

## Notice of Meeting

# Resources and Performance Select Committee

**Date & time**

Friday, 17  
September 2021 at  
10.00 am

**Place**

Council Chamber,  
Woodhatch Place, 11  
Cockshot Hill,  
Woodhatch, Reigate,  
RH2 8EF

**Contact**

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Officer

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**Chief Executive**

Joanna Killian

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**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Kunwar Khan, Scrutiny Officer on [kunwar.khan@surreycc.gov.uk](mailto:kunwar.khan@surreycc.gov.uk).**

### Elected Members

Nick Darby (Chairman), Will Forster (Vice-Chairman), Rebecca Paul (Vice-Chairman), David Harmer, Robert Hughes, Rebecca Jennings-Evans, Robert King, Steven McCormick, John Robini, Tony Samuels, Lesley Steeds, Hazel Watson and Jeremy Webster

### TERMS OF REFERENCE

The Committee is responsible for the following areas:

- Finance
- Orbis Partnership Functions
- HR&OD
- IT and Digital
- Business Ops
- Property
- Procurement
- Equalities and Diversity
- Internal/External Communications
- Legal and Democratic Services
- Customer Services

## AGENDA

### 1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

**Purpose of the item:** To receive any apologies for absence and substitutions.

### 2 MINUTES OF THE PREVIOUS MEETINGS: 18 MARCH 2021

(Pages 5  
- 20)

**Purpose of the item:** To agree the minutes of the Resources and Performance Select Committee meetings held on 18 March 2021 as true and accurate records of proceedings.

### 3 DECLARATIONS OF INTEREST

**Purpose of the item:** All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- I. Any disclosable pecuniary interests and/or
- II. Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting.

#### NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner).
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

### 4 QUESTIONS AND PETITIONS

**Purpose of the item:** To receive any questions or petitions.

#### NOTES:

1. The deadline for Members' questions is 12:00pm four working days before the meeting (*13 September 2021*).
2. The deadline for public questions is seven days before the meeting (*10 September 2021*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 CABINET MEMBER PRIORITIES UPDATE - TIM OLIVER

(Pages  
21 - 30)

**Purpose of the item:** To receive an update from the Leader of the Council on their priorities and recent work undertaken.

- 6 CABINET MEMBER PRIORITIES UPDATE - BECKY RUSH** (Pages 31 - 34)  
**Purpose of the item:** To receive an update from the Deputy Leader and Cabinet Member for Finance and Resources on their priorities and recent work undertaken.
- 7 CABINET MEMBER PRIORITIES UPDATE - MARK NUTI** (Pages 35 - 38)  
**Purpose of the item:** To receive an update from the Cabinet Member for Communities on their priorities and recent work undertaken.
- 8 BUDGET TASK GROUP MEMBERSHIP** (Pages 39 - 40)  
**Purpose of the item:** To agree the membership of the reformed Budget Task Group.
- 9 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 41 - 66)  
**Purpose of the item:** For the Select Committee to review the attached Forward Work Programme and Recommendation Tracker, making suggestions for additions or amendments as appropriate.
- 10 DATE OF THE NEXT MEETING**  
The next meeting of the Resources and Performance Select Committee will be held on 17 December 2021 at 10:00am.

**Joanna Killian**  
**Chief Executive**

Published: Thursday, 9 September 2021

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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**MINUTES** of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 18 March 2021 as a REMOTE MEETING.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 24 June 2021.

**Elected Members:**

- \* Mr Nick Harrison (Chairman)
- \* Mr Will Forster (Vice-Chairman)
- \* Ms Ayesha Azad
- \* Mr Mark Brett-Warburton
- \* Mr Tim Hall
- \* Mr Naz Islam
- \* Mr Graham Knight
- \* Rachael I. Lake
- \* Mr Wyatt Ramsdale
- \* Dr Peter Szanto
- \* Mr Chris Townsend
- \* Mrs Hazel Watson

(\* =present at the meeting)

**12/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

None received.

**13/21 MINUTES OF THE PREVIOUS MEETINGS: 21 JANUARY 2021 [Item 2]**

A Member suggested that the record of discussion of the final 2021/22 budget at the 21 January meeting should include recognition of the quality of the work conducted and general praise of the budget process. The minutes of item 11/21 of the 26 January 2021 Cabinet meeting, which included the Resources and Performance Select Committee Chairman's presentation to Cabinet on the scrutiny of the 2021/22 final budget, were subsequently annexed to the 21 January 2021 Resources and Performance Select Committee minutes.

**14/21 DECLARATIONS OF INTEREST [Item 3]**

Rachael Lake declared that a family member is an employee of Surrey County Council and that another family member works for Zalaris UK, a company that has had past contracts with Surrey County Council.

**15/21 QUESTIONS AND PETITIONS [Item 4]**

Three public questions were received in advance of the meeting. The questions and responses are below, which were sent to the questioners in advance of the meeting. No supplementary questions were asked at the meeting.

Question 1, received from Andrew Matthews:

Following the very welcome announcement of 2.5 million funding for a new youth and community centre in Bookham, to replace the existing centre which was closed by SCC in 2010, how much of this funding will actually be invested in the construction of a new centre on each of the alternative sites, excluding feasibility studies etc?

Response to Question 1:

This information is not publicly available as the estimates are commercially sensitive.

Question 2, from Monica Weller:

In respect of the proposed residential development at the Bookham Youth and Community Centre, which is good news for residents, following its closure by Surrey County Council in 2019, what are the projected costs and proceeds (excluding costs up to detailed planning applications) from:

- a) Delivering/developing the proposed 20 housing units alongside a new centre
- b) Delivering/developing the proposed 23 housing units without a new centre.

Response to Question 2:

This information is not publicly available as the estimates are commercially sensitive.

Question 3, from Raj Haque:

It is good news for Bookham residents and young people that SCC Cabinet has at last approved £2.5m (excluding VAT) of capital funding to re-provision the Bookham Youth and Community Centre and associated residential development, following its closure in 2019. Please could you provide a breakdown of this figure into the components identified in the Cabinet paper and draft minutes, namely:

- a) Costs to date in respect of feasibility and other work leading to detailed planning applications in relation to:
  - (i) Lower Road Recreation Ground
  - (ii) The existing site without a new centre
  - (iii) The existing site with a new centre
- b) Projected future costs in respect of (i), (ii) and (iii) above
- c) Projected future costs in respect of delivery/development of a replacement Bookham Youth and Community Centre on:
  - (i) Lower Road Recreation Ground
  - (ii) The existing site.

Response to Question 3:

Regarding point a), this information is not publicly available as the estimates are commercially sensitive.

Regarding point b), this information is not publicly available as the estimates are commercially sensitive.

Regarding point c) (i), this information is not publicly available as the estimates are commercially sensitive.

Regarding point c) (ii), this is yet to be determined – pending detailed planning for the scheme.

## **16/21 COVID-19 FINANCIAL UPDATE [Item 5]**

### **Witnesses:**

Anna D'Alessandro, Director of Corporate Finance

Mark Hak-Sanders, Strategic Finance Business Partner

Becky Rush, Cabinet Member for Resources and Corporate Support

### **Key points raised during the discussion:**

1. The Cabinet Member for Resources and Corporate Support introduced the item. The report outlined the Council's month 9 (December 2020) position on Covid-19 costs and grant funding. Ongoing Covid-19 related costs were being closely monitored, and there was a £9.9m Covid-19 reserve. Covid-19 related pressures were expected to continue into 2021/22.
2. A Member asked what the expected Covid-19 emergency funding balance at the final 2020/21 outturn was. The Cabinet Member stated that as at December 2020, the forecast outturn position was for a Covid-19 related spend of £56.1m, resulting in a £3.6m deficit against the £52.5m Covid-19 budget. This would continue to be monitored over the remainder of the financial year and any deficit would be funded by emergency funding. The Director of Corporate Finance added that it was anticipated that there would be enough contingency funding available to fully cover the cost of Covid-19 for 2020/21, as well as extra money in the reserve available to bring forward into 2021/22.
3. A Member remarked that there was a possibility that government funding might be stopped after the first quarter of 2021/22. If that was the case, how would the Council cover continued Covid-19 pressures? The Cabinet Member confirmed that, while the situation remained uncertain, the circa £20m already assigned to the Council was likely to be the maximum amount of government funding the Council would receive in 2021/22. There was the possibility that specific grant funding might be continued beyond June 2021, but the Council had not received confirmation of that. The Council would continue to monitor the Covid-19 pressures alongside other budget pressures.

## **17/21 DIGITAL BUSINESS AND INSIGHTS UPDATE [Item 6]**

### **Witnesses:**

Anna D'Alessandro, Director of Corporate Finance

Andrew Richards, DB&I Programme Director

**Key points raised during the discussion:**

1. The DB&I Programme Director outlined the progress of the Digital Business and Insights (DB&I) programme to date. The programme was on-track to meet the 1 June 2021 and 1 December 2021 'go-live' dates for phases one (Proactis source-to-contract) and two (Unit 4 enterprise resource planning (ERP)) of the programme respectively. The programme was in a good position on business change and was at the stage of signing off organisation impact assessments. Readiness assessments had been completed, and the programme was in the process of setting up local business change governance. Moreover, the programme was reaching out to external groups that would be impacted by the programme and the software changes, such as schools.
2. The Programme Director continued to explain that a training needs analysis for each stakeholder group on phases one and two of the programme would be completed by the end of March 2021. Training content would then be developed over the following months. Another area of focus was preparing for testing of the new systems. User acceptance testing of the new ERP system would be conducted from July 2021, including testing of the payroll systems not only for Surrey County Council, but also for external customers who used the same payroll system.
3. The Programme Director stated that some permanent Council staff with relevant skills would be seconded to roles within the programme. The secondments would start at the beginning of April 2021, leaving time for these staff to prepare for the bulk of programme activity in June and July 2021. An external specialist consultancy had been employed to work on integration; there were about 30 integrations that needed to be tested. Work on integration was going well and would continue until the end of July. Finally, the invitation to tender for the archiving solution would be published tomorrow (19 March 2021); suppliers had been notified earlier that week. Procurement for the archiving solution would continue until the end of May 2021, when the Council expected to award the contract, with a target go-live date for the archiving solution of February 2022.
4. A Member asked what was being done to mitigate risk 2 outlined in the risk profile in the report (namely, the risk of poor quality of the design solution if the right business representatives were not engaged effectively). The Programme Director replied that it was important to ensure that there were both the right business representatives and continuity in the people involved over time. To mitigate this risk, meetings had been coordinated well in advance in order to ensure people were available from session to session, and efforts had been made to avoid any differences between people involved session-to-session.
5. A Member enquired what was being done to mitigate risk 4 (the risk of conflicting interests within the organisation with differing objectives and a lack of consensus). The Programme Director responded that the emphasis on developing a vision and objectives had worked well and

culminated in the programme board. This enabled a clear setting forth of the ambition of the programme in the Cabinet report, for example. Since the initial stages, only a small number of change controls had been required, and only about four of these had had a cost attached, which was positive. The programme was now at the stage whereby action was being taken and changes enacted, and so now the business change team was working with parts of the organisation to reconfirm that concrete actions should be taken. There was no evidence that this would be a problem, but it was an aspect that needed to be managed properly.

6. A Member requested more information on the early establishment of the Surrey County Council Benefits Governance Board, which was listed in the report as one element of the mitigation of the risk 'that the programme is unable to demonstrate sufficient measurable benefits'. The Programme Director said that the full business case for the DB&I programme did not include cashable efficiency savings, but that the financial and non-financial benefits had been captured during the design phase. Details on these benefits were on-track to be brought back to the programme board by 6 April for the board's feedback and endorsement. The next step would be to quantify and assign benefit owners to be responsible for the delivery of those benefits. The delivery of the benefits would be managed by the Corporate Benefits Governance Board, where the DB&I benefits would be tracked in aggregate with benefits realised by other corporate programmes. The Member thanked the Programme Director for his response and asked that the Select Committee be kept updated on benefits of the programme in future reports.

*Chris Townsend joined the meeting at 10:42am.*

7. With regards to risk 9 ('that there will be a drop in the level of service from Business Operations for the Council and other customers during the implementation and early life of the new system'), which was rated 'high risk' pre-mitigation in the report, a Member asked whether additional business resource required for user acceptance testing, implementation and early life support had been included in the original budget or was additional. The Programme Director confirmed that this would be met by the original budget. The Member said this was good news and enquired what rating the Programme Director would give to risk 9 now that the risk was at a post-mitigation stage. The Programme Director stated he would now reduce the risk rating to low/medium.
8. A Member noted that there was a significant financial risk that the implementation of the ERP system could slip into the start of 2022, resulting in the Council incurring the full cost of SAP (the current ERP system) support and maintenance for 2022, amounting to £700,000. What was the progress to date and how realistic was a contingency plan if the Council failed to meet the deadline for shifting to the new system? The Programme Director explained that the current view was that the programme was on-track to go live on 1 December 2021. Progress on this would be continually monitored. Once the first cycle of user acceptance testing had been conducted in July, the programme's position would be clearer and a focused review would be conducted to determine the next steps. Any decision taken would

incorporate the pros and cons. A contingency plan would involve reaching out to the market to engage third party suppliers and explore whether a short-term offer would be attractive to them; it was unlikely this would be any later than 1 February 2022. This was a potential option that needed to be evaluated, but had not yet been explored in detail, because the Programme Director was confident the 1 December 2021 go-live date would be met. The Member enquired how much the short-term support would cost if it was found to be necessary. The Programme Director said that a figure on this could not be given at present; a request for information (RFI) would have to be published first as part of the procurement process, after which prospective providers could present their offers. There might be some challenges due to the short duration of a contract. However, it was not currently expected that this option would be necessary.

9. A Member noted that the Council was currently upgrading its pensions system, which related to the new ERP system, particularly with regards to payroll. Attention should be paid to ensuring that the two upgrades were integrated. The Programme Director agreed to raise this with the integration lead and to feed back to the Select Committee to confirm the pensions upgrade and DB&I programme were integrated.

**Actions/further information to be provided:**

1. The DB&I Programme Director to include an update on the delivery of DB&I programme benefits in the next DB&I report to the Select Committee; and
2. The DB&I Programme Director to raise integration of the upgraded pensions service and the DB&I programme with the integration lead and confirm to the Select Committee that these are integrated.

**18/21 IT AND DIGITAL UPDATE (EXCLUDING DB&I) [Item 7]**

**Witnesses:**

Marisa Heath, Deputy Cabinet Member for Organisation and People  
Lorraine Juniper, Head of Strategy and Engagement  
Becky Rush, Cabinet Member for Resources and Corporate Support  
Matt Scott, Chief Information Officer  
Leigh Whitehouse, Executive Director of Resources

**Key points raised during the discussion:**

1. The Cabinet Member for Resources and Corporate Support introduced the report, thanking the Information Technology and Digital (IT&D) team for their quick response and device deployment during the Covid-19 pandemic.
2. The Deputy Cabinet Member for Organisation and People added that the Council had made progress in IT&D not only during the pandemic, but also over the course of the whole of the last council term (2017-2021). Finance and IT now sat at the centre of all projects. Rather than the increased use of IT making the agile workforce seem 'faceless' and reducing human contact, the use of IT&D would in fact make a smaller workforce more visible and enable people to work from their local community, including Members, who would be enabled to spend more time in their division with residents. Digital ways of working also

enabled residents to solve problems themselves; for example, residents could now report potholes through the Council's website.

3. A Member emphasised the importance of ensuring new digital options were well publicised. How was the Council ensuring that residents knew about the digital facilities available? The Head of Strategy and Engagement agreed that this was important and stated that the Council was branding its digital offering to engage with residents and let them know what changes had been made. The branding work was at the planning stage, and the Council was engaging with partners, including the voluntary, charity and faith sector (VCFS), and residents.
4. A Member asked whether the Cabinet Member for Resources and Corporate Support, who had taken up the role in this Cabinet portfolio two months ago, envisioned changes to the priorities as Cabinet Member for this area, particularly given that the resources and the corporate support portfolios had been combined into one (although some elements had been changed or removed, meaning the portfolio was not double the size of the previous portfolios). The Cabinet Member stated that the digital transformation was a priority, and that she would welcome the placement of IT&D at the centre of every decision. It was important to bring wider innovation in digital technologies into the Council. Also, the Cabinet Member expressed a wish to measure in a concrete way the contribution of IT&D to the transformation programme. Developments in adult social care in Surrey whereby IT in the home would soon be able to monitor elderly residents' activity, thereby allowing them to live safely and independently, showed the potential of using technology to help residents, and there were many other ways that technology could help residents and improve processes. Priorities would be reviewed after the local government election in May 2021, but the direction of travel in the Council at the moment was positive.
5. Members offered to support the publicity of the Council's digital and self-service technology through their interactions with residents, such as mailing lists.
6. A Member emphasised that the reduced use of paper and reduced need to travel effected by the move towards using digital technologies had an environmental benefit.
7. A Member asked why the report did not show performance information in the form of metrics with targets. The Cabinet Member stated that the performance monitoring dashboard being used currently was a new system, and so teething issues were a possibility. Also, as Covid-19 had had an unprecedented effect on the rollout of IT equipment, for example, targets or comparisons may not be applicable. The Chief Information Officer explained that the report showed high-level metrics and assured the Select Committee that every month officers examined financial performance, project performance, audit reports, and metrics on calls received and responded by the helpdesk. The Happy Signals platform was used to measure user satisfaction and the Council was looking to extend this further. The IT&D service had had discussions with the Executive Director of Resources about refreshing the indicators being used. The Select Committee's input on this refresh

would be welcomed. The Member expressed dissatisfaction with this response and requested that officers redevelop the performance measuring system for IT&D. The Cabinet Member provided assurance that this would be looked at and that after the Covid-19 pandemic, performance metrics could be monitored in a more regular context.

8. A Member asked how much money had been spent on temporary staff or contractors in IT&D, what saving had been made as a result, and how many of these staff had been working in these posts for more than one year. The Chief Information Officer said that in total over the last two years, the Council's IT&D service had spent £1.6m on temporary staff or contractors, primarily in the fields of transformation and resource. £37,000 of that figure had been spent on business as usual resource. In terms of benefits, employing these contractors had contributed to the digital and agile programmes in terms of providing expertise and capacity. Seven of these contractors had been working for the Council for longer than a year. The Member was of the opinion that £1.6m was a large sum of money and asked whether there was a plan to reduce reliance on temporary workers. The Chief Information Officer replied that there was already a minimal reliance on temporary or contractual workers in terms of business as usual work, and any resources of this sort that had been used were time-limited.
9. A Member enquired what the worst-case scenario and contingency plans were for the risks of a cyber threat and Covid-19 affecting staff availability, which had been recognised in the report as the two most serious risks facing the IT&D service. The Chief Information Officer stated that the cyber threat was indeed a pervasive risk across the private and the public sectors. Surrey County Council closely tracked cyber events that had taken place within other councils and linked in with regional and national cyber monitoring that took place to obtain intelligence on potential cyber vulnerabilities, so that the Council could try to respond before problems developed. The worst case scenario would be that the Council was unable to deliver services for an extended period, which had recently occurred in a London borough council whose cyber systems were hacked. Surrey County Council had been investing in systems to ensure they were secure. There were daily tests of cyber systems.
10. The Chief Information Officer continued to explain that IT&D capabilities in the case of staff absences or a cyber event had been tested in autumn 2020. This test had found that 20% staff absence would lead to noticeable disruption to the service. As a response to this scenario, an option considered was for Surrey County Council to potentially draw on capacity from the other Orbis councils. The challenge of staff capacity and absence during the pandemic continued to be monitored.
11. A Member asked how many staff there were in the business as usual teams across all Orbis organisations, how many were dedicated to Surrey and which council paid these staff. How were priorities assigned and determined across the Orbis councils? The Chief Information Officer responded that this was a challenge. Teams triaged activity to determine whether a new project would be required or there was already the capability to respond. After the initial fast

paced triage, IT business partners worked with services to assess needs. To date, a formal prioritisation methodology had not been required, but the IT&D service was giving serious consideration to how it could better accommodate demands. The Head of Strategy and Engagement added that the IT&D service's responses to new requests were aligned to Surrey County Council's priorities and strategies, such as the digital and workforce strategies. The service would also be prioritising work based on the Covid-19 recovery plans, which would be available soon.

12. Noting the financial benefits delivered by Orbis as set out in the report, a Member asked whether the savings achieved were significant and whether the Council was exploring the possibility of going out to market to expand the Orbis partnership to other organisations. The Executive Director of Resources outlined how the Orbis partnership had changed over the course of its existence; more services used to be shared between councils, including finance and HR, but it was determined that Surrey should have full sovereign control of these services, so they were withdrawn from Orbis, and this had evidently been the right choice. Other services, such as procurement, remained within Orbis, and it was useful to share knowledge for certain services. However, it was important to regularly review the services contained within Orbis. The Chief Information Officer added that significant savings were delivered through Orbis and Surrey County Council continued to make an effort provide an IT&D service that delivered savings within Orbis. Delivering savings that were sustainable without impeding business as usual work or the delivery of the transformation was a challenge. Surrey currently successfully offered a core service within Orbis, and it would not be looking to expand its Orbis services beyond that, although officers and Cabinet Members continued to work with Orbis partners on new opportunities and leveraging trading partnerships.
13. The Chairman summarised discussion of this item by outlining key points:
  - a. Members offered to help publicise the IT&D service through their interaction with residents;
  - b. The Select Committee should be involved where relevant in the development of performance monitoring and dashboards in the IT&D service;
  - c. The Select Committee was keen to understand more about the Happy Signals platform at a future meeting; and
  - d. A private briefing on the cyber threat should be arranged at an appropriate date in future.

**Recommendations:**

The Select Committee recommends that:

1. The Select Committee is involved in the development of performance monitoring arrangements, where relevant, in the IT&D service;
2. The next IT&D update includes more information about the Happy Signals platform; and
3. The IT&D service is to arrange a private briefing for the Select Committee on the cyber threat.

**Witnesses:**

Anna D'Alessandro, Director of Corporate Finance

Jackie Foglietta, Director of Human Resources and Organisational Development (HR&OD)

Susan Grizzelle, Head of Customer Services

Nicola Kilvington, Director of Insight, Analytics and Intelligence

Adrian Stockbridge, Head of Portfolios

Gary Strudwick, Head of Business Intelligence

Denise Turner-Stewart, Cabinet Member for Community Protection

Leigh Whitehouse, Executive Director of Resources

**Key points raised during the discussion:**

1. A Member noted that the indicator CUST 04 (Adult Social Care first time resolution rate), which was a new measure, had decreased in performance since its previous result and the most recent figure stood at only 37%. What did this indicator include, and had it been affected by Covid-19? The Head of Customer Services replied that this differed from the previous incarnation of CUST 04 (last presented to the Select Committee in December 2020), which had been a flat number rather than a percentage. Regarding the new indicator, the Council aimed for the result to be high but not too high, as some customers' needs could be met quickly by general services, while others may need to have further contact with more specialised services if they required complex care. Customer services aimed to help the Adult Social Care (ASC) service to prioritise complex cases, thereby giving customers more targeted assistance, as well as helping customers to navigate the complicated system of ASC. The Member remarked that this explanation could be made clearer in the report.
2. A Member asked whether indicator HROD 06 (off payroll spend as percentage of total staffing spend (excluding schools)) included costs such as holiday and sickness pay. The Director of HR&OD responded that these costs were indeed included within this indicator. There were two different types of temporary staff employed by the Council: temporary agency staff were slightly more expensive to employ than equivalent permanent staff, but they did not incur holiday pay until they had worked for the Council for over three months; the other type employed was consultants, who tended to be significantly more expensive than permanent staff. The HR service was trying to encourage a reduction in the use of consultants across the Council and was considering reducing the 10% target for this indicator; key performance indicators such as this were regularly reviewed by Executive Directors. Three-quarters of off-payroll workers were temporary agency staff, and these agency staff mainly worked in legal, property, safeguarding and ASC services (regarding the latter, agency staff were needed as it was difficult to ensure there were enough care home staff). The Director alerted the Select Committee that next time they received the latest data on this indicator, the spend might have increased, as another 130 agency workers had been employed to work on Covid-19 test sites. It was important to note that there would always be a need for some off-payroll staff.
3. Following on from the previous point, a Member enquired what was being done to overcome the use of temporary staff in areas where

specialist, temporary staffing was not necessarily needed, such as in legal or property services. The Director of HR&OD stated that legal had required the use of locums, but this was now being reduced. Property needed to use interim resource pending recruitment to new roles developed through its transformation programme. A significant amount of work had been done on reducing unnecessary reliance on temporary workers; there was a reduced reliance on agency workers in children's social work, for example. A retention payment that was introduced in this area produced significant results, and now that learning needed to be taken into ASC. Members were pleased to hear about the progress made in children's social care and the idea of promulgating this progress throughout the Council.

4. A Member asked what the reasons for and consequences of not meeting the efficiency target of the special educational needs and disabilities (SEND) general fund reserve in 2020/21 were. The Director of Corporate Finance stated that there was currently a circa £10m overspend on the high needs block, due to an increase in volumes and costs. This overspend was on top of the planned overspend of £24m that had already been factored into the budget. There was a transformation programme for SEND that would be worked through taking the overspend into account.
5. A Member enquired what efficiencies in learning disabilities and autism (LD&A) had been overachieved. The Director of Corporate Finance responded that the LD&A transformation programme had been delivering well. The overachievement related to increased funding received from the NHS for care packages, reflecting successful outcomes; lower than budgeted expenditure on a range of services including day-care and respite, much of which had been driven by Covid-19; and a higher number of deaths than previous years, due to Covid-19.
6. A Member remarked that the report showed that the transformation programme had only spent £9.6m of overall planned financial costs, compared to the full-year target of £22.5m. What was the year-end forecast for this and the potential impact of the underspend on the 2020/21 and 2021/22 financial years? The Head of Portfolios explained that the latest forecast spend for the 2020/21 year-end was £14.4m, entailing a circa £8m underspend on the target. This underspend was predominantly related to Covid-19. Of the circa £8m, approximately half of this would be carried forward to 2021/22. The remaining £4m would be available for repurposing and Cabinet would determine the use of this in April 2021.
7. The Head of Business Intelligence thanked all the witnesses involved for their help and support and stated that a period of review would be conducted in preparation for the start of the 2021/22 financial year, including the possibility of incorporating equality, diversity and inclusion indicators in the report, and ensuring the report complied with accessibility guidelines.

## **20/21 TASK GROUP UPDATES [Item 9]**

### **Witnesses:**

Brendon Kavanagh, Portfolio Lead – Corporate  
Leigh Whitehouse, Executive Director of Resources

**Key points raised during the discussion:**

1. Witnesses, Members of the County Hall Move and Agile Programme Task Group, and the Chairman of the Task Group outlined the process of the Task Group's work, culminating in its final report, and emphasised the positive working relationships between the Task Group and officers involved. Members and witnesses agreed it had been a valuable exercise providing confidence in the oversight of the agile programme and the civic heart move to Woodhatch Place.
2. Members mentioned the possibility of some form of continued scrutiny on this topic after the May 2021 election, including regular updates to the Select Committee on the agile office estate strategy, as mentioned in the Task Group's recommendations.
3. The recommendations set out in the Task Group's final report were agreed by the Select Committee.

**21/21 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME  
[Item 10]**

The Select Committee noted the Recommendation Tracker and the Forward Work Programme.

The meeting was adjourned for a 20-minute break and resumed at 1pm.

*Chris Townsend left the meeting during the break.*

**22/21 PROPERTY PROGRAMME UPDATE [Item 11]**

**Witnesses:**

Dominic Barlow, Assistant Director – Corporate Landlord  
Patricia Barry, Director of Land and Property  
Edward Hawkins, Deputy Cabinet Member for Land and Property  
Peter Hopkins, Assistant Director – Commercial  
Tim Oliver, Leader of the Council  
Anthony Wybrow, Assistant Director of Project Delivery

**Key points raised during the discussion:**

1. The Leader of the Council, who held the land and property portfolio within the Cabinet, introduced the item, stating that the Land and Property service aimed to optimise the Council's estate to ensure it worked well for residents. Staff roadshows conducted by the Leader and the Chief Executive of the Council had shown that most staff did not want to return to the office full-time; ideally, there would be a number of locations around the county that staff could use as bases. The year of the Covid-19 pandemic had accelerated the rationalisation of the office estate, but before having a knee-jerk reaction, the Council wanted to understand its property needs and whether properties were suitable to be used or sold. The service focused on obtaining the best value and best use of its estate. Moreover, the government white paper on the integration of health and social care raised the possibility of a closer relationship between the Council and NHS organisations,

including sharing property with organisations such as Surrey Heartlands Health and Care Partnership.

2. The Deputy Cabinet Member for Land and Property continued to explain that the Land and Property service's ethos was that it should create the envelope for individual services. It was important to recognise that property was not a quick fix. There were currently around 80 different projects, which seemed to be producing good results so far. The Land and Property service wished to create an environment whereby staff and residents could feel proud of the buildings they lived and worked in.
3. A Member asked whether lessons had been learnt on why the joint venture with Places for People – which had now been brought to an end – had not worked and what the stress factors had been. The Assistant Director – Commercial stated that a review was being undertaken on this. There certainly was disappointment that the joint venture had been unsuccessful; Places for People had been given multiple resources to drive forward delivery and measured against specific performance measures. The control measures were in place, but the core team was not able to achieve the venture.
4. A Member enquired whether each project would have its own RACI (responsible, accountable, contributor and informed) table, and whether this would be shared with the Select Committee and the divisional Member. The Director of Land and Property responded that a RACI table for Cabinet governance and papers was attached to the report and a RACI chart would be formulated for each project once project initiation forms had been assembled. These could be shared in future as long as they were not commercially sensitive.
5. A Member remarked that a list of properties for each Council division that had been sent out to all Members had been helpful, and asked when the Select Committee could see more documentation on housing. The Assistant Director – Commercial replied that it was expected that the internal governance of the housing strategy would be completed in quarter one of 2021/22, after which information could be shared more widely. The Leader added that there was a need for more affordable housing in Surrey, but this was difficult due to the lack of non-green belt land available. While housing sat under the remit of district and borough councils, it would nevertheless be useful for Surrey County Council to work with district and borough councils in order to resolve the lack of affordable housing. The Director of Land and Property agreed that partnership working could be beneficial to all involved. A Member commented that it was difficult for young people to enter the housing market, and also that it was important for housing to be built close to infrastructure and public services, in order to discourage the use of cars. Also, some Members said that they did not recall receiving the list of properties for their division, and requested that it be resent.
6. A Member asked where – apart from Woodhatch Place – the other three hub office buildings would be located, and whether these would be newly acquired buildings or buildings the Council already owned. The Assistant Director – Corporate Landlord explained that the Land

and Property service was currently engaging with all the services within the Council to understand their location and geographical needs. The Council's intention was to use the facilities it already owned as much as possible, rather than to buy or demolish properties. In six months, progress would have been made and a fuller update could be given. The Leader said that the Council did not currently own a suitable property in the south west of the county, and so it would be looking at acquiring one. The Director of Land and Property added that the agenda of shared spaces with other public sector bodies created an opportunity for making efficiencies while improving working environments.

7. Pointing out that it could be hard for a Member to become involved in housing in their division if they did not also sit on a district or borough council (as housing came under the district and borough remit), a Member requested that discussion was had with district and borough leaders on housing at local committee meetings. The Leader expressed an eagerness to engage with district and borough leaders on housing. There was concern about high streets in particular and how housing developments could affect the regeneration of high streets. An update to local committees on housing could be helpful so that they were aware of Members' thoughts on this, but it was important that local committees were not given decision-making powers on housing, as this could lead to difficulties in governance due to the presence of non-county Members on local committees. The Member agreed that information sharing, consultation at a broad level, and discussing housing strategies of individual boroughs at local committees could be beneficial.
8. A Member asked how the large number of projects within Land and Property were sorted through and prioritised. The Assistant Director – Corporate Landlord responded that the safety of buildings had been the immediate priority in the last year, followed by the provision of residential accommodation for children and adults, the condition of buildings, and factoring in the strategic priorities of the Council. Continuing service delivery during the Covid-19 pandemic had also been a priority. The next step was to ensure that Land and Property worked well with other Council services to fulfil their property needs.
9. A Member questioned how the Council decided whether to use an asset for housing, income generation or disposal. Also, what was the process behind assessing housing opportunities? The Assistant Director – Commercial replied that there was an appraisal process run for each project, which generated the best option for the Council. For example, a major criterion for determining whether a building was sold might be whether a sale could provide a windfall gain or would require a significant amount of planning and resource. All projects were assessed on a broad basis before a decision was taken. The Director of Land and Property stated that the first consideration was service delivery.
10. The Select Committee discussed the recommendations, particularly the recommendation on local committees. The recommendations were agreed, with the stipulation that the Chairman and Vice-Chairman

might tweak the wording of the recommendations if deemed necessary.

**Recommendations:**

The Resources and Performance Select Committee recommends that:

1. An update report be provided at its September or December 2021 meeting; and
2. Local/Joint Committees have a standing property scrutiny item at their informal/private meetings, to ensure that councillors and the Council's Land and Property service exchange information on local property projects, requirements and opportunities for development and disposals, to achieve the best outcomes for residents.

**Actions/further information to be provided:**

1. The Director of Land and Property to ensure the list of properties for each Member's division has been sent to all Members and to resend if necessary.

**23/21 EXCLUSION OF THE PUBLIC [Item 12]**

Under Section 100(A) of the Local Government Act 1972, the public was excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information under paragraph 3 of Part 1 of Schedule 12A of the Act.

**24/21 PROPERTY PROGRAMME UPDATE [Item 13]**

**Witnesses:**

Dominic Barlow, Assistant Director – Corporate Landlord  
Patricia Barry, Director of Land and Property  
Edward Hawkins, Deputy Cabinet Member for Land and Property  
Peter Hopkins, Assistant Director – Commercial  
Tim Oliver, Leader of the Council  
Anthony Wybrow, Assistant Director of Project Delivery

Discussion of this item continued in private. Details of the discussion that can be shared publicly are below.

1. A Member asked what the challenges were in dealing with vacant properties and what the timeline was for ensuring vacant properties were either utilised or disposed of. The Director of Land and Property replied that the Council had been carrying out a number of developments for service need and demolitions on vacant sites. Each site was subject to option appraisal and services' needs would always be the first consideration. If there was no service need, the Council would look at using sites for income generation through housing. If not deemed an appropriate site for housing, vacant sites would be disposed of within a timescale of approximately two years maximum. In order to provide sufficient staffing to implement this process, there was a number of interim staff in the Land and Property team.
2. A Member requested more detail on why the joint venture with Places for People had failed, highlighting that this failure had cost a significant amount of money and time. The Leader of the Council stated that, since Places for People were the largest social housing provider in the

country and had scored highly in the tendering process, going into the joint venture with Places for People had seemed a safe and reliable option. Moreover, the Council had had a senior director within Places for People as its point of contact, and the Council kept up regular contact with Places for People throughout the process. The complications came not in the planning or set-up of the scheme, but rather in the execution of it. There had been problems with Places for People's Delivery team during the process, followed by changes to personnel within Places for People. As time went on, it became clear that the joint venture would not be successful and so the Council decided, essentially, to cut its losses. The money that the Council had paid to Places for People before leaving the joint venture related to work that had actually been done, the value of which could be built on in the future development of the sites. In retrospect, the Leader believed the Council had still made the right decision to work with a large organisation that had seemed to have sufficient capacity, but was disappointed that Places for People had not then delivered on its part of the joint venture. The Council was now keen to continue the development of the sites and the delivery of these projects.

3. The Leader emphasised that property represented a significant opportunity for the Council, and encouraged Members to take a keen interest in property in their division.

#### **25/21 DATE OF THE NEXT MEETING [Item 14]**

The next meeting of the Resources and Performance Select Committee would be held on 24 June 2021.

Meeting ended at: 2.07 pm

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**Chairman**

17 SEPTEMBER 2021



## **CABINET MEMBER UPDATE: COMMUNICATIONS AND EQUALITIES, DIVERSITY AND INCLUSION (TIM OLIVER)**

### **Introduction:**

1. I am pleased to update the Resources and Performance Select Committee on the progress of work in two of my portfolio areas: internal and external communications, and equalities, diversity and inclusion (EDI), and outline what I hope to achieve in these areas in the next year.

### **Proposed achievements for 2021/22**

#### **Equality, Diversity and Inclusion**

2. We have already made great progress with the council's equality, diversity and inclusion (EDI) programme, but there is more to be done. The [corporate EDI Action Plan 2021-22](#), passed by Cabinet in February, outlines our radical ambitions for EDI. The plan covers five themes:
  - a) Employee Experience
  - b) Leadership
  - c) Knowing and engaging our communities
  - d) Communication and engagement
  - e) Delivering inclusive services.
3. In terms of employee experience, there are a number of goals we are working towards for the next year:
  - 3.1 We are working to join the Stonewall Diversity Champions programme to support our LGBTQ+ colleagues to feel free to be themselves in the workplace and make SCC a more attractive prospective employer for a wider talent pool.
  - 3.2 We are developing a 'trans at work' policy for colleagues who are transgender or are in the process of transitioning. This will include information

on trans equality in recruitment, support for employees at work who are transitioning and the process for any trans colleague who has witnessed or experienced discrimination at work.

3.3 An action plan to strengthen our approach to reasonable adjustments and accessibility for colleagues with disabilities is in development. Options being considered include a central reasonable adjustments budget and a strengthened process for how reasonable adjustments are coordinated.

4. In terms of the leadership theme, we will start to scope the resources and time required to secure accreditation under the LGA's Equality Framework. This follows a recommendation made by the Resources and Performance Select Committee in January.
5. For the knowing and engaging our communities theme, we are working towards a number of goals for the next year:
  - 5.1 We have supported the Lord Lieutenant of Surrey to select representatives for a new Surrey Inter-Faith Forum. The first meeting is scheduled for September.
  - 5.2 We have received positive coverage of the launch of the Period Dignity initiative across Surrey and are in discussions with district and borough councils in Guildford, Reigate and Banstead and Surrey Heath to expand the rollout to other community facilities.
  - 5.3 The new BAME Reference Group that will be set up in the Autumn and will continue to work with Surrey Minority Ethnic Forum (SMEF). SMEF has been involved in a broad spectrum of work supporting the county council and wider system partners to ensure BAME organisations are aware of, shaping and engaged in key priorities for the county as well as identifying barriers to this. For example, they have been integral in supporting with the uptake of vaccinations in BAME communities by utilising appropriate communication channels, dispelling myths and engaging community leaders to lead by example. The BAME Reference Group will be set up in the Autumn, made up of volunteers from key community groups and will support with a wider range of work programmes.
6. In terms of communications and engagement on EDI, SCC's website is currently being reviewed by the Council's Web and Digital Services team to ensure it is accessible for residents whose first language is not English and residents with disabilities. Additionally, we are piloting British Sign Language (BSL) video interpretation to increase accessibility for residents and staff whose main language is BSL.

7. To meet the plan's ambitions on delivering inclusive services, we have two key aims:

7.1 Continue work to develop a digital accessibility policy and governance to ensure EDI is streamlined into our activities to strengthen our digital capability, such as procurement of new software.

7.2 Continue work in the Procurement and Commissioning service to strengthen EDI in our approach to the purchase of goods and services, including the appointment of a specialist to focus on tackling modern slavery in supply chains, and strengthening guidance and tools for officers to support them to consider EDI throughout the procurement process. The current plan is to launch further work around our policy through procurement framework in time for the next financial year.

8. Finally, I am pleased that the Member task group on councillor diversity is due to start later this year, with the first meeting planned for November. The Member Development Steering Group are due to consider the scope of the Councillor Inclusion and Diversity Review at their meeting in November 2021. The members of the review task group have not yet been appointed. New Member EDI training is planned for October.
9. To date, much of the work undertaken has been done by prioritising existing budgets to enable us to drive forward the action plan. To date, the only additional spend has been to support the staff networks: training for staff and members; and funding for a programme (a post in the process of being recruited). This resource currently totals approximately £135,000 per annum. In addition to this, we have allocated funding for an EDI Programme Manager, who will be responsible for driving and coordinating action across the Council, supporting the CLT Corporate Lead for EDI and the Change Group, as well as staff networks.
10. Whilst there has been real progress in this agenda, we still have much work to do. Although the organisation now has a clear action plan, and leadership established across our directorates and our staff networks, there remain real challenges within our workforce with a number of staff highlighting over recent months that there remain pocked of bias and discrimination. Fortunately, we are hearing more about these issues, and the staff networks – very much staff led and driven – have enabled staff to start talking much more openly about their experiences. These experiences are helping us to identify where we have issues. One example of an area that has been highlighted that we are resolving is the way that we approach reasonable adjustments for staff that are disabled. To date, these adjustments are identified and funded by services in a way that means that there is no standard and no guarantee that a team can fund the appropriate adjustments needed for an individual.

11. In respect of our community, whilst we have a number of excellent initiatives happening with specific communities, we know that we have more to do in coordinating with our partners to tackle inequality more generally in our community. We are opening up the dialogue with communities about diversity and inclusion through our empowering communities agenda. We know that we need to work much more closely with partners, including the ICS, police, and districts and boroughs, to understand and better support our diverse communities.

## **Communications**

12. The council's Communications Narrative and Strategy is built on responding to major challenges faced by the council: not having a strong enough voice in the sector and with government, being seen as too remote from communities and residents, an out-of-date county reputation, and a lack of understanding of what the council does and the value residents get for their council tax. These challenges, and the narrative, are borne out of working closely with council directorates and the leadership on a day-to-day basis.
13. The council's comms narrative for 2021, attached as **Annex 1**, sets out our communication and engagement plans for the next year. The communications narrative and strategy is adopted by the whole Communications Team, and the strategy and wider ways of working are presented clearly and prominently on internal communications channels to ensure the wider organisation understand the organisation strategy, key messages and priorities and our Internal Communications officers are experts in drawing that out in creative ways across various internal communications channels.
14. The communications narrative for 2021 focuses on four key themes:
  - a) An Unstoppable Force
  - b) Make it Happen
  - c) One Surrey Story
  - d) What does SCC do for you?
15. The 'Unstoppable Force' theme aims to make sure that Surrey County Council is a leading voice for local government in being part of the solution when it comes to national policymaking. The pandemic has demonstrated that local government can deliver – that often the quickest, most effective and appropriate services and support are delivered locally. For too long, local government has not had a strong voice at the table but we are determined to change that. We will be proactive and provocative, often going where local government is not invited but is integral in shaping a better future.

16. Our 'Make it Happen' campaign is all about our mission to deliver greater community engagement and empowerment across Surrey. The campaign ties all our community focussed projects together – including Your Fund Surrey, infrastructure projects, library transformation, active travel and tree planting - under a message that encapsulates our mission and inspires others to adopt it. We will guide residents to a recognisable one-stop-shop to get involved, have their say and influence what happens in their community. We will also take the campaign offline, out into communities to creatively engage a more diverse range of residents.
17. The One Surrey Story is all about making sure Surrey is a place that is fit for the future, ready to tackle upcoming challenges and take opportunities. The work of Thinking Place in creating a shared brand for Surrey will build on this and demonstrate a collective goal of partners across Surrey to give the county a strong and positive identity. This will drive our work on strengthening Surrey's local economy, getting a growth deal, improving relationships with business and attracting new ones, and making sure Surrey County Council is seen as a leader in its field. It also works to strengthen Surrey's long-term recovery from Covid-19, reducing health inequalities, increasing opportunity, strengthening financial resilience and helping to tackle the climate emergency.
18. 'What does SCC do for you?' is all about demonstrating to residents what the council does for them. Many of our services are unseen by most residents, yet that is where the majority of council tax is spent – Adult Social Care and Children's Services. We must be accountable to our residents and demonstrate what we deliver on a day-to-day basis in their area, and how we have a positive impact on their lives and the place in which they live. This work will demonstrate to the public what each directorate of the council does – outputs, outcomes, transformation, value for money and delivering better – and transparency about how decisions are made.
19. The comms narrative will focus on five tactical areas:
  - a) Geo-targeted digital communications – targeting our communications to specific communities with content that is directly relevant to them (e.g. through social media advertising)
  - b) Leadership of Surrey's multi-agency communications – SCC Comms team have chaired the Multi-Agency Information Group (MIG) for the Local Resilience Forum throughout COVID, and are positioned to take that leadership forward post-COVID through the Surrey Communications Group and the Surrey Prepared partnership.

- c) Insight and intelligence-led communications – using research, data and resident insights work (through these teams within the council) to help us plan and execute communications campaigns, to deliver better outcomes.
  - d) Digital engagement and user experience – making sure our digital channels (including social media) are as user friendly as possible, and working with customer services to ensure residents get the best experience possible when interacting with the council online.
  - e) Cutting edge new media platforms and artificial intelligence – always looking for what communications channels our residents are using, and how we can use new channels (for example new types of outdoor advertising and new social media platforms) to help us deliver more effective communications.
20. Key milestones including the local travel plan consultation and active travel campaign in September, and community roadshows in October, will help to showcase this narrative.
  21. There is a challenge with finding a consistent and coordinated approach to communicating all the work and different projects and priorities of the council. We are addressing this by establishing a more joined up approach to planning, pulling in the Leadership Office to our comms planning and agreeing a consistent approach to updates for members and other stakeholders around cabinet portfolios directorates. We have also just completed a piece of work on the council's branding, to ensure more consistency
  22. Our Communications Managers have regular meetings with Cabinet members around campaigns, reactive comms, specific issues and priorities. These are also attended by the Head of External Communications and Public Affairs Manager, in order to get a holistic understanding of political sensitivities and competing priorities. The Communications Team are also represented (usually by the Director of Communications and the Head of External Communications) at Cabinet meetings, Cabinet Agenda Planning, Full Council and relevant select committees, to ensure a broader understanding of political sensitivities. The team also work closely with Democratic Services and the Head of Governance. Members receive a useful daily email about current affairs. The summary is compiled by the council's Press Officer, and is done so through local media knowledge and scanning, as well as drawing on the LGA daily news bulletin (we are unable to share much paywall content to the whole organisation due to NLA licensing agreements). We look to brief Members on other current affairs issues through our Weekly Top Lines briefing email that is issued to all members every Monday.

23. We have worked hard over the last year to define and grow key public affairs channels and will continue to strengthen these over the next year, enabling us to make the most of opportunities to engage, influence and give Surrey a voice.
24. Public affairs activity will take place in the form of:
- a) Strong engagement with the Surrey MPs
  - b) A robust plan of parliamentary engagement (committee responses, inquiries and submissions)
  - c) Events (e.g. Spotlight on Surrey, upcoming conferences and panels)
  - d) Media opportunities (building on recent success in the *MJ*, *LGC* and *New Civil Engineer*)
  - e) Influential and impactful relationships between senior officers and members and Whitehall counterparts
  - f) Media and stakeholder monitoring.
25. In terms of media opportunities, a few examples include:
- Surrey County Council Chief Executive Joanna Killian speaks with the LGC about coronavirus's impact on both adults' and children's services - [LGC](#)
  - Tim Oliver, chairman-elect of the County Councils Network and leader of SCC, writes in The Times to say that levelling up must be for everyone, including the shire counties - [The Times](#)
  - The incoming chair of the County Councils Network Tim Oliver has shared his concerns over "new layers of governance or administration" being put into the local government system as a result of reforms the prime minister has advocated as part of his levelling up drive - [LGC](#)

One example of the use of these tools is our public affairs activity on local government finance, ensuring that local government has the right funding to deliver the services residents rely on.19.1 We are working towards several key milestones, including the Comprehensive Spending Review (CSR) which is expected in November 2021, the winter and spring Budgets, and the Local Government Finance Settlement, the final decisions of which are expected in December 2021.

19.2 We are working to a comprehensive engagement plan including MPs briefings, targeted ministerial engagement, parliamentary questions, and

conference fringe appearances alongside submitting responses to the CSR and budget.

### **Conclusions:**

26. The above demonstrates an ambitious and far-reaching programme of work that I am keen to lead for 2021/22 across my portfolio areas of Equality, Diversity and Inclusion, and communications.
27. I am enthusiastic to work with the Resources and Performance Select Committee to shape this work, particularly in the EDI space where the input and engagement of the committee has been so valuable thus far.

### **Recommendations:**

28. It is recommended that the Resources and Performance Select Committee:
  - a) a) Review the Cabinet Member update and offer feedback and thoughts as appropriate.
  - b) Express whether it is satisfied with the Cabinet Member plans and ambitions for 2021/22.

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### **Report contact**

Flora Holmes, Lead Business Manager

### **Contact details**

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# COMMUNICATIONS & ENGAGEMENT 2021

## Organisation Strategy Priorities

Everything we do must link back to our core priorities, and show residents how we are delivering these four things:



Growing a sustainable economy



Tackling health inequalities



Enabling a greener future



Empowering communities

## AN UNSTOPPABLE FORCE



The COVID pandemic has demonstrated that local government can deliver – that often the quickest, most effective and appropriate services and support are delivered locally.

For too long local government has not had a strong voice at the table but we are determined to change that.

Through our public affairs strategy and wider communications, we will make sure that Surrey County Council is a leading voice for local government in being part of the solution when it comes to national policy-making.

We will be proactive and provocative, often going where local government is not invited but is integral in shaping a better future.

### Encapsulating

- Future of Adult Social Care
- SEND sustainability
- Rethinking Transport
- Big infrastructure

## MAKE IT HAPPEN



This is all about our mission to deliver greater community engagement and empowerment.

The #MakeItHappen campaign ties all our community focussed projects together under a message that encapsulates our mission and inspires others to adopt it.

This campaign headline will sit across all our projects that we are delivering in partnership with local communities, to improve people's lives and the areas that they care about.

We will guide residents to a recognisable one-stop-shop to get involved, have their say and influence what happens in their community.

We will also take the campaign offline, out into communities to creatively engage a more diverse range of residents.

### Encapsulating

- Your Fund Surrey
- Infrastructure projects
- Library Transformation
- Local Community Networks
- Greener Futures Design Challenge
- Active Travel
- Tree planting

## ONE SURREY STORY



This is all about making sure Surrey is a place that is fit for the future, ready to tackle upcoming challenges and take opportunities.

The work of Thinking Place, in creating a shared brand for Surrey, will build on this and demonstrate a collective goal of partners across Surrey to give the county a strong and positive identity.

This will drive our work on strengthening Surrey's local economy, getting a Growth Deal, improving relationships with businesses and attracting new ones, and making sure Surrey County Council is seen as a leader in its field.

It also works to strengthen Surrey's long term recovery from COVID, reducing health inequalities, increasing opportunity, strengthening financial resilience and helping to tackle the climate emergency.

### Encapsulating

- Surrey Place branding
- One Surrey Growth Board
- Climate Change Strategy
- Health & Wellbeing Board
- Surrey Flood Alleviation scheme

## WHAT DOES SCC DO FOR YOU?



This is all about demonstrating to residents what Surrey County Council does for them.

Many of our services are unseen by most residents, yet that is where the majority of Council Tax is spent – Adult Social Care and Children's Services.

We must be accountable to our residents and demonstrate what we deliver on a day-to-day basis in their area, and how we have a positive impact on their lives and the place in which they live.

This work will be demonstrate to the public what each directorate of the council does – outputs, outcomes, transformation, value for money and delivering better – and transparency about how decisions are made.

### Encapsulating

- Directorate plans & infographics
- Budget communications
- Cabinet & Council meeting communications
- Health & Wellbeing Board
- Making Surrey Safer Plan
- Transformation
- Countryside management and rebrand

## Tactical areas of focus:

Geo-targeted digital communications

Leadership of Surrey's Multi-Agency communications

Insight and intelligence-led communications

Digital engagement and user experience

Cutting edge new media platforms and Artificial Intelligence

## TIMELINE

MAY

Local elections and Council AGM

JUNE

One Surrey Story and Make it Happen launch

AUGUST

Surrey's Cultural Passport launch

SEPTEMBER

Local Travel Plan consultation & Active Travel campaign

OCTOBER

Community Roadshows

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17 SEPTEMBER 2021



## **CABINET MEMBER UPDATE: FINANCE AND RESOURCES (Becky Rush)**

### **Introduction:**

1. I am pleased to update the Resources and Performance Select Committee on the progress of work in my portfolio area as Cabinet Member for Finance and Resources and outline what I hope to achieve in these areas in the next year.

### **Proposed achievements for 2021/22**

#### **Finance & Budget**

2. I have a responsibility to enable everyone to meet budget targets therefore my priorities will specifically be focussing on the delivery of:
  - a) In year 2021/22 budget
  - b) Capital budget and pipeline conversion
  - c) Next year 2022/23 budget setting
  - d) Twin track MTFs budget approach.

#### **Operations**

3. As part portfolio is responsibility for operations, my priorities for back-office processes are:
  - a) The successful implementation of Unit 4
  - b) The evolution of Orbis
  - c) Procurement modernisation (setting the standard for Surrey)
  - d) Tandridge District Council finance

## **Governance**

4. As the lead member for governance, I will be leading on the review of the governance structures and processes to achieve:
  - a) The embedding of risk management throughout the council
  - b) An effective Internal Audit function
  - c) The implementation of governance model for SCC including JV/subsidiary entities
  - d) Striving for best practice of exemplar local government governance

## **Digital**

5. I am keen to encourage Surrey County Council to truly thinking digitally and pushing for digital-led solutions. To this end, I have focussed my priorities for the next year for:
  - a) The digital team to be embedded from the beginning in the twin track budget approach
  - b) Digital solutions to be identified
  - c) Leveraging identified digital solutions, such as chatbots, into other council activities

## **Workforce**

6. As the Cabinet Member lead on workforce, my priorities are a centred around:
  - a) Work force of the future strategy
  - b) Pay and reward strategy (Employee Value Proposition)
  - c) Implementation of recruitment JV
  - d) Join up Digital and HR

<b>Conclusions:</b>
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7. The above demonstrates an ambitious and far-reaching programme of work that I am keen to lead for 2021/22 across my portfolio.
8. I am enthusiastic to work with the Resources and Performance Select Committee to shape this work.

<b>Recommendations:</b>
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9. It is recommended that the Resources and Performance Select Committee:
  - a) Review the Cabinet Member priorities and offer feedback and thoughts as appropriate.
  - b) Express whether it is satisfied with the Cabinet Member plans and ambitions for 2021/22.

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**Report contact**

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DATE: 17 SEPTEMBER 2021



## **CABINET MEMBER UPDATE: COMMUNITIES (CUSTOMER SERVICES)**

Purpose of report: To share details of the Cabinet Member for Communities priority areas of work for Customer Services, including strategy and policy developments, and to provide an overview of the budget position and performance.

### **Introduction:**

1. Customer Services is the first point of contact for most Council services, including Adults & Children's Social Care. Last year the service dealt with approx. 200,000 calls, 90,000 emails, 16,000 Blue Badge applications, 18,000 Twitter mentions (via our Customer Services account) and 1,300 customer complaints, in addition to 7 million web visits and over 6,000 live web chats (launched towards the end of the year).
2. The purpose of Customer Services is to provide a consistent, high quality, resident focused experience and to champion and support the delivery of this throughout the organisation. We want our customers to have the best possible experience when they contact us, at a time when demand on our services is increasing and the resources available to us are reducing. This includes proactively informing customers about services and support available in the wider community and online, so that people can help themselves and each other and make informed choices. Use of new technologies will allow us to empower customers to help themselves through self-service, so we can focus on people that need our support the most.

### **What does the Cabinet Member expect to achieve in 2021/22?**

3. Key priorities for 2021/2022 include:
  - a) Successful move to Dakota Building, Brooklands, and adopting a new agile working model for the service - hybrid office/home to maximise collaborative ways of working, create flexibility and retain talented and experienced Customer Services staff.

- b) Embed ongoing response to Covid-19 (Community Helpline and Local Contact Tracing) into daily operational activity in the most proportionate and effective way.
- c) Work in partnership with the Digital Programme to improve the digital customer experience, e.g.
  - Roll out further 'Chatbot' prototypes – a digital assistant for customers using the SCC website.
- d) Maximise use of the Single Point of Access model via Customer Services to free up capacity within key service areas, e.g.
  - Working with services such as Adult Social Care, Registrations and Home to School Transport to re-design and improve both the digital and non-digital customer pathways into the service.
- e) Explore opportunities to change behaviours and create a different kind of relationship with our residents e.g.
  - Promoting digital accessibility & inclusion and delivering customer service skills training for staff and Members.

<b>Performance and Budget</b>
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- 4. Customer Services reports regularly on its performance through Corporate KPI reporting and the monthly service-specific performance snapshot. It also benchmarks performance around online uptake with other similar authorities, as well as engaging regularly with industry leaders to challenge practice.
- 5. Customer Services is a key enabler for the delivery of services and financial and non-financial benefits across the Council in support of the Council's corporate priorities of Empowering Communities; Enabling a Greener Future; Tackling Health Inequalities and Growing a Sustainable Economy.
- 6. Customer Services is currently on track to directly deliver £200k of efficiencies, as set out in its 21/22 budget.
- 7. Key achievements to date:
  - a) Successful delivery of Learner's Single Point of Access (L-SPA) – almost 8,000 calls taken to date.
  - b) Award-winning chatbot prototype delivered for School Admissions – 95% satisfaction rate and 3,300 conversations with over 110,00 total interactions between the chatbot and customers since its launch.

- c) Innovative inhouse web redesign delivered for Highways, Ceremonies, Recruitment, the Coroner's Service and Surrey Fire & Rescue to improve the online experience, make it easier to find information and drive-up interest and usage.
- d) Roll-out of live web chat across key areas of the SCC website – an online exchange of messages in real time between a staff member and a website visitor to help a person quickly find the information they need. Currently a 94% satisfaction rate.
- e) Customer Services selected as finalists for two prestigious awards - the UK Customer Satisfaction Awards 2021, run by the Institute of Customer Services, and in the Team of the Year category at the LGC Awards 2021.

### **Conclusions:**

- 8. Customer Services is pursuing an ambitious programme to improve the customer experience for Surrey residents, is a key enabler for the delivery of services and efficiencies across the Council in support of Corporate priorities, and is on track to meet an efficiency target of £200k for this financial year.

### **Recommendations:**

- 9. The Select Committee:
  - a) reviews the information contained in this update and offers feedback to the Cabinet Member.
  - b) considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

### **Next steps:**

The Cabinet Member to return with a further update at a future formal meeting of the Select Committee.

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### **Report contact**

Councillor Mark Nuti – Cabinet Member for Communities

### **Contact details**

Mark.nuti@surreycc.gov.uk

### **Sources/background papers**

None.

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## RESOURCES AND PERFORMANCE SELECT COMMITTEE

17 September 2021

**MEMBERSHIP OF THE BUDGET TASK GROUP**

Purpose of report: to advise the Committee of the new membership of the Budget Task Group

**Introduction:**

1. The in-year scrutiny of the Council's budget has been handled via a task group under the auspices of the Resources & Performance Select Committee since the new scrutiny model was adopted in 2019.
2. It makes sense for the scrutiny of the Council's in-year budget to be pooled amongst the four Select Committees to ensure effective oversight of all the Council's Directorate budgets.

**Changes to Membership**

3. At its meeting of 22 July 2021, the Select Committee Chairmen & Vice-Chairmen's Group considered a proposal to change the membership of the budget task group.
4. The proposal was for representatives of the three other Select Committees to join the budget task group to ensure robust routine scrutiny of the service budgets outside the Resources & Performance Select Committee's remit.
5. This change to membership would also benefit the other Select Committees scrutiny of the draft budget in December each year by increasing their oversight of the Council's in-year budget performance.
6. Following a discussion, the Chairmen and Vice-Chairmen agreed that each Select Committee would provide 2 Members, plus the Chairman of the Resources & Performance Select Committee, to the group totalling 9 Members.
7. Membership:
  - Adults & Health: Buddhi Weerasinghe, TBC
  - Children, Families, Lifelong Learning & Culture: Liz Bowes, Ayesha Azad

- Communities, Environment & Highways: John O'Reilly, Lance Spencer
- Resources & Performance: Nick Darby (c), Will Forster, Rebecca Paul

<b>Next steps:</b>
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The first meeting of the task group with its new membership is set for 15 September 2021.

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**Report contact**

Ross Pike, Scrutiny Business Manager, Democratic Services

**Contact details**

0208 541 7368 / ross.pike@surreycc.gov.uk

**Sources/background papers**

Article 7, Surrey County Council Constitution

## RESOURCES AND PERFORMANCE SELECT COMMITTEE

17 September 2021

**Forward Work Programme (FWP) and Recommendation Tracker (RT)**

Purpose of report: To review and agree the Forward Work Programme (FWP). To track recommendations made by the Select Committee.

**Introduction:**

1. The Forward Work Programme (FWP) and Recommendation Tracker (RT) update is a standing item on the agenda of the Select Committee.
2. The FWP covers the expected activity in 2021/22 (Annex A).
3. The RT tracks recommendations made by the Committee (Annex B).
4. The FWP includes regular items, task and reference groups reporting and the additional items the Select Committee would like to engage with in coming months. This approach should enable the Select Committee to consider planning and resourcing for its scrutiny and overview work across the year whilst retaining enough flexibility to consider essential additional items as needed from time to time. There should be no more than two groups taking place concurrently.

**Recommendations:**

5. The Select Committee is recommended:
  - a) To review and agree the Forward Work Programme (Annex A);
  - b) To make any appropriate suggestions for possible amendments including programming of in-depth sessions and other agenda items; and
  - c) To monitor the update provided in Recommendation Tracker (Annex B).

**Next Steps:**

The Select Committee reviews its Forward Work Programme and Recommendation Tracker at each of its meetings.

Kunwar Khan  
Scrutiny Officer | Democratic Services | Law and Governance  
Surrey County Council | [Kunwar.Khan@surreycc.gov.uk](mailto:Kunwar.Khan@surreycc.gov.uk)

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## Resources and Performance Select Committee Forward Work Programme 2021 – 2022

**Resources and Performance Select Committee**  
**Chairman: Cllr Nick Darby | Scrutiny Officer: Kunwar Khan | Democratic Services Assistant: Xanthe McNicol**

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
<b>17 September 2021</b>	Scrutiny review	<b>Cabinet Member Priorities Update – Tim Oliver</b>	For the Cabinet Member to set out where the Select Committee can add value as a critical friend and best help.	For the Select Committee to gain a greater understanding of the Cabinet Member's priorities, work being undertaken, key areas of challenge and plans over the next 12 months.	Empowering communities	Tim Oliver, Leader of the Council
	Scrutiny review	<b>Cabinet Member Priorities Update – Becky Rush</b>	For the Cabinet Member to set out where the Select Committee can add value as a critical friend and best help.	For the Select Committee to gain a greater understanding of the Cabinet Member's priorities, work being undertaken, key areas of challenge and plans over the next 12 months.	Empowering Communities	Becky Rush, Deputy Leader and Cabinet Member for Finance and Resources
	Scrutiny review	<b>Cabinet Member Priorities Update – Mark Nuti</b>	For the Cabinet Member to set out where the Select Committee can add value as a critical friend and best help.	For the Select Committee to gain a greater understanding of the Cabinet Member's priorities, work being undertaken, key areas of	Empowering Communities	Mark Nuti, Cabinet Member for Communities

				challenge and plans over the next 12 months.		
	Task Group membership agreement	<b>Budget Task Group membership</b>	For the membership of the Budget Task Group to be formally agreed.	For the Task Group to have a new membership cutting across all four Select Committees, enabling it to conduct effective scrutiny with diverse input.	Growing a sustainable economy so everyone can benefit	Ross Pike, Scrutiny Business Manager and Kunwar Khan, Scrutiny Officer
17 December 2021	Draft budget scrutiny	<b>2022/23 Draft Budget</b>	For the Select Committee to scrutinise the draft 2022/23 budget, Medium-Term Financial Strategy and other relevant information, before it is finalised in January 2022.	To ensure the 2022/23 budget and MTFS deliver good value for residents and are compatible with the 2021-2026 organisational priorities.	Growing a sustainable economy so everyone can benefit	Becky Rush, Cabinet Member for Finance and Resources; Anna D'Alessandro, Director of Corporate Finance and Rachel Wigley, Director of Financial Insight
	Scrutiny review	<b>Property Programme Update</b>	For the Select Committee to receive an update on specific aspects of the Property programme as requested by the Chairman and Vice-Chairmen.	For the Select Committee to gain a greater understanding of the property programme and recent developments.	Growing a sustainable economy so everyone can benefit, tackling health inequality, enabling a greener future	Natalie Bramhall, Cabinet Member for Economic Development and Property; Simon Crowther, Director of Land and Property
	Post-implementation review	<b>Agile Office Estate Strategy Review</b>	To enable the Select Committee to review the Strategy in accordance with the following recommendation of the County Hall Move and Agile	For the Select Committee to receive assurance that the Strategy is progressing as anticipated; for the Select Committee to provide its input on the continued	Empowering communities	Leigh Whitehouse, Executive Director of Resources

			Programme Task Group: “The Resources and Performance Select Committee receive the Council’s Office Strategy on an annual basis, ensuring in particular that the carbon neutral targets are achieved.”	implementation of the Strategy.		
	Scrutiny review	<b>Cabinet Member Priorities Update – Natalie Bramhall</b>	For the Cabinet Member to set out where the Select Committee can add value as a critical friend and best help.	For the Select Committee to gain a greater understanding of the Cabinet Member’s priorities, work being undertaken, key areas of challenge and plans over the next 12 months.	Empowering communities	Natalie Bramhall, Cabinet Member for Economic Development and Property
	Scrutiny review	<b>Commercial Investment Portfolio</b>	To receive information on the Commercial Property Investment Portfolio, as requested by the Chairman, including information on external professional advice received by the Council with regards to acquisition of commercial properties.	For the Select Committee to have oversight and exercise its critical friend function, to ensure transparency and good value for money within the portfolio.	Growing a sustainable economy so everyone can benefit	Natalie Bramhall, Cabinet Member for Economic Development and Property; Simon Crowther, Director of Land and Property
	Regular monitoring	<b>Performance Monitoring Session Update (Notes of 1 October)</b>	To publish the notes of the Performance Monitoring session conducted informally on 1 October 2021.	To make a record of the Performance Monitoring session publicly available.	Empowering communities	Kunwar Khan, Scrutiny Officer

Items to be scheduled

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
20 January 2022	Scrutiny review	<b>Equality, Diversity and Inclusion (EDI) Review</b>	For the Select Committee to review the work undertaken since previous scrutiny of the draft plan by the Select Committee in January 2021, and then the Cabinet decision to approve the plan, made in February 2021.	To receive an update and monitor progress since this was last reported to the committee.	Tackling health inequality, empowering communities	Tim Oliver, Leader of the Council; Katie Stewart, Executive Director of Environment, Transport and Infrastructure and EDI programme sponsor
	Regular monitoring	<b>Customer Services Update</b>	To receive an update report following the Customer Experience Task Group's recommendations and any relevant updates.	To follow up on the Task Group's report and receive an update.	Empowering communities	Mark Nuti, Cabinet Member for Communities; Marie Snelling, Executive Director of Customer and Communities
	Scrutiny review	<b>Data Insights Transformation Programme</b>	To receive an update about Data Insights Transformation Programme.	To assure the Select Committee of informed decision-making; assurance that there is a robust business intelligence function in place that is underpinned with up to date and relevant information.	Empowering communities	Rachel Wigley, Director of Financial Insight, and Gary Strudwick, Head of Business Intelligence
	Scrutiny review	<b>Procurement Modernisation Project</b>	On suggestion from the Cabinet Member for Finance and Resources, to bring the Procurement Modernisation Project to the Select Committee, and in order to	For the Select Committee to gain greater understanding and assurance on procurement modernisation.	Growing a sustainable economy so everyone can benefit,	Becky Rush, Deputy Leader and Cabinet Member for Finance and Resources

			inform Members on a number of major procurement contracts currently ongoing.		empowering communities	
	Regular monitoring	<b>Performance Monitoring Session Update (Notes of 20 December)</b>	To publish the notes of the Performance Monitoring session conducted informally on 20 December 2021.	To make a record of the Performance Monitoring session publicly available.	Empowering communities	Kunwar Khan, Scrutiny Officer
14 April 2022	Scrutiny review	<b>IT &amp; Digital Update</b>	To review the Information Technology and Digital (IT&D) Service and any updates, following on from a previous overview of the service provided at the 18 March 2021 Select Committee meeting.	For the Select Committee to receive greater understanding and assurance on the work of the IT&D Service.	Empowering communities	Matt Scott, Chief Information Officer

Pre-decision scrutiny	<b>Digital Infrastructure Strategy (TBC)</b>	<p>For the Select Committee to receive the Strategy before it goes to Cabinet, in accordance with the following recommendation that came from the December 2020 Select Committee meeting: “The Select Committee recommends that it receives the Digital Infrastructure Strategy, before the strategy is finalised, for scrutiny at a future meeting.” An email update (attached below) was sent to Members on 17 August 2021.</p>  <p>Digital Infrastructure Briefing Note 130821</p>	For the Select Committee to have the opportunity to provide feedback and input before the Strategy is presented to Cabinet.	Empowering communities	Amanda Richards, Network and Asset Management Group Manager
Regular monitoring	<b>Strategic and Capital Investments Update</b>	To receive an update on the Council’s Strategic and Capital Investment portfolio.	To ensure scrutiny oversight, and to receive assurance about transparency and best value for money.	Growing a sustainable economy so everyone can benefit, empowering communities	Leigh Whitehouse Executive Director of Resources
Scrutiny review	<b>Digital Business &amp; Insights Update</b>	To review progress made on the Digital Business and Insights programme since the item was last brought to the Select Committee on 18 March 2021.	To ensure implementation of an effective enterprise resource planning (ERP) system across the Council, including reliable mitigation of risk.	Empowering communities	Andrew Richards, DB&I Programme Manager

	Regular monitoring	<b>HR &amp; OD Update</b>	To receive a report about the important area of Human Resource and Organisational Development (HR&OD), which sits within the Select Committee's remit.	To provide oversight and feedback concerning any challenges, issues and progress within HR&OD.	Empowering communities	Jackie Foglietta, Strategic Director of People and Change
	Regular monitoring	<b>Performance Monitoring session Update (Notes - date TBC)</b>	To publish the notes of the most recent informal Performance Monitoring session.	To make a record of the Performance Monitoring session publicly available.	Empowering communities	Kunwar Khan, Scrutiny Officer
13 July 2022	<i>Items to be added covering a 12-month period</i>					
7 October 2022	<i>Items to be added covering a 12-month period</i>					
9 December 2022	<i>Items to be added covering a 12-month period</i>					
<b>Task and Finish Groups; Member Reference Groups</b>						
<b>Timescale of Task Group</b>	<b>Type of Scrutiny</b>	<b>Issue for Task Group</b>	<b>Purpose</b>	<b>Outcome</b>	<b>Relevant Organisational Priority</b>	<b>Cabinet Member/Lead Officer</b>
September 2021 to	Budget scrutiny	<b>Budget Task Group</b>	To enable in-depth scrutiny of the 2022/23 budget, cutting	To ensure that the 2022/23 budget offers good value for	Growing a sustainable	<u>Membership:</u>

January 2022			across the remits of all four Select Committees.	money in all the Council's service areas, enabling the best outcomes for residents.	economy so everyone can benefit	Nick Darby (Chairman), Ayesha Azad, Liz Bowes, Will Forster, John O'Reilly, Rebecca Paul, Lance Spencer, other Members TBC
Not applicable or known at this stage	Oversight and assurance	<b>Accommodation with Care and Support (Member Reference Group)</b>	To ensure value for money and greater understanding about the processes of the Accommodation with Care and Support programme, focusing on the Property aspects.	To provide assurance for Members on the progress, value for money and outcome for residents of the Accommodation with Care and Support programme.	Growing a sustainable economy so everyone can benefit, tackling health inequality	<b>Membership:</b> Nick Darby, Will Forster, Rebecca Paul
<b>To be received in writing and informal briefing sessions</b>						
<b>Date of briefing session (if applicable)</b>	<b>Issue for Briefing</b>		<b>Purpose</b>	<b>Outcome</b>	<b>Relevant Organisational Priority</b>	<b>Cabinet Member/Lead Officer</b>
8 November 2021	<b>Cyber Threat</b>		For the Select Committee to receive information on the cyber threat, in accordance with the request made at the 18 March 2021 Select Committee meeting.	That the Select Committee is informed, and assurances considered regarding the cyber threat and how this affects the Council.	Empowering communities	Matt Scott, Chief Information Officer

January 2022 (TBC)	<b>Treasury Management Strategy</b> (in partnership with Audit and Governance Committee)	For the Select Committee to receive information on the Treasury Management Strategy (TMS) as part of the 2022/23 budget process.	For the Select Committee to offer any input or recommendations on the TMS.	Growing a sustainable economy so everyone can benefit	Mark Hak-Sanders, Strategic Finance Business Partner
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**Standing Items**

- **Forward Work Programme (FWP) and Recommendations Tracker:** Review of the Select Committee’s forward work programme, and monitoring of the Select Committee recommendations and actions.
- **Performance Monitoring Session Notes:** A record of the most recent informal Performance Monitoring session (conducted every 2-4 months)

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## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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 meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

Date of meeting	Item	Recommendations/Actions	Responsible Officer/Member	Update/Response
23 June 2021	Informal Induction Session	<u>Actions:</u> 1. Cabinet Member for Communities to give figures on the chatbot for circulation to the Select Committee 2. Director of HR&OD to provide information on apprenticeship levies and how these can be used more effectively 3. Head of Business Intelligence to explore the possibility of contacting the LGA about obtaining benchmarking information on other councils	Cabinet Member for Communities  Director of HR&OD  Head of Business Intelligence	1. The Cabinet Member's response has been sent to the Chairman and is annexed to this tracker. 2. Response: "What is your strategy to make sure that we don't have to return so much of the levy money in the future?" <ul style="list-style-type: none"> <li>• Developed system to forecast levy transfer spend and plan funds available for transfer accurately</li> <li>• Developed Levy Transfer Guiding Principles for 21/22 to formalise process</li> </ul>

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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				<p>for levy transfers and target priority groups</p> <ul style="list-style-type: none"> <li>• Supported launch of Transfer to Transform with £100k pledge of unused levy funds - £57,000 has so far been committed to Surrey organisations through this initiative and we have the option to pledge further funds if available</li> <li>• Promoted levy transfers at the Surrey Charities Forum in April 2021 which has so far resulted in committing levy transfers of £49,000 to support 3 Surrey</li> </ul>
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				<p>charities with apprenticeships</p> <ul style="list-style-type: none"> <li>• Current levy transfer forecast for 21/22 c.£160k</li> <li>• Current levy transfer forecast for 22/23 c.£120k</li> <li>• Recruited Talent and Apprenticeship Adviser to support Surrey schools to access and spend levy funds</li> <li>• Promotion of apprenticeships to hiring managers and existing employees"</li> </ul> <p>3. The possibility of obtaining benchmarking information from the LGA was explored and it was concluded that it</p>
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## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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				<p>would not be practical to provide LGA benchmarking data, given that the data available relates largely to service areas outside of this Select Committee's remit (e.g. Adult Social Care, Fire and Rescue). However, a wider benchmarking report is currently being compiled by the Business Intelligence team, and this will be shared with the Select Committee once ready and signed off by the Corporate Leadership Team, and will continue to</p>
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## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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				be shared with the Select Committee on an annual basis.
18 March 2021	Digital Business and Insights Update	<u>Actions:</u> 1. The DB&I Programme Director to include an update on the delivery of DB&I programme benefits in the next DB&I report to the Select Committee; 2. The DB&I Programme Director to raise integration of the upgraded pensions service and the DB&I programme with the integration lead and confirm to the Select Committee that these are integrated.	DB&I Programme Director	1. The Programme Director has been made aware of this, and it will be included in the future report request. 2. The Programme Director's response has been circulated to the Select Committee, confirming that the full scope of integration requirements for pensions are included in the DB&I programme's delivery plan.
18 March 2021	IT and Digital Update	<u>Recommendations:</u> The Select Committee recommends that: 1. The Select Committee is involved in the development of performance monitoring	Head of Business Intelligence	1. The Head of Business

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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		<p>arrangements, where relevant, in the IT&amp;D service;</p> <p>2. The next IT&amp;D update includes more information about the Happy Signals platform;</p> <p>3. The IT&amp;D service is to arrange a private briefing for the Select Committee on the cyber threat.</p>	Chief Information Officer	<p>Intelligence has stated that this recommendation will be included as part of the wider corporate performance review for 2021/22, and that an update would be shared at a later date.</p> <p>2. The Chief Information Officer has been notified about this and a reminder will be included in the next report request.</p> <p>3. A briefing has been organised for 8 November 2021.</p>
18 March 2021	Property Programme Update	<p><u>Recommendations:</u> The Select Committee recommends that:</p> <p>1. An update report be provided at its September or December 2021 meeting;</p>	Director of Land and Property	<p>1. The Land and Property team have been made aware of this and the report</p>



**RESOURCES AND PERFORMANCE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER**

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				Budget item (see below). Action: As 18 December 2020 action for the Draft Budget item (below), the Director of Land and Property is to ensure a list is sent to every Member as part of the quarterly property update, and confirm to Democratic Services once this is complete.
21 January 2021	Final 2021/22 Budget	Recommendation: The Select Committee recommends that a report on the budget consultation is presented to the Budget Task Group early in the consultation process, and that Members' views are taken into account when conducting the consultation.	Director of Insight, Analytics and Intelligence	Information on the budget consultation will be presented to the Budget Task Group in September 2021.
18 December 2020	Scrutiny of 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26	Action: The Strategic Finance Business Partner to request that local divisional Members are in future advised of property proposals in advance of changes. [It was agreed after the	Director of Land & Property	An officer in Land and Property will send a list of key properties in each division and advise of any updates in advance of changes as requested. This

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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	No Progress Reported	Action In Progress	Action Completed

		meeting that the Director of Land and Property is in fact the responsible officer for this action.]		will be sent directly from the Land and Property team to the individual Member every quarter. The quarterly update will not include details on every property related activity within the division, but will include key useful information such as developments and disposals, wherever possible, in order to increase openness and accessibility of information for Members.
18 December 2020	Broadband in Surrey	<p><u>Recommendation:</u> The Select Committee recommends that it receives the Digital Infrastructure Strategy, before the strategy is finalised, for scrutiny at a future meeting.</p> <p><u>Action:</u> The Engagement Manager to work in partnership with the communications team to provide materials that Members can use on their social media, newsletters or email</p>	<p>Director of Economic Growth and Prosperity</p> <p>Project Manager – Superfast Surrey Broadband Programme</p>	<p><u>Recommendation:</u> The strategy will be presented to the Select Committee prior to being taken to Cabinet for decision making in due course. A briefing note providing an update on Digital Infrastructure was sent to all Members on 17</p>

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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	No Progress Reported	Action In Progress	Action Completed

		signatures to promote the broadband programme and community fibre partnerships.	(formerly Engagement Manager)	<p>August 2021, which can be found here:</p> <div style="text-align: right;">               Digital Infrastructure Briefing Note 130821         </div> <p>The status of the Strategy continues to be monitored, and a date has not yet been set for it to go to Cabinet.</p> <p><u>Action:</u>              Response as of July 2021:              “In April 2021, the Government launched a new Gigabit Broadband Voucher Scheme. Whilst the value (£1,500 per residential premises and £3,500 per business premises) of the vouchers remained the same as the previous scheme, the Government revised the number of postcodes that are eligible for this scheme,</p>
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## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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				<p>basing its decision on Ofcom's Area 3 designation.</p> <p>We planned to launch a new campaign in June to target eligible postcodes but before this could happen, Openreach made several major announcements about their future rollout plans. These included many exchanges that covered the same Area 3 postcodes that were eligible for Government voucher funding.</p> <p>Whilst residents have still continued to investigate the scheme, we have held off or the moment from doing any significant communication activities around it. It is believed that by October there will be sufficient clarity for SCC to undertake a</p>
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## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

				<p>campaign to premises in eligible postcodes. At this time, we will be providing Members with publicity materials to promote the Gigabit voucher scheme.</p> <p>In the meantime, SCC's Digital Infrastructure webpage (<a href="https://www.surreycc.gov.uk/digital-coverage">Digital infrastructure coverage in Surrey - Surrey County Council (surreycc.gov.uk)</a>) is highlighted to Members. This provides a summary of current publicly announced plans and schemes and it is updated on a regular basis." The action will be followed up in October 2021.</p>
8 October 2020	Property Programme Update	<p>Action: The Director of Strategic Land and Property Assets to provide detail of contingency plans in the next property programme update to the Select Committee.</p>	Director of Land and Property	This will be included in the Property report to the Select Committee at its December 2021 meeting.

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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 meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

18 October 2019	Quarterly Performance Report (Q1 2019/20)	<b>Recommendation:</b> The Select Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.	Director of Intelligence, Analytics and Insight/Head of Business Intelligence	As of September 2021, a benchmarking report is being prepared and will be shared with the Select Committee once it has been signed off by officers.
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### Annex 1: Information on the chatbot

#### **What is the chatbot?**

**Sur-i** is our digital assistant for School Admissions!

In technical terms, it's a conversational Artificial Intelligence (AI) platform we have used on the council's website to provide a more personalised online experience for parents and carers who have a question or want to find out information about school admissions.

**Sur-i** helps residents navigate our website and signposts them to relevant information. For more complex queries, it can also hand a person over to an agent for a live web chat.

Essentially, we are making it easier for parents/carers to find the information they need!

The chatbot runs 24/7 and means people can contact us at a time and place that suits them, giving our residents the ability to self-serve more easily.

## RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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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 meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

This was a proof of concept and part of our efforts to trial new technologies to improve the overall Digital Customer Experience for our residents, creating a more personalised experience online. It was a fantastic team effort - a collaboration between our Digital, Customer Service and Education Teams, all working together to find new and innovative ways to deliver services to our customers. It went live in November 2020.

### **Why School Admissions?**

We receive lots of enquiries about school admissions, which is not surprising as it can be a source of worry for parents who are keen to get their child into the school of their choice!

Last year we received over 1.2 million web visits to the Education & School pages of our website and almost 40,000 calls to our contact centre. These calls were centred at peak times of the school year, creating high demand which meant that parents could experience longer waiting times to get their enquiries answered.

We wanted to make it as easy as possible for parents and carers to find information online, get their questions answered quickly and reduce the need for them to have to call us if they didn't need to.

### **How has it been working?**

We've had a fantastic response to the prototype. In the first few months of operation, we had over 20,000 unique conversations with the chatbot, with each user asking an average of 7 to 8 questions. We also currently have a 95% customer satisfaction rate!