

MINUTES of the meeting of the **CORPORATE SERVICES SELECT COMMITTEE** held at 10.00 am on 7 March 2018 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, 7 March 2018.

Elected Members:

* present

- * Dr Zully Grant-Duff (Chairman)
- * Dr Andrew Povey (Vice-Chairman)
- * Mr Mike Bennison
- * Mr Mark Brett-Warburton
- * Mr Will Forster
- * Mr Naz Islam
- * Mr Graham Knight
- * Mr Andy MacLeod
- * Mrs Sinead Mooney
- * Mr Mark Nuti
- Mr Wyatt Ramsdale
- Mr Richard Walsh

Substitute Members:

Mr Peter Szanto
Mrs Barbara Thomson

In attendance:

Mr Tim Oliver, Cabinet Member for Property and Business Services

10 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies had been received from Richard Walsh and Wyatt Ramsdale. Peter Szanto and Barbara Thomson substituted for both Members.

11 MINUTES OF THE PREVIOUS MEETING (6 DECEMBER 2017) [Item 2]

These were agreed as a true record of the meeting.

12 DECLARATIONS OF INTEREST [Item 3]

There were none.

13 QUESTIONS AND PETITIONS [Item 4]

There were none.

14 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

Key points raised during the discussion:

1. The Chairman explained that key comments raised by the Committee on the Orbis business plan and the Orbis Public Law business plan had been reported to the Cabinet Member for Property and Business Services. A letter had been sent from the Chairman to the Cabinet Member. The letter along with a response had been included in the agenda.
2. The Chairman queried how officers were progressing with producing a draft dashboard of performance data for each business plan as stated in the Cabinet Members response letter. The Cabinet Member explained that this work was in progress and a dashboard would be presented to Orbis and Orbis Public Law joint committees at their next respective meetings due to take place in April 2018.
3. The Vice-Chairman queried the back-charging of property and legal costs to individual services and asked if this was something the Cabinet Member would be supporting going forward. The Cabinet Member stated that a great amount of progress had been made with Orbis Public Law with a detailed timetable for integration. With regards to back-charging, it was explained that work was being done to understand the true costs of legal services being provided to various services. This information would then be shared with services to ensure transparency of costs. The introduction of cross charging would then be considered in due course.

15 FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER [Item 6]

Key points raised during the discussion:

1. The Chairman informed the Committee that she had spoken with the Chairman of the Overview and Budget Scrutiny Committee to consider the inclusion of the digital strategy on the Committee's forward work programme. It was agreed that the implementation of the digital strategy was within the remit of the Committee. The Chairman proposed for this to be added to the Committee's forward work programme for June.
2. The Cabinet Member explained that he had met with the Head of Strategy and Engagement and Chief Information Officer to consider what the next practical steps were for increased digitalisation across services within the county. The Chairman added that how digitalisation translates into the betterment of front line services interacting with the public would be of particular interest to the Committee.
3. The Cabinet Member stated that by June officers would be able to set out the vision for the digital strategy and a road map of work that has been completed to date.
4. A Member queried where the county was in relation to other authorities in terms of digitalisation. The Cabinet Member stated that Surrey was ahead of many other authorities including East Sussex and Brighton and Hove. It was further added that the Pensions service had introduced a robot to support processing work.

5. It was agreed to include an update on the Orbis business plan and Orbis Public Law business plan to the forward work programme.
6. The Chairman agreed that temporary staff appointments would be reviewed as part of the agency staffing item scheduled for June 2018. This would be clarified in the forward work programme.
7. A Member of the Committee stated the importance of Members having the opportunity to review emergency plans in emergency incidents. The Chairman explained that a training exercise had been organised with the Local Resilience Forum (LRF) on 15 May which would enable members an opportunity to witness emergency plans first hand.
8. It was queried if an update from Property Services could be included on the Committee's forward work programme. The Chairman explained that two property workshops had been organised. At these workshops it had been agreed that divisional property lists would be shared with Members. Members would then have the opportunity to comment on these lists. The Cabinet Member stated that property lists were ready to be sent out to Members. The roll-out of the lists would be phased by district and borough so feedback could be managed appropriately. Members were asked to check lists for accuracy and also give feedback on the usage of buildings. The Cabinet Member was of the view that by the summer the service would be in a position to feedback on what had been achieved. The Chairman further added that it would also be helpful to receive an update on the People and Places Strategy and how this links with the transformation agenda. It was agreed that a property report would tentatively be added to the forward work programme for June.
9. A Member of the Committee stated that it was important that digital inclusion in respect of adult social care services be considered by the Adults and Health Select Committee. The Chairman agreed for the Committee's support officer to discuss this matter with the Adults and Health Select Committee support officer.
10. The Cabinet Member clarified that the Select Committee would be the first group of Members to receive divisional property lists.

Actions:

- For an item on the implementation of the digital strategy to be added to the Committee's forward work programme for June 2018.
- For an update on the Orbis business plan and Orbis Public Law business plan to be added to the forward work programme for June 2018.
- For a property progress report including an update on the people and places strategy to be tentatively added to the forward work programme for June 2018.

16 EMERGENCY MANAGEMENT, BUSINESS CONTINUITY AND LOCAL RESILIENCE [Item 7]

Declarations of interest:

None

Witnesses:

Ian Good, Head of Emergency Management
Steve Owen-Hughes, Assistant Chief Fire Officer

Key points raised during the discussion:

1. The item was briefly introduced by the Head of Emergency Management.
2. In reference to Appendix 2, it was queried if the Surrey County Council led plans were supported and co-ordinated with the Surrey Local Resilience Forum (LRF). The Assistant Chief Fire Officer explained that the LRF would co-ordinate the local response in any emergency with various partners. The LRF was chaired by the Surrey Fire and Rescue Service.
3. The Chairman queried how local preparedness was managed by the emergency management team. The Head of Emergency Management drew the Committee's attention to page 19 of the report, stating that as a result of past emergencies, work had been undertaken by the Surrey County Council Partnership Manager to identify locally based community and volunteer groups whose engagement would be of value during an emergency incident. Work was undertaken with these groups to understand local risks and how these could be mitigated.
4. A short update on the work of Team Rubicon was provided to the Committee. It was agreed that the work of Team Rubicon allowed emergency plans to be shared methodically and with clarity to volunteer groups. It was stated that the support received from Team Rubicon was of great value to the authority.
5. A Member of the Committee queried who should members of the public contact in the event of an emergency. The Member referred to the flooding events in 2013-2014 when there were communication issues which created public confusion. The Head of Emergency Management explained that as a result of the flooding incidents, the Joint Emergency Services Interoperability Principles (JESIP)¹ group was now responsible for considering where tactical operational groups should be based during an emergency.
6. A key issue identified as a result of the flooding incidents were that individuals without the authority to make decisions were attending tactical decision meetings.
7. The plan to deploy the army brigade to support the flooding incidents was well co-ordinated between partners.
8. Officers confirmed that they were happy to advise district and boroughs on emergency plans and work being undertaken by the LRF. The Head of Emergency Management explained that the work of the LRF and future planned activities would be shared at Local Committee meetings. A meeting with the Mole Valley Local Committee had been organised for the summer.
9. A Member of the Committee asked officers to clarify who Members should contact in the event of an emergency. The Head of Emergency Management stated that if there was a danger to life then 999 should

¹ The Joint Emergency Services Interoperability Principles Group are the command and control structures that Surrey County Council work too during emergency and major incidents.

be called. There was also a designated Member's contact telephone number that went directly to the council's Contact Centre which should be utilised by Members. Any incidents reported in this way would be forwarded to the emergency management team. Finally there was an emergency response email account to which Members could email any concerns.

10. The Assistant Chief Fire Officer confirmed that it was the responsibility of each service to ensure their business continuity plan was up to date.
11. The Chairman asked for the Head of Emergency Management to send the Committee a briefing note with the contact details to be used by Members during an emergency incident.
12. In regards to Appendix 1 of the report, a Member of the Committee voiced their concerns at the number of business continuity plans that were out of date. The Head of Emergency Management explained that the Strategic Director for Environment and Infrastructure would be raising this concern with the Chief Executive Direct Reports (CEDR). As IMT was part of the wider Orbis partnership the formulation of business continuity plans had been more difficult to co-ordinate. A meeting to consider this further had been set up with the Chief Information Officer.
13. The Cabinet Member agreed to review the business continuity status of Surrey services especially those that were out of date but was of the view that although IMT was part of Orbis it should be viewed as a Surrey service rather than an external provider.
14. There was an agreement that business continuity should be reviewed before any restructuring took place.
15. The Chairman agreed for the Committee to receive a short update paper on the status of business continuity plans and an update on any government guidance as a result of the Grenfell tragedy. It was agreed for this to be included to the forward work programme for June 2018.
16. The Committee highlighted concerns around out of date business continuity plans and out of date training exercises with the Cabinet Member.
17. The Chairman agreed for the meeting to be moved into a Part 2 session to receive a presentation from officers on 'Blackstart' plans.

Recommendation: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

Actions:

- For the Head of Emergency Management to send the Committee a briefing note with the contact details to be used by Members during an emergency incident.
- For the Committee to receive a short update paper in June 2018 on the status of service business continuity plans and an update on any government guidance as a result of the Grenfell tragedy.

17 HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT STRATEGY [Item 8]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR/OD
Abid Dar, Senior Equality Inclusion & Wellbeing Manager

Key points raised during the discussion:

1. The Head of HR/OD confirmed that the People, Performance and Development Committee (PPDC) had considered and commented on the HR &OD strategy but did not approve it as was alluded to in paragraph 4 of the report. It was further added that it was standard protocol for PPDC to consider HR related strategies.
2. The Chairman commented that workforce planning did not seem to be aligned with the business planning cycle and financial cycle. The Head of HR/OD was asked to clarify what this meant for the workforce in the present. The Head of HR/OD stated that there were challenges with workforce planning due to inaccuracy of data. The lack of accurate data meant that HR processes had been developed in disconnect with financial processes.
3. The Head of HR/OD stated that he was confident that these data issues would be corrected by April 2018.
4. There was an agreement that with the authority embarking on the transformation of services with the appointment of a new Chief Executive, accurate workforce data was critical.
5. A Member of the Committee queried why the set out guided distribution for appraisal ratings were so restrictive. The Head of HR/OD explained that the previous appraisal process saw over 20% of staff across the organisation being rated 'exceptional'. The service wanted to ensure that going forward, those who were rated as exceptional were in practice performing at that level.
6. It was clarified that with the new pay and reward strategy, only those rated as exceptional would receive a bonus that would be payed to them monthly.
7. Concern was raised around the number of appraisals not completed and what was being done to tackle this. The Head of HR/OD was in agreement that non completion was a concern. A system had been introduced which meant that appraisals within the management structure had to be completed or those who achieved exceptional within that structure would not receive their pay and reward. Non completion figures were also presented to Strategic Directors for their attention.
8. The Chairman queried why the non-completion of appraisals within the E&I directorate and CSF directorate was high. The Head of HR/OD confirmed that these figures also included bank workers who were on zero hour contracts. It had historically been difficult to schedule appraisals with these workers due to working hours.
9. A Member of the Committee queried the costs for learning and development training courses especially in those cases where there

- was non-attendance. The Head of HR/OD confirmed that he would need to clarify the detailed costs of training courses.
10. There were issues around non-attendance to training with operational issues being the main reason for non-attendance. The Head of HR/OD explained that there was an expectation that managers approve training but currently they were not part of the automated approval process in place.
 11. The Head of HR/OD was asked to share the main findings from the recent staff survey. The Head of HR/OD stated that the key positive themes from the recent survey included staff valuing their teams and the work they did. Areas of challenge included a need for a clearer direction of where the organisation was heading, concerns around leadership, receiving a 'fair-deal' and wellbeing in relation to the senior leadership team.
 12. A Member of the Committee queried how the leadership development programme would be monitored to ensure it was effective. The Head of HR/OD explained that the leadership offer was more self-directed. The programme would be monitored through take-up, feedback and evaluation. A small group of senior managers would also feedback on how the leadership programme was developing. The staff survey would also be an effective way of monitoring the programme.
 13. The Head of HR/OD explained that there was a workforce report at directorate level but there were challenges trying to understand the current vacancy rate. A tableaux system would be introduced so directors could quiz HR data more effectively. From this system, data measures to support the HR strategy would be collated and a dashboard created. The dashboard was still in progression but a draft had been shared with PPDC in due course.
 14. The Chairman asked that the Head of HR/OD provide the Committee with more granular detail of costs for Learning and Development training.
 15. The Chairman also asked for the Committee to be provided with details around the number of non- completed appraisals that can be attributed to bank staff.
 16. It was agreed for the Committee to receive an update report on the progress of the HR&OD strategy in 6 months which would cover the development of the dashboard and KPIs contained within the strategy. The Chairman also asked for this update to cover succession planning and unfunded posts.

12.00-12:05- The meeting was adjourned for a short break

Actions:

- For the Head of HR/OD to provide the Committee with more granular detail of costs for Learning and Development training.
- For the Committee to be provided with details around the number of non-completed appraisals that can be attributed to bank staff.
- For the Committee to receive an update report on the progress of the HR&OD strategy in 6 months. To include the development of the dashboard and KPIs contained within the strategy, succession planning and unfunded posts.

18 CORPORATE HEALTH AND SAFETY ACTION PLAN 2017- 18 [Item 9]

Declarations of interest:

None

Witnesses:

Ken Akers, Head of HR/OD
Abid Dar, Senior Equality Inclusion & Wellbeing Manager
Paul Booker, Senior Health and Safety Manager

Key points raised during the discussion:

1. The Chairman queried if officers believed there was a prevention culture in place within the organisation. The Senior Health and Safety Manager confirmed that he believed that there was a health and safety prevention culture in place with supporting processes.
2. In regards to slips, trips and falls, Members queried what was being done in relation to preventing these. The Senior Health and Safety Manager explained that a campaign was undertaken last year to promote the prevention of these on the S-net. Managers had also been asked to disseminate advice amongst their staff. A manager's guidance note has been produced and published in the health and safety manual to support this.
3. The Head of HR/OD added that the service recognised that there was a high number of slips, trips and falls within schools. Work was being undertaken to benchmark this data with other councils' schools. The Head of HR/OD also added that there would be an opportunity to work with the health and safety team in children's services to promote a child centered campaign to reduce the number of incidents.
4. The Chairman queried what liability the authority had in relation to slips, trips and falls in schools. It was explained that there would be no liability in relation to academies but officers would need to check the legislation in relation to other types of schools.
5. In regards to the health and safety action plan for 2017-18, a Member commented that it would be good to have more timelines in the action plan around when actions would be completed.
6. In relation to preventing abuse, violence and threats in the workplace it was queried if the workshops set up to address these issues had been completed. The Equality Inclusion & Wellbeing Manager explained that workshops had been completed in the following critical areas of Adult Social Care facilities, libraries and children's residential services.
7. It was explained that a 'toolkit' as a result of the workshops would be developed with each service leading on how they deliver these. The Equality Inclusion & Wellbeing Manager stated that the 'toolkit' would be finalised by the end of Quarter two, as it had been pushed back due to the late delivery of workshops.
8. A Member of the Committee queried if officers agreed that a health and safety culture was being promoted by the leadership team of the County Council. The Head of HR/OD explained that a health and safety dashboard with KPIs was shared quarterly with CEDR. Updates on the delivery of the health and safety plan was also shared with CEDR. It was further added that for the first time senior managers

were provided with health and safety training from a barrister which going forward would also be offered to Members.

9. It was explained that an online health and safety reporting system was used to record health and safety incidents. Dangerous occurrences also known as Near Misses were reported on this system and sent to senior managers for review.
10. It was confirmed that health and safety KPI's and targets would be included in the 2018-19 health and safety action plan.
11. There was an expectation that 90% of health and safety incidents were reviewed within a set timeframe. It was confirmed that this target was being met. The Head of HR/OD stated that it was the responsibility of managers and staff to promote health and safety. It was added that there were Health and Safety committees within the organisation which included directors and trade unions as members.
12. The Chairman queried if the Head of HR/OD was confident that health and safety standards were being met. It was confirmed that in a recent audit, the organisation was graded as being compliant with health and safety policies. Using a network of health and safety experts a programme of checking health and safety compliance on the ground would be introduced. The results and monitoring of this would be included in the action plan.
13. The Senior Health and Safety Manager confirmed that the health and safety action 2018-19 would be ready for June 2018.

12.30- Cllr Sinead Mooney left the meeting

14. The Chairman agreed for the health and safety action plan 2018-19 to be included on the committees forward work programme along with an update on the development of the Preventing Assaults, Violence and Threats 'toolkits', KPI's that have been developed to support and monitor the action plan and an update on revised governance arrangements.
15. It was also confirmed for the Committee to review and scrutinise the annual health and safety report for 2017/18 in September 2018.

Actions:

- For the health and safety action plan 2018-19 to be added to the committee's forward work programme. For this report to include an update on the development of the preventing assaults violence and threats 'toolkits', KPI's that have been developed to support and monitor the action plan and an update on revised governance arrangements.
- For the Committee to review and scrutinise the annual health and safety report for 2017/18 in September 2018.

19 DATE OF NEXT MEETING [Item 10]

The next meeting of the Select Committee will be held on 13 June 2018 at 10.00am.

Meeting ended at: 12:40

Chairman