

Notice of Meeting

Council Overview & Scrutiny Committee



Date & time
Wednesday, 3
December 2014
at 10.00 am

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

Contact
Helen Rankin or Rianna
Hanford
Room 122, County Hall
Tel 020 8541 9126 or 020
8213 2662

Chief Executive
David McNulty

helen.rankin@surreycc.gov.uk
or
rianna.hanford@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 rianna.hanford@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Helen Rankin or Rianna Hanford on 020 8541 9019 or 020 8213 2662.

Members

Mr Nick Skellett CBE (Chairman), Mr Eber A Kington (Vice-Chairman), Mr Mark Brett-Warburton, Mr Bill Chapman, Mr Stephen Cooksey, Mr Bob Gardner, Dr Zully Grant-Duff, Mr David Harmer, Mr David Ivison, Mrs Denise Saliagopoulos, Mr Chris Townsend, Mr Richard Walsh, Mrs Hazel Watson and Mr Keith Witham

Ex Officio Members:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (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

PART 1 IN PUBLIC

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 6 NOVEMBER 2014

(Pages 1
- 8)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

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

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.

4 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 (*Thursday 27 November*).
2. The deadline for public questions is seven days before the meeting (*Wednesday 26 November*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

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

There are no responses to report.

6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME

(Pages 9
- 26)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

7 IMT UPDATE ON BETTER PLACE TO WORK PROJECT

(Pages
27 - 34)

Purpose of report:

To highlight what's been done to address topics raised and future plans in IMT for customer support, products and services

8 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10.30am on Thursday 29 January.

David McNulty
Chief Executive

Published: Tuesday, 25 November 2014

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **COUNCIL OVERVIEW & SCRUTINY COMMITTEE** held at 10.30 am on 6 November 2014 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 3 December 2014.

Members:

- * Mr Nick Skellett CBE (Chairman)
- * Mr Eber A Kington (Vice-Chairman)
- * Mr Mark Brett-Warburton
- * Mr Bill Chapman
- * Mr Stephen Cooksey
- * Mr Bob Gardner
- * Dr Zully Grant-Duff
- * Mr David Harmer
- * Mr David Ivison
- Mrs Denise Saliagopoulos
- * Mr Chris Townsend
- * Mr Richard Walsh
- * Mrs Hazel Watson
- * Mr Keith Witham

Ex-officio Members:

Mr David Munro, Chairman of the County Council
Mrs Sally Ann B Marks, Vice Chairman of the County Council

Present:

* = present

85/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Denise Saliagopoulos sent her apologies.

86/13 MINUTES OF THE PREVIOUS MEETING: 2 OCTOBER [Item 2]

Members felt that the minutes of Item 9 did not accurately reflect the Committee's dissatisfaction with the late signing of the Manpower Contract, as identified in the Agency Staff Contract Internal Audit Report. An additional line would be included in the minutes to this effect.

The minutes from the previous meeting were agreed as an accurate record, subject to the amendment as outlined above.

87/13 DECLARATIONS OF INTEREST [Item 3]

No declarations of interest were received.

88/13 QUESTIONS AND PETITIONS [Item 4]

No questions or petitions were received.

89/13 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

The Committee noted the response from the Leader of the Council.

90/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 6]**Key points raised during the discussion:**

1. The Committee were informed that the Pay and Reward item originally on the agenda for December would be deferred to the January meeting; this was due to the timing of the People, Performance and Development Committee.
2. The Chairman reported that the 3 December meeting could be used to discuss findings and progress from each Select Committee Performance & Finance sub-group and to look at budget monitoring report for October. This meeting would start at 10.00am.
3. The Chairman explained that he intended to meet with the Chief Executive again regarding Recommendations Tracker reference COSC 49 and would report back to the Committee the outcome of his discussion.
4. It was agreed that an item would be added to the Recommendations Tracker to ensure that officers reported back to the Committee if any of the high priority recommendations identified in the Agency Staffing audit report (discussed at the last meeting) were not achieved by the agreed management action date.

91/13 APPRAISAL COMPLETION UPDATE REPORT FOR 2013/14 [Item 7]**Declarations of Interest:**

None

Witnesses:

Carmel Millar, Director of People and Development
Holly Hood, Organisational Development Consultant

Key points raised during the discussion:

1. The Committee were informed that good progress was being made to ensure 100% of appraisal completion by March 2015. It was noted that the figure of incomplete appraisals, refers to those which have not

been recorded, as opposed to not taken place. The Portal had been updated to ensure recording appraisals was easier and less time consuming for managers.

2. The Committee noted the current staggered approach to appraisal completion within the Adult Social Care Directorate and Commercial Services area. Members expressed that given the staggered approach; the 100% completion figure would need to be continuously 'rolled over'. It was added that at every level of management, part of a manager's appraisal review should be whether they had completed their team's appraisals. Members queried what sanctions there were on managers who did not complete appraisals with their teams and it was noted that by the end of the financial year it was expected that all managers would have fulfilled their requirement to hold appraisal conversations.
3. It was reported to the Committee that areas where completion figures were low had been identified and this was often remote users and employees who did not log on to a computer regularly. The OD Consultant was working with managers within these areas to identify ways to support them and ensure all appraisals were completed. It was expected that resolving any issues experienced when managers recorded appraisal completion would increase the total number of completed appraisals towards the 100% target. It was noted that individuals could now be identified as not having an appraisal recorded and these reports are sent to Strategic Directors and Heads of Service to follow up. It was noted that the Chief Executive would be sending an email to the entire workforce detailing the importance of completing and recording appraisals.
4. Barriers to the 100% completion rate included where part time staff were unable to attend a meeting outside of normal working hours. Managers were being advised to be flexible and make arrangements such as using the time set aside for a regular supervision session for their appraisal conversation. Adult Social Care and Children, Schools and Families had the lowest rate of appraisal completion and it was noted that job pressures and department related difficulties could be a contributory factor. The Committee were informed appraisals for some part time staff had been re-designed to make them quicker and easier to complete and tailored 'job chats' are used in Commercial Services to ensure we are offering flexibility but also consistency to all staff.
5. It was noted that the Unions were supportive of the 100% appraisal completion rate target and had been engaged with the staff Health Check Process in Adult Social Care and Children's Services teams.
6. The Committee raised concern regarding how quality would still be ensured when the focus had been on increasing the quantity of appraisals. Officers expressed that quality was also being addressed however it was the main priority to ensure appraisals were being carried out across the organisation before continuing the work on a quality improvement plan.

7. The Committee were informed that feedback from the Better Place to Work Programme had shown that some employees had not had an appraisal for a number of years. It was agreed that some responsibility remained with staff to ensure they had an appraisal once a year.
8. An aspect of the appraisal process was 360 feedback; however, it was noted that this was not yet universal. After a discussion around the importance of training for managers, the Committee were informed that beginning in January, 100 managers would start to work in Locality Teams as good practice champions. This would mean managers could learn from each other and best practice could be shared.
9. The Committee suggested to officers that spot checking appraisals on the grounds of quality would be worth considering. The Chairman requested the item come back to Committee in April to discuss the quality of appraisals once the quantity had improved. It was added that achieving less than 100% appraisal completion did not reflect well on the organisation.

Actions/Further Information to be Provided:

None.

Recommendations:

That officers in HR&OD give consideration to spot-checking appraisals on the grounds of quality.

Action by: Director of People & Development

Select Committee Next Steps:

The Committee to receive a further report in April 2015.

92/13 BETTER PLACE TO WORK PROJECT [Item 8]

Declarations of interest:

None.

Witnesses:

Paul Brocklehurst, Head of IMT

Julie Fisher, Strategic Director for Business Services

Janet Ludley, IMT & Customer Communications Manager

Carmel Millar, Director of People & Development

Chris Whitty, Senior Business Support Manager

Key points raised during the discussion:

1. The Chairman of the Committee thanked officers for the report and noted that the key themes brought out in the Better Place to Work

- discussions broadly matched those identified by the Committee when they met with small groups of staff across the Council
2. The Director of People & Development introduced the report and informed the Committee that the next stage of the Better Place to Work Project was to implement the action plan and follow up on issues raised by staff.
 3. Members praised the refreshing honesty in the report. There was a discussion on the draft communications page in Annex A, where some Members thought that “you said, we did, you can” should be amended to “you said, we did, you should”.
 4. The Committee were informed that when talking to staff any small issues raised were dealt with straight away or as soon as possible afterwards. This had increased confidence among the workforce and encouraged staff to log issues with the assurance that these would be addressed. A frequent issue that was raised during the first phase of the project was that there were too many people trying to locate desk space now that some County offices had been closed. It had been identified that a solution to this issue was managers encouraging staff to work more flexibly; for example staff with a laptop who were not required to be in the office every day. The Committee were informed that a step to support this solution was the roll out of more laptops to staff; this had already been implemented with around 100 laptops per month being provided to staff. Over 7,000 in all.
 5. The Committee recognised an aspect of the project was to strengthen the role of line managers so that more issues could be resolved locally. Information on Snet was available for staff on how to escalate issues but work was underway with IMT to engage remote staff and staff with no access to the intranet. New processes in place meant IMT could educate and encourage staff to use the helpdesk to resolve IT issues faster. It was added that staff across the workforce expressed they were grateful for IMT and HR visiting all Surrey buildings for staff opinions and issues.
 6. Repeating the Better Place to Work Project and the possible frequency of this was discussed, particularly to support staff in remote buildings. Comments from the review included that staff in remote buildings sometimes felt cut off and repeating the project annually or every 2 years would be considered, giving thought to the level of resource this work required. The Committee commended IMT for the achievement of IT upgrades in a short space of time and commended the project for reaching every office within the Council and meeting with approximately 10,000 members of staff. The Senior Business Support Manager and Benefits and Charging Consultancy Team Manager were mentioned as to have carried out the majority of this work.

Actions/Further Information to be Provided:

None

Mark Brett-Warburton and Bob Gardner left the meeting at 12.05pm

Recommendations:

- That officers give consideration to continuing the Better Place to Work Project and report the future programme back to Committee
- That the outcomes of the Project be communicated to all Surrey County Council staff, including those in remote buildings and without access to the Snet.

Select Committee Next Steps

The Committee to receive a further update in January

93/13 BUDGET MONITORING REPORT [Item 9]**Declarations of Interest:**

None.

Witnesses:

Julie Fisher, Strategic Director for Business Services
Kevin Kilburn, Deputy Chief Finance Officer

Key points raised during the discussion:

1. The Chairman provided the Committee with a brief update on the recent Performance & Sub Group meeting (please see attached).
2. The Committee were informed that the Council had improved its position with regards to the overspend. Adult Social Care's overspend was projected at £2.7million; however savings had been made in Senior Management costs through reorganisation and increased realignment with Clinical Commission Group areas. It was noted that the majority of senior management savings would be achieved next year.
3. A list of assumptions for the Medium Term Financial Plan (MTFP) had been requested and would be considered at a future Sub Group meeting.
4. It was noted that the Sub Group had discussed recommending a Decision Making Accountability (DMA) review of the Council's structures.. This process had been endorsed by the Local Government Association and would cost approximately £25,000. Members recommended that this be explored further.

Keith Witham left the meeting at 12.15pm

5. The Committee were informed that the Council was working with East Sussex on a proposal for a Business Services partnership, known as 'South East Business Services' Savings from management costs, transactional services and the Shared Services partnership would be calculated with the intention of being included in a future MTFP.
6. The Strategic Director for Business Services explained to the Committee that the South East Business Services partnership had

never been included as part of the 2015/2016 the Public Safety Transformation Network (PTSN) savings in the MTFP, which had subsequently been deleted. Members were keen to understand more about the potential savings associated with this partnership and the Strategic Director for Business Services agreed to share this information when more precise figures were available.

Actions/Further Information to be Provided:

That information regarding the DMA process be sent to the Strategic Director for Business Services for consideration.

The Strategic Director for Business Services to share savings identified through the South East Business Services Partnership with the Committee when available.

Recommendations:

None.

Select Committee Next Steps:

None.

94/13 DATE OF NEXT MEETING [Item 10]

The next Council Overview and Scrutiny Committee will be held on Wednesday 3 December at 10.00am.

Meeting ended at: 12.29 pm

Chairman

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Council Overview & Scrutiny Committee
3 December 2014

RECOMMENDATIONS TRACKER and FORWARD WORK PROGRAMME

1. The Committee is asked to review its Recommendations Tracker and Forward Work Programme, which are attached.

Recommendations:

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

Next Steps:

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

Report contact:

Helen Rankin, Scrutiny Manager

Contact details: 020 8541 9126, Helen.rankin@surreycc.gov.uk

Sources/background papers: None.

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Council Overview & Scrutiny Committee – Forward Work Programme 2014/15

3 December 2014

- Finance and budget workshop (in private)
- IMT Update - Better Place to Work

29 January 2015

- Cabinet Member Objectives
- Pay & Reward Strategy
- Carbon and Energy Policy
- Better Place to Work Programme

4 February 2015

- Budget meeting

4 March 2015

- Digital Transformation
- New Models of Delivery
- Welfare Reform Update

Scrutiny Topics

6

Work commenced September 2013: Welfare Reform: Welfare reform will result in pressure on many Council services as the government changes take effect. What will be the impact on Surrey residents? What could the Council be doing now to minimise the impact?

This work is being undertaken by a Member Task Group throughout autumn 2013. There was an interim report back to Committee in January 2014, a final report was considered at the Committee meeting on 2 April 2014. A number of recommendations were made to Cabinet and an update was circulated to the Committee after the October 2014 meeting. A further and more detailed report is due in March 2015.

An update on the project was presented to the Committee in September 2014. The next progress report is due in March 2015.

Work commenced October 2013: Digital by Default: Like many Councils, Surrey is exploring the benefits and limitations of bringing or delivering services online. How do Surrey residents want to engage with the Council? To what extent should this be reflected in the Council's Digital Strategy? What can we learn from other organisations approach to digital by default?

Feedback from informal sessions with staff was presented to the Committee. HR&OD agreed to report back in November 2014 with information about the 'Better Place to Work' programme, which covered a number of the same themes as the feedback staff had provided to COSC. Members will continue to monitor the outcomes of this project.

Work Commenced November 2013 - Staff: Given ongoing austerity, what do employees really feel about working for Surrey? Do employees have the appropriate tools and resources to do their job? What is the impact of employee satisfaction and morale on service delivery? How can Surrey best support and value their employees?

Work commencing December 2013: Budget Savings: Surrey is having to think differently about how it delivers services in light of public sector spending cuts. What is the impact of these cuts and changes on the everyday life of people in Surrey?

The Committee reviewed the changes proposed to the Medium Term Financial Plan 2014-19, prior to agreement by Cabinet. Matters arising from recent select committee budget workshops were collated and reviewed by the Performance and Finance Sub Group, and a series of recommendations made to Cabinet. In September 2014, each Select Committee set up a Performance & Finance Sub Group to undertake targeted scrutiny of budgets.

An update on the New Models of Delivery Programme was provided in October 2014. An update report is due back in April 2015, to include information on the impact of staffing.

Trading & Investment: What trading and investment models is Surrey currently utilising and what are the future options for the Council (looking at experiences outside of the County)? What will the governance arrangements be?

Pay & Reward Strategy: How can pay and reward enable and support the building of a high performing and more networked organisation? What do the best organisations do in reward and recognition? What are the biggest pay and reward barriers and enablers to the service's success?

In July 2014, Members took part in a workshop that looked at the future shape of the Council's Pay & Reward Strategy. This work will continue with an update due in January 2015, an options appraisal in April 2015 and further scrutiny ahead of the final decision being made by PPDC in July 2015

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**toCOUNCIL OVERVIEW & SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED Novemer 2014**

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 Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Recommendations made to Cabinet

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
2 April 2014 COSC 30	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Leader of the Council to write to the Secretary of State for Work and Pensions on simplifying the Universal Credit application process and exploring options for a common assessment for claimants across welfare benefits and support.	Leader of the Council	This recommendation was considered by Cabinet at their meeting on 22 April 2014. A response was included in the meeting papers on 30 April 2014. An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015
2 July 2014 COSC 51	CABINET MEMBER OBJECTIVES 2014/2015 [ITEM 8]	The Cabinet Member objectives to be amended to address the points agreed by COSC, and a more detailed version to be circulated to the Committee for information.	Cabinet Member for Business Services and New Models of Delivery	The updated objectives were amended and circulated to Members on 31 July 2014. The Cabinet Member will be invited to COSC to provide an update in early 2015	January 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
2 October 2014	BUDGET MONITORING	That the full risk contingency budget of £5m contained within the Central Income & Expenditure budget be carried forward to 2015/16	Cabinet		

Select Committee and Officer Actions

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Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
2 April 2014 COSC 18	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Adult Social Care, Children Schools and Families, Libraries, Public Health and Finance teams to continue to monitor impacts of the welfare reforms on service users and services, and provide a joint update through the Welfare Reform Co-ordination Group to the Council Overview and Scrutiny Committee meeting in September 2014. Adult Social Care to include a summary of the impact of the welfare reforms on carers and Children Schools and Families to include a summary of the impact of the welfare reforms on care leavers in their updates.	Welfare Reform Co-ordination Group	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
2 April 2014 COSC 19	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Welfare Reform Co-ordination Group be encouraged to continue to collate data on the impact of the reforms on residents and the cumulative impact of the reforms, and to share information and good practice within the group, and to report on progress to the Council Overview and Scrutiny Committee as part of the update report in September 2014.	Welfare Reform Co-ordination Group	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015
2 April 2014 COSC 20	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey County Council's Organisational Development Team analyse training needs on welfare reform in the Council and explore how such training can be disseminated throughout affected council services and ensure consistency with training being delivered by partner organisations.	Organisational Development Team	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015
2 April 2014 COSC 21	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM	Surrey's Welfare Reform Co-ordination Group to work with the Head of Family Services to explore the potential for the Supporting Families Programme (which is	Welfare Reform Co-ordination Group/ Head of Family Services	An update was provided as part of the agenda papers for October 2014. A further written update	March 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
	IN SURREY [ITEM 6]	being extended through the Public Services Transformation Network) to provide early help/intervention to some of those families who are most severely impacted by the welfare reforms.		is planned for March 2015.	
2 April 2014 COSC 23	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Shared services to provide an update on improvements to the LAS scheme and take up of the fund, as part of the update report to the Council Overview and Scrutiny Committee in September 2014.	Shared Services	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015
2 April 2014 COSC 25	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Adult Social Care Committee to closely monitor the delivery of this service by getWIS£ and report back to the Council Overview and Scrutiny Committee as appropriate.	Adult Social Care Select Committee	The Adult Social Care Select Committee received a report on getWIS£ on 26 June 2014. The outcome was fed in to the work of the Welfare Reform Task Group when it reconvened in July 2014.	March 2015
2 April 2014 COSC 26	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM	Surrey County Council's Adult Social Care Commissioners to work with Surrey's Welfare Reform Co-ordination Group, Public Health and getWIS£ to:	Adult Social Care Commissioners/ Welfare Reform Co-ordination Group/Public Health	An update was provided as part of the agenda papers for October 2014. A further written update	March 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
	IN SURREY [ITEM 6]	<p>(a) promote the getWiSE advice and support service to all Surrey GPs through Surrey's 6 Clinical Commissioning Groups; and</p> <p>(b) continue to raise awareness of this service among key partners including District and Borough Housing and Benefits Officers and social housing providers;</p> <p>to ensure Surrey residents receive early help in dealing with the welfare reforms.</p>		is planned for March 2015.	
2 April 2014 COSC 27	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	The Public Health team to report to the Council Overview and Scrutiny Committee with findings from their food access needs assessment, to inform the Committee's work around reviewing the impacts of welfare reform in Surrey.	Public Health	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015
2 April 2014 COSC 28	REPORT OF THE WELFARE REFORM TASK GROUP: THE IMPACTS OF WELFARE REFORM IN SURREY [ITEM 6]	Surrey County Council to work closely with the Department for Work and Pensions, District and Borough Councils, housing providers and the Voluntary, community and faith sector to prepare for the introduction of	Welfare Reform Co-ordination Group	An update was provided as part of the agenda papers for October 2014. A further written update is planned for March 2015.	March 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		<p>Universal Credit, taking into consideration the concerns and recommendations highlighted in this report, and report back to the Council Overview and Scrutiny Committee on progress. This preparation should include:</p> <p>(a) researching and understanding the need for digital access and support across Surrey;</p> <p>(b) the County Council better understanding the potential demand on IT resources as a result of the introduction of Universal Credit to enable Surrey to properly prepare for this, including reviewing budget provision;</p> <p>(c) reviewing the demand for money management advice and assessing existing service provision, in order to make evidence-based recommendations for sourcing the necessary support; and</p> <p>(d) lobbying central government to</p>			

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		ensure that support to access Universal Credit is adequately funded.			
30 April 2014 COSC 36	INTERNAL AUDIT: REVIEW OF APPRAISALS 2013/14 [ITEM 6]	That HR investigate options to move towards a digital appraisal process as a means of improving both the quality of appraisals and the completion rates.	Head of HR	An update was provided to the Committee in November. This was outlined in the report to Committee dated 6 November 2014.	November 2014
4 June 2014 COSC 43	YEAR-END FINANCIAL BUDGET OUT-TURN 2013/14	That the following process be adopted for scrutiny of year-end performance results: <ul style="list-style-type: none"> • Each Select Committee to scrutinise year-end performance information for the priorities within their remit annually at their May/June meeting, with services providing written explanation of the reasons for any priority rated as red. • That the outcomes of the scrutiny be reported to the Council Overview & Scrutiny Committee annually at its 	Democratic Services	Arrangements have been made for this process to be adopted from May 2015.	June 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		meeting in July.			
4 June 2014 COSC 47	REWARD STRATEGY REVIEW 2014-18	Historic data about trends in staff costs and benchmarking data for staff above level S8 to be circulated to Members of the Committee.	Head of HR and Organisational Development	At the Performance & Finance Sub Group meeting in September 2014, the HR Relationship Manager (Adults) advised that the Council were currently looking to appoint a partner to undertake benchmarking. At present, benchmarking was completed on an ad-hoc basis, but there were no systematic checks. It was agreed that data would be shared as and when it became available and that the decision regarding the partner chosen for benchmarking would be announced to the	January 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				Committee as part of their Pay & Reward update in January 2014.	
2 July 2014 COSC 49	FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER	That the Chairman write to the Chief Executive to request his support in ensuring that officers respond in a timely fashion to requests for information by the Committee.	Chairman of the Committee	The Vice Chairman provided a response at the meeting in October, which is noted in the minutes of that meeting. The Chairman is due to provide the Committee with an update following his own meeting with the Chief Executive in November 2014.	December 2014
11 September 2014 COSC 51	DIGITAL TRANSFORMATION WITHIN SURREY COUNTY COUNCIL	The principles for the project agreed to date be shared with the Committee.	Chief Digital Officer	This has been requested and will be communicated as soon as available.	October 2014
11 September 2014 COSC 52	DIGITAL TRANSFORMATION WITHIN SURREY COUNTY COUNCIL	That the Committee receive a further progress report on the digital transformation project in six months' time.	Chief Digital Officer	This has been scheduled for March 2015	March 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
11 September 2014 COSC 53	STAFF MORALE AND WELLBEING	That the Head of IMT be invited to attend a future meeting of the Committee to provide an update on the Council's IT upgrade programme	Head of IMT	This was dealt with at the November meeting under the 'Better Place to Work' item.	November 2014
11 September 2014 COSC 54	STAFF MORALE AND WELLBEING	That the outcomes from the Council's 'Better Place to Work' consultation and the Committee's own staff workshop discussions be combined in a joint report by HR&OD, to include the actions planned to address the key issues raised by staff	Head of HR&OD	This will be reported to the Committee in November 2014	November 2014
11 September 2014 COSC 55	STAFF MORALE AND WELLBEING	That the Vice-Chairman write to the staff who attended the Committee's staff workshops to update them on the outcomes from the discussion, making specific reference to the concerns raised about the work pressures	Vice Chairman of the Council Overview & Scrutiny Committee	The Vice Chairman of the Council has written to staff who attended the Committee's workshops and given them overview of the work undertaken by the Committee and future agenda items on this topic.	November 2014
11 September 2014 COSC 56	STAFF MORALE AND WELLBEING	That the forthcoming staff survey be used to seek views about the effectiveness of different methods of sharing information with staff	Head of HR&OD	Staff survey has been postponed while feedback from a number of other projects, including the Better Place to	November 2014

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				Work Project, is taken into account.	
11 September 2014 COSC 57	SCRUTINY ANNUAL REPORT	That a report, subject to the amendments requested by the Committee be distributed to all Members, internal officers (via the S-Net) and stakeholders.	Scrutiny Manager	Amendments have been made to the report and it will be communicated in line with the Scrutiny Priority Plan.	November 2014
3 October 2014 COSC 58	INTERNAL AUDIT REPORTS	Officers would report back to the Committee on the cost to the Council of the delay in signing the new contract with Manpower for the supply of agency staff	Head of HR&OD	Officers are proactively working on a response for the Committee and it will be supplied as soon as possible	November 2014
3 October 2014 COSC 59	INTERNAL AUDIT REPORTS	The process for awarding the future agency staff contract to be shared with the Committee	Head of HR & OD	As above	November 2014
3 October 2014 COSC 60	INTERNAL AUDIT REPORTS	Officers to report back to the Committee if any of the actions highlighted in the Agency Staffing audit report are not completed by the agreed deadline.	Director of People and Development	If there are any outstanding items this will be reported at the meeting 3 December.	December 2014
6 November 2014 COSC 61	APPRAISAL COMPLETION UPDATE REPORT 2013/14	Officers give consideration to spot-checking appraisals on grounds of quality	Director of People and Development	An update will be provided to the Committee as part of the 2015 workplan	April 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
6 November 2014 COSC 62	BETTER PLACE TO WORK PROJECT	Officers give consideration to continuing the Better Place to Work Project and report the future programme to the Committee	Strategic Director for Business Services	This is scheduled for January	January 2015
6 November 2014 COSC 63	BETTER PLACE TO WORK PROJECT	That the outcomes of the project be communicated to all Surrey County Council staff, including those in remote buildings and without access to the SNet	Strategic Director for Business Services	An update will be provided in January	January 2015
6 November 2014 COSC 64	BUDGET MONITORING REPORT	That information regarding the DMA process be sent to the Strategic Director for Business Services for Consideration	Scrutiny Manager	This action has been completed and the Strategic Director will report back to the Committee in due course through the Performance & Finance Sub Group	January 2015
6 November 2014 COSC 65	BUDET MONITORING REPORT	The Strategic Director for Business Services to share savings identified through the South East Business Services Partnership with the Committee when available.	Strategic Director for Business Services	The Strategic Director has agreed to share this information once it is available	January 2015



Council Overview and Scrutiny Committee
3 December 2014

IMT Update on Better Place To Work project

Purpose of the report:

To highlight what's been done to address topics raised and future plans in IMT for customer support, products and services

Report (*guidance*):

- This report highlights four main areas:
 1. What we have done so far in IMT to address concerns raised
 2. What else is planned / scheduled
 3. Are any savings associated
 4. Are any risks associated
- PowerPoint slides attached to review.

Recommendations

The recommendation from IMT is that we continue to upgrade and support all the IMT services in Surrey CC as we are doing, and review the Better Place To Work project as part of this, in our on-going Customer Service programme.

Next steps

There are a number of actions and next steps on the part of IMT, which include:

1. keep our customers up to date on what we're doing
 - s-net updates monthly – started in **September 2014** and ongoing
 - email updates for priority items – started in **September 2014** and ongoing
2. continue to maintain our technology and services remaining up-to-date and relevant for our customers to continue to achieve in their daily jobs
3. provide an efficient and responsive service to all our customers so they feel confident in our ability to support them

Report contact: Janet Ludley, IMT Customer Service Manager

Contact details: County Hall, Room 185 : 020 8213 2561

Sources/background papers: BPTW COSC Presentation.ppt

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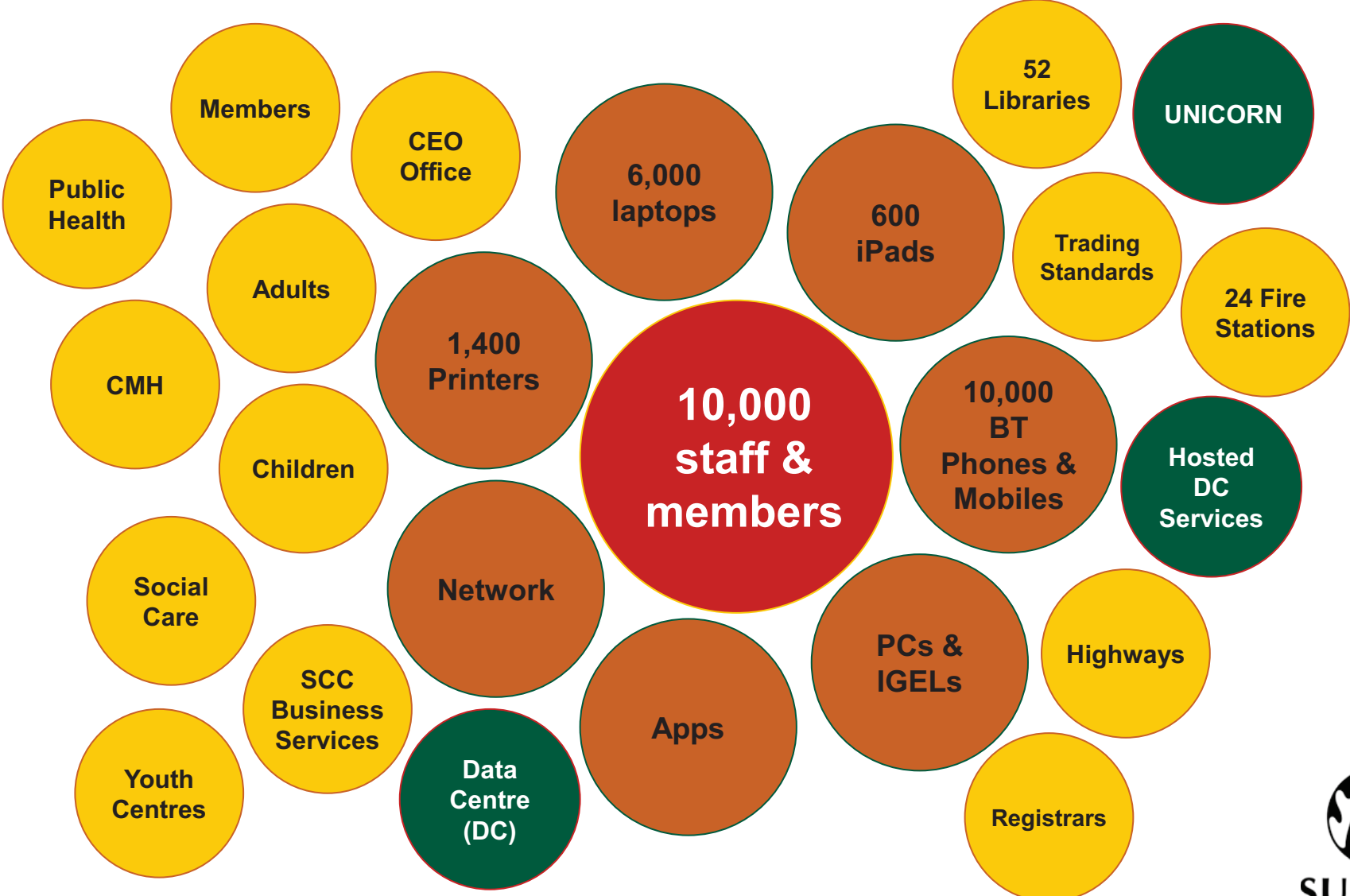
IMT Update Better Place to Work

December 2014



SURREY

IMT for Surrey County Council



What IMT has done so far in response to the concerns raised by staff through the BPTW visits

In IMT we met with 1000s of employees and listened to their concerns about IMT at Surrey CC. There were many, many topics raised, some of the top ones being:



- **Logoff / Profile issues:** As we prepare to move from Novell on to a Windows platform, we need to upgrade our servers. This will show an improvement in speed, efficiency, stability and reliability. **Timeline is Q1 2015**
- **Printers:** The Managed Print Service (MPS) project is underway. SCC is providing a multi-function device (MFD) – for printing and copying – to SCC staff. **Timeline is Q2 2015**
- **More Kit:** In IMT we fix kit/IT equipment or order new equipment if necessary. There are some delays caused by customers providing incorrect information or not wanting training. Currently rolling out 100-150 laptops / month to meet customer requests and on-going refresh and fixes. **Ongoing**
- **Tickets Not Responded:** This is improving and being addressed through CSE (Customer Service Excellence), improved KPI's & reporting and recent IMT restructure. Reviewing weekly reports and seeing upwards of 70% of service desk requests fixed on the first call. **Ongoing**
- **IE Browser:** In IMT we are currently testing all the applications that need to run via the web, so that we can roll out IE11 a.s.a.p. This is the best, most efficient and most stable product for our internet access. In the meantime, ask to have Mozilla Firefox made available to you. This is an alternative web browser and should help you in the short term. **Timeline is Q4 2014**



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What else is planned/scheduled

- We've already mentioned a few but in IMT we have many other projects planned, where we will be upgrading systems and services. In the past 3-4 years we have completely replaced all our systems, except SAP, and these require constant management, upgrade and review. IMT is one of the fastest growing industries for corporations and we need to ensure we keep up, keep current and keep working to help our customers achieve.



Are any savings associated

- Some of the topics raised have required a certain level of financial and resource investment, however, others, have cost nothing to implement and yet enabled users to be more productive. So we are seeing a number of indirect financial benefits from time and resource savings.

Are any risks associated

- As mentioned a little earlier, IMT is one of the fastest growing industries for corporations. We cannot harbour any risks by standing still or becoming complacent with technology and legislation. And we don't. In IMT we have a good team that works well, across all areas of the Council, to continue addressing our customers' needs to help them achieve in their daily jobs.
- The risks could possibly be where we don't get funding for a necessary project or where we have to replace a system as central government legislation changes, however through best practices we are managing these very well.



IMT Future Activities

In IMT we manage a lot of activities to keep the council “up and running” for which there is little or no visibility by our customers, however there are some big changes afoot which everyone will see and benefit from to help them achieve.

- **Laptop** upgrade - Reviewing a new style laptop to better suit the needs of our customers
- **Mobile smartphone** review - To future-proof our mobile communications and ensure we have a device which is fit for purpose
- **Partnerships** with boroughs, districts and other counties to help them run IT services more efficiently – integrated shared software platforms i.e. Trading Standards, Guildford BC
- **Security policy** – with the recent approval by the cabinet of our security policy we are looking to enable email in the cloud, your own device for SCC email, improve your working environment
- **Replacing GOOD** – we are looking to replace this with a product more fit for purpose
 - The new solution will be easier and more reliable
 - It will be flexible yet keep government approval for security standards
- **New email system** – the decision on a new email system has been narrowed down to Microsoft Office 365 or Google
 - Ensure integrity of data and reliability of service
 - Interoperability with all the apps, documents, and 3rd party services we use today



SURREY

Thank you

December 2014

