YTD 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	

The Whole Systems Partnership Fund aims to transform the way care is delivered and improve health outcomes for people living in Surrey with a long term condition through a combined health and social care approach. It is governed jointly by Surrey County Council and NHS Surrey. The highlights this quarter included:


- The procurement process for Telehealth is nearing an end and the number of devices installed will rapidly increase once the provider has been selected.
- 90% of GPs are using a risk management tool, which helps identify people with a long term condition to enable targeting of services / intervention.
- Virtual Wards, which provide targeted, proactive and supportive education of individuals at high risk are working well to reduce the number of unplanned hospital admissions.
- From 1/10/12 social care staff based in acute hospitals have been working weekday evenings and weekends. This has enabled staff to have more contact with carers, relatives, providers and health staff and has supported timely discharge.
- Additional occupational therapists, reablement staff and staff arranging care provision have also helped to support discharge.

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.	Green	Green	


The Health and Wellbeing 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 Clinical Commissioning Group (CCG) accreditation process, the production of the joint health and wellbeing strategy, the JSNA refresh, the transition of Public Health and the emerging health and social care structures (as part of dissolution of the PCT). At their September 2012 meeting, the Board endorsed the engagement process for the strategy, which will run between October 2012 and January 2013. In October the Board held a development session on adult mental health, the outcomes of which will contribute to joint work between the lead CCG and the County Council. Governance and accountability arrangements to ensure delivery of the strategy have also been agreed.

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 and 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, day opportunities and supported living services. The project is scoping 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 - this project is working as part of a wider corporate approach. There are strong links to the work on Older People's Accommodation with Care. 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 Project is progressing well on some key deliverables most notably:


1. The Surrey Information Summit took place on Wednesday 5 December 2012 which was 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 also highlighted the shared responsibility of all agencies in providing people with good information and advice along the care pathway. The agenda included an update on services within Adult Social Care, 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 was on information zones and networking where attendees could visit areas of interest and speak to multi-agency representatives about their enquiries. The zones included Money Matters, Carers' Support, Keeping People Safe, Health and Wellbeing, Dementia and a Personal Care and Support 'Surgery'. There was also a demonstration area where guests could see what equipment is available and try them out (telecare, equipment assessment tools, Surrey Information Point and other websites). A new Adult Social Care DVD was launched at the event. The day was a great success, with lots of positive feedback received from delegates, who found the event very useful, particularly the opportunity to network with a range of agencies.
2. Surrey Information Point has undergone 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 and better quality printing

outputs. The website now also features all regulated care providers in Surrey.

A full training programme is currently being developed to be rolled out in January 2013, 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.


3. A new public awareness campaign on how to access Adult Social Care is being planned to launch at the end of January 2013. Focus groups and street testing have helped inform the final creatives and messages we will be using to ensure people understand the communication. We will not be using the Live Life Your Way theme but reinforcing how we can help people make the right choices. We will continue to promote Surrey Information Point and the Adult social Care phone line. The three existing Hubs will have separate promotional activity locally. We are also producing a new information leaflet called 'Do you know where to go for local care and support services?' which will serve to signpost people to local organisations who can help.

4. GP engagement – Clinical Commissioning Groups 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.

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


Adult Social Care (ASC) has a target of £28.4m of efficiency savings built into the 2012/13 budget. There has been slippage against the actions planned, and so one-off measures have been taken to cover that so far as possible. Nonetheless, it is expected that there will be a shortfall of around £1m against the £28.4m target (the predicted outturn for ASC is +£3.9m overspent, which also incorporates the effect of unexpected increases in demand). 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 transitional state of the health system making it harder to take forward partnership developments; 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 Caring For Our Future 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.	60	100	

The number of first time entrants to the youth justice system continues the progress made in 2011/12 with 32 in Q2 (60 cumulative for the year to date) against a target of 50 (100 cumulative) . 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. Surrey remains amongst the best in the country for custodial sentences, first time entrants and reoffending. All indicators in Surrey are improving compared to static regional and declining national trends for reoffending.

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


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 and Families (CSF) Public Value Programme:


The first phase of the programme, to assess and understand the current provision across the Directorate and its partners, largely involved a needs analysis, a review of effective practice nationally and locally and of national and international research, consultation with Surrey front line staff, external strategic partners and families. This analysis involved the shaping of current to future provision and in phase 2, options and testing will identify the cost of meeting this future need. Options for the future provision are to be generated from the projects (identified priority areas) focusing on early help, family support and children with disabilities through the partnership groups set up. The purpose of these groups working within the priority areas and led by the sponsors is to provide ongoing verification of the research analysis and findings and to provide a creative forum for the testing of ideas and options. The Public Value programme is on track to provide Cabinet with an update on progress and to agree the emerging strategy with timescales on 5 February 2013.

Improve Partnership Effectiveness:

Progress has been made on recommendations from the peer challenge and OfSTED inspection. The Strategic Director has consulted on partnership proposals with key partners. Consultation has focused on establishing wider membership of the Children and Young People's Board and an agreed direction of travel to strengthen partnership arrangements. Progress has been made on key priorities - an early help plan has been developed and structures have been put in place to engage partners in the design of a longer term early help strategy. Progress has been made on the joint central referral unit (Surrey County Council and Surrey Police) and social workers will move into the unit within the next quarter.

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	

Surrey County Council, in partnership with Surrey Police, Borough and District Councils and other local agencies, has developed and now agreed the Family Support Programme to help families who are faced with multiple problems and are struggling to cope. Families identified through this programme will be supported through a coordinated Team Around the Family approach with each family receiving some dedicated support. It is planned that there will be a Family Support Team covering each Borough and District and work is under way to establish teams in Elmbridge, Guildford, Reigate and Banstead, Spelthorne and Woking. The arrangements will be extended countywide by October 2013. Key outcomes for the families will include improving school attendance, getting into work and reducing involvement in anti-social behaviour.


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) review found the Area Partnership Groups to be effective and engagement to be positive. This was borne out by the September 2012 inspection of the local arrangements for the protection of children by OfSTED which found "children who are at risk of harm are protected through effective and prompt action by the County Council and the police. Senior officers within the Council, well supported by Elected Members, have delivered significant improvements to practice and service delivery from a low base. Staffing levels have improved, resulting in children at risk of harm and most children in need receiving a timely service from children's social care." The new safeguarding support team is now in place and safeguarding summits are a regular occurrence.


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

The early help project, sponsored by the Assistant Director for Children's Services and Safeguarding has moved on to develop the recommendations from OfSTED with the Public Value Partnership Reference Group, which includes partners. The group has set up task groups to work on key aspects such as Strategy, Collaborative Working, Processes and approaches and Thresholds. Key partners are the chairs of these task groups so that we embed true partnership working from the outset. The reference group is fundamental in enabling a collaborative partnership approach to developing and implementing future options. Progress is continuing to be made through these groups, however, will move at different timescales in line with the overall programme plan. The Public Value programme is on track to provide Cabinet with an update on progress and to agree the emerging strategy with timescales on 5 February 2013.

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	

The project aims to deliver a whole system, with partners for children and young people with disabilities, while fulfilling the major themes of the Government's 2012 Special Educational Needs and Disabilities (SEND) Green Paper. The project is on track and now working at aligning with the Pathfinder and SE7 work already completed.

The Public Value programme is on track to provide Cabinet with an update on progress and to agree the emerging Strategy with timescales on 5 February 2013.


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.	95.3%	96.2%	

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.

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:

Issues with the grading of GCSE English assessments emerged in August 2012 and have since been widely publicised in the media. This has had a widespread impact on all measures that incorporate GCSE English, affecting a large number of pupils, schools and the majority of local authorities. Ofqual conducted an inquiry but concluded that the grades were valid. A legal challenge has been launched by some head teachers and local authorities to contest this decision but the outcome has yet to be determined.

Surrey is ranked 21st out of 152 local authorities (an improvement from 2011) and 5th out of 11 statistical neighbours for the percentage of pupils achieving five or more GCSEs or equivalent at grades A* to C including English and mathematics. Despite a small decrease in the proportion of pupils who achieved five or more GCSEs or equivalent at grades A* to C including English and mathematics (62.9% compared to 63.5% in 2011) this remains above south east and national comparators.

Two of Surrey's mainstream schools are below the government floor standards according to the provisional data. These schools have not reached specified thresholds for pupils achieving five or more GCSEs or equivalent at grades A* to C including English and mathematics nor for pupils making expected progress in English or in mathematics.

The Department for Education will release revised secondary school data in late January 2013 alongside the annual Performance Tables for all schools in England.

Free School Meals (FSM) and Children Looked After (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 those most vulnerable such as pupils eligible for free school meals or looked after children, to enjoy and achieve and make progress at all stages of their learning.

This measure was produced for the first time in 2011. Disadvantaged pupils falling into the FSM/CLA group performed better than their counterparts nationally in all three key measures at key stage 4 last year (five good GCSEs including English and maths; expected progress in English and expected progress in maths).

Overall in 2011, pupils eligible for free school meals (but not specifically CLA pupils) showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. 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 have been released and are currently being analysed for use in setting local targets early in the Spring term summer 2013. The Department for Education will release revised secondary school data in late January 2013 alongside the annual Performance Tables for all schools in England.

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:

The number of places required for September 2012 was 1,437 which were delivered on time via a programme of modular builds and adaptations. Further work is underway for additional schemes for delivery of planned school places, meeting basic need projections, in the next two - three years. This is to support a strategy to reduce the amount of temporary accommodation in lieu of permanent build. Schools Commissioning, Property and Procurement are working with the Hampshire Partnership to deliver the required number of places, remaining within the funding allocated to the Medium Term Financial Plan (MTFP) over a five year period - 2012-2017.

School places will be delivered within budget:

The school basic need medium term financial plan allocated funding for 2012/13 is £30m, with a further carry forward budget of £2m, giving a total 2012/13 School Basic Need budget of £32m. The forecast costs on those schemes currently scheduled is £31.3m, giving a forecast reported underspend of (£0.7m) for 2012/13, as at the end of October 2012.

In summary school places required for September 2012 have been delivered. All current schemes are subject to value engineering to ensure the overall envelope is not exceeded. Additional schemes have been identified for the MTFP and a revision has been made to include the five year period to 2018. Due to spikes in demand some of these schemes will need to be incorporated in the programme between 2014 and 2015. The current business planning process for 2013/18 is reporting this additional demand.

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 not in education, employment or training (NEET) as they leave school are helped into appropriate education, employment or training. A recent analysis of the 2012 Risk of NEET Indicator (RONI) cohort identified that 80% of this group have learning difficulties and disabilities. The additional targeted support on this priority group is anticipated to begin having an impact during 2013.

KS2 progress by low/middle/high attainment groups:

English:
 Low 76%;
 Middle 91%;
 High 87%

Maths:
 Low 63%;
 Middle 87%;
 High 91%

KS4 progress by low/middle/high attainment groups:

Despite an increase in the percentage of pupils making expected progress in both English and mathematics between key stage 1 and 2, Surrey remains below the national average for pupils making progress in English and in mathematics, based on revised data (published December 2012). Surrey is ranked 128th out of 152 local authorities for expected progress in English and 97th in mathematics.


From key stage 2 to key stage 4, the percentage of Surrey pupils making expected progress in mathematics has increased 2.5 percentage points compared to 2011, maintaining fifth position in the statistical neighbour rankings (based on provisional results).

An implication of issues surrounding the grading of English GCSE has meant that the percentage of Surrey pupils making expected progress in English from key stage 2 to key stage 4 has fallen five percentage points compared to last year. However, Surrey is ranked 3rd out of 11 statistical neighbours. This is an improvement of 2 places compared to last year (based on provisional results).

Further detailed results for both key stage 2 and key stage 4 cohorts of pupils in Surrey will be released in late 2012/early 2013 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.


Education Select Committee (ESC) has also requested further detail on a number of topics including the relationship between school type (infant/junior/primary) and progress between key stages 1 and 2 - this will be taken to ESC in early 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	

Following the successful delivery of the cycle races for the 2012 Games, the 2012 Project Board was officially closed on 1 October 2012.

Work to develop the delivery of Legacy benefits will now be taken forward by Surrey County Council's Chief Executive's Office. As this work is developed new milestones will be assigned to measure success.


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

The Community Partnerships Team is committed to increasing resident engagement, strengthening local democracy and placing greater emphasis on partnership working. This includes supporting Members and partners to enable better local decision making, improving the information available to Members and residents, and monitoring whether people who use our services are satisfied.

Since the last report, work has continued to develop Local Committee web casting. Making the Local Committees more visible and accessible is one of the priorities from the Public Value Review. Local Committees in Mole Valley and Woking continue to be available via webcast as part of a year-long pilot project, which will help determine whether sufficient demand exists to continue web casting. The initial set of broadcasts generated more views than individuals that physically attending the meetings. Nonetheless, take-up of the service has been low and there is more work to do to increase awareness. The service is advertised on the Committee websites and on distributed papers and is available through the Surrey County Council website. The pilot will continue to the end of the project year or until a business case is submitted to demonstrate its effectiveness.

The use of social media is also being developed. The Elmbridge Local Committee twitter account is now re-tweeting comments from key officers in the area and as a consequence has increased its number of followers. The benefits of the platform include linking key officers from different services and sharing information quickly and effectively with a wide audience. Initially the account is being used to distribute information relating to the Committee and its decisions. In the long-term, the ambition is to explore using the account as a means of engaging residents through dialogue with their Local Committee. Further work is planned to raise the profile and effectiveness of the account.

In Guildford, a meeting held to review local priorities was well attended with 65 local representatives comprising resident associations, parish councils, key officers from both Guildford Borough Council and Surrey County Council and members of the Local Committee. The evening identified a number of priorities including traffic - congestion, transportation; housing/planning, cleanliness/service provision; culture and identity. These priorities will be used to influence service planning at Surrey County Council and the Local Committee will focus on these over the coming year and beyond.

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

The indicator measures the percentage of repeat incidents of domestic abuse, that is, people who are already known to the police as having experienced a domestic abuse incident in the past. The focus is on reducing the percentage of repeat incidents of domestic abuse.


For the year-to-date, 29% of domestic abuse incidents were reported as repeat incidents, matching the target set at the start of the year.

Recently, the Community & Public Safety Board (CPSB), agreed that there should be a key public message for domestic abuse that is widely visible, clearly understood, shared and consistent across all agencies. The consistency of image and key message is seen as critical in creating a strong brand and identity for future work on domestic abuse in the county. A logo and strap line, "Surrey Against Domestic Abuse", was agreed by the CPSB at the beginning of December 2012 and will be used as the primary campaign theme by all agencies to drive cultural change and raise awareness.

The Surrey Domestic Abuse Communications Group has a programme of campaigns for delivery in 2012-13, jointly funded by partner agencies. Activities this year have included a victim related radio campaign during Euro 2012 and the Olympic Games, and Domestic Abuse week in October. A campaign will run January to March 2013 that will focus on the impact of domestic abuse on children. The Communications Group is developing a multi-agency web site for future domestic abuse campaigns and signposting. This will go live in January 2013 (<http://www.surreyagainstda.info/>).

A Surrey Domestic Abuse Development Group has been established on behalf of the CPSB to ensure that activities aimed at tackling domestic abuse are co-ordinated and involve multi-agency responses, therefore contributing to a reduction in the incidents and impact of domestic abuse. The Group will oversee the development of a new Domestic Abuse (DA) Strategy and the delivery of the DA Review pilots on information sharing, early identification and support to those affected by DA including children and young people.

Work has begun to undertake an audit of training currently delivered by county council directorates and partner agencies. This will consider what is currently provided, requirements for the future, and options for delivery.

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.	69%	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 of fire are a high priority to receive such a visit. 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.

The Home Fire Safety Visit (HFSV) focuses on three key areas of fire safety; prevention, detection, and devising an escape plan. The Service provides advice on potential problem areas in the home as well as advice on how to install and maintain smoke alarms. In addition, guidance is given on how to stay safe from fire - including kitchen hazards, safe disposal of smoking materials, candles, heaters, electric blankets and dangers from harmful substances.


During 2011/12, 57% of HFSVs were targeted on households considered to be vulnerable to fire. Performance has improved significantly during the first eight months of 2012/13. From the beginning of

April to the end of November 2012, a total of 2,258 visits have been carried out, of which 69% were to households at risk. The Service is exceeding its target to ensure that at least 60% of visits are to households that are most at risk of fire, and we are confident that this strong performance will continue.

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. Each month, the performance of each station is analysed to check that the targets agreed in the Borough plans are being met.

The HFSV work contributes to the Service's overall aim to reduce the number of accidental dwelling fires in Surrey and, if there is a fire, to reduce the number of deaths and injuries that occur as a result.

In comparison with other similar Fire and Rescue Authorities, Surrey's rate of accidental dwelling fires per 10,000 population is 5.3. This is the same as the 'average' for the 17 other authorities for which we have comparable information. The number of fire related fatalities is very low, and Surrey has one of the best records.

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


The indicator for community partnered libraries (CPLs) measures the progress of the programme to establish ten CPLs.

Tattenhams Library opened as a community partnered library on 12 November 2012, with additional opening times totalling four hours. It followed Byfleet in September and New Haw in October as the third CPL.

The Byfleet and New Haw branches have had their first monthly reviews. Opening hours have been maintained, and the volunteers are running their libraries with energy and enthusiasm. In accordance with plans the CPL Support Team has stepped back from Byfleet and likewise New Haw.

The Service continues to meet with steering groups for other libraries to progress plans for the other planned CPLs. Virginia Water opened as a CPL on 12 January 2013 whilst Warlingham will run as a CPL from 22 January 2013. The latter will have a paid staff model, funded by the Parish Council.


The Service met with Ewell Court on 20 November 2012 to discuss implementation as a CPL, and again on 8 January 2013. The Service attended the first meeting of Warlingham Management Board on 10 December 2012. A meeting was held with Stoneleigh Steering Group on 11 December 2012 with a view to opening as a CPL on 16 February 2013, and on the same day a meeting was held with Bramley Steering Group. The service is still to re-engage with Bagshot Steering Group and to establish the situation regarding Lingfield.

Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Contacts through digital channels.	5,367,827	5,263,437	

The number of visits to the Surrey County Council website is 10% lower for the year-to-date compared to figures at the same point last year. This is partly due to the relocation of the Libraries Service homepage from the Council website to anywhere.me (this averaged 55,000 visits per month broadly equating to the size of the fall).

A study of web visits is currently under way to improve understanding of how residents are using the Council's web services.

The number of contacts through social media; Twitter and YouTube, has risen throughout the year to 36,500 tweets and 29,900 views respectively for the year-to-date.

Priority	YTD Result	YTD Target	YTD RAG
Become a truly 24/7 online Council: Cost per contact.	46p	44p	

Cost per contact¹ 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. The figure represents the total money spent on customer contact divided by the total number of contacts (digital (such as internet and e-mail) and telephone).

Generally the cost per contact figure will decrease with a higher ratio of contacts through digital channels and less contacts through telephone calls which are significantly more expensive per contact.

The cost per contact figure for the year to the end of November 2012 was 46 pence, two pence above the year-to-date target of 44 pence.

The number of telephone calls for the year to date is six percent higher than at the same point last year. However, the rate of increase of telephone calls has dropped substantially since the early months of the year and there is a good chance that the number of calls at the end of the year will be a close reflection of last year's numbers.


¹ 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
Complete the programme of Public Value Reviews for Customers and Communities and implement the agreed recommendations.	Green	Green	

In 2009, the Council began a three-year programme of 'Public Value Reviews'. The programme looked at each service and function of the Council. The objective was to identify ways of improving services for Surrey residents and to continue to provide value for money, ensuring that services had plans in place to meet the financial challenges ahead.

This indicator measures progress to complete the programme of PVRs within the Customers and Communities Directorate, and progress to implement action plans. Out of a total of 29 reviews across the Council, the Customers and Communities Directorate was committed to completing nine reviews by the end of 2012. This has been achieved, with reviews having been completed in Fire and Rescue; Trading Standards; Libraries; Customer Services; Registration; Heritage; Adult Community Learning; Surrey Arts and Community Partnerships. The final four reviews were completed in November 2012.

As well as financial savings, examples of other benefits to Surrey residents include a revised emergency response standard for Surrey Fire and Rescue Service and an investment in home fire safety visits; investment in customer services, with a centralised point of contact for customers; better advice for local businesses; on-line bookings for weddings and civil partnerships and reduced appointment times for the nationality checking service; the introduction of wifi into all our public libraries and implementation of the community partnered libraries programme.


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

Most people choose whether to use the services within the Customers and Communities Directorate. Providing services to a high standard is vital in retaining custom, and having staff that are well trained and motivated has an important bearing on the quality of customer service.

Actions have been planned through the year on areas including communications, planning and change management. In order to monitor performance and assess progress a survey of staff was undertaken.

The survey results were recently received (as part of the Council-wide staff survey) and analysis is ongoing that 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.	Green	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.

Three key areas provide the current focus: overall partnership governance, Rail Strategy, and Congestion Programme.

Partnership governance: The Surrey Future Steering Board (at Chief Executive level) met and agreed the current work programme in late November 2012. Future Surrey wide issues were considered, and 2013 work streams will be agreed at the January meeting. A 'launch' conference has been agreed in outline for early March 2013.

Rail Strategy: Arup have been appointed to develop the Surrey Rail Strategy. During December 2012 intensive discussions have taken place with Members, partners and Arup to identify key issues. A draft strategy will be completed by March 2013.

Congestion Programme: A first draft programme is being discussed with key partners. A consultation will be launched in February 2013 featuring summary and main programme documents.

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


So far this financial year, Environment and Infrastructure has successfully bid for and secured more than Surrey's anticipated per capita share of Local Sustainable Transport Fund (LSTF) with success in three Surrey Travel SMART bids: Key Component Bid £3.93 million (April 2011); Large Bid £14.3 million (June 2012) and a successful thematic bid in partnership with Hampshire County Council (a portion of) £3.81 million (this was not included in the target).

A number of further bids have been submitted with decisions awaited:

Bids to the Growing Places Fund (against an estimated per capita share for Surrey of £4.8 million) were made during quarter two: 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).

At the beginning of December 2012 a further bid was submitted to the Department for Transport (DfT) Cycling Safety Fund for £1.532 million (against an estimated per capita share for Surrey of £0.5 million) for schemes at Walton Bridge and central Leatherhead. Two further schemes were also proposed, namely: wider links from Leatherhead Town Centre and Egham Causeway. The outcome of the bid will be known in March 2013.

Looking ahead, Surrey will begin work preparatory work to draw up proposals for a number of major transport schemes in readiness to be able to bid for further DfT funding (envisaged per capita share to be £7-10 million per annum in each of the next four years) in the coming years.


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

Essential remedial work on the canal locks and infrastructure (to protect against flood risk) remains on track against the existing capital programme. Best practice research into improving the design of the locks and geological surveying to identify potential bore-hole locations continues.

Improving the water supply for the canal has also been investigated and the University of Southampton, who were commissioned in the previous quarter to test the model developed earlier this year, have now begun work and will report in the late spring. This will be followed by final external testing and validation from a third party.

The main options for economic development of the canal are focussed on the Mytchett Canal Centre Site. An initial report by Colliers (consultants) has been reviewed and clarifications sought so that options can be assessed. In addition, further work is required with non-SCC developers (e.g. District and Borough Councils; Ministry of Defence) to understand fully other potential economic development opportunities and how these relate to proposed options for the canal centre site.

Therefore, it is anticipated that a more detailed business case will be developed by the end of March 2013, with feasibility studies on preferred options taking place in the 2013-14 financial year.


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 key performance indicator has been developed to enable the monitoring of renewable energy generated from renewable energy systems installed on Surrey County Council's estate. This will enable Surrey County Council to monitor effectively the impact of investment in carbon reduction schemes. Baseline data of the current installed capacity for 2012/13 is largely complete. This will facilitate target setting for future years as part of the revised Surrey County Council Energy Strategy next year.

Work is ongoing via third party investment to install solar photovoltaic (PV) cells at Surrey schools. This benefits the schools through reduced unit cost for solar PV generated energy.

Draft outline business case proposals have been produced for a number of carbon reduction schemes as follows:

- i) Wood Hub sites for wood chip boiler fuel have been identified at four locations - the next stage is an options assessment on the sites and optimum finance and management arrangements.
- ii) Biomass boiler installation - a proposed scaling up of the current work to identify sites for biomass boilers as part of the boiler replacement programme on both schools and corporate sites.

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	98.15%	98.00%	
% of safety defects repaired within 28 days	98.06%	98.00%	
% of safety defects responded to within 24 hours in accordance with the risk matrix	98.59%	98.00%	


Repair of highway defects are categorised as P1 - immediate response (requires attendance and top be made safe within two hours), P2 - high risk safety defect (requires at least a temporary repair within 24 hours and permanent repair within 28 days) and P3 - low risk safety defect (requires attendance and repair within 28 days). Non-safety related defects are categorised as P4 and are included in planned maintenance activities but are subject to available budgets.

During the quarter, the following volumes of defects have been reported and repaired: P1 - 1476, P2 - 6821, P3 – 9117.

In general terms response to highways emergencies and safety defects has remained high with more than 98% of defects responded to and repaired within their timescales. Forecasting of weather conditions, defect volumes reported and undertaking pre-emptive repairs has enabled May Gurney to add additional gangs - for example during periods of high winds and rain, specialist Arboriculture teams are put on stand-by making them able to respond to damaged and fallen trees more quickly.

An exception to this high performance occurred in October 2012 following reintroduction of mobile IT equipment to the service provider's repair gangs. Due to information flow and synchronisation issues with the IT equipment, productivity dropped significantly with the gangs completing fewer jobs per day than previously achieved. To mitigate the drop in productivity the service provider increased resource levels by 20%. This increase unfortunately did not sufficiently impact on the 24 hour response performance result (85% for the month) but did positively contribute to achieving the 28 day response target. The mobile IT equipment has now been removed from the repair gang's process and productivity returned to anticipated levels achieving greater than 98% in November 2012 on 24 hour jobs.


Further work is being undertaken by May Gurney's IT Department to evaluate the mobile solution to ensure that it provides the intended benefits (real-time tracking of data, capture of photos linked to Work Orders, etc) without compromising on the ground productivity. It will only be reintroduced when all parties are satisfied of its reliability.

Priority	YTD Result	YTD Target	YTD RAG
Deliver existing road schemes within specified timescales and to budget.	100%	100%	

This performance indicator measures the number of Planned Maintenance jobs completed on time in line with the programme of works. The measure takes into account delays which result from factors outside of the contractor's control (for example, severe weather, allowing utility work to be completed before the road is resurfaced, etc) and so performance is measured against any agreed revised programme date.

A total of 826 jobs have been carried out during this quarter covering a variety of work types from carriageway and footway resurfacing to large patch repairs and drainage repairs. All were completed as planned.

Consistently high scheme completion rates (this is the fourth month in a row that 100% of schemes have been completed within timescales) 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.

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	


The objectives of Project Horizon are to implement a fixed five-year Maintenance Programme to repair the worst ten percent of roads in the county in priority order, deliver schemes and reduce major maintenance costs by a minimum of 15 percent.

Programmed public consultation road shows at a number of venues across the county were well attended during October and November 2012. Member engagement ran parallel to this and included informal Local Committee meetings.

Resident and Member views have been evaluated and used to prepare a draft Master Programme. Consultation identified some additional roads not identified originally. Members are being consulted on these and they are also currently being walked/assessed by Project Horizon engineers for suitability for inclusion and prioritisation within the programme.

First draft of contracts with supply chain partners (incorporating changes to existing terms and conditions) have also been prepared.


A detailed report will be considered by Surrey County Council Cabinet in February 2013.

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	

The main arches of the new Bridge are now in place having been erected in late October 2012.

Following placement of the arches, welding of the main arch steelwork was ongoing during November and December 2012, along with final assembly of the deck sections. The Shepperton abutment works have begun along with drainage diversion works on both sides of the river.


High river flows and some adverse weather in December 2012 prevented completion of welding activities causing some delay in removing the river works protection. As a result of this the project is delayed slightly by 11 days. However, the contract end date remains the same (April 2014) and the current predicted handover of the Thames Bridge remains July 2013 as a recovery programme is developed.

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

The project team has been undertaking a comprehensive programme of activities to enable more cycling and to improve cycling safety. This work has included: carrying out a review of current activities; developing improved infrastructure standards; formulating future monitoring arrangements; and reviewing further funding sources. These activities are expected to be complete by early January, and will form a comprehensive basis for the development and delivery of a Cycling Strategy and delivery plan that are due to be agreed by March 2013.

Notably, as part of this work, the project team have submitted a bid to the Department for Transport (DfT) Cycle Safety Fund for funding of over £1.5 million to develop improved cycling infrastructure in priority areas of the county, namely in Walton on Thames and Leatherhead, based on usage and casualty statistics. A key element of the schemes is provision of high quality cycle paths separated from vehicle traffic. Match funding sources have been identified for these schemes, as our preferred schemes. However, in addition, bids have also been submitted without match funding for further schemes: an extended scheme in Leatherhead, a scheme in Egham Causeway, and scheme in Kingston Road, Staines. The total bid including these schemes amounts to £3.2 million. The outcome of the DfT bids is expected in March 2013.

Meanwhile, Bikeability cycle training continues across the county. A successful bid resulted in an increased grant from DfT (up from £60K to £240K) which has enabled Surrey County Council to run level two Bikeability training for 10 year old children with improved instructor to pupil ratios (1:4 instead of 1:6) and hold prices of the training. In addition, in excess of 130 requests have now been received since the online customised training enquiry form was initiated, from which individuals or small groups have received customised training.

Priority	YTD Result	YTD Target	YTD RAG
Improve recycling performance so that it is consistent with the 2013/14 target of 70%.	53%	60%	

Whilst year to date recycling rates continue to rise slowly against the extremely challenging targets, rates have slipped below both monthly and YTD targets in November 2012. 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. We continue to work with SITA (the Council waste contractor) to identify suitable markets for wood. Meanwhile, much of Surrey's waste wood is being stored whilst we wait for the market to recover.

Rigid plastic recycling outlets have been lost due to falling demands from China and India. We continue to work 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.

We continue to work closely with our waste contractor SITA to identify new recycling opportunities at our Community Recycling Centres (CRCs). SCC already divert well in excess of 80% of material collected from our Community Recycling Centres from landfill either by recycling it or recovering energy from it (by sending it to a waste to energy plant). SITA will soon be commencing the decommissioning of mattresses collected from the CRCs. The metal springs will be extracted and sent for recycling, whilst the foam and fabric will be sent for energy recovery.

Introduction of new collection systems, including food waste, is beginning to increase Waste Collection Authority (WCA) recycling rates. Reigate and Banstead (commencing July 2012 and with phased rollout in subsequent months) and Tandridge (October 2012) implemented new collection schemes which will help to improve recycling rates, but there will be a time lag associated with these rollouts before performance improvements are seen.

Surrey County Council is ranked 9 out of 32 Waste Disposal Authorities in England for waste recycled in 2011/12 [Source: WasteDataFlow]. Surrey has also made especially good progress in the recycling of dry materials (this excludes food and garden waste). Between 2010/11 and 2011/12 Surrey moved into the top quartile, from 13th place to 6th with an increase from a dry recycling rate of 27.4% to 29.1%.

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

Final planning permission for the Eco Park was granted in March 2012 and a number of conditions were imposed which have to be acted upon before work on the Eco Park commences. These planning conditions involve a wide variety of technical schemes which are now being discharged. Over half of these schemes have been submitted to the Surrey County Planning Authority for approval. The remainder will be submitted by early 2013.


One of these planning conditions is a requirement to move a footpath on the Eco Park site. As objections have been expressed by local residents, a hearing will take place in mid January 2013, chaired by the Planning Inspectorate. All parties have now submitted their statement of case (evidence) in preparation for the hearing.

Due to the time that has elapsed since the Eco Park was first proposed in 2010, SITA (The County Council waste contractor) have been undertaking a further procurement process to appoint an Engineering, Procurement and Construction (EPC) contractor. As part of this, because the original technology provider for the gasification plant is no longer available an alternative one will need to be appointed. This change of provider will require variations to the existing environmental permit and planning application. Surrey County Council will be working with SITA to process these variations.

Whilst the procurement process is still underway, SITA have chosen their preferred bidder for the EPC contractor.


Surrey County Council's waste contract with SITA also needs to be amended in order to deliver the Eco Park. Therefore, Surrey County Council is working with SITA and its advisors to update the contract and related financial model. Some delays in updating the financial model have been experienced, and a report will be submitted to the Cabinet on the contract variation once the required due-diligence has been completed.

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.	£17.8m	£15.0m	

This indicator remains on track for delivery against target, with savings from a number of significant projects in the pipeline remaining to be signed off by year-end.

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.	13.20%	16.50%	


Energy and CO₂ reduction performance has dropped marginally due to the cold weather during September 2012. Energy performance remains on target and CO₂ marginally behind target. It is important to note that both Energy and CO₂ reduction levels are above the original reduction targets set and the CO₂ reduction only marginally behind the stretched targets agreed by Cabinet.

There has been progress with the energy and carbon reduction programme and key projects such as the new Primary Data Centre will significantly cut energy use.

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

Two of the partnership projects have now passed through the Viability and Feasibility stages and are on target for completion before 31 March 2013.

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	

Migration of County Hall Data Centre services to the new Primary Data Centre (PDC) in Redhill was completed successfully in November 2012. The whole SAP server environment has also been brought in-house to the Secondary Data Centre during this period and will migrate over to the PDC in the new year. Discussions are advancing with District and Borough colleagues, as well as Health, Higher and Further Education (HFE) and Police colleagues regarding migrating their services with Guildford Borough Council expected to migrate first.

Unicorn Network - work has progressed rapidly post contract signing with the core network build completion plus a number of pilot sites by January 2013. The initial order includes all 11 Surrey Districts and Boroughs and the project is fully on track for completion by end March 2013. Broad discussions are being held with a range of partners from different sectors within Surrey and Berkshire regarding their future use.

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

A Funding Strategy has been developed to support the Financial Strategy which underpins the Corporate Strategy aimed to deliver, over the longer term, "diversified sources of funding that reduces the Council's reliance on council tax revenue and increases our resilience against future financial challenges."

Although the programme is being led by Finance, and sponsored by the Chief Finance Officer, engagement with experts across several Services is key to maximising opportunities.

The programme of work combines a wide range of work streams which fall into three main themes:

- a) Protecting our existing funding base
- b) Developing alternative sources of funding
- c) Improving financial awareness, training and reporting.

There are a number of drivers that have created a need to deliver this vision, and the emphasis in 2012/13 is to develop the framework, direction and targets for delivery over the current Medium Term

Financial Plan period (2012-2017)

a) to prevent any erosion of our core sources of funding (Council Tax, School Funding and Government Grant) jeopardising the future financial resilience of the organisation and prohibiting the organisation pursuing its long term Financial Strategy

b) to develop an organisational culture that focuses equally on funding sources as spending pressures. The aspiration is that it becomes 'normal' to focus on funding


c). to address the mis-match between the size of the Council's budget and the relatively low level of income from fees and charges

d) to provide a direct link to the Financial Strategy objectives (as agreed as part of the 2012-17 budget report at Council in February 2012), in particular:

- to continue to contain cost pressures through continuing to drive the efficiency agenda;
- to continue to maximise our investment in Surrey.


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 and Efficiency Leadership Team, Cabinet, Audit and 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 are progressing well. A paper outlining a development in the partnership relationship with East Sussex County Council for the delivery of Shared Services was approved by Cabinet in December 2012.


Priority	YTD Result	YTD Target	YTD RAG
Increase the number of internship and apprenticeship opportunities within Surrey.	77	75	

The target for 2012/2013 is 100, with 20 (20%) of this target coming from either Looked After Children or employability and/or mental health background.

The result of 77 relates to the period 1 April to 14 November 2012 and is inclusive of our permanent staff. We are currently recruiting to six vacancies.


The number from either Looked After Children or employability and/or mental health background is currently five and below the stated target at this time.

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	

- All agreed research programme milestones for quarter three have been achieved. These included:
 - Troubled families data analysis. This was part of a programme to identify families in Surrey with complex needs including parents who are not in employment or children that are not attending school.
 - Planning and management of a public consultation on the Council's budget. Over 700 people completed the survey including residents, staff and Members. The results will be used in budget setting discussions.
 - Management of a welfare reform qualitative research programme. The objective of the research was to identify the impact that reform of the welfare system may have on vulnerable residents. All fieldwork has been completed and the findings will be used to inform policy development.
 - The latest Census 2011 release was analysed and published on Surrey-i in December. New data that was released included profiles of ethnicity and religion and health and social care data.
- Additional pieces of research have been undertaken as part of the research programme including:
 - Resident insight for the collective energy switching scheme (a scheme designed to secure a better energy deal for Surrey residents to save them up to £250 a year on their energy bills).
 - Customer insight to improve understanding of residents who use the Surrey countryside and are on the Countryside Service's mailing list.


There were 5,339 unique visitors to Surrey-i between 1st October and 29th November 2012. This is approximately 300 more unique visitors compared with the same period last quarter (5,051)

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	

A Members' Survey was sent to all Members in mid-October, which closed on 12 November 2012. The survey was completed by 29 Members (36%) and the responses are being analysed to inform the way we support Members, including the timing and content of learning and development activities for the new Council.

The Charter Plus award is the more advanced award on the Charter for Elected Member Development. The Charter for Elected Member Development helps Councils to adopt a structured approach to Member development and to build Elected Member capacity. The Council achieved Charter status in the last financial year, and is aiming for Charter Plus status to further develop and improve Member development arrangements. As part of its action plan towards achieving Charter Plus status, the Member Development Steering Group (MDSG) will be reviewing the Member Development Strategy at its next meeting, as well as agreeing a format for Personal Development Plans for Members.

The Council is making preparations for the newly elected administration following the County elections in May 2013. The MDSG has approved plans for a pre-election open afternoon for prospective councillors and a general induction timetable.

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's Public Value Review (PVR) programme was launched in 2009 to take a systematic and focused look at the Council's services and functions over a three-year period. The objective was to improve outcomes for residents whilst delivering better value for money.

The PVR programme was formally closed by the Cabinet on 27 November 2012. A closing report was produced, outlining the programme's achievements including:

- o Forecast delivery of £279m savings for the Council by 2015/16;
- o 29 reviews completed covering almost all Council activity;
- o Estimated £10m saving through Council staff and Members carrying out reviews themselves, thereby avoiding consultancy costs.


Progress in the implementation of recommendations from the PVRs will continue to be monitored by Directorate Leadership Teams and through the Council's finance, performance and risk management arrangements. Select Committees will also play a key role in tracking improvements and savings via monitoring and scrutiny.

The PVR closing report was circulated widely including to Members, Ministers, Surrey MPs, partners and think tanks.

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.*	Green	Green	

EU State Aid approval was secured for the Council's Superfast Broadband (SFBB) project on 21 November 2012. As the project is partly funded by the Council and national government, the project was subject to EU competition law and the European Commission had to approve the project. This means that approximately 90,000 premises that were not included in plans by the private sector to upgrade the national broadband infrastructure will be able to proceed with the project and can now move forwards with the implementation phase.


A joint project team of officers from the Council and BT has been working together in anticipation of State Aid approval and is now established in a Programme Management Office based in County Hall. The team is also joined by the Council's new SFBB Programme Director to oversee implementation of the project. Work will begin in 2013 on the survey work and site preparation to commence installation of the SFBB 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	

The Council has agreed the outcomes that will support an effective voluntary, community and faith sector (VCFS) through close working with VCFS, District and Borough Council and Health partners. A key element of the outcomes focuses on increasing volunteering. The aim of thee new approach is to support an effective and sustainable VCFS infrastructure in Surrey.

Following widespread consultation and engagement with partners, the Council has agreed proposals to fund infrastructure organisations in 2013-14 in a way that provides maximum financial stability, maintaining funding as close as possible to 2012/13 levels. Detailed work is underway with District and Borough Councils, Health and VCFS organisations to design a new outcomes-based performance management framework for implementation from April 2013. This will provide a strong evidence base of the delivery of the outcomes, including volunteering, through more timely and proportionate reporting.

The Council has published a draft refresh of its 'Framework for working with the VCFS' which was originally published in 2010. This is to bring it into line with the Council's Corporate Strategy and ensure the principles remain relevant and drive continued improvement in the way the Council manages relationships with the VCFS. The draft refreshed Framework is currently available for consultation and a final version will be published in February 2013.

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	

There has been a consistent rise in the use of social media as a means of involving the Surrey public in issues that are important to them, such as winter preparations and flooding advice. There were 22,000 views of the Digital Press Office, while the three major Twitter accounts all saw a 13% increase in usage. For example:

- Surrey News Twitter followers increased by 742 from the last quarter to 6,434
- Surrey Matters Twitter followers increased by 690 to 5,948
- Go Surrey Twitter following increased by 275 to 2,705

The most significant news tweet was about flooding advice (circulation of 42,000) and resulted in the Local Government Minister, Brandon Lewis, becoming a follower. Media-related work also increased interaction with key opinion-formers, including the Guardian’s education editor and the British Association of Social Workers.

Social media are increasingly important elements of resident-focused campaigns run by the Communications team to support different services, offering a two-way mechanism to engage residents. Throughout October and November 2012 the Surrey Matters Twitter feed had 311 retweets and 438 @mentions. The most popular Twitter topics were around National Adoption Week (64 clicks) and Walton Bridge (62 clicks to the live webcam and 225 views of pictures). Alcohol Awareness Week received 63 clicks and 22 retweets, reaching more than 52,000 people.

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Quarter Three 2012/13 Business Report

Annex 3

One County, One Team: People Strategy 2012-2017

January Progress Report

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

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

The people strategy 2012-17 sets the direction for people, culture and performance over the next five years. The strategy is pivotal in helping us attract and retain talent. This report complements the Q3 Cabinet scorecard commentary and provides an update of the progress on implementing the people strategy agreed on 29 May 2012. Establishing the Strategy and aligning effective targets is an iterative process, therefore small amendments have been made to previous versions of the Strategy in order to improve the overall reporting.

1. Strategic direction

- 1.1. Our people strategy aims to enable everyone to reach their potential so they can give their best for the people of Surrey.

2. Progress and focus


- 2.1. A programme board is in place attended by Change and Efficiency Directorate Leadership Team and SCC's Head of Communications. The focus of the board will include monitoring and advising on monitoring and engagement.
- 2.2. Our progress is measured against the twelve people strategy promises, six of which relate to the outturn from the last employee mini survey carried in September 2012. This survey was sent out to 3610 employees and had a response rate of 45% (1635 employees). The remaining six promises are measured from management information.
- 2.3. Summary Q4 focus is on: 1) improving the systems we rely on to provide us information and deliver our people development activity and 2) discussing how we can be more supportive of each other.

3. Recommendations

- 3.1. Cabinet to note progress made against the people strategy promises.
- 3.2. As many of our promises are measured annually through our employee survey, we propose to monitor and report quarterly progress against information available through our management systems.

Table 1: The People Strategy work-streams

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

Promise:	2012 Result	2012 Target	2012/13 RAG
Everyone will have an effective annual appraisal	70%	80%	


All eligible employees should have an effective annual review of their performance and a discussion about their development and objectives for the coming year. This promise is measured by the responses to the question in the employee mini survey relating to receiving an annual appraisal in the last 12 months. For information on effectiveness of appraisal, responses to the survey's appraisal usefulness questions are also presented below.

Employees Survey Questions:	2010	2011	2012	2013	2014	2015	2016
Have you had an annual appraisal in the last 12 months	73%	69%	70%	-	-	-	-
How useful did you find it for:	-	-	-	-	-	-	-
My work and responsibilities	71%	74%	79%	-	-	-	-
My future career and development	47%	49%	60%	-	-	-	-
Providing a full and open discussion of my strengths	70%	72%	77%	-	-	-	-
Providing a full and open discussion of my areas for improvement	67%	68%	73%	-	-	-	-
Target/objective setting for the coming year	65%	68%	72%	-	-	-	-

The 2012/13 target (80% of eligible employees) was challenging when profiled against the previous two years' outturns. This challenge was set to reflect the actions completed throughout 2012 which would help get more appraisals carried out: simplified paperwork, practical guidance and flexibility to schedule appraisals during the year.

In response to these results, specific actions are being taken in areas where appraisal take up is lower than average. Where the appraisal process is being regularly used by teams we are getting positive feedback around its benefits. We share this good practice across the organisation.

To support ongoing review and monitoring of appraisal activity, it is vital a fully effective method of recording and reporting on appraisal completion is established due to the lack of functionality relating to appraisal recording in SAP that was discovered earlier this year. An interim solution is currently being developed to support the next appraisal promotion and review which should ensure it is easy for managers to record results and for accurate reports to be prepared and submitted for quarterly updates.

Promise:	2012 Result	2012 Target	2012/13 RAG
Everyone will have a development plan linked to their goals and organisational goals	72%	70%	


Employee Survey Questions:	2010	2011	2012	2013	2014	2015	2016
I have had the opportunity to discuss my career development in the last 12 months	not	asked	56%	-	-	-	-
I understand how my work supports the residents of Surrey	not	asked	88%	-	-	-	-
Net Results:	-	-	72%	-	-	-	-

This indicator is about employees having opportunities to discuss their development and how it links to their and the organisation's goals, this may be considered part of, or outside the appraisal process. The development plan is an outcome of these discussions, normally agreed and monitored with an individual's line manager. This promise will be measured by the responses to two new questions outlined in the table above. The target was set at 70% in consideration of the focus across the organisation on ensuring activity makes a genuine difference to residents.

As a whole, the organisation has been undergoing significant change with restructures in all areas as a result of needing to change direction and ensure fitness for future challenges. Though appraisal figures indicate development plans are being set, restructures have created uncertainty for some employees and cohesive plans linked to organisational goals may have suffered.

Equally, there have been strong messages from leaders around our direction of travel, why such direction is necessary and how such changes reflect on the residents we work for. The excellent result we see in employees understanding how their work supports residents of Surrey is indicative of the clear 'One Team' approach the organisation is developing and the strong communications that ensure all of us understand how our work affects residents.

Development of this promise will be focused alongside the appraisal activity as well as ensuring continued communication relating to the link between employees and residents.

Promise:	2012 Result	2012 Target	2012/13 RAG
Every team to have regular team meetings or discussions	78%	75%	

Employee Survey Questions:	2010	2011	2012	2013	2014	2015	2016
In the last 12 months, how often have you had a team meeting (in the last three months)?	not	asked	80%	-	-	-	-
My immediate line manager/ supervisor encourages us to share good ideas and create innovative solutions	72%	77%	76%	-	-	-	-
Net Results:	72%	77%	78%	-	-	-	-

Having opportunities for informal learning, knowledge sharing and problem solving is key for high performing teams. This promise is measured by the responses to two questions in the employee survey as tabled above. One question is new and therefore provides no previous historical comparisons.

In the STARS Programme, we have the following offers to support team performance & the One Team ethos:

All staff

ILM award effective team skills (level 2)

ILM award in workplace coaching (level 2)

Coping positively with change

Dealing with challenging situations

Manager Development

Building team effectiveness (bespoke)

Identify and resolve stress in teams

Looking after staff during change

Building organisational relationships (part of people management pathways)

Managing performance through people (part of people management pathways)

Senior Leadership Programme

Leading people through change; Building personal resilience; Effective personal leadership; Strategic

and change leadership.

ICONIC


Additional areas under development in 2013:

Innovation

workshop

Aspiring Iconic

It is worth noting that ongoing restructures have led to a degree of uncertainty; however there have been high levels of consultation throughout and managers have been encouraged to discuss issues as openly as possible with employees. Added to this, a culture of open dialogue has been promoted from interventions ranging from the coaching programme to employee's use of Chat Zone.

Promise:	2012 Result	2012 Target	2012/13 RAG
Everyone will have regular time with their manager focused on their performance	62%	70%	


Employee Survey Question:	2010	2011	2012	2013	2014	2015	2016
My immediate line manager/ supervisor meets with me regularly to talk about my performance	60%	61%	62%	-	-	-	-
Net Results:	60%	61%	62%	-	-	-	-

The organisation has committed that all employees are entitled to regular discussions regarding their performance. This is congruent with the quality framework whereby performance at an individual and project level should be reviewed and feedback sought in order to improve individual and organisational performance.

This promise is measured by the responses to a question in the employee survey as tabled above. The 2012 target of 70% was based on a stretch target from previous results for this indicator. This reflects the work to improve appraisal and development plan completion and to build up a coaching culture across the organisation.

The appraisal promotional work has raised the focus of performance and the need for all colleagues to have conversations about their work and how they are doing. Coaching development is also playing a key part in giving managers the confidence and ability to raise subjects they have previously found difficult to discuss.

To accelerate positive results, it is proposed a dialogue is initiated to increase the focus on positive performance conversations being part of how we get things done. The completion of the PVRs should also assist in establishing a more secure and confident environment for discussions.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Everyone will have the equivalent of 20 hours a year training and development	9 hours	12 hours	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of hours per annum spent in training and development per FTE	not	recorded	9 hrs	-	-	-	-
Net Results:	-	-	9 hrs	-	-	-	-

This promise is reported from management information taken from the organisation's business systems. The year to date target is 12 hours which is part of the overall 20 hours for 2012/13. This will then increase incrementally to 36 hours by 2017.


The reported figure of nine hours significantly underestimates the actual levels of learning and development (L&D) being carried out. It is estimated that at least an extra 40% of unrecorded training activity takes place (coaching, mentoring, Continuous Professional Development, away days, shadowing, e-learning) Currently, our new learning system (referred to as the Dynamic Learning Environment) is being implemented, which is leading to learning data being held in separate places and often, not entered onto systems in anticipation of the new offering. For these reasons it is difficult at this time to provide a realistic indication of time spent on L&D per FTE but over subsequent months, it is hoped a clearer picture will emerge.

A significant contributor to this is the new Organisation and People Development Service (OPD) is now in full operation and a lot of work has been completed this quarter to assess, capture and understand the gaps in our current learning and development offer to the organisation. Communications campaigns have been discussed to promote what we do have in place to the appropriate target audiences to promote and encourage further participation. A large number of the classroom based training we currently offer has now been converted so that it can also be delivered as e-learning, or may use a combined use of both methods to support accessibility of this learning.

Activities have been initiated to ensure we are regularly reporting on all classroom based training and work continues to drive forward the delivery of our new Dynamic Learning Environment in January 2013. This will provide an efficient way of monitoring completion of not only classroom training but all forms of blended learning and training support. Once this is complete recording of completion of e-learning training is expected to boost the number of hours training and development undertaken.

A final consideration for the lower than expected YTD result may also be attributable to OPD completing its restructuring with new roles being defined and vacancies filled. As the team has established itself by the end of the year, it is now in good shape to focus on improving this metric for next quarter.

Going forward it will be possible to monitor and report on this metric on a quarterly basis, provided ongoing progress relating to course uptake and employee development.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Every manager will undertake the people management development modules	541 days of learning	790 days of learning	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of days of learning carried out by managers	not	recorded	541 days	-	-	-	-
Net Results (days):	-	-	541	-	-	-	-

This promise is measured from management information. The target for the end of 2012/13 is 1,360 management development training days for a management cohort of approximately 550 managers. The overall target for this five year project is 5,838 days. The YTD target is 790 which as the table demonstrates, has not been achieved.


A key issue identified in progressing this promise is ongoing dialogue with managers relating to the importance of accommodating training and development within their working schedules. Another factor is likely to be a similar lack of recording of information, as demonstrated by the 20 hours per year L&D promise.

As part of the Management Development project, work is being undertaken to review and improve this. Initially work is being done to develop a new communications plan for the modules in order to raise awareness of the courses, the requirement upon managers to complete the modules, and to promote the prestige of gaining an externally accredited qualification as part of their development at SCC. The aim of this is to increase take up for Q4.

Additionally, work is underway looking at identifying managers who have achieved an equivalent competency level through alternative means, for instance with a previous employer, in order to recognise their level of proficiency without requiring them to duplicate comparable training.

Leadership Teams in Directorates will be monitoring that managers attend these courses. Consideration for the lower than expected YTD result may also be attributable to the OPD service completing its restructuring with new roles being defined. Reducing the drive to market and promote delivery against this promise.

Note: The coaching element of this promise is now reported as part of 'Everyone will receive coaching training' to ensure consistency of reporting.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Every manager will receive coaching training	267 people	230 people	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Advanced Coaching	no record	227	-	-	-	-	-
ILM level 3 Workplace coaching	no record	40	-	-	-	-	-
Coaching e learning	not started	not started	-	-	-	-	-
Net Results:	-	267	-	-	-	-	-

Our progress towards the year end targets is strong on manager's training (meets quarter 3 target). Although reporting focuses on managers, it should be noted that coaching training is also available for non-managers.

Three further cohorts started in this quarter for both Advanced Coaching for Change and ILM level 3 in Workplace Coaching. Further coach training programmes are now being commissioned for 2013/14.

An evaluation of the coach training programmes was completed and presented to Corporate Board. Some key highlights were:

- 95% of past delegates said they now often use a coaching style in informal conversations
- 84% feel that they have more effective and honest conversations with others
- 83% feel that their own performance has improved as a result of the course
- 73% feel that making use of coaching skills and knowledge helps Surrey County Council to improve its services to residents

Our pool of internally trained coaches was initially launched incrementally through face-to-face communications with each directorate in a six weekly cycle. In October this approach was started with the launch to the Chief Executive's Office and take up was slow. We evaluated this approach, and concluded that it should be developed into a broadcast campaign to all directorates. This will begin in December.


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	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Everyone will be trained to a minimum level of IT competency	not live as yet	-	-

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
TBA	no	record	Not live as yet	-	-	-	-
Net Results:	-	-	-	-	-	-	-

The current focus of this promise is to perform a diagnostic assessment of IT competence across the entire organisation. Information collected from this diagnosis will then be used to tailor appropriate training to enable everyone to make the most of the infrastructure, systems and applications that are available.

HR&OD are currently working with the diagnostic tool provider to deliver an initial pilot exercise to assess 25 employees with a second larger pilot of 150 employees assessed by the end of March 2013. The initial pilot has uncovered a number of amendments that are required to ensure the tool is fit for purpose and those amendments are being currently being carried out before the second pilot commences. Following completion of the pilots the assessment will be rolled out to the whole organisation on an incremental basis. This will ensure the resources to provide follow up support can be effectively deployed as the scheme is rolled out. The aim is all assessment and training related to this promise is completed by March 2015.

Promise:	2012 Result	2012 Target	2012/13 RAG
Everyone will have a fair and manageable workload	57%	80%	

Employee Survey Question:	2010	2011	2012	2013	2014	2015	2016
I feel I have a fair and manageable workload	not	asked	57%	-	-	-	-
Net Results:	-	-	57%	-	-	-	-

This promise is measured by the responses to one question in the employee survey tabled above.


The Health & Safety Executive recommends that employees in all organisations have a well designed, organised and managed workload. Stress is the biggest cause of sickness within the council and there is a direct correlation with an unmanageable workload and the amount of stress experienced. Our Employee Assistance Programme, provided by Workplace Options, is a 24 hour, confidential service that can support staff and their families. The monitoring of the service indicates that 70% of all contacts are in relation to personal matters and 30% of all contacts are in relation to work related matters. Further work is required to identify the level of work related stress and non-work related stress in relation to absence. As all mental health is currently reported in the stress absence category, there is a requirement to create additional mental health categories to record this type of absence more accurately. Managers are responsible for assessing the impact on employees such as longer working hours over long periods and signs of behaviour changes (e.g. frustration, resentment against their manager and colleagues or in some circumstances anger).

An excessive workload can also have an impact on the employee's longer term health and well-being - spending less time with their family, constant fatigue and sleeplessness. It is likely that the performance of the employee and the team will be adversely affected where workload levels remain too high for a sustained period. An employee may no longer cope with this sustained workload pressure; regularly complaining to their manager and colleagues and this ultimately could lead to long term sickness. Therefore there are many direct and indirect consequences to having an unmanageable workload.

Conversely there are many benefits resulting from a manager and employee reviewing whether there is a fair and balanced workload. The employee will have clarity about their role and responsibility and will have a greater appreciation about how their accountability and how their role can support the service. This is also likely to lead to greater engagement and stronger collaboration with colleagues within and between teams. If the workload is balanced the employee will have more time to prepare and plan as well as to develop relationships to be more effective and add more value. Ultimately a regular assessment of workload will improve the wellbeing of the employee, improve teamwork and performance.

The HSE has produced a number of Standards that support the importance of undertaking workload assessments. In particular the Management Standard identifies that every organisation will provide employees with adequate and achievable demands in relation to the hours of work and the number of deadlines. In addition the manager will assess how the employee's skills are matched to job demands and how the employee's concerns about the work environment are addressed.

To improve this area, discussions are being carried out relating to how we prioritise and manage work more effectively. It is also recommended that leaders within the organisation play an active role in considering priorities and provide clarity around what work is vital and what activity will be curtailed, especially as resources become increasingly constricted. This work is continuous and on-going.


Promise:	2012 Result	2012 Target	2012/13 RAG
We will help each other and act early when someone needs extra help and support	78%	80%	

Employee Survey Questions:	2010	2011	2012	2013	2014	2015	2016
I receive timely help and support I need from my colleagues	87%	88%	79%	-	-	-	-
My immediate line manager/supervisor creates a workplace where I feel supported	68%	71%	76%	-	-	-	-
Net Results:	76%	80%	78%	-	-	-	-

This promise is about all of us taking responsibility for each others' well-being. We know from previous employee 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 employees which is not acceptable. This promise will be measured by the responses to two questions in the employee survey as tabled above.

Achieving nationally recognised high standards in this area is due to a range of support offerings we have successfully developed. These include nominated Local Workplace Fairness Champions to support any employee experience unfairness in any form at work; our Employee Assistance Programme as a confidential means of receiving telephone and face-to-face counselling or support on both work and personal matters ranging from emotional to legal and financial; a pool of trained mediators and restorative justice practitioners to advise all parties on formal and informal employee cases; confidential support for managers via HR and an advice line; STARS courses and on-line tools and to improve work load management, prioritisation and resilience; and team help check sessions for confidential group discussions relating to working practices and environment. Added to these interventions, coaching has proved to be a very effective medium for addressing issues such as minor personality clashes between individuals which has contributed greatly to people feeling supported and preventing initially minor incidents escalating.

New projects are currently in the scoping, planning and delivery stages namely : Employee Medical Health checks (working title): Give all employees access to on-site comprehensive health checks, comprising, Lifestyle, BMI, blood pressure, cholesterol, blood sugar etc and also including a screening questionnaire on stress and mental health indicators. The pilot will be trailed in late January 2013, with full rollout expected from February. Time To Change Surrey (working title): A broad project to develop employers to become positive about mental health, using various initiatives and promotions. The national Time To Change campaign pledge will be taken in January, which includes a series of supporting actions. CAE Experiential Survey - Culture and Behaviours: In response to the recent Employee Mini-Survey, a survey was launched for all CAE employees, to explore culture, support and behaviour, focussing on leadership. The Survey was sent out on the 14 November for 2 weeks until 28 November. A series of local action plans, initiatives and activities are currently being planned.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
We will maximise smarter working	48.5%	50%	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Information collected – percentage adopting 'mobile profile'	not	recorded	55%	-	-	-	-
Net Results:	-	-	55%	-	-	-	-

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).

IMT have now rolled out over 4,000 mobile devices to enable the shift in staff to work in a more flexible way. There is now an increased focus on realising the benefits of the new technology and helping teams make the shift and changes in behaviours to more flexible ways of working. This is being done and supported through the use of the Smarter Working Managers from the Transformation Service working alongside teams.

Q3 is the first period for the year when the target for staff to work in a more flexible way has not been met. The position is being reviewed across the services to assist them further in moving forward and achieving the year-end target.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Everyone will have the right equipment and training to enable them to do their job	-	-	-

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
TBA	no	record	-	-	-	-	-
Net Results:	-	-	-	-	-	-	-

The extensive roll out of laptops is a clear acknowledgement that people want to use this type of mobile device to do their job effectively. As staff gain in confidence using new technology and linked to the Promise, of staff being trained to a minimum competency standard, services will identify other potential mobile devices that will continue to improve the services that they provide. In developing this detail, the services will be informing the council's IT strategy for effective and innovative service delivery.

The success of this Promise will be achieved through a number of measures:

- a) The number of staff taking part in IT competency training (see separate promise)
- b) The number of test projects of new technologies that become mainstream for service delivery
- c) A further increase in the number of lap tops or similar devices issued will also be a measure of the success that staff have the right equipment for their jobs.

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Quarter Three 2012/13 Business Report

Annex 4

Leadership Risk Register as at January 2013

Report of: Mr David Hodge, Leader of the Council

Lead Officer: David McNulty, Chief Executive

Leadership risk register as at 2 January 2013

Owner: David McNulty

Ref	Directorate register ref	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: - 19 December 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 - Notwithstanding 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)

Leadership risk register as at 2 January 2013

Owner: David McNulty

Ref	Directorate register ref	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
L7	CAE12 EAI1,2	Waste - Failure to deliver key waste targets (including key waste infrastructure) could lead to negative impact	High	<ul style="list-style-type: none"> - 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. - Notwithstanding 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)
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	<ul style="list-style-type: none"> - Secure environment through the Egress encrypted email system - Internal Audit Management Action Plans in place that are monitored by Audit & Governance Committee and Select Committees - Ongoing communications campaign and training - 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

Leadership risk register as at 2 January 2013

Owner: David McNulty

Ref	Directorate register ref	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
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 known event or major incident results in an inability to deliver key services	High	- The Risk and Resilience Steering Group meets regularly to coordinate and lead on strategic resilience planning. - The Council Risk and Resilience Forum reviews, moderates, implements and tests operational plans. - 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: - date tbc (Business Continuity)
L2	ASC4,9 CAE1,2,16 CAC13 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 November 2012 (Procurement Partnership)
L9	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)

Leadership risk register as at 2 January 2013

Owner: David McNulty

Ref	Directorate register ref	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
L4	CAE5,7	IT systems - major breakdown and disruption of systems leads to an inability to deliver key services	High	- Additional resilience has been brought about by the go-live of the Primary and Secondary Data Centres. - Design and implementation of a new 64 bit Citrix farm is in progress that will bring resilience and performance enhancements. - Work in progress to increase the performance of login/logout times. - UNICORN Network is fully on track for completion by the end of March 2013.	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

Movement of risks

Ref	Risk	Date added	Residual risk level when added	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 from the risk register



Council Overview & Scrutiny Committee
13 February 2013

Communications Review

The attached report provides the Overview and Scrutiny Select Committee with an update on the Communications Review.

Recommendation:

That the Committee reviews progress on the Communications Review and makes recommendations where appropriate.

Report contact: Louise Footner, Head of Communications

Contact details: 020 8541 9624

Sources/background papers: None.

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Communications Review Report

This report provides the Overview and Scrutiny Select Committee with an update on the Communications Review.

The Communications Review has a goal to establish Surrey County Council's communications as the best across local authorities to ensure that we are able to offer the best possible service for residents.

The Corporate Strategy drives everything that the organisation does and communications supports and enhances the corporate strategy.

How and what we communicate is also vital in supporting HR and OD in their work to shape the culture of the organisation to help employees offer high quality services for residents in completely new ways.

The vision for communications is that:

Surrey County Council's communications are clear, focused and engaging.

How we will achieve the vision:

- Having clear communications priorities that support the corporate strategy
- Improve value for money and cost effectiveness – and maximise resource.
- Define a 'one team' communications and engagement approach
- Improve ways of working
- Ensure quality and consistency
- Enable proactive communications and engagement

Communications activity supports the Corporate Strategy. Communications will be configured to ensure we are able to engage residents, employees, members and partners effectively to support services and the priorities outlined in the Corporate Strategy.

Principles

We will improve communications to ensure:

- Residents, members, employees and partners are informed about and engaged in the changing ways public services are delivered
- The organisation informs about and engages on Surrey's key strategic priorities outlined in the Corporate Strategy

- Communications and engagement are carried out in the most cost effective way to optimise impact and engagement in line with public value
- Communications helps members carry out their role in the most effective way
- We support employees through extensive cultural change
- The council has a clear and well understood brand that assures people about the quality of services.

The recommendations, principles and vision are based on feedback from key stakeholders including districts and boroughs, Surrey Coalition of Disabled People, Surrey Community Action, Members, officers and communications teams as well as visits to a number of external organisations including the National Trust, The Design Council, Which? and a number of councils.

Recommendations

The Communications Review has eight recommendations:

1. Refresh the communications and engagement strategy
2. Improve communication support to members
3. Establish a Surrey County Council digital communications strategy – digital by default
4. Enhance internal communications
5. Improve self-service
6. Develop income generation
7. Ensure skills are in place to support the future organisation
8. One team delivery model for communications, that is cost effective and gives value for money

More details about each recommendation are outlined below:

1. Refresh the communications and engagement strategy to focus on new council's Corporate Strategy

The corporate strategy sets the direction for the organisation. The communications and engagement strategy supports the corporate strategy.

The communications and engagement strategy will be developed alongside the corporate strategy during the business planning cycle so it ties in to the corporate planning and Medium Term Finance Plan (MTFP) processes. The approach used to communicate the priorities – supporting the vision to be clear, focused and engaging - will also form part of the communications and engagement strategy.

Cabinet and CLT will decide the communications priorities based on the corporate strategy and review progress at regular intervals. Regular evaluation will be provided to ensure activity is effective against agreed criteria.

To enable effective evaluation an organisation-wide communications management team is being established where the communication priorities are reviewed and impact is measured. The communications management team – made up of communications managers from directorates and the communications service – is the group that will oversee the implementation of the communications and engagement strategy. The management team will advise and report back regularly to a senior officer Communications Board on priority communications activity.

2. Communications support to members

Feedback from members, along with the outcomes from the Community Partnership Public Value Review (PVR) has highlighted that there is scope to improve the communications support to members. The PVR has recommended the implementation of a communications strategy which supports councillors in engaging and communicating with residents, businesses and partners. The review will work with members to ensure improvement measures meet members' needs.

Improving access to local information and increasing the use of electronic communication and social media is a key element of this. Communications will work with Local Partnership teams to establish the most effective ways of supporting councillors in their local areas.

This part of the review links with the “Think Councillor, Think Resident” culture change programme to deliver the vision of a member-led, customer-focused Council.

A members' communications strategy will be part of the communications and engagement strategy.

3. Establish a Surrey County Council digital communications strategy – digital by default

Digital by default means that the council is using digital as the preferred delivery channel for communications and engagement for the majority of people the majority of the time. It does not mean that this is the only delivery channel. We will communicate with people in the ways that are effective for them and we will tailor approaches for specific groups of people, this will include the full range of tools and techniques including face to face, telephone and paper-based communications.

To ensure that we are able to communicate and engage effectively we must have a clear approach to digital communications – including social media – and this means the strategy as well as the most effective technological options. A clear digital strategy and approach will be defined that enables digital communications and engagement to be truly effective and utilises the latest technology and tools.

The strategy will clarify the roles and responsibilities of all functions that play a part in the digital agenda, Communications, Digital Delivery Team, IMT and

Customer Service as well as individual services. This clarity is needed to ensure the strategy is effective and enables the council to deliver greater interactivity and dialogue with residents, employees, members and other key stakeholders.

Guidelines to support training and to facilitate effective use of social media by officers and members will be reviewed and actively promoted.

4. Enhance internal communications

Effective and engaging internal communications with employees is vital to support the fundamental cultural change across the organisation.

Internal communications supports the internal awareness and understanding of the corporate strategy as well as playing an active role in supporting the work of HR and OD in shaping the organisational culture through the People Strategy and other key initiatives.

The review will look at the skills, resource and mechanisms – including the intranet – required to engage and inform employees in most effective way.

5. Improve self-service across the Council

The review has highlighted a need to improve the communications self-service guidance to ensure consistency of quality across the council's communications.

The communication service will focus on the council's priorities, so a clear brand guidelines, templates and copywriting will be put in place to support services that need to produce simple, often operational, communications on a self-service basis. It will be clear that all communications materials must be produced within guidelines.

6. Income generation

There are opportunities to increase income by offering communications services to other organisations. Following on from the One Team delivery model and the skills audit it is recommended that there is a review of the communications 'offer' to establish the scope for income generation.

Additionally it is worth considering if there is a role for communications in gaining sponsorship and advertising from other organisations on behalf of the council.

7. Develop communications skills that will support the future organisation

The review has highlighted that marketing, digital and brand development skills will be needed to communicate with audiences in different and new ways in the future. The skills review may also highlight other areas where we need to develop skills.

A skills review will establish areas of strength and gaps. To make sure that Surrey County Council has the required skills, it is recommended that training and development is made available to all relevant staff which reflects any identified needs.

The review will establish a one team approach, this means that people with identified skills can be brought together more effectively to deliver required activity. The findings of the skills review will help inform the one team delivery model.

8. One Team delivery model for communications

There are different roles, responsibilities and skills that support strategic priorities and operational priorities. To make sure that communications is consistent across the organisation and that resources are allocated against the priorities of the council, a one team collaborative approach to delivery is being adopted.

This does not mean that resources are centralised but that there is flexibility to align resources to organisational requirements, much like a communications agency through a matrix management approach.

An implementation plan for the one team delivery model is being put in place and as part of this communications roles will be reviewed in line with a skills audit to ensure they meet the needs of the organisation, both now and in the future.

The one team approach will improve value for money and cost effectiveness by removing duplication in workload and resource and by improving procurement practices. There appears to be scope to make savings through a more co-ordinated approach to procurement of communications activity and materials, for example advertising and printing. This work is currently being scoped to see whether there would be benefits from an audit in this area.

The review recommends that there will be improved productivity through the one team approach which maximises skills and expertise wherever it is in the organisation and through a better sharing of knowledge and resource. The review will work to identify the recommended shape of the future communications resource to ensure the most efficient and effective use of skills.

Conclusion

In conclusion the review has identified a number of strategic principles and recommendations that are highlighted in this paper. They are the outcome of discussions with a number of stakeholders and formulated through the Steering Board and the Member Reference Group.

Next steps

Scoping the possible benefits of an audit of the procurement spend for communications activity across the council.

The current high level implementation plan and the timeline (which includes the new communication and engagement strategy) will be considered alongside the Corporate Strategy by Cabinet in June.

The high level timeline for the immediate next steps is as follows:

Feb	March	April	May	June	July
Create detailed implementation plan					
Develop new communications and engagement strategy				Strategy to Cabinet alongside Corporate Strategy	
Develop digital strategy and guidelines					
	Board and management team in place			Skills gap analysis begins	
		Develop one team delivery model			
		Internal Audit to undertake audit of procurement spend			
			Developing improvements to member communications		



Council Overview & Scrutiny Committee
13 February 2013

Superfast Broadband Project

The attached report provides the Overview and Scrutiny Select Committee with an update on the Superfast Broadband Project.

Recommendation:

That the Committee reviews the latest update on the Superfast Broadband Project and makes recommendations where appropriate.

Report contact: Ben Skipp, Superfast Broadband Project Manager

Contact details: 020 8541 9240

Sources/background papers: None.

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Superfast Broadband Programme (SFBP)	Status	Date
Goal: to ensure that homes and businesses in Surrey are able to access superfast broadband, no matter where they are located in the county.	Overall programme: G Resource status: A	January 2013



Progress last month	Key Goals for Next Month	Headline Communications Messages
<p>Contract:</p> <ul style="list-style-type: none"> Conditions set with State Aid approval built into the contract Governance and ToR agreed Marketing and Engagement plans and budget agreed <p>Infrastructure:</p> <ul style="list-style-type: none"> Phase 1 preparation work commenced Deployment plan shared Overbuild risk areas mapped <p>Communications:</p> <ul style="list-style-type: none"> Website development Launch event preparation <p>Resource:</p> <ul style="list-style-type: none"> SCC team structure and JD's signed off, recruitment process underway Interim Event coordinator recruited 	<p>Contract:</p> <ul style="list-style-type: none"> State Aid conditions met Data sets and performance measures agreed <p>Infrastructure:</p> <ul style="list-style-type: none"> Phase 1 survey work to be commenced Approximate speeds heat map in commercial roll out areas to be created <p>Demand Stimulation/Digital Inclusion:</p> <ul style="list-style-type: none"> Partnership network created <p>Communications:</p> <ul style="list-style-type: none"> Website User testing Launch event preparation Members Seminar <p>Resource:</p> <ul style="list-style-type: none"> SCC team vacancies advertised 	<p>EU State Aid Approved The EU have given the green light for Surrey CC's Superfast Broadband project and implementation can now begin</p> <p>Equality of Access Internet access is a necessity and it is essential to ensure that those in more rural areas do not get left behind. That is why SCC is committed to ensuring SFBB access for everyone. We wouldn't aim to deliver other services to just 90% of Surrey and SFBB is no different.</p> <p>Surrey's Economy If Surrey's economy is to remain vibrant and globally competitive then ensuring the best internet access for business is essential. It will enable them to compete within the UK and internationally, and reduce costs and improve productivity.</p>

Workstreams	RAG	Current Priorities	Risks
Infrastructure Build	G	Meeting State Aid conditions	None
Demand Stimulation	G	Reviewing audience segmentation data and creating personas	None
Digital Inclusion	G	Identify digital inclusion partners and explore common exclusion themes.	None
Innovation	A	Identify potential infill areas	Only Phase 1 of Deployment plan available at the moment
Communications	A	Refine communication tools and test using customer insight data	Messaging around intervention area could cause confusion in commercial areas
Engagement	A	Engage with key stakeholders prior to launch	Local elections in May will put pressure on the engagement officers

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Council Overview & Scrutiny Committee
13 February 2013

Change & Efficiency Service Review: Property Services

The attached report provides the Overview and Scrutiny Select Committee with an update on the restructuring of Property Services.

Recommendation:

That the Committee reviews the restructuring of Property Services and makes recommendations where appropriate.

Report contact: John Stebbings, Chief Property Officer

Contact details: 020 8213 2554

Sources/background papers: None.

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Overview & Scrutiny Committee Update: Property Services January 2013

1 – Property Services Restructure

1.1 Property Services is going through a period of wide scale change further to the Public Value Review (PVR) and subsequent recommendations for improvement. This has included the creation of and recruitment to new roles as part of a wider restructure. The new organisation was launched on 1st November 2012, marking the go-live of “Property” from the previous EPM Service. Most of the posts have been recruited to with a small number still vacant or in the process of current recruitment cycle.

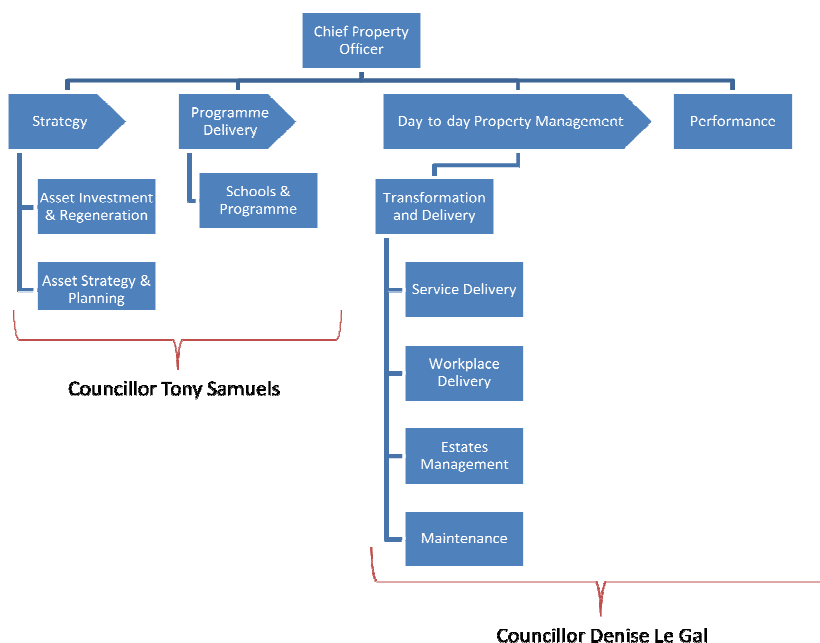
1.2 The new structure provides Property with:-

- clear lines of responsibility and a focus on function.
- clear role definition
- a reduction in staffing costs through lower consultancy fees and less management tiers
- alignment of the function with the Corporate Strategy

1.3 As part of developing our new structure, Property services engaged with a broad range of customers on how the customer relationship model would work. In addition, the Virtual Team approach, as described in section 3, has received positive customer feedback since its launch in November.

1.4 The savings attributed to PVR Organisational Redesign amount to 375K in 2012/13 with an additional 150K saving in-year due to project consultancy staffing, totalling £525K. The pre-PVR structure can be seen at Appendix A.

Diagram 1.5 - Property Organisational Structure



2 - Maintaining and Developing the Estate

2.1 At the core of Property Services is the overarching aim of obtaining best value from our assets and enhancing the current portfolio. Responsibility for maintaining the estate sits with the Delivery function. The Performance Team supports the function in providing performance and financial data for decision making.

2.2 The new structure recognised the need for continuous improvement of the service by the inclusion of change elements into the senior Delivery role. By making this a part of Delivery, we ensure its success and create a culture of improvement being at the heart of what we do.

2.3 Councillor Denise Le Gal's Portfolio includes day-to-day property management through Delivery and Performance teams.

2.4 The vision for Property Services is to

Be a catalyst for Economic Development and Regeneration within the County, through investment in existing and new opportunities that will drive new income streams and enhance value for money from existing assets.

2.5 The Vision will be achieved by meeting strategic targets defined by the Asset Strategy and Investment teams. This will include development of the estate and expansion of the Portfolio. Expansion and development is the focus of the Programme Team through major schemes both in schools and non-schools (corporate).

2.7 Councillor Tony Samuels' Portfolio includes Asset Strategy, Regeneration, Investment and Programme Delivery.

3 - Virtual Team Approach

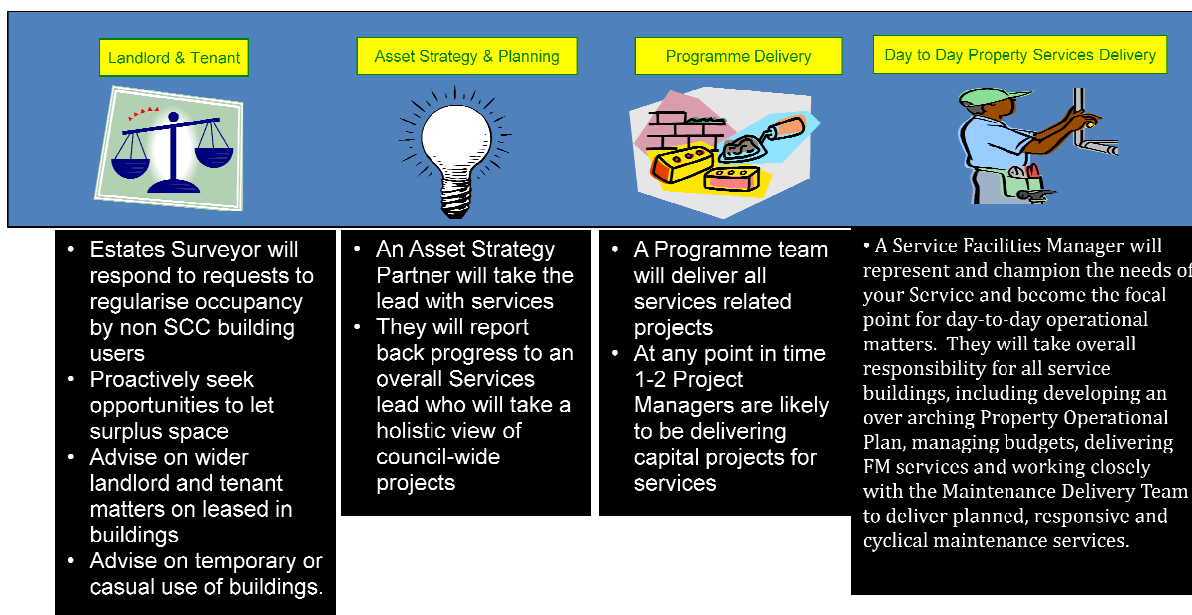
3.1 To support service delivery, a virtual team approach has been adopted. This is based upon the premise that in order to deliver a range of property services to the customer, equally a range of professional skills are required.

3.2 Other service divisions within the Council are supported strategically by Property in order to help them formulate their direction over their requirements from Property assets; be that with an operational or non-operational focus, and with a view both on their current and future aspirations. This is driven through an Asset Partner.

3.3 In addition, a Property Service Facilities Manager represents and champions the needs of the service, becoming the focal point for day-to-day operational matters.

3.4 Other skills which form part of the Virtual Team include Senior Surveying covering landlord and tenant issues and Programme Delivery for major schemes.

Diagram 3.5 – Property Virtual Team – what each team member does and how we support our customers



4 – Strategic Asset Management Plan (SAMP)

4.1 Property Services have developed a Strategic Asset Management Plan which sets out our strategy for asset management into the future and highlights areas for immediate improvement or action.

4.2 The plan is at final draft stage and is out for consultation. Consultation has already occurred across key Officers and with various decision makers across the authority.

4.3 The SAMP is due to be presented to Corporate Overview and Scrutiny Committee in March for proposed commentary and approval with a view that it may be finalised at the end of March 2013. It will be produced in both printed form and available via our website.

4.4 The SAMP action plan, which forms part of the strategy, incorporates a number of actions for Property Services covering asset management, further improvements and core priorities for Property such as implementation of the Property Asset Management System (PAMS).

5 – Property Asset Management System (PAMS)

5.1 A review of property information systems used by Property Services was carried out in 2010. It concluded that the main systems in use, SAP Real Estate and Plant Maintenance, were inadequate and had significant gaps in functionality that made it difficult to carry out the day-to-day

management of the estate, manage its performance and support property strategy. A business case was put forward to procure and implement a new system and this was recommended by Investment Panel.

5.2 Hampshire County Council also had a requirement to replace their SAP system with a specialist property management system and we subsequently agreed to a joint procurement and implementation with synergistic benefits to both Councils.

5.3 The procurement phase of the project concluded at the end of June 2012 with the signing of a Framework contract with Atrium Property Systems. The award of contract had been delayed due to tender challenges.

5.4 The implementation of PAMS will go live incrementally starting on 1st April 2013. The milestone delivery dates can be seen at Appendix B.

6 - Property Services Cost Savings 12/13 – 17/18

6.1 Property Services savings are comprised of a mixture of in-year and multi-year incremental savings.

6.2 In-Year savings for 12/13 include those attributed to Procurement in particular savings for areas of maintenance and business rates - £300K. Those derived from Energy Bill challenge of £200K and Consultancy staff savings of £150K.

6.3 Savings around Organisational Design and Energy Usage Reduction, plus those delivered through the MAD programme provide incremental savings from 12/13 up to 15/16. The 12/13 saving for these areas, supplemented by additional income targets, amounts to £3,274K, with further savings of £3,736K to be achieved in later years.

7 – Rental Income Improvements

7.1 Up until 2012, the financial responsibility for reporting on rent income rested with individual Cost Centre owners across the authority. However, in most cases the Cost Centre owner has little involvement towards the property rent negotiation and collection process. Going forward this process will change, with reporting on income being the sole responsibility of the Estates team, where the income is received. This will greatly improve the budget monitoring process.

7.2 In preparation for the new Property Asset Management system, all data including leases are being thoroughly reviewed and cleansed to ensure the right information is uploaded into the new system. Data collated is being cross referenced with that held on SAP to get a clear and consistent picture.

7.3 Implementation of PAMS will enable additional reporting capability especially important in the areas of debt profiling and breakdown. This will assist our staff in further improving the aged debt picture.

7.4 The Estates team has focused energies on improving Property Services Aged debt position and this has been assisted by the new organisational structure. Active management of debt has yielded positive results

- Aged Debt of £749K in September 2011
- Reducing to £267K in 2012
- Current Position as at January 2013 of £259K

8 - Capital Programme Management

8.1 The most significant challenge to capital programme management has been the dual objective of driving continuous improvement and value, through the design, procurement and project delivery process, whilst ensuring that our spend is maintained in line with the annual budget settlement. In 2012/13 we have achieved this objective and we are on track to spend our budget. The increased volume of projects being managed by the projects team is summarised below:

Table 8.2 - Projects Team Capital Programme in delivery

	09/10	10/11	11/12	12/13
No of Projects -				
Schools	41	69	91	93
Non-Schools	16	11*	7*	18*
Total projects	57	69	91	111
Total spend	£33m	£54m	£39m	£44m

** These figures include the Making a Difference Project, which included 64 office relocations (Relocation of 4,500 staff) and 10 Borough and District Partnership projects.*

8.3 In 2012/13 Property Services were tasked to develop a strategy to deliver significant savings on the 2012-17 MTFP Schools Basic Need programme. The strategy developed will deliver a 40% reduction (£116m) across the overall 5 year programme. The following initiatives and actions, delivered through the innovative Property Service Cluster Programme Office (as reported in our previous update), have been taken to deliver this target:

- Aligning Surrey specifications to the latest Dfe's base standards issued in October 2012.
- Revising cost targets for traditional build solutions to £1600m2 against the Dfe's £1626m2 (£1465m2 plus 11% Dfe Surrey location factor). An improvement on our previous target of £1704m2.
- Taking the Procurement lead for all projects, leveraging the 3 local authorities programme volumes to deliver a minimum 20% savings.

- Developing standard design templates and output specifications to drive lean efficiencies in procurement and reduce design costs
- Joined up engagement with the market and supply chain to maximise contractor performance
- Gateway review and challenge benchmarked to Dfe standards, covering design, cost and programme delivery
- Cost and time efficiencies through elimination of the use of Demountables (Temporary buildings) and replacement with a “modular light” system, with minimum 30 year lifespan and full planning, enabling greater use of modular solutions and further savings on schemes. Currently being tendered.
- Cost and time efficiencies through introduction of a “full modular” build system, to reduce further the traditional build approach. Currently being tendered.

8.4 The above improvements are calculated to ensure we meet the £244m MTFP 2012-2017 target. Our recent January review of the programme indicates that we are achieving this figure.

9 - Capital Budget Monitoring

9.1 In addition to the initiatives previously reported the following monthly review meetings have been introduced.

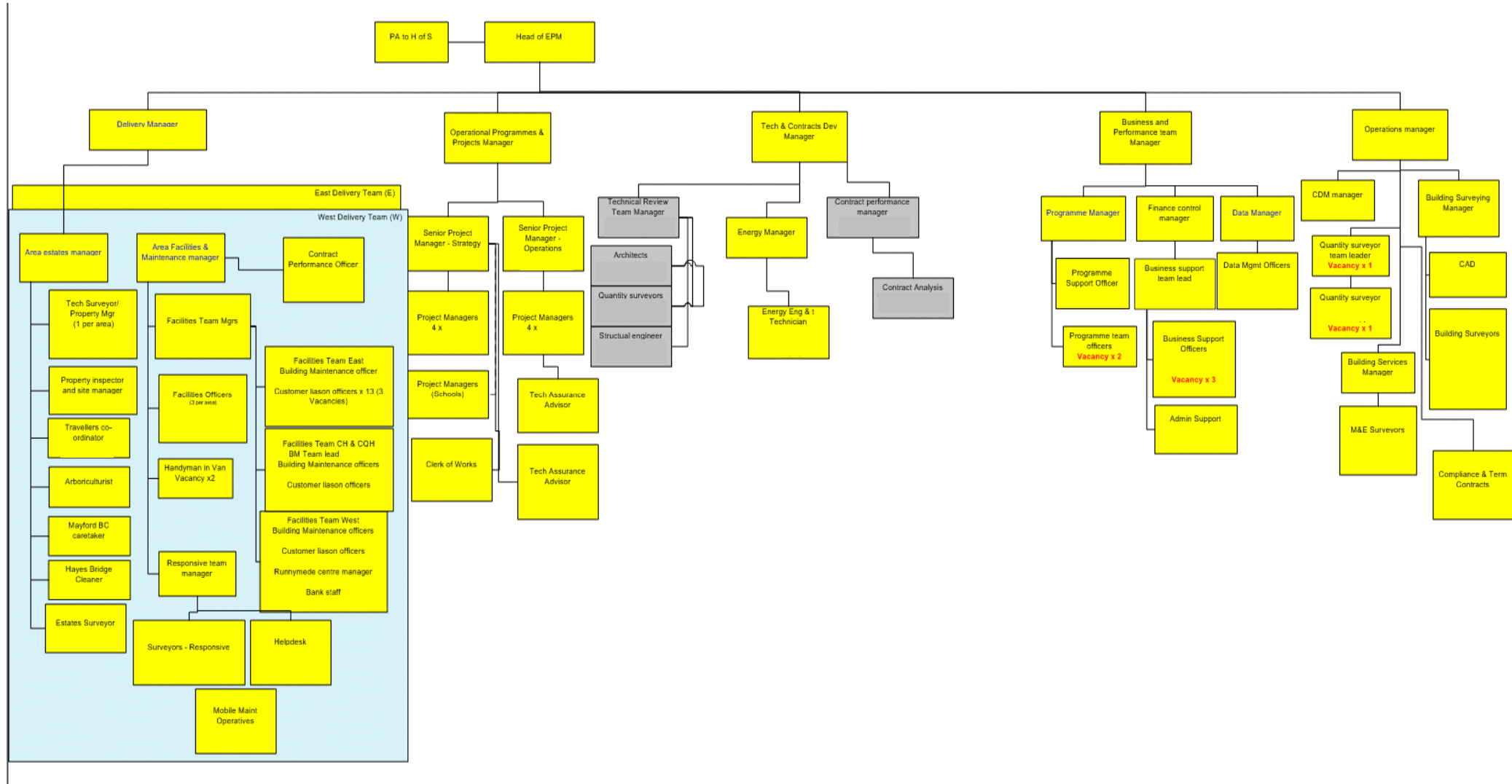
- Portfolio Member review with Councillors Linda Kemeny, Tony Samuels and Denise Le Gal, also present are the Schools Service, Finance and Property. These commenced on 30 January 2013
- Operational Meetings, a monthly review of the full programme by Property, Procurement, Programme Office, Design and Cost Management leads.

9.2 Further Improvements and Initiatives include:-

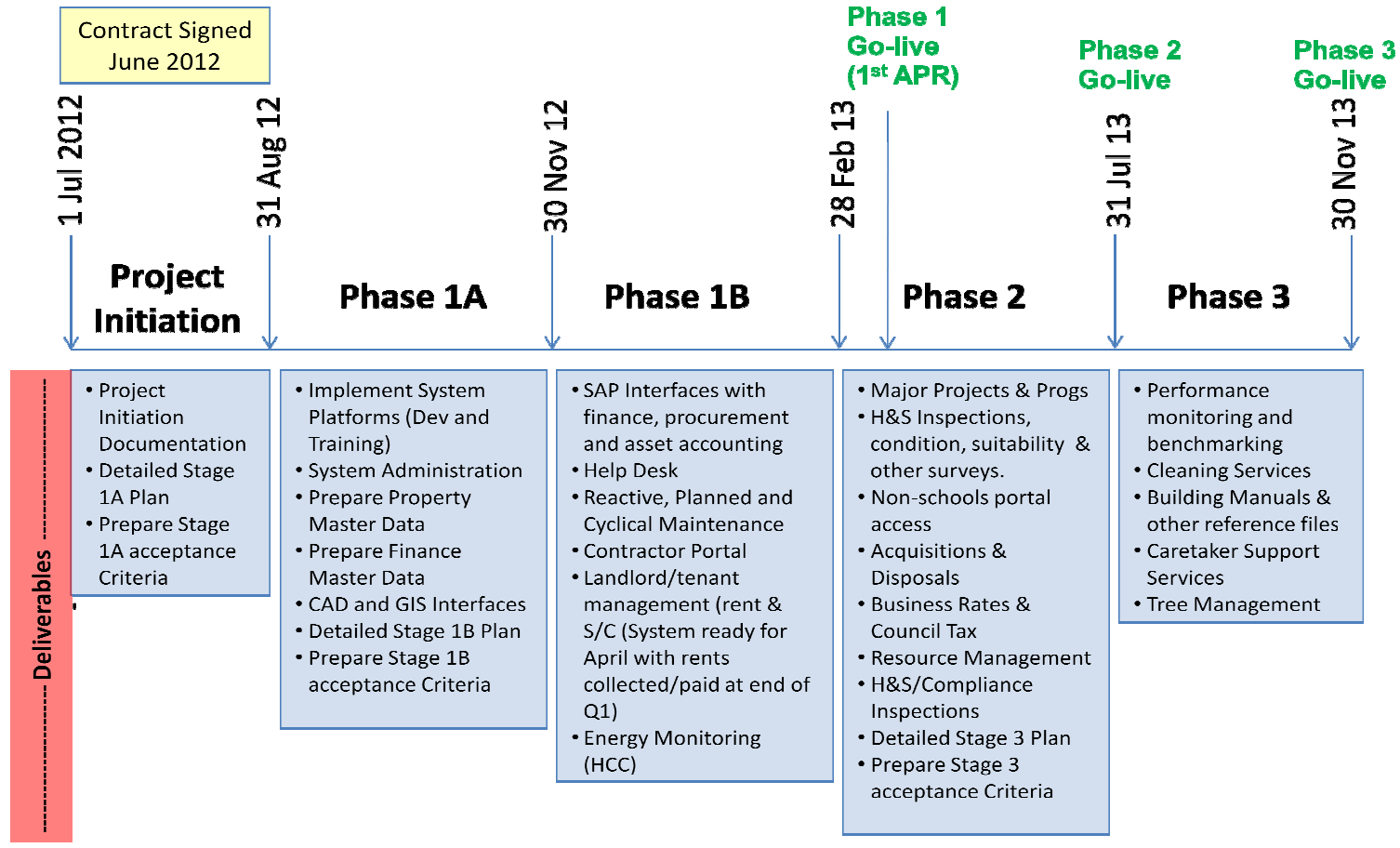
- Conducting a review of the benefits of introducing a Project Bank Account (PBA) Cabinet Office, Government Construction Paper 3 July 2012. There are significant benefits in a ring fenced account from which payments are made directly to the lead contractor and supply chain, enabling reimbursement directly within 28 days, further building upon SCC’s commitment to the SME supply market.
- A LEAN activity review, which commenced in October 2012, and started with the development of the standardised design templating. The review is ongoing and will include rollout of the new Dfe base standards. This development will be undertaken in conjunction with the Schools Service from February 2013.
- A PVR of the SBN delivery process commencing March 2013

9.3 The Property Services Cluster Programme Office approach has been recognised by the Cabinet Office as an exemplar and pathfinder model within Local Authorities and is currently being reviewed as a trial project under the Government Construction strategy two stage open book procurement process. Characteristics of the model and approach are: Lean procurement, early contractor involvement, integration of the supply chain, relationship management, output and outcome specifications, cost targeting and quality assurance.

Appendix A – Pre-PVR Estates and Property Management (EPM) Structure (excluding Asset Strategy Team)



PAMS Implementation Timeline



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