**Notice of Meeting**

# Resources and Performance Select Committee

| **Date and Time** | **Place** | **Contact** | **Web:** |
|---|---|---|---|
| Thursday, 22 June 2023 10.00 am | Council Chamber, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF | Julie Armstrong, Scrutiny Officer  julie.armstrong@surreycc.gov.uk | Council and democracy Surreycc.gov.uk  **Twitter:** @SCCdemocracy |

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**Committee/Board Members:**

Nick Darby, Will Forster, Tim Hall, David Harmer, Edward Hawkins, Bob Hughes (Chairman), Robert King, Steven McCormick (Vice-Chairman), John O'Reilly, Becky Rush, Lance Spencer, Lesley Steeds (Vice-Chairman) and Hazel Watson

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## 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: 24 APRIL 2023**                 (Pages 7 - 18)

**Purpose of the item:** To agree the minutes of the Resources and Performance Select Committee held on 24 April 2023 as a true and accurate record 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.

The public retain their right to submit questions for written response, with such answers recorded in the minutes of the meeting; questioners may participate in meetings to ask a supplementary question. Petitioners may address the Committee on their petition for up to three minutes. Guidance will be made available to any member of the public wishing to speak at a meeting.

**NOTES:**

1. The deadline for Members' questions is 12:00pm four working days before the meeting *(16 June 2023).*

2. The deadline for public questions is seven days before the meeting *(15 June 2023).*

3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

**5      PEOPLE AND CHANGE WORKFORCE UPDATE**                        (Pages 19 - 32)

**Purpose of the item:** To provide an update on the new People Strategy, and progress made in the areas impacting the workforce that were raised by the Committee in October 2022.

**6      EQUALITY DIVERSITY AND INCLUSION UPDATE**                   (Pages 33 - 44)

**Purpose of the item:** To update the Committee on progress made in equality, diversity, and inclusion (ED&I) at Surrey County Council for its workforce and residents, in advance of a new ED&I Strategy from 2024.

**7      PERFORMANCE MONITORING SESSION NOTES 21 FEBRUARY 2023**     (Pages 45 - 48)

**Purpose of the item:** To publish the notes of the Performance Monitoring session conducted informally on 21 February 2023.

**8      FORWARD WORK PROGRAMME AND ACTIONS AND RECOMMENDATION TRACKER**   (Pages 49 - 68)

**Purpose of the item:** For the Select Committee to review the attached Forward Work Programme and Actions and Recommendation Tracker, making suggestions for additions or amendments as appropriate.

## 9 DATE OF THE NEXT MEETING

The next meeting of the Resources and Performance Select Committee will be held on 18 October 2023 at 10:00am.

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**Joanna Killian**
**Chief Executive**
Published: Wednesday, 14 June 2023

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**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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Thank you for your co-operation.

**QUESTIONS AND PETITIONS**

Cabinet and most committees will consider questions by elected Surrey County Council Members and questions and petitions from members of the public who are electors in the Surrey County Council area.

**Please note the following regarding questions from the public:**

1. Members of the public can submit one written question to a meeting by the deadline stated in the agenda. Questions should relate to general policy and not to detail. Questions are asked and answered in public and cannot relate to "confidential" or "exempt" matters (for example, personal or financial details of an individual); for further advice please contact the committee manager listed on the front page of an agenda.
2. The number of public questions which can be asked at a meeting may not exceed six. Questions which are received after the first six will be held over to the following meeting or dealt with in writing at the Chairman's discretion.
3. Questions will be taken in the order in which they are received.
4. Questions will be asked and answered without discussion. The Chairman or Cabinet members may decline to answer a question, provide a written reply or nominate another Member to answer the question.
5. Following the initial reply, one supplementary question may be asked by the questioner. The Chairman or Cabinet members may decline to answer a supplementary question.

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**MINUTES** of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 24 April 2023 at Council Chamber, Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF

These minutes are subject to confirmation by the Committee at its meeting on 22 June 2023.

**Elected Members:**

| | |
|---|---|
| * | Steve Bax |
| * | Nick Darby (Chairman) |
| * | Will Forster (Vice-Chair) |
| * | David Harmer |
| * | Edward Hawkins |
| * | Bob Hughes (Vice-Chair) |
| | Robert King |
| * | Steve McCormick |
| * | Lance Spencer |
| * | Lesley Steeds |
| * | Hazel Watson |
| * | Jeremy Webster |

*(\* = present at the meeting)*

**9/23   APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Robert King.

**10/23 MINUTES OF THE PREVIOUS MEETING: 2 FEBRUARY 2023 [Item 2]**

The minutes of the Resources and Performance Select Committee held on 2 February 2023 were formally agreed as a true and accurate record of the meeting.

**11/23 DECLARATIONS OF INTEREST [Item 3]**

None received.

**12/23 QUESTIONS AND PETITIONS [Item 4]**

None received.

**13/23 DIGITAL INCLUSION [Item 6]**

**Witnesses:**

David Lewis, Cabinet Member for Finance and Resources
Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources
Marie Snelling, Executive Director of Customer and Communities
Sarah E.M Bogunovic, Assistant Director, Registrations, Coroner's Service & Customer Strategy
Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture
Helen Dobson, Managing Director, Citizens Online

**Key points raised during the discussion:**

1. The Chairman asked for the greatest challenges to digital inclusion. The Executive Director of Customer and Communities said ensuring it was embedded as an organisational wide priority and forming an accurate picture despite a range of data, insight and intelligence information being available. The Assistant Director, Registrations, Coroner's Service & Customer Strategy noted the possibility that for those at risk of digital exclusion, the divide would grow due to the impact of cost of living pressures, and noted the importance of providing other channels to ensure services were accessible.

2. The Chairman questioned how people already digitally excluded would be included in plans to encourage more people to access more services online. The Assistant Director confirmed that the move to digital would not result in a closure of other contact channels, but would help free up those channels e.g., the telephone, for people who needed to contact the council in other ways. The Chairman asked if any residents had been excluded as a result of efficiencies, particularly with regards to highways reporting via the contact centre. The Executive Director of Customer and Communities explained that whilst residents were encouraged to report issues online, a telephony service remained, and issues could also be reported through their local Member.

3. A Member asked for slides presented at the beginning of the discussion to be circulated to Committee Members, queried the deliverables, targets and expected timescale, and questioned if the programme was aligned to the Data Strategy Transformation provided to the Committee in December 2022 as this was not evident in the papers. The Portfolio Lead, Digital, Data, Technology & Culture said that deliverables would be determined by engagement with all stakeholders, benchmarking and the sharing of best practice with other local authorities. Citizens Online Managing Director added that recommendations arising from this information would result in an action plan to acknowledge the short term gains and longer term work for the Council to take forward. The Member expressed concerns at the lack of structure to the work being undertaken, with no information provided about the budget, resources, what would be delivered, how it would be delivered and by when. The Portfolio Lead, Digital, Data, Technology & Culture said recommendations would be available at

the end of the four-month piece of work, which had started in early March 2023. The Executive Director of Customer and Communities said that the piece of research work undertaken in 2018 had been responded to and included a range of deliverables, some of which had been outlined in the current paper. It was being revisited to refresh the approach post pandemic and presented early to Committee to enable Members to help shape the work. The Cabinet Member for Finance and Resources challenged the premise of a timeline since work would evolve and adapt with technological advancements and as such was continual. It was agreed the presentation would be circulated. **Action – Managing Director, Citizens Online**

4.  A Member asked how the Council compared to local authorities held up as examples of best practice and what approach they had taken. The Cabinet Member for Finance and Resources said that work to be done to identify good and best practice in other local authorities and commercial organisations would form part of the programme going forward. The Assistant Director confirmed the Council intended to join the Local Government Association (LGA) Digital Inclusion Best Practice Network, a coordinated stakeholder group of approximately 35 local authority digital leads. The Member queried the roadmap and timetable to achieve expectations. Citizens Online Managing Director confirmed that best practice helped inform the research work, which would result in recommendations and an action plan.

5.  A Member queried the budget for the programme including current and planned future spending. The Portfolio Lead confirmed the budget for the four-month piece of research was £24,900; this did not include the recruitment of digital champions as these were not paid roles but trained volunteers who help people develop their digital skills and confidence . The Member queried their effectiveness of digital champions, said it was unlikely that IT training outside of the charity sector had been delivered to disadvantaged groups, and suggested it would be more beneficial to provide charities with small amounts of funding to increase delivery. Citizens Online Managing Director summarised the five-year research programme conducted to determine the range of work undertaken by digital champions and said as the biggest touchpoint for Surrey residents in need, the Council had the ability to provide a great deal of support to people in the county. The Executive Director of Customer and Communities recognised the important role that other groups and organisations in Surrey had in supporting digital inclusion and explained the partnership work undertaken to date across the county to provide digital support and services such as the Surrey Coalition for Disabled People led Tech to Community Connect Service, and the Action for Carers provision of digital devices and digital literacy training to support those at risk of digital exclusion.

6. A Member said local Members had not been approached to share their local knowledge regarding digitally excluded residents. The Cabinet Member for Finance and Resources agreed that borough and county level Members had an important contribution to make and recognised the need for joined-up working.

7. A Member queried the take-up of the Surrey Adult Learning digital skills course and asked what equivalent provision was available in East Surrey. The Assistant Director committed to provide the Committee with this information at a future date. **Action - The Assistant Director, Registrations, Coroner's Service & Customer Strategy.**

8. A Member relayed that residents who had telephoned the contact centre to pay for parking permits had been advised they required an email address to pay and asked if this was considered digitally inclusive. The Assistant Director said that every reasonable adjustment required was made for residents who telephone the contact centre and committed to investigate the feedback and report back to the Committee. **Action - The Assistant Director, Registrations, Coroner's Service & Customer Strategy**

9. A Member was concerned that the national closure of the analogue telephone system would adversely affect residents already digitally excluded. The Portfolio Lead committed to connect with the Council's lead on this work to ensure joined-up working. The Cabinet Member for Finance and Resources noted this was a national issue that was not unique to Surrey. The Member stressed that attention to this was fundamental to the work around digital inclusion. **Action - The Portfolio Lead, Digital, Data, Technology & Culture**

10. A Member was concerned at the cost implication and impact to residents of local infrastructure works. The Executive Director of Customer and Communities agreed to pass on these concerns to the Economy and Growth team who had been undertaking work in this area. **Action - The Executive Director of Customer and Communities**

11. A Member asked if all libraries in Surrey provided free internet access, how many had digital welfare officers and how the work of these officers was accessed and promoted. The Executive Director of Customer and Communities confirmed that all libraries had free internet access and PCs with trained staff available to assist and would come back to the Committee with further information regarding digital welfare officers and digital buddies. **Action – The Executive Director of Customer and Communities**

12. A Member asked if digital welfare and community link officers worked together. The Executive Director of Customer and Communities

committed to provide further information regarding these roles and explained that although community link officers did not undertake any digital literacy skills work with residents, they would actively promote the services available. **Action – The Executive Director of Customer and Communities**

13. A Member questioned the given number of 200,000 digitally excluded residents, when taking into consideration households with one person able to access services digitally and provide support for the others. The Assistant Director said the figure was the current best estimate and summarised the targeted work to encourage residents to seek support from family members, friends or people they trust to access digital services on their behalf. This had resulted in a rise of the online uptake of blue badge applications from 15 per cent to 80 per cent over approximately seven years.

14. A Member noted that the poor mobile signal in the county would be an issue going forward. The Cabinet Member for Finance and Resources agreed the current signal was poor in some areas and highlighted the balance required with regard to local opposition to new masts and the need for improved signals, adding that the situation would be exacerbated by the rollout of 5G.

15. A Member asked what were the plans for rural areas with no libraries and limited public transport. The Executive Director of Customer and Communities agreed that rural areas required wider community outreach to ensure that digital skills literacy education could happen in the right place, not just in libraries.

16. The Chairman requested that details and notes of the discussion at the imminent workshop be provided to the Committee as soon as possible. **Action - Managing Director, Citizens Online**

17. The Chairman suggested frequent feedback as deemed appropriate by officers and requested the prioritisation of work with stakeholders to include Surrey Heartlands, the LGA, the charity sector, rural areas and Members, and suggested the Committee may wish to consider setting up a task group.

**Resolved:**

The Resources and Performance Select Committee recommends:

1. That the Cabinet commits to ensuring an alternative form of contact to online is made available while action is undertaken to support digital inclusion in the county, so that Council services remain accessible for people who are digitally excluded. Also, that care is taken to ensure alternative methods of contact are fit for purpose and do not unintentionally exclude people, for

example, not requiring an email address to make a payment by telephone.

2. That the Resources Directorate and Member Services provide and publicise face-to-face digital skills training to Members at all levels, including Cabinet.

3. That the Select Committee nominates representatives to participate as key stakeholders in the work being undertaken by Citizens Online and to engage with this work on an ongoing basis as it develops.

4. That the Service ensures that Citizens Online involves the voluntary sector, health partners and borough and district councils in its research work in Surrey and in the development of an action plan.

5. That the Service ensures that Citizens Online shares the findings from its online survey once complete and the Cabinet Member for Finance & Resources brings their final report with recommendations to a meeting of the Resources and Performance Select Committee.

6. That the Committee considers the formation of a Task Group on digital inclusion at the beginning of the municipal year.

**Actions:**

i. The Managing Director, Citizens Online agreed to circulate the slides presented at the beginning of the discussion.

ii. The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to provide the Committee with information regarding the take-up of the Surrey Adult Learning Digital Skills course and the equivalent provision available in East Surrey.

iii. The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to investigate feedback from residents that an email address was required to pay for parking permits purchased through the contact centre.

iv. The Portfolio Lead committed to feedback concerns to Council leads regarding the closure of the national analogue telephone system adversely affecting residents already digitally excluded.

v. The Executive Director of Customer and Communities agreed to pass on Members concerns regarding cost implications and impact to residents as a result of infrastructure works to the Economy and Growth team.

vi.    The Executive Director of Customer and Communities agreed to come back to the Committee with further information regarding digital welfare officers and digital buddies.

vii.   The Executive Director of Customer and Communities committed to provide further information regarding the digital welfare and Community Link Officer roles.

viii.  The Managing Director, Citizens Online committed to provide the details and notes of the discussion of the imminent workshop to the Committee as soon as possible.

**14/23 IT & DIGITAL UPDATE  [Item 5]**

**Witnesses:**
David Lewis, Cabinet Member for Finance and Resources
Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources
Matt Scott, Chief Digital Information Officer, IT & Digital
Jo Blount, Portfolio Lead – Digital, Data, Technology & Culture
Lorraine Juniper, Head of Engagement and Innovation

**Key points raised during the discussion:**

1. A Member, referring to the performance monitoring report included in Annex 10, asked what had caused the spikes in work time lost due to IT problems in September and December 2022. The Chief Digital Information Officer, IT & Digital explained that the September spike was because of an increase in password resetting requests and additional support calls regarding devices at the beginning of the academic year. The December peak related to an isolated issue where an individual recorded disruption lasting 40 hours. The Chief Digital Information Officer added that peaks were monitored and built into the continuous improvement plan.

2. A Member asked if any system issues had been reported in relation to the recent renewal of parking permits as some residents had reported IT problems, such as addresses not appearing in the drop-down list. The Chief Digital Information Officer would report back to the Committee following further investigation of these issues. The Chairman questioned the testing and checking of such systems to ensure they work in advance. The Chief Digital Information Officer said that testing should be carried out in advance but could not currently comment on this issue as it had not been raised within the support channel. The Chairman requested further information to include an explanation of what went wrong and an overview of the testing that took place. **Action - The Chief Digital Information Officer, IT & Digital**

David Harmer left the meeting at 12:25pm

3. A Member, in reference to paragraph 31, was concerned that transform projects were not currently reported to Cabinet in the way that Run projects were and asked how Cabinet was monitoring such projects. The Chief Digital Information Officer explained that reporting of transform projects took place through the Transformation Assurance Board in addition to IT & Digital briefings to the Cabinet Member, who would disseminate updates to Cabinet Member colleagues. There had been recent focus on methods to enhance oversight to all projects and ensure all reports would transition through the new mechanism to ensure Cabinet engagement. The Cabinet Member for Finance and Resources confirmed that whilst not yet at an advanced stage, work had been taking place to ensure that each portfolio holder had visibility of all projects within their areas of responsibility.

4. The Chairman queried how the 'global average' customer satisfaction referenced in paragraph 29 was defined. The Chief Digital Information Officer said that a benchmarking exercise had taken place using the global average of a global benchmark software tool.

5. The Chairman queried the percentage of unsuccessfully blocked cyber-attacks. The Chief Digital Information Officer confirmed that to date, any attempts at cyber disruption had been successfully prevented. The Cabinet Member for Finance and Resources noted that cyber-attacks remained the highest risk on the risk matrix and everything possible was being done to protect the Council's systems. The Deputy Chief Executive and Executive Director of Resources said that cyber-attacks were included in monthly performance Key Performance Indicator (KPI) headlines and included a list of unsuccessful attacks to drive awareness and staff behaviour. The Chairman sought reassurances that efficiencies would not be considered in this area. The Chief Digital Information Officer confirmed no efficiencies were planned and added that any investment requests had all been met.

6. A Member asked if the Council had access to people with knowledge around hacking. The Portfolio Lead, Digital, Data, Technology & Culture confirmed that this was covered by the penetration testing.

7. The Chairman, in relation to the workforce in this highly competitive sector, asked what non-monetary incentives were offered to staff. The Chief Digital Information Officer explained that the focus to be seen as an employer of choice was key and involved publicising the Council's innovation and continuing professional development offer to appeal to prospective applicants in addition to the Council wide discount schemes.

8. A Member asked what officers would do in an ideal world to attract candidates. The Chief Digital Information Officer said that although challenges existed with competitiveness around pay, interest in work was also a key factor in attracting candidates who were focused on developing their experience within innovative areas.

9. The Chairman asked if training was offered to districts and boroughs. The Chief Digital Information Officer explained that this area required sensitivity, with support and guidance available to districts and boroughs through an existing professional network.

10. A Member queried how finance, recruitment and other constraints impacted provision of the service. The Chief Digital Information Officer said whilst demands on the service were satisfied, a backlog existed and staff had multiple areas of focus which affected other areas of response. The Portfolio Lead added that a lack of capacity risked working in silos and could mean that required standards may not be met.

11. A Member questioned if available IT resources were adequately promoted. The Chief Digital Information Officer said that could be more awareness of resources and welcomed feedback from Members regarding the most effective ways to address this. The Cabinet Member for Finance and Resources suggested the Member Development Steering Group could feed into this work.

**Resolved:**

The Resources and Performance Select Committee recommends:

1. That, acknowledging that there is no resource surplus or unutilised capacity that can be used to respond to spikes in demand or the steady increase in demand, the Cabinet considers a business case from the IT Service to grow its capacity to meet increasing demand, placing paramount importance on cyber attack prevention.

2. That Cabinet has constant oversight when making efficiencies to ensure that doing so does not place the Council at greater risk of cyber attack.

3. That Cabinet monitors Transform projects through regular highlight reports outlining activities undertaken, activities planned, any issues and key risks.

4. That Cabinet Members continue to engage with the IT & Digital Service to align its work with the Council's key corporate priorities.

**Actions:**

i. The Chairman requested further information and an explanation of the issues around the new renewal of parking permits system to include an overview of the testing that took place. Action - The Chief Digital Information Officer, IT & Digital

## 15/23  PROCUREMENT MODERNISATION  [Item 5]

**Witnesses:**
David Lewis – Cabinet Member for Finance & Resources
Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources
Anne Epsom, Head of Policy and Improvement, Orbis Procurement

**Key points raised during the discussion:**

1. The Chairman noted that the service's approach to environmentally sustainable procurement had been shortlisted for a Local Government Association (LGA) award and queried what had made Orbis stand out and if there was confidence that the service was now an example of best practice. The Head of Policy and Improvement, Orbis Procurement explained that whilst the judges had not provided feedback it was believed that the Council had stood out as a result of the collaborative effect of the three councils working together, the provision of a dedicated policy team, the baselining of supply chain emissions ahead of other local authorities and the level of engagement with stakeholders.

2. The Chairman asked if the weaknesses in four areas noted in paragraph 3 had been addressed and how was this measured. The Head of Policy and Improvement confirmed a number of weaknesses had been addressed. A focus on certain areas remained, particularly around the quality of data.

3. The Chairman requested examples of where the focus area of governance had, and had not, worked well in practice. The Head of Policy and Improvement said governance had been successful within portfolio reviews, which had received positive feedback and engagement. Steps had been taken to resolve issues around project banding methodology which had not been as successful; as a result work was underway to return to the more streamlined self-assessment banding.

4. The Chairman asked for an example of the lessons learned referenced in paragraph 7. The Head of Policy and Improvement noted the output of quality assurance reviews as an example which identified the quality of feedback and evaluation as an area for

consideration and the need for a platform providing equal access to all.

5. The Chairman, with regard to paragraph 25, questioned the benefit of training non-procurement staff in procurement. The Head of Policy and Improvement said training would help staff understand the potential for procurement.

6. A Member asked if the £4.2 million Orbis saving across the three councils had been what was anticipated and queried why, following this saving, some of the budget was transferred back to the Council after the 2021 review. The Deputy Chief Executive and Executive Director of Resources confirmed that the Orbis targets had been set out in 2018 for delivery during the three years that followed. An overspill resulted from some outstanding targets that remained in the fourth year, an extension had been given to meet these targets and they had now been completed.

7. A Member queried the proportion of samples in the inaugural review undertaken in March 2023 noted in paragraph 12e, and asked what proportion of the projects were in sample and how many complied with organisational requirements and procurement regulations. The Head of Policy and Improvement explained that nine populations of potential projects were identified and taken through the first stage of the basic compliance QA process, followed by a thorough qualitative assessment of five of those projects.

8. A Member queried the process for receiving a quote that was obviously incorrect. The Head of Policy and Improvement said that respectful challenge between business partners and their services and engagement with senior stakeholders was effective in such circumstances.

9. A Member queried the timeline of the contract process, for example the time taken from the contract being awarded to being signed. The Head of Policy and Improvement, Orbis Procurement committed to bring this information back to the Committee. **Action - The Head of Policy and Improvement, Orbis Procurement**

**Resolved:**

The Resources and Performance Select Committee recommends:

1. That before approval of any part 2 procurement report, officers and the responsible Cabinet Member brief relevant Cabinet Members to continue to ensure all have a clear understanding of all financial implications.

**Actions:**

   i.   The Head of Policy and Improvement, Orbis Procurement committed to bring back to the Committee information regarding timelines of the contract process.


**16/23 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME  [Item 7]**

**Key points raised during the discussion:**

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


**17/23  DATE OF THE NEXT MEETING: 22 June 2023  [Item 8]**

The Committee noted its next meeting would be held on 22 June 2023.




Meeting ended at: 1.33pm

_____Chairman.

RESOURCES AND PERFORMANCE SELECT COMMITTEE

THURSDAY, 22 JUNE 2023

# PEOPLE AND CHANGE WORKFORCE UPDATE

Purpose of report:

To provide an updated position on the key workforce challenges facing the organisation and how the People and Change service is working to help address and mitigate these challenges. In addition, the report gives a progress update on queries raised by the Select Committee in October 2022, (as per the list in paragraph 2), with regards to career progression and retention of staff and aims to give clarity on current actions and programmes of work being undertaken to address specific areas of concern.

## Introduction:

1. The last People and Change Workforce Update was in October 2022 and since then a new People Strategy has been created with a Delivery Plan put in place to address some of the key aspects of scrutiny. The direction of travel for the strategy was approved by Cabinet on 31 January 2023. The People Strategy and Delivery Plan received final sign-off by a new People Strategy Performance Board, which has been established to monitor progress, chaired by the Deputy Chief Executive, on 19 May 2023.

2. The focus of this report will be to update Committee on the following activities that impact our workforce, as requested following the October 2022 Resources and Performance Select Committee, minutes for reference.

   a) Recruitment time to hire
   b) Collaboration with schools and colleges
   c) Data on exit interviews/surveys and in-job interviews with a view to retain staff/gauge job satisfaction
   d) Career development offer and internal job promotion opportunities for staff
   e) Management and leadership prospects for those who are underrepresented
   f) Hybrid working (including more annual leave, flexible approach to working and sabbatical opportunities)
   g) Summary of key performance indicators.

**Recruitment - Time to Hire**

3.    We have now expanded the People and Change recruitment KPI monthly reporting to include:

- Time to Offer (TTO) - **the time taken in days between the advert closing and the successful candidate being offered the position.** This tells us how quickly the hiring team is shortlisting and then interviewing candidates.

- Time to Hire (TTH) - **the time taken in days between an appointment form being submitted to a start date being agreed.** This tells us how quickly the recruitment team is completing the pre-employment checks required with candidates.

4.    Below is a summary of the data for the last 7 months.

|  | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 |
|---|---|---|---|---|---|---|---|
| **TTO (Time to Offer) in days** | 26 | 26 | 29 | 22 | 40 | 34 | 25 |
| **TTH (Time to Hire) in days** | 40 | 33 | 32 | 35 | 32 | 25 | 24 |

5.    The recruitment team also capture feedback from hiring managers and candidates about the way in which appointments are processed. Below is a summary of the last five months' satisfaction scores from each, relating to time to hire, with the percentage of responses that indicated "satisfied" or "very satisfied". The number in brackets next to the percentage is the total number of responses received for that month.

|  | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 |
|---|---|---|---|---|---|
| Hiring managers | 85% (121) | 92% (132) | 91% (90) | 89% (181) | 90% (115) |

| | | | | | |
|---|---|---|---|---|---|
| Candidates | 86% (132) | 87% (191) | 89% (135) | 90% (206) | 96% (157) |

**Collaboration with Schools and Colleges**

6. Through the Early Careers Project, in 2023 to date, People and Change have engaged and collaborated in the following ways with several Surrey schools and colleges:

- East Surrey College Careers Fair on 11 May 2023. We are also in regular communication with the college to support their T Level work placements in 2024/5. (T Levels are nationally-recognised qualifications for 16 to 19 year olds that take two years to complete. 80% of the learning is classroom based and 20% is spent on a minimum 9 week placement with an employer. A T Level is roughly equal to 3 A' Levels).

- Engaged with teachers through an SCC stand at the National Apprenticeship Show 2023 at Sandown Racecourse in March 2023.

- Carrington School's (Redhill) 'Phoenix Programme' insight day at Woodhatch Place on 25 April to support young people from lower socio-economic backgrounds to gain insights and confidence into workplaces, enabling them to aspire and reach their potential.

- Supporting the Green Teacher Encounters pilot project led by Coast to Capital LEP to provide teachers with work experience to increase their knowledge of the green economy, and with skills to build this into their curriculum.

- St Philomena's Catholic Girls Schools in Carshalton, to support their Health and Social Care T Level Industry placements in 2024.

- Attended the Eco Schools summit in 2023 at Woodhatch Place to engage schools from across the county.

**Activity outside Surrey**

- Working with Farnborough College to support industry placements for Digital and IT T Levels in 2023.

- Supporting Greener Futures to advertise for a funded internship with the University of Sussex for summer 2023.

- Working with the Department for Education to identify schools and colleges that offer T Levels which will support Surrey County Council's workforce needs over the coming months and years, with a plan to further engage through strategic workforce planning activity.

- Working closely with the Economic Growth team on the skills strategy work to support the Festival of Skills, plus supporting schools' engagement and outreach as required.

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**Exit Survey Data**

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7.  The overall turnover of staff reduced to an average of 14.2% across the Directorates by December 2022 from an average of 16% in August 2022. The KPI target for 2023/24 remains at the national average turnover rate of 15%.

8.  Exit surveys are now automatically sent out to leavers so they can respond anonymously to the questions posed, prior to leaving the organisation. The latest results date back from the end of December 2022 and show a response rate of 11%.

9.  The table below shows the numbers of responses by Directorate:

| Directorate | Survey Uptake based on number of leavers | Number of leavers | Survey responses |
|---|---|---|---|
| Chief Executive Office | 2% | 64 | * |
| Children, Families & Learning | 13% | 235 | 30 |
| Customers & Communities | 17% | 81 | 14 |
| Env, Transpt & Infrastructure | 18% | 55 | 10 |
| Health, Wellbeing & ASC | 10% | 197 | 20 |
| Partnerships, Prosperity & Growth | N/A | 0 | 0 |
| Public Services Reform | 29% | 7 | * |
| Resources | 6% | 140 | 8 |

In the table above * denotes a value which is too low to share for Data Protection purposes.

The Chief Executive Office figures include Surrey Fire & Rescue Service, which was part of the directorate at the time the data was produced.

The table above shows the uptake in terms of what percentage of people completed the exit survey. As an example, there were 235 leavers in Children's, Families and Life Long Learning in the reporting period, of which 30 people completed the survey. This represents 13% uptake of the survey.

10. Other data from the responses includes the following:

- 76% of responses were from staff on permanent contracts, 18% on fixed term contracts and the remainder on locum or bank contracts.

- 25% of responses were from staff who had a tenure of between 2-5 years. 40% of responses were from staff who had a tenure of less than 2 years.

- 42% of respondents were in roles on PS7 – PS9 pay scales.

11. The three key reasons for leaving were ranked in order as follows:

- Better reward package elsewhere

- Lack of opportunities

- Work/life balance and promotion were ranked joint third place.

12. Other insights from the survey include:

- 47% of responders were going to work for another public sector organisation. 19% were going to work in the private sector.

- 79% agreed or strongly agreed that the council has a positive working culture.

- 72% of responders would consider returning to work for Surrey County Council.

13. As part of the 'Engage and Retain' workstream that the Children's Families and Lifelong Learning Directorate are undertaking through their Recruitment and Retention Board, 78 interviews were conducted in March and April 2023, peer on peer or by individuals, across services and levels, to establish why workers stay in Surrey, what the challenges are, and to provide suggestions to improve.

14. The report which reflects the findings is still in draft for the Recruitment and Retention Board to consider and approve, but some of the insights have been shared for this report.

15. To the question 'What are your main reasons for staying at Surrey County Council?' the following responses were given:

- 32% of the respondents stated that their colleagues and team were one of reasons for staying at SCC.

- 13% of respondents commented on the opportunities available to staff, such as secondments and transfers.

- 13% of respondents mentioned flexi working / agile working as a reason to stay.

- 24% of respondents answered that they stayed at SCC for either their families, the location of Surrey or the stability that the job provides.

16. To the question 'What opportunities have you had to progress, train or transfer roles in Surrey?':

- 54% of respondents said they had progressed.

- 24% of respondents said the training offer was good.

- 9% of respondents said that no opportunities had arisen, or they were not interested in the progression opportunities.

- 5% of respondents said they were unclear as to what opportunities there were or where to look for them.

17. The draft report explores other areas that impact employees, namely team working, agile working, wellbeing, and ways of improving the service that they are providing. The report will be circulated to the Recruitment and Retention Board once it is completed.

18. Stay interviews are not scheduled to be introduced as standard across the council but will be used as a targeted intervention in those areas where staff turnover is higher than the average for the council (currently 14.2%).

**Career Development and Internal Job Opportunities**

19. A Career Development project brief is being worked on as part of the People Strategy Delivery Plan. Two Career Development Project Leads have recently been recruited internally, to ensure resources are available to support this key priority.

20. Opportunities for talent mobility pilots are being identified, one of which will be across the Health and Care system. Talent mobility programmes reflect an agile working environment, where employees can move roles within an organisation to learn new skills and progress their careers. This improves retention rates and benefits the organisation in terms of developing employees to learn more about different areas within the council.

21. The scoping of a Surrey County Council Academy has commenced to incorporate the individual academies that already exist within certain directorates and services (e.g. Finance).

22. There are approximately 430 apprentices in the council working across all directorates; about half are career starter apprentices and half are existing staff upskilling through an apprenticeship. The top programmes are Childrens,

Families and Young Person's Practitioner, Operational Firefighter, Project Manager, Business Administration and Operational Management. Moving forward, we are seeking to adopt a 'cohort' approach where a group of apprentices will begin a programme together. The first cohort of five young people will begin in September 2023.

23. The first T-Level students are commencing their placements in May 2023.

24. Succession planning continues to be rolled out with services and teams which will be further developed through the Strategic Workforce Plans which are being developed for every directorate as part of the Integrated Business Planning and Performance process. For example, work is underway with Surrey Fire and Rescue Service, following their inspection, to develop a robust succession plan for their Senior Leadership Team.

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**Management and Leadership Opportunities for underrepresented groups**

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25. As well as line managers discussing opportunities with staff from underrepresented groups through Performance Conversations, as a People and Change service we are offering:

- Career Sprints which are targeted at and promoted to those who are underrepresented. They are marketed through the Staff Networks. Career Sprints offer employees the opportunity to better understand their strengths and what career aspirations they may have through a better understanding of their own values and priorities. The sprints support employees to appreciate what their motivators are, where their next career move might be and how to achieve that goal through their networks. The sprints include 4 sessions for all participants and a 1:1 coaching session per person. Digital tools and worksheets are also provided to support learning.

- In January 2023, an Early Careers specific introduction to Leadership and Management Development took place with a cohort of the 'Leading People at SCC Programme' specifically focused on our Early Careers Network. It was sponsored by Michael Coughlin, Executive Director Partnerships, Prosperity and Growth.

- In early 2023, we launched our Internal Mentoring Pool to provide mentoring for those who want to progress in their career, or step into a new role.

- A coaching offer is available to all levels of the organisation.

- A new leadership approach has been agreed by the Corporate Leadership Team which will introduce the 'Engaging and Transformational Leadership Model' as the model of leadership at SCC. The model has been selected because it is designed for the public sector and to be truly inclusive, both in terms of gender and ethnic background; a shift from most well-known models of leadership which tend to be based on research using predominantly white, male leaders. As part of the introduction of the new approach, a range of promotion and selection assessment tools will be available, including a new 360 assessment tool for managers which is currently being piloted.

- In the Succession Planning Toolkit there is specific focus on the diversity of future leadership pipelines.

**Agile and Hybrid working**

26. The Agile Organisation Programme and the Organisational Effectiveness and Development teams are working together to refresh the support available around agile working. Two new workshops are in development:

- An intervention for managers that helps them to understand and embed The Surrey Way in their team/service, whilst also helping them to think about how they manage in a hybrid environment.

- Developing a team session that again, embeds The Surrey Way, but also helps teams to think about the impact of hybrid working on them as a team.

27. Initially these will be aimed at teams who are moving offices but will be made available to all teams to support hybrid working.

28. Team Charter documents are being reviewed so that there is one version that teams can use across the council. All teams will be encouraged to develop their own charter.

29. The Flexible Working Policy has been reviewed in readiness for when the new employment law (Flexible Working Bill) is enacted.

**Key Performance Indicators**

30. The Key Performance Indicators for 2023/24 broadly align with those for 2022/23, but additional measures have been included to monitor and measure recruitment metrics and staff satisfaction scores.

31. The initial indicators are divided into measures that are for information and monitoring only, as per those below:

| KPI ref | Name of measure |
|---------|-----------------|
| PC01 | Number of permanent staff |
| PC02 | Number of bank staff |
| PC03 | Recruitment - number of jobs posted in the month |
| PC04 | Recruitment - number of applicants in the month |
| PC05 | Recruitment - number of hires in the month |
| PC06 | HR open cases |

32. The 'make up' and cost of the workforce:

| KPI ref | Name of measure |
|---------|-----------------|
| PC07 | Off payroll workers as a % of workforce |
| PC08 | Payroll spend for perm staff |
| PC09 | Payroll spend for bank staff |
| PC10 | Off payroll spend as % of total staffing spend |

33. The key performance indicators on staff movement and protected characteristics:

| KPI ref | Name of measure | Good to be | 23/24 Target | Rationale |
|---------|-----------------|------------|--------------|-----------|
| PC11 | Voluntary turnover (%) | Low | 15% | National average for Public Sector Organisations |
| PC12 | EMG staff (%) | High | 14% | Based on 2021 Census data for the population of Surrey. (Surrey Residents All ages= 14.5%, England=19%, SE=13.7%) |
| PC13 | Disabled staff (%) | High | 6% | Ref:  Census 2021 -% Disabled under the Equality Act: Day-to-day activities limited a little all ages= 8.7% (Day-to-day activities limited a lot = 5.1%; Total=13.8%). No metadata yet available for working age groups in Census 2021. Ref 2:  NHS Digital for Proportion of adults with learning disabilities in paid employment Surrey=12.7%, UK=4.8%, Region=6.6%. |
| PC14 | Under 30s (%) | High | 16% | Census 2021, calcs at 2021 on working ages (15-29 at present) Surrey =16.3%; England= 18.3%; SE=17.1%. |
| PC15 | Sickness absence rate (FTE days per employee) | Low | 7 days per FTE | ONS (Apr 22), 4.6 days average, all industries. LGA benchmarking at 21/122 Mean for All English single tier and county councils was 11.5 days. Recommend 7 days, based on SCC 21/22 at 6 average. |

| PC16 | % Staff vacancies - Authorised Posts | Low | 28% | Recommending 28% as target, based on current trend over last 7 months (baseline required), at 31.53% average which is very high and needs improvement to support budget control monitoring |
|------|------|------|------|------|

- A rationale has been provided with regards to targets set for these metrics, which are broadly in line with last year's measures but with updated statistics based on the 2021 Census data in terms of the population of Surrey and how our workforce compares.

- The Census data provides a base for us to evaluate a suitable target in terms of the protected characteristics of our workforce. Currently, 62% of our workforce reside in Surrey, so it is reasonable to base our workforce targets on the demographics of the county. It is also important that the workforce reflects the customers and communities that they serve in Surrey.

34. Additional measures with regards to staff satisfaction scores and recruitment

| KPI ref | Name of measure |
|---------|-----------------|
| PC17 | % Staff satisfaction (pulse survey) - as per Employee Engagement Index average score |
| PC18 | Pulse score % on diversity, inclusion and fairness – the average score of all questions combined for this theme |
| PC19 | Time to Offer (TTO): Advert Close Date to Appointment Form Complete Date |
| PC20 | Time to Hire (TTH): Appointment Form Complete Date to Start Date Requested |

35. For 2023/24, we have included additional measures to monitor the Pulse Survey staff satisfaction and diversity, inclusion and fairness scores. These will be a combined average of the questions posed in these sections of the Pulse Survey, which is circulated to 25% of staff every quarter.

36. The Time to Offer measure will monitor how long it takes from the closure date of an advert to the appointment form being completed by the hiring manager, indicating how long it takes them to triage CV's, interview candidates and complete the appointment form for the successful candidate.

37. The Time to Hire measure will monitor how long it takes for the successful candidate to be processed in terms of employment checks and references submitted, so the start date can be agreed.

## Conclusions

38. The Key Performance Indicators show a positive picture of the 'health' of the council's workforce.

39. There is an increased focus on retention of the workforce and the wellbeing of our staff, particularly in the aftermath of the Covid crisis.

40. There is a wider appreciation of where the workforce issues are more prevalent in terms of turnover, sickness absence rates and lower employee satisfaction rates and these will continue to be monitored at an organisational level with more specific scrutiny where required.

41. The development of a People Strategy which aligns with The Surrey Way, and the Delivery Plan which lays out the work required to support the strategy, together ensure there is a clear plan for the next 12 months and beyond to achieve an engaged, motivated and high performing workforce who will deliver high quality services to our customers and communities.

## Recommendations

42. The Committee is asked to note the progress in the highlighted areas impacting the workforce and the metrics being proposed to track the satisfaction, health and demographics of the organisation's employees.

43. The Committee is asked to support the key initiatives highlighted in the report and the ongoing work within the People and Change service to deliver the People Strategy and Delivery Plan.

## Next steps

44. People and Change will report to Committee on the key performance indicators on a quarterly basis. The KPI figures for March 2023 are in Annexe 1.

45. Additional qualitative measures will be linked to the Delivery Plan to ensure that progress is being monitored through the staff surveys (both pulse and exit surveys), which can be reported on for future committee scrutiny.

Identify future actions and dates:

46. An update report will be provided to the Committee's next Performance Monitoring session in September 2023.

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**Sources/background papers**

Annexe 1 – KPI figures for March 2023 and March 2022.

**Thursday 22 June 2023**

# People & Change Workforce Update

## Annexe 1

### KPI figures for March 2023

| KPI ref | Name of measure | Mar-23 | Mar - 22 |
|---|---|---|---|
| PC01 | Number of permanent staff | 8809 | 8799 |
| PC02 | Number of bank staff | 1773 | 1833 |
| PC03 | Recruitment - number of jobs posted in the month | 290 | 279 |
| PC04 | Recruitment - number of applicants in the month | 3313 | 2265 |
| PC05 | Recruitment - number of hires in the month | 240 | 264 |
| PC06 | HR open cases | 174 | 182 |
| PC07 | Off payroll workers as a % of workforce | 3.74% | 3.78% |
| PC08 | Payroll spend for perm staff | £367,338,354 | £331,818,545 |
| PC09 | Payroll spend for bank staff | £12,211,447 | £12,008,724 |
| PC10 | Off payroll spend as % of total staffing spend | 7.19% | 7.89% |
| PC11 | Voluntary turnover (%) | 14.33% | 14.33% |
| PC12 | EMG staff (%) | 10.73% | 10.24% |
| PC13 | Disabled staff (%) | 4.22% | 3.19% |
| PC14 | Under 30s (%) | 12.82% | 12.38% |
| PC15 | Sickness absence rate (FTE days per employee) | 6.7 | 6.2 |
| PC16 | % Staff vacancies - Authorised Posts | 21.7% | N/A |
| PC17 | % Staff satisfaction (pulse survey) - as per Employee Engagement Index average score | * | N/A |
| PC18 | Pulse score % on diversity, inclusion and fairness – the average score of all questions combined for this theme | * | N/A |
| PC19 | Time to Offer (TTO): Advert Close Date to Appointment Form Complete Date | 25days | N/A |
| PC20 | Time to Hire (TTH): Appointment Form Complete Date to Start Date Requested | 24days | N/A |

*The Pulse survey data will be available for June 2023 Reporting

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RESCOURCES AND PERFORMANCE SELECT COMMITTEE

THURSDAY, 22 JUNE 2023

# EQUALITY, DIVERSITY, AND INCLUSION UPDATE

Purpose of report:
The report provides an update on the progress made in relation to advancing equality, diversity, and inclusion (ED&I) at Surrey County Council for the workforce and residents.

## Introduction:

1. The ED&I action plan is key to delivering the equality objectives in the Organisation Strategy 2023 to 2028 and plays a pivotal role in supporting the council's wider aim to tackle inequality to ensure no one is left behind. Moving to a fairer, more compassionate, and inclusive culture will inform how we develop policy, take decisions, and serve all stakeholders so everyone who lives, works and studies in Surrey is supported to thrive.

2. To enable members of the Committee to carry out their scrutiny function of this area of work, this report reviews delivery against the ED&I action plans covering the financial years 2021-22 and 2022-23 (since the previous scrutiny and approval of the plan by the Select Committee and Cabinet respectively in 2021). The report describes the activity relating to our workforce, an overview of building accessibility before focussing on the work undertaken to improve the equality of access and outcome for residents and communities. It then outlines the work undertaken to support the development of ED&I in the Voluntary, Community and Faith Sector.

3. Further to the above, the report provides an overview of the activity planned for 2023 which will lead to the development of a new ED&I Strategy which will be taken to Cabinet early in 2024.

## Key delivery relating to the ED&I Action Plans 2021- 23

### Workforce

4. Like many councils, our workforce is made up of more women than men and our workforce is on average older than the working age population of Surrey. Women are well represented at the most senior level of the organisation, and we have reduced our gender pay gap by 5.6% between 2019 and 2022.

5. We know, though, that representation of other key demographics (particularly disability and ethnicity) is not in line with our population as captured by the 2021

Census, particularly at senior management levels. In 2022, 6.49% of our senior managers were from minoritised ethnic groups, falling to 0% of those in leadership roles (15% of our working-age population is from minoritised ethnic groups i.e. non-White British/ White Other); and 0.07% of senior managers shared that they were disabled, again falling to 0% in leadership roles. Initial analysis of the 2021 Census data has shown that approximately 11.2% of our working age population are disabled. Further detail about the makeup of the workforce can be found here: [Equalities and Diversity Analysis 2019-2021 (surreycc.gov.uk).](Equalities and Diversity Analysis 2019-2021 (surreycc.gov.uk).) The management levels in the report correspond with the following grades: front line staff PS1-7; team leaders PS8-9; middle managers PS10-12; senior managers PS13-15; and leadership roles are those on grades PS16+.

6.  Inclusive recruitment is an important component in addressing this and new recruitment guidance for hiring managers has been put in place. Accompanying training is now in development. A centralised Reasonable Adjustments Service was also launched in April 2022 to provide consistent support, equipment, software, or training for all staff and members across the council that need it and to help better enable inclusive recruitment. An evaluation of the service has been undertaken after its first full year of operation, with several recommendations made. These include:

    1.1  to extend the service to Surrey Fire and Rescue staff,

    1.2  to develop a Workplace Adjustments Policy and a passport detailing the workplace adjustments required by a staff member (to avoid staff having to reiterate these when they change role or building),

    1.3  to explore the feasibility of introducing an Accessibility Officer role within the council.

    Work has started on the Workforce Adjustments Policy, and a plan for the implementation of the remaining agreed recommendations is being developed.

7.  We also want to extend reporting to include ethnicity and disability pay gaps. This will help us to monitor progress to improve in these areas and to prioritise our effort more effectively. However there remains a lack of confidence by staff in sharing demographic information with the organisation. This leads to inaccurate recording and monitoring which presents a challenge. This is therefore a key area of focus. Through the communications plan for the launch and implementation of MySurrey (the council's replacement HR, finance, and data system) we will ask staff to review their data to ensure it is correct. This will include their demographic information, with examples of why this is important to the organisation along with the assurance of confidentiality.

8.  Three workforce reviews have also been commissioned, aimed at finding out more about the experience of our disabled, minority ethnic and LGBTQ+ colleagues. These reviews will include tabletop reviews of workforce data and policies and facilitated focus groups with staff. Each review will be undertaken by an external, independent, organisation and conclude with a report and recommendations. The disability review is being conducted by the Business

Disability Forum and will be completed by the end of August 2023, whilst Business in the Community have recently been commissioned to undertake the minority ethnic review which will finish in November 2023. Procurement for the LGBTQ+ review is currently in progress with a view to the final report being ready by the end of 2023. The findings of these reviews will inform staff training plans, the 2024/25 ED&I action plan and support the ongoing work of the People Strategy delivery plan. The reviews have the full support of staff networks and trade unions.

9. Staff training is an important element of the ED&I work. We have launched a new programme of unconscious bias training that is available to all staff and are commissioning an inclusive leadership programme. We are already running a reverse mentoring programme with all our senior leaders. This involves more junior members of staff who are from underrepresented groups mentoring members of the Corporate Leadership Team to help them understand the barriers colleagues may face. The second cohort for this programme has been launched and we are currently recruiting for a third cohort. A more comprehensive ED&I training plan will be developed following the conclusion of the three workforce reviews and their recommendations.

10. New guidance for all staff who may face discrimination while carrying out their duties on behalf of the council has been developed. We have also established a new Bullying and Harassment Policy which makes our zero-tolerance approach clear.

11. We know however, that staff need a space to raise concerns outside of formal processes and we have facilitated informal drop-in sessions for them to do this. Actions have been implemented as a result, including providing additional Employee Assistance support to staff affected by racism ('you said, we did'). Surrey Fire and Rescue Service are currently piloting a confidential 'speaking up' service with Crimestoppers which will help to inform the design of a wider programme, should the evaluation demonstrate the effectiveness of the model.

12. An ED&I Working Group has also been set up to ensure staff from minority groups are not overrepresented in formal HR processes. This aims to share and implement evidence-based interventions which have been shown to address any disproportionate prevalence common in many organisations and sectors.

13. Our approach to Equality Impact Assessments has been strengthened so that the potential positive and negative impacts on staff and residents and mitigating actions are identified very early in any change process, and that ED&I considerations inform decision making from the outset.

14. An important component of our work is led through our Staff Networks. These continue to go from strength to strength and have a vital role in shaping policy and inclusivity within the organisation. There are nine networks: the Disabled Employees Network in Surrey (DENIS); LGBTQI+ Network; Minority Ethnic Group and Allies Network (MEGA); Women's Network; Early Careers Network; Parents Network; Carers Network; Deaf Employees Network and the newly developed Inter-Faith Network. Sub-groups are established in response to identified need/ interest, for example the Menopause Group.

15. The Networks have led many initiatives including activity to mark Black History Month, Disability History Month, LGBTQ+ History Month, Carers Week, Sign Language Awareness Week and International Women's Day. We are working with our Carers and Parents Staff Networks to support Carer Confident level 2 accreditation and Working Families assessment. The Networks receive a small annual budget to support their work.

16. Workforce ED&I plans for 2023/24 include:

    a) Developing and implementing a 'Speaking Up' process, to provide staff with safe and confidential routes to raise concerns in the organisation.

    b) Working with our Staff Networks to implement inclusive wellbeing programmes and campaigns, focusing on specific health conditions which disproportionately affect minority and under-represented groups, or are relevant for specific groups, for example men's health.

**Accessibility of the Surrey County Council estate**

17. The Facilities Management Accessibility Forum ('the Forum') has recently been established to provide a way to ensure a coordinated and collaborative approach to how the council's accessibility plans are developed and implemented across corporate buildings and a means to codesign solutions to improve the experience of all users. The Forum consists of over twenty members drawn from officers across the council (including staff network representatives, User Voice and participation representative, ED&I, HR, Agile Office, Design Authority, Facilities Management, Communications, Trade Unions and Leadership Office) many of whom bring to the Forum their own 'lived experiences' in terms of building accessibility related matters. Where recommendations from the Forum have been agreed, governance is now in place for submission to the relevant approval board. This could be Property Panel, Capital Programme Panel, and/ or Cabinet depending on the size and cost of the project, as agreed in terms of delegated financial authority. The Forum and governance structure provides greater coordination resulting in a swifter pace of decision making and implementation.

18. The Forum also receives updates and progress reports on the implementation of agreed accessibility related projects and activities. This helps iterate and test solutions whilst incorporating, where appropriate, recommendations from the Centre for Accessible Environment (CAE) audits and other building accessibility initiatives across the corporate offices.

19. CAE audits have been undertaken for Quadrant Court, Woodhatch Place, Dakota and Fairmont House and progress from the findings of these reports is being tracked (see appendix 1 for details). A SharePoint site has been established to assist the Forum in engaging, communicating, and tracking progress. Forum members are also consulted on Equalities Impact Assessments and otherwise engaged in accessibility related issues for future new builds, acquisitions, or significant refurbishments of the council's estate.

**Community and resident facing activity**

20. We have developed a better understanding of the inequalities that residents face. The launch of the Surrey Index has been key in helping us identify disparities and inequalities right down to neighbourhood level. The Surrey Health and Well-being Strategy identifies 22 key neighbourhoods and groups who experience the greatest health inequalities. Organisations across the Surrey system are working collaboratively in a strengths-based way within geographic communities and with priority groups on the issues that contribute to tackling inequality. These include delivering targeted and bespoke literacy and numeracy projects for those for who have not had the opportunities to develop those skills e.g., adults from Gypsy, Roma and Traveller communities.

21. The pandemic has had a disproportionate impact on people from minoritised ethnic communities, exacerbated existing inequalities and has also made the needs and experiences of these communities more visible. To ensure that appropriate and accessible support is available, we have invested in the Surrey Minority Ethnic Forum (SMEF). SMEF is an umbrella organisation that brings together over 50 grassroots community groups. It represents the needs and aspirations of the ethnic minority populations in Surrey and empowers minoritized communities to work together to actively find solutions to the social and economic challenges they face. They also deliver a range of projects in communities to tackle social and economic inequality, to reduce isolation and stigma and to improve mental and physical health.

22. We also allocated nearly £1m of funding to support projects specifically designed to tackle inequality, particularly for those residents that were the hardest hit by the Covid-19 pandemic. Projects included funding (from our Contain Outbreak Management Fund) to help set up a domestic abuse refuge for LGBTQI+ people, developing an online employment portal for disabled people and taking forward recommendations made by SMEF to provide training for faith leaders and marketing to minority ethnic residents to support their mental health.

23. We worked with colleagues in the voluntary, community and faith sector, including the Surrey Coalition of Disabled People, Age UK Surrey, Action for Carers, Surrey Community Action, and SMEF, as well domestic abuse organisations, and those that support children and young people to ensure that the Household Support Funds reached some of the most vulnerable people in Surrey's communities.

24. Collaboration with our partners has made it easier for people with protected characteristics to engage with the council and other public services. For example, working with the Lord Lieutenant of Surrey, the High Sherriff and Surrey Faith Links to establish the Surrey Interfaith Forum, and with SMEF to set up a new Minoritised Ethnic Stakeholder Reference Group (MESRG). These partnerships are ensuring we are reaching deeper into communities, raising awareness of their needs, and ensuring we are working together to make the most of our resources and create fairer, inclusive communities. For example, the MESRG has been working with Surrey Fire & Rescue Services (SFRS) to

carry out health and safety checks with Asian small businesses owners, who they may not otherwise be able to engage with to raise awareness of some of the risks and support available.

25. In partnership with the charity, Binti International, we became the first county council in the UK to start eradicating period stigma by providing free period products to women, girls and residents who need them in council offices and some libraries.

26. We have made significant improvements to the accessibility of our website, meaning our accessibility statement has been judged compliant by government audit. We have developed and implemented an AI-driven checking system for documents that are uploaded to the website to make sure they meet best practice guidelines for digital accessibility.

**Work undertaken to support the development of ED&I delivery in the Voluntary Community and Faith Sector (VCFS)**

27. As described above, VCFS organisations are key partners for the council. However, national and local research, identified that charities had gaps in their organisational capability and capacity to drive ED&I practices at operational, governance and service delivery levels. Therefore, as part of our commitment to driving an inclusive and fairer Surrey, we have invested to support the development of the sector and its ED&I related practice.

28. Through engagement with the VCFS ED&I Steering Group, it was initially agreed funding would be used to recruit a fixed term ED&I lead for the sector. They would drive positive activity, change and improvements in VCFS organisations supporting delivery of Surrey's ED&I ambitions. The use of the funding allocated to the sector for an ED&I lead has since changed due to recruitment issues, leading to the development of a new model. The VCFS ED&I Steering Group and newly established VCFS ED&I Champions Group are now taking this work forward, and some important activity is taking place. For example, the last Champions Group received a presentation on the Census data and the poorer outcomes experienced by Muslim communities in Surrey in relation to key issues including employment and housing, with a view to sector colleagues considering how they can respond to these in their organisational plans.

29. By changing the approach in using this funding we are confident this will drive sustainable benefits. For example, expert support is being brought into the sector to help increase the diversity of trustees on the governance bodies of charities, including disabled people and those from minoritised groups. This type of investment is critical in driving sustainable and meaningful change and ensuring the voices of people with 'lived experience' are shaping organisations and services, and therefore ensuring they are relevant, accessible, inclusive, and engaging.

30. Working alongside our VCFS and statutory partners and providing system leadership is crucial in advancing our collective ambitions for residents. Our VCFS colleagues are appreciative of the work we do together. "*Surrey County*

*Council have been key partners in enabling the Surrey VCSE sector to take significant strides forward in their EDI journey, over the last few years. The Surrey Charities EDI group has really benefited from high level creative strategic support from their active engagement and participation to help shape our strategy and priorities and they have also made a significant investment in the sector's development. This is contributing to a more inclusive Surrey through extending the VCSE offer and reach, and more equitable representation and governance.*" (Surrey EDI Steering Group, 2023).

## Areas of focus for 2023

31. We will deliver the [Equality, diversity and inclusion action plan 2023 to 2024](#) which continues to focus on our agreed areas: Employee experience; Leadership; Knowing and engaging our communities; Communication and engagement; Delivering inclusive services. The workforce-related activity contained in the plan is directly linked to the activity described in the People Strategy Delivery Plan with a focus on the culture outcomes.

32. In line with the recommendation made by the Resources and Performance Select Committee in January 2021, we have invited the Local Government Association to undertake a peer challenge under the Equality Framework. In preparation, a self-assessment has been completed and the LGA team will be undertaking the review in the week commencing 26th June 2023.

33. In addition to the peer challenge, we have commissioned workforce reviews focussing on the experiences of our disabled colleagues, our colleagues from minoritised ethnic backgrounds and LGBTQ+ staff.

34. The findings of the peer challenge and workforce reviews will inform a new ED&I Strategy for Surrey County Council (2024-2030), with a robust approach to monitoring progress and performance. The strategy and associated delivery plan will be taken to Cabinet in January 2024.

## Conclusions:

35. Significant progress has been made in relation to ED&I. However, there is still more to do to ensure consistency across the organisation and that good practice is embedded in everything we do as colleagues, as an employer, as a partner organisation, system leader and with residents.

36. There remain real challenges within our workforce with staff highlighting experiences of discrimination and noticeable barriers to progression and retention, especially for disabled colleagues and those from minoritised ethnic backgrounds.

37. We have more work to do to ensure our estate is accessible to residents and staff so that everyone can work in an agile way.

38. It is important to recognise that tackling health inequality and inequality of outcomes in education, for example, requires long-term action and resourcing, as does building a culture of inclusion and belonging.

39. Finally, we need to continue to work collectively with partners and our workforce to ensure we are fulfilling our obligations specified by the Public Sector Equality Duty laid out in the Equality Act 2010, to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. Ultimately this will ensure that our staff and residents are able to thrive, and that no one is left behind.

**Recommendations:**

40. It is recommended that the Resources and Performance Select Committee:

   a) Review the ED&I update and offer feedback and thoughts as appropriate.

   b) Express whether it is satisfied with the ED&I plans and ambitions for 2023.

**Next steps:**

- LGA Peer Challenge & workforce reviews

- ED&I strategy development

- Delivery of the 2023-24 Action Plan

- To return to the Resources and Performance Select Committee in 12 months to update Members on progress.

**Report contact**

Sarah Kershaw. Chief of Staff to Chief Executive

**Contact details**

Mob: 07929 067038, sarah.kershaw@surreycc.gov.uk

## Sources/background papers

Organisation Strategy 2023 to 2028

ED&I action plans covering the financial years 2021-22

Equalities and Diversity Analysis 2019-2021 (surreycc.gov.uk).

Carer Confident level 2 accreditation and Working Families assessment.

Surrey Index

Surrey Health and Wellbeing Strategy

Household Support Funds

Equality, diversity and inclusion action plan 2023 to 2024

**Appendix 1: Centre for Accessible Environment (CAE) Audits**

Table 1: Access Audit Recommendations: this provides an overview of the number of recommendations from the CAE Audits across each site and their completion figures. The recommendations from the Audits fall into categories of priority and feature. Feature means the part of the building the recommendation relates to such as Fixtures and Fittings. Additional classifications include those relating to construction and minor works; routine facilities management, maintenance or housekeeping; and those that administrative, or are relating to policy or procedure.

| Site | Number of recommendations (minus no action) | Immediate Priority (Short and Medium, 1 and 2 importance- see Table 2) | In progress/ TBA | Complete | % complete | Additional Requests Building Users | AR completed | AR % Completed |
|---|---|---|---|---|---|---|---|---|
| Dakota | 88 | 12 | 51 | 31 | 35 | 0 | N/A | N/A |
| Fairmount | 71 | 30 | 2 | 69 | 97 | 0 | N/A | N/A |
| Quadrant Court | 92 | 4 | 1 | 91 | 99 | 5 | 4 | 80 |
| Woodhatch | 127 | 48 | 38 | 60 | 47 | 1 | 0 | 0 |

Table 2: Priorities and Classification

| Recommended Programme | Explanation |
|---|---|
| Short Term | 1-3 months, urgent or essential items which should be actioned very quickly |
| Medium Term | Up to one year |
| Longer Term | Often 1 year+ and implemented during refurbishment |
| **Importance** | **Explanation** |
| 1 | Critical: Items which are fundamental to using the service, such as front entrance access |
| 2 | These items are still important but not as critical as level 1 priorities - eg., an inappropriately placed handrail or misleading information |
| 3 | Best Practice to BS8300 (2018): it would be reasonable to address these items when a refurbishment programme is implemented |

Table 3: This table shows all recommendations from the CAE Audits broken down into feature including those that require no further action.

| Features | Dakota | Fairmount | Quadrant Court | Woodhatch Place |
|---|---|---|---|---|
| Assistive Listening Devices | 1 | 1 | 0 | 5 |
| Blanks | 0 | 1 | 0 | 0 |
| Blue Badge Parking | 3 | 3 | 3 | 3 |
| Contrast | 0 | 0 | 0 | 14 |
| Dimensions | 0 | 0 | 0 | 19 |
| Door | 9 | 16 | 17 | 11 |
| Equipment | 0 | 0 | 1 | 2 |
| Fixtures and Fittings | 36 | 12 | 27 | 34 |
| General Description | 30 | 60 | 40 | 52 |
| Information | 0 | 1 | 0 | 0 |
| Light Levels | 1 | 1 | 1 | 1 |
| Management | 0 | 0 | 0 | 4 |
| Parking | 0 | 0 | 0 | 1 |
| Personal Support | 0 | 0 | 0 | 0 |
| Ramp | 0 | 0 | 3 | 1 |
| Signage | 0 | 0 | 0 | 2 |
| Sound Levels | 1 | 1 | 0 | 0 |
| Steps | 8 | 8 | 21 | 14 |
| **Total number of recommendations** | **89** | **104** | **113** | **163** |

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**RESOURCES & PERFORMANCE SELECT COMMITTEE**
**NOTES OF PERFORMANCE MONITORING SESSION**
21 February 2023 at 2:00pm (Remote Meeting)

**Attendees:**   Steve Bax
Will Forster (Vice Chair in Chair)
David Harmer
Edward Hawkins
Bob Hughes (Vice Chair)
Robert King
Steven McCormick
Lance Spencer
Lesley Steeds
Hazel Watson
Jeremy Webster
David Lewis

**Officers:**   Peter Dell'Osa, Head of Performance Insight
Susan Grizzelle, Head of Customer Services
Kunwar Khan, Scrutiny Officer
Laila Laird, Democratic Services Assistant
Louise Lawson, Strategic Finance Business Partner
Adrian Stockbridge, Head of Portfolios
Richard Supple, Performance Insights & Data Analyst
Lee Thomas, DB&I Programme Manager

Apologies   Nick Darby
Anthony Samuels

**Key points raised during the discussion:**

The following key points were raised during the discussion:

**Subject Access / Freedom of information requests**

1. A Member expressed concern about the red indicator for Legal and Democratic Services: Responses to Data Protection Subject Access Requests at 63 per cent and asked how this key area was being addressed. The Head of Performance Insight explained that measures were reported monthly with occasional monthly spikes evident, and there was a focus to consider these areas before they became problematic. The report included new indicators relating to statutory obligations set by the Information Commissioner, which were led by the Director of Law and Governance.

2. A Member noted difficulties in contacting the team and asked if there had been a reduction in staff numbers. The Head of Performance Insight confirmed that the report noted recruitment issues. The Member suggested that response times to subject requests and freedom of information requests an area of focus of the Resources and Performance Select Committee and

the Vice Chair requested that this item be added to the Forward Work Plan for future consideration. **Action – Democratic Services Assistant.**

3. A Member noted the red indicator for Responses to Data Protection Subject Access Requests with Statutory timescales and suggested considering other relevant areas for improvement not captured in the report, including data handling, data management, data training, and any risks involved in continued low performance. The Head of Performance Insight welcomed requests from members for additional information and agreed to provide specific officer contacts to provide further support regarding this. **Action - Head of Performance Insight**

## Transformation

4. A Member asked if the efficiency improvements for each exercise had been considered and sought reassurances that reviews would be ongoing. The Head of Portfolios confirmed that this was the case and explained that from the new financial year, the contributing two programmes would move into business as usual with constant review planned.

5. A Member suggested that the Committee focus on elements of the ambitious transformation programme instead of other planned areas of work. The Head of Portfolios said that work to understand the non-financial benefits of delivery was underway and may be of interest to the relevant Select Committees for scrutiny if required.

6. A Member questioned how, with its overarching responsibilities, the Resources and Performance Select Committee could ensure that other Select Committees scrutinised relevant areas of the Transformation Programme within their remit. The Vice Chair in Chair suggested that the strategic focus of the Select Committee Chair and Vice Chair Group would be best place to discuss and manage this. The Head of Portfolios added that the remit of the Transformation Assurance Board chaired by the Leader of the Council included ensuring the delivery of transformation.

## Residents survey

7. A Member asked why certain indicators did not have a target. The Head of Performance Insight confirmed that three of the four indicators without targets related to the new resident survey which included questions that had not run previously. Initial rounds of surveys would be used to identify baseline figures to set future targets. The fourth indicator without a target was for business operations which may have been because the item did not lend itself to targets. A discussion took place about the methodology in place to undertake the residents' survey, and the Vice Chair requested a future briefing session be added to the Forward Work Plan. **Action – Democratic Services Assistant.**

8. A Member asked if comparisons against other councils took place, such as comparing resident surveys. A Member requested further information around

the four indicators with no target in place. The Vice Chairman said it would be useful to include an indication of the responses to similar questions for context. A member noted that there were no criteria against which to measure good responses and queried what the planned achievements would be. The Head of Performance Insight agreed to put members in touch with officers that would be able to provide further information regarding the resident's survey. **Action: Head of Performance Insight**

**Benchmarking**

9. The Head of Performance Insight explained that this was currently being developed with the establishment of a benchmarking group that included other local authorities. The Head of Performance Insight added that the presentation to the Resources and Performance Select Committee of a benchmarking report was planned for September. **Action: Head of Performance Insight**

**DB&I Programme**

10. A Member asked for clarification around Phase 4 – Testing of the ERP/SAP programme, noted in the main report. The DB&I Programme Manager explained that the program was two weeks into testing and about to go into the third week. There were 1,326 test scripts across all workstreams, with a support team and technology partners in place to address any issues or defects identified.

11. The Member queried how long the issues identified through testing would take to resolve. The DB&I Programme Manager said that issue queues were being reduced daily, with a clearer position available at the end of the third week of testing.

12. In relation the ERP/SAP programme, A Member asked if Phase 5, Data migration into test was complete. The DB&I Programme Manager confirmed the completion of Phase 5 and added that Phase 6 - Dress rehearsal was planned to finish at the end of April 2023.

**Finance**

13. A Member, noting the budget monitoring position report referencing £17 million of contingencies already used, asked how much had already been allocated from the overall contingency fund. The Cabinet Member for Finance and Resources confirmed that £20 million had been set aside, £3 million had been spent with the outstanding £17 million applied at a corporate level across the whole budget with no contingency remaining. The £17 million had not been allocated to individual directorates to ensure a continued focus on finding efficiencies within each budget envelope.

**Date of next meeting:**

19 May 2023 at 10:00 am.

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# Resources and Performance Select Committee
# Forward Work Programme 2023-2024

| Resources and Performance Select Committee | Chairman: Cllr Bob Hughes<br>Scrutiny Officer: Julie Armstrong | Democratic Services Assistant: vacant | | | | |
|---|---|---|---|---|---|
| **Date of Meeting** | **Issue for Scrutiny** | **Purpose** | **Outcome** | **Relevant Organisational Priority** | **Cabinet Member/Lead Officer** |
| 18 October 2023 | **Digital Business and Insights Lessons Learned** | Select Committee to understand reasons for project overrun and impact of associated extra cost. Receive report on DB&I lessons learned, following a previous briefing on this topic on 29 June 2022, as new ERP due to go live in June 2023. | To learn lessons for updating systems and migrating data in the future. | Growing a sustainable economy so everyone can benefit | David Lewis, Cabinet Member for Finance and Resources<br><br>Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources |
| | **Corporate Health and Safety** | Review H&S performance including across schools and care homes. Recommendations of Orbis internal audit into H&S governance expected early May. Council issued with improvement notice by HSE on 10 April. | To check auditor's recommendations are being taken on board and improvements made since HSE notice. | Empowering communities | Denise Turner-Stewart, Deputy Leader and Cabinet Member for Communities and Community Safety;<br>Leigh Whitehouse, Deputy Chief Executive and Executive Director;<br>Marie Snelling, Executive Director of Customer and Communities;<br>Paul Booker, Corporate Health and Safety Lead Manager |
| | **Strategic Investment Board Mid-Year Report** | Select Committee to provide monitoring and feedback on the mid-year investment update. | Oversight to ensure transparency and good value for money within the investment portfolio. | Growing a sustainable economy so everyone can benefit | David Lewis, Cabinet Member for Finance and Resources;<br>Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources; Anna D'Alessandro, Director, |

| | | | | | Corporate Finance and Commercial; Neil Jarvey, Strategic Finance Business Partner |
|---|---|---|---|---|---|
| **8 December 2023 subject to change** | **Draft Budget 2024/25 and Medium-Term Financial Strategy to 2028/29** | For the Select Committee to scrutinise the draft budget, Medium-Term Financial Strategy and other relevant information before it is finalised in January 2024. | To ensure the 2024/25 budget delivers good value. | Growing a sustainable economy so everyone can benefit | David Lewis, Cabinet Member for Finance and Resources; Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources; Anna D'Alessandro, Director, Corporate Finance and Commercial; Rachel Wigley, Director - Finance, Insights and Performance; Nicola O'Connor, Strategic Finance Business Partner; Louise Lawson, Strategic Finance Business Partner |
| **First meeting of 2024** | **Agile Office Estate Update Report** | To receive an update report since October 2022 on Surrey County Council's Agile Office Estate strategy, a work stream of the Council's Agile Organisational Programme. | To provide oversight and monitoring. | Enabling a greener future; Growing a sustainable economy so everyone can benefit | Natalie Bramhall, Cabinet Member for Property and Waste; Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources; Simon Crowther, Director of Land and Property; Matthew Pizzii, Head of Strategy and Planning; Dominic Barlow, Assistant Director – Property and Strategy Management; Brian Boundy, Strategic Advisor Land and Property |
| **TBC** | **IT and data** | Review how all IT projects contribute to the Data Strategy. To include progress report on the business plan for the Data | To ensure all projects complement one | Growing a sustainable economy so | Rebecca Paul, Lead Member for Data; |

| | | | | | |
|---|---|---|---|---|---|
| | | Strategy Transformation Programme recommended by Committee in February 2023. | another and are not siloed. | everyone can benefit | Rachel Crossley, Joint Executive Director for Public Service Reform; Angela Lawrence, Head of Data; Matt Scott, Chief Information Officer |
| **TBC** | **Customer relations relating to Highways** | Root cause analysis | To improve customer satisfaction when reporting Highways issues. | Empowering communities | Denise Turner-Stewart, Cabinet Member for Communities and Community Safety; Kevin Deanus, Cabinet Member for Highways and Community Resilience; Marie Snelling, Executive Director – Customer and Communities; Sarah Bogunovic, Ad - Reg, Coroner's Services & Customer Strategy; Susan Grizelle, Head Of Customer Services |
| **Informal meeting tbc** | **Getting people with disabilities work-ready** | Look at Local Authority exemplar and hear from commercial businesses. What skills will be needed in 10 years time and how to prepare. | To help people with disabilities into work and fill Council vacancies. | Tackling health inequality, Growing a sustainable economy so everyone can benefit, Empowering communities | Sinead Mooney, Lead Member for EDI; Sarah Kershaw, Chief of Staff; Nikki Parkhill, Head of Equality, Diversity and Inclusion; Tom Holmwood, Head of Resourcing |
| **TBC** | **Digital inclusion** | Citizens Online to bring their final report with recommendations to Committee. | To ensure nobody is left behind due to IT exclusion. | Tackling health inequality, Growing a sustainable economy so everyone can benefit, | Denise Turner-Stewart, Cabinet Member for Communities and Community Safety; Marie Snelling, Executive Director of Customer and Communities |

| Timescale | Issue for Scrutiny | Purpose | Outcome | Relevant Organisational Priority | Membership |
|---|---|---|---|---|---|
| | | | | Empowering communities | |
| **Additional items to be considered** | | | | | |
| **TBC** | **Residents survey** | Briefing on methodology and questions used, requested at Feb 2023 performance monitoring session. | | | Abigail Linyard-Tough, Strategic Lead - Resident Insight |
| **TBC** | **Subject access requests** | Response times raised as concern at Feb 2023 performance monitoring session | | | Grisilda Ponniah, Corporate Information Governance Manager |
| **Task and Finish Groups** | | | | | |
| **Timescale** | **Issue for Scrutiny** | **Purpose** | **Outcome** | **Relevant Organisational Priority** | **Membership** |
| On-going, budget monitoring and scrutiny<br><br>3 July 2023<br>18 Sept 2023<br>7 November 2023 | **Budget Task Group** | To enable in-depth scrutiny of the Council's budget, cutting across the remits of all four Select Committees. | To ensure that the Council's budget offers good value for money in all the Council's service areas, enabling the best outcomes for residents. | Growing a sustainable economy so everyone can benefit | Membership:<br>• Catherine Powell (Chairman)<br>• Bob Hughes<br>• Fiona Davidson<br>• Trefor Hogg<br>• Jonathan Hulley<br>• Other Select Committee representatives to be confirmed |

**Performance Monitoring Sessions:** 28 September 2023 and 7 December 2023

**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.
- **Notes of Performance Monitoring Session:** A record of the most recent informal Performance Monitoring session (conducted every 2-4 months).

The actions and 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.

| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| Date | Item | Recommendation | Responsible Member/ Officer | Deadline | Progress check | Recommendation response accepted/ implemented |
|---|---|---|---|---|---|---|
| 7 Oct 2022 | **People and Change Workforce Update** | The Select Committee:<br><br>**RPSC17/22:** Requests that efforts gather pace to deliver positive aspirations listed in the report, particularly in areas such as staff turnover, why stay/in job interviews; internal career progression opportunities for staff, consistent organisation-wide data about exit interviews.<br><br>RPSC18/22: Suggests that any internal progression/ job opportunities be publicised more widely to staff throughout the organisation. | Tim Oliver, Leader of the Council<br><br>Shella-Marie Smith, Director for People & Change | October 2023 | N/A | An update report will be presented at the June 2023 meeting of the Resources and Performance Select Committee. |

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| **KEY** | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| 9 Dec 2022 | **Scrutiny of 2023/23 Draft Budget and Medium-Term Financial Strategy** | In appreciating the work undertaken to prepare the Draft Budget 2023/24 and MTFS to 2027/28, the Resources and Performance Select Committee:<br><br>1. Requests Cabinet to include clearer timescales for achieving proposed efficiencies – with income, costs and expenditure assumptions where relevant (e.g. Enterprise Resource Planning/SAP; Land and Property; Transformation, Twin Track programme etc.) – is provided in the Final Budget 2023-24.<br><br>2. Asks that the work on benchmarking data on corporate costs be prioritised by Cabinet and presented to the Budget Task Group by September 2023 and to this Select Committee with the next year's Draft Budget.<br><br>3. Expresses concern about increasing the cost of providing Free School Meals; asks Cabinet to consider the impact on schools | David Lewis, Cabinet Member for Finance and Resources<br><br>Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources | TBC | January 2023 | The recommendations were formally responded to as part of the Cabinet Meeting on 31 January 2023: https://members.surreycc.gov.uk/documents/s90394/Cabinet%20response%20to%20SC%20Budget%20Report.pdf<br>The recommendations were submitted and discussed as part of the Budget setting in January and February 2023. The 2023/24 Budget was agreed at Council 7 February 2023.<br>The 2023/24 budget (revenue and capital) will continue to be monitored closely throughout the year. |

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| | | | | | | |
|---|---|---|---|---|---|---|
| | | budget and continue to lobby the Government to compensate schools.

4. Invites Cabinet to continue to ensure that the impact of inflation in service provision and contracts – including the cost of borrowing and any increase in interest rates – is reflected in the Final Budget 2023-24.

5. Asks Cabinet to review the Capital budget in light of the provisional Local Government Funding Settlement and significant inflationary pressure, which seems likely to continue for some time, and carefully consider whether the Capital budget needs an inflationary uplift to reflect predicted costs and the potential for value engineering or revise the list of projects in the Capital programme to fit the budget.

6. Asks Cabinet and Section 151 Officer that detailed budget impact | | | | |

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| | | assessments, including Equality Impact Assessments (EIAs), are presented in the Final Budget 2023-24 papers. For the next year's budget setting process, the Select Committee reiterates that this process needs to take place earlier and EIAs of the next year's Draft Budget 2024-25 are provided to the Budget Task Group in November 2023 and to the Select Committees in December 2023 with the Draft Budget papers; making sure resources, guidance and processes associated with EIAs are refreshed by September 2023 and promptly reflected into a) the Council's budget setting process next year; and b) the Council's developing Equality Diversity and Inclusion Strategy – a final version of which needs to come back to this Select Committee for feedback and scrutiny before it is presented to Cabinet for approval. | | | | |
|---|---|---|---|---|---|---|

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| | | 7. Requests, following the details of the Local Government Finance Settlement, the Section 151 Officer provides a written briefing note (by email) to all Members with details of any impact on the Council finances and Draft Budget 2023-24. | | | | |
|---|---|---|---|---|---|---|

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| 24 April 2023 | Digital Inclusion [Item 5] | The Resources and Performance Select Committee recommends:<br><br>**RPSC 15/23:** That the Cabinet commits to ensuring an alternative form of contact to online is made available while action is undertaken to support digital inclusion in the county, so that Council services remain accessible for people who are digitally excluded. Also, that care is taken to ensure alternative methods of contact are fit for purpose and do not unintentionally exclude people, for example, not requiring an email address to make a payment by telephone.<br><br>**RPSC 16/23:** That the Resources Directorate and Member Services provide and publicise face-to-face digital skills training to Members at all levels, including Cabinet.<br><br>**RPSC 17/23:** That the Select Committee nominates representatives to participate as key stakeholders in the work being undertaken by Citizens | David Lewis, Cabinet Member for Finance and Resources<br><br>Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources<br><br>Marie Snelling, Executive Director of Customer and Communities | N/A | June 2023 | The recommendations have been sent to the Executive Director of Customer and Communities. |

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| KEY | No Progress Reported | Action In Progress | Action Completed |
| --- | --- | --- | --- |

Online and to engage with this work on an ongoing basis as it develops.

**RPSC 18/23:** That the Service ensures that Citizens Online involves the voluntary sector, health partners and borough and district councils in its research work in Surrey and in the development of an action plan.

**RPSC 19/23:** That the Service ensures that Citizens Online shares the findings from its online survey once complete and the Cabinet Member for Finance & Resources brings their final report with recommendations to a meeting of the Resources and Performance Select Committee.

**RPSC 20/23:** That the Committee considers the formation of a Task Group on digital inclusion at the beginning of the municipal year.

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

**ACTIONS**

| Date | Item | Action | Responsible Member/ Officer | Deadline | Progress check | Action response. accepted/ implemented |
|---|---|---|---|---|---|---|
| 7 Oct 2022 | **People and Change Workforce Update** | The Select Committee:<br><br>RPSC19/22: Asks for an update report no later than December 2023 covering the following areas:<br><br>a. Recruitment time to hire<br>b. Collaboration with schools and colleges<br>c. Data on exit interviews/ surveys and in job interviews with a view to retain staff/ gauge job satisfaction<br>d. Career development offer and internal job promotion opportunities for staff<br>e. Management and leadership prospects for those who are underrepresented<br>f. Hybrid working (including more annual leave, flexible approach | Tim Oliver, Leader of the Council<br><br>Shella-Marie Smith, Director for People & Change | October 2023 | November 2022 | An update report will be presented at the June 2023 meeting of the Resources and Performance Select Committee. |

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| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| Date | Item | Action | Responsible Member/ Officer | Deadline | Progress check | Action response. accepted/ implemented |
|---|---|---|---|---|---|---|
| | | to working and sabbatical opportunities) <br> g. Summary of key performance indicators | | | | |
| 2 Feb 2023 | Surrey Council Data Strategy Transformation Programme Update [Item 6] | The Resources and Performance Select Committee: <br><br> **RPSC 1/23: Member engagement and training:** Asks the service to arrange a programme of well publicised Member seminars; training (with real world examples); and oversight (cabinet to consider the best way to involve members) to impart detailed understanding of the Data Strategy Transformation Programme. | Rebecca Paul, Deputy Cabinet Member for Levelling Up <br><br> Rachel Crossley, Joint Executive Director, Public Service Reform <br><br> Angela Lawrence, Head of Data | | N/A | **RPSC 1/23:** Options for Member engagement and training are currently being explored so that a proposal can be presented to the Member Development Steering Group in June 2023 <br> Once the steering group has provided direction on this, a detailed plan for Member training will be produced and the engagement and training programme will commence in Autumn 2023. <br> If anyone would like to be involved in shaping the proposal, we would welcome a conversation. <br> **RPSC 2/23:** The Data Strategy Programme presented details of the programme and the plan for the coming year to Cabinet this month. |

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| Date | Item | Action | Responsible Member/ Officer | Deadline | Progress check | Action response. accepted/ implemented |
|---|---|---|---|---|---|---|
| | | **RPSC 2/23: Cabinet's role and update to full Council:** Invites Cabinet to play a leading role in raising awareness on this topic (beyond cabinet) and requests the Cabinet Lead on Data to include an update on this topic in their report to full Council.<br><br>**RPSC 3/23: Resources, project management and KPIs:** Acknowledges the ambitious nature of the transformation programme and therefore requests that a business plan – with a fully resourced project management plan; key performance indicators; summary of a risk and issues log; relevant costings and details – be developed by the service and shared with the Select Committee. | | | | An update on the Programme was included in Councillor Paul's update to full council in March 2023. Updates will continue to be included moving forward.<br><br>**RPSC 3/23:** Data Board agreed the Programme Plan for 2023/4 at its last meeting (28 March). Further details on this, as requested, have been included in the attachment below titled: Data Strategy Programme. It includes:<br><br>• Reminder of the overall programme plan and what we aim to deliver (slides 3-5)<br>• A 2023/24 programme plan (slide 8)<br>• Key performance indicators (slide 9) |

# RESOURCES & PERFORMANCE SELECT COMMITTEE
# ACTIONS AND RECOMMENDATIONS TRACKER
## June 2023

The actions and 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.

| KEY | No Progress Reported | Action In Progress | Action Completed |
|---|---|---|---|

| Date | Item | Action | Responsible Member/ Officer | Deadline | Progress check | Action response. accepted/ implemented |
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| | | **RPSC 4/23: Strategic alignment and value for money:** Seeks reassurance that the Transformation Programme fully aligns with Council's Data Strategy and provides value for money. | | | | • Costings and FTE resource breakdown (slide 10)<br>• Summary risk log (slide 12), noting no material issues are currently logged at programme level<br><br>F:\Data-Strategy-Programme_RPSelComm_20230427.pdf<br><br>**RPSC 4/23:** The attached Data Strategy programme document demonstrates the alignment between the activities proposed in the Data Strategy and the Programme itself (slide 6). It also sets out the key performance indicators that will demonstrate the impact of the programme as well as how the programme is developing a broader value case to demonstrate the benefits of approaching data in this way (slide 11). |

# RESOURCES & PERFORMANCE SELECT COMMITTEE
## ACTIONS AND RECOMMENDATIONS TRACKER
### June 2023

The actions and 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.

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| | | **RPSC 5/23: Progress report to the Select Committee:** Asks for a progress report in September 2023 and a 6 monthly update thereafter addressing the aforementioned recommendations along with any relevant matters involving the Council's Data Strategy and the Transformation Programme underpinning it. | | | | **RPSC 5/23:** A progress report to Select Committee in September 2023 and additional 6-monthly updates have been noted and we look forward to providing further updates. |
| 24 April 2023 | IT & Digital Update [Item 7] | **RPSC 6/23:** The Chairman requested further information and an explanation of the issues around the new renewal of parking permits system to include an overview of the testing that took place. Action - The Chief Digital Information Officer, IT & Digital | David Lewis, Cabinet Member for Finance and Resources

Matt Scott, Chief Digital Information Officer, IT & Digital | 31 May 2023 | | **RPSC 6/23:** Further information and an explanation was provided by the Chief Digital Information Officer, IT & Digital on 5 June 2023. |
| | Digital Inclusion [Item 6] | **RPSC 7/23:** The Managing Director, Citizens Online agreed to circulate the slides presented at the beginning of the discussion. | David Lewis, Cabinet Member for Finance and Resources | 31 May 2023 | | **RPSC 7/23:** The slides were circulated to the Committee on 5 June 2023. |

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| | | **RPSC 8/23:** The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to provide the Committee with information regarding the take-up of the Surrey Adult Learning Digital Skills course and the equivalent provision available in East Surrey.<br><br>**RPSC 9/23:** The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to investigate feedback from residents that an email address was required to pay for parking permits purchased through the contact centre. | Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources<br><br>Marie Snelling, Executive Director of Customer and Communities | | | **RPSC8/23:** The Surrey Adult Learning Service has confirmed that, according to their records, they had a total of 237 learners enrol in digital skills courses in 2022/23. We are currently awaiting information about equivalent provision available in East Surrey and will provide an update in response to this question shortly.<br><br>**RPSC9/23:** This concern has been investigated. We have identified that this was an isolated issue connected with the initial change in parking enforcement responsibilities. It related to parking permit enquiries being dealt with directly by NSL (contracted provider of parking enforcement services); not the SCC contact centre. Following feedback that residents were not receiving the required support with permit enquiries if they were not able to use |

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| | | | | | | the online service, it was clarified with NSL that there was a requirement to assist callers who did not have access to digital services with their permit enquiries and to mediate the call to make sure the requested service was provided so no one was disadvantaged. This included going through the application process, setting an account up for residents and taking payments over the phone without the need for digital access. While callers will first be asked if they have friends or family to help them use online services (because the online system is available 24/7, whereas NSL office hours are Monday-Friday 9am-5pm only), if residents cannot use the online system, NSL will now mediate the call to deliver the requested service. If the Committee is aware of any further concerns raised by residents, please let us know and we can feed back. |

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| Page 67 | | **RPSC 10/23:** The Portfolio Lead committed to feedback concerns to Council leads regarding the closure of the national analogue telephone system adversely affecting residents already digitally excluded. | | | | **RPSC 10/23:** The portfolio lead provided feedback. |
| | | **RPSC 11/23:** The Executive Director of Customer and Communities agreed to pass on Members concerns regarding cost implications and impact to residents as a result of infrastructure works to the Economy and Growth team. | | | | **RPSC 11/23:** Response received 13 June shared with Members. |
| | | **RPSC 12/23:** The Executive Director of Customer and Communities agreed to come back to the Committee with further information regarding digital welfare officers and digital buddies. | | | | **RPSC 12/23 and 13/23:** Reminder sent 13 June 2023. |
| | | **RPSC 13/23:** The Executive Director of Customer and Communities committed to provide further information regarding | | | | |

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| | | the digital welfare and Community Link Officer roles.<br><br>**RPSC 14/23:** The Managing Director, Citizens Online committed to provide the details and notes of the discussion of the 25 April workshop to the Committee as soon as possible. | | | | **RPSC 14/23:** Slides and notes were shared with the Committee on 31 May. |