

Notice of Meeting

Resources and Performance Select Committee

**Date & time**

Wednesday, 18
October 2023 at
10.00 am

Place

Council Chamber,
Woodhatch Place,
Reigate, Surrey, RH2
8EF

Contact

Julie Armstrong, Scrutiny
Officer

julie.armstrong@surreycc.gov.uk

Chief Executive

Joanna Killian

We're on Twitter:
[@SCCdemocracy](https://twitter.com/SCCdemocracy)



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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Julie Armstrong, Scrutiny Officer via email.

Elected Members

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

TERMS OF REFERENCE

The Committee is responsible for the following areas:

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

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

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

2 MINUTES OF THE PREVIOUS MEETINGS: 22 JUNE 2023

(Pages
7 - 16)

Purpose of the item: To agree the minutes of the Resources and Performance Select Committee held on 22 June 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.

NOTES:

1. The deadline for Members' questions is 12:00pm four working days before the meeting *12 October 2023*).
2. The deadline for public questions is seven days before the meeting *(11 October 2023)*.
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

- 5 **DIGITAL BUSINESS & INSIGHTS (DB&I) – STATUS REPORT AND LESSONS LEARNT APPROACH** (Pages 17 - 22)

Purpose of the item: to provide a status update following implementation of the “MySurrey” system and particularly to focus on the process for capturing ‘lessons learnt’

- 6 **STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2022/23** (Pages 23 - 52)

Purpose of the item: The report is due to be considered by the Strategic Investment Board at its meeting in December 2023. As part of good governance, it has previously been agreed to have the annual and mid-year reports scrutinised in advance by the Resource & Performance Select Committee.

- 7 **EXCLUSION OF THE PUBLIC**

Recommendation: That under Section 100(A) of the Local Government

Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

PART TWO – IN PRIVATE

- 8 **STRATEGIC INVESTMENT BOARD ANNUAL REPORT 2022/23 - PROPERTY PORTFOLIO** (Pages 53 - 64)

Confidential: Not for publication under Paragraph 3
Information relating to the financial or business affairs of any particular person (including the authority holding that information)

- 9 **FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER** (Pages 65 - 98)

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

- 10 **DATE OF THE NEXT MEETING**

The next meeting of the Resources and Performance Select Committee will be held on Friday 8 December 2023 at 10:00am.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions.

Thank you for your co-operation

MINUTES of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 22 June 2023 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 18 October 2023.

Elected Members:

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

(* =present at the meeting)

19/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

No apologies received.

20/21 MINUTES OF THE PREVIOUS MEETINGS: 24 APRIL 2023 [Item 2]

The minutes of the Resources and Performance Select Committee held on 24 April 2023 were formally agreed as a true and accurate record of the meeting.

21/21 DECLARATIONS OF INTEREST [Item 3]

None were received.

22/21 QUESTIONS AND PETITIONS [Item 4]

None were received.

23/21 PEOPLE AND CHANGE WORKFORCE UPDATE [Item 5]

Witnesses:

Tim Oliver, Leader of the Council (Lead Member for HR and OD)
Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources

Shella-Marie Smith, Director for People and Change

Bella Smith, Head of Insight, Programmes and Governance

Tom Holmwood, Head of Resourcing

Key points made in the discussion:

1. The Leader of the Council outlined the main reasons given by people leaving the organisation. First was for a better reward, with 62% of staff paying for Surrey housing costs, and every member of staff had been offered a pay increase for 2023/24 of no less than 4.5%. Second was lack of opportunity and seeking promotion; people did not feel there was clarity in the career path and there was a need to reassure staff that most can move up or across within the organisation. Third was work-life balance and there was a need to reassess the best way of transacting Council business post-pandemic.
2. A Member queried if the 15% target voluntary turnover was ambitious enough and which areas of staffing exceeded the target. The Head of Insight, Programmes and Governance said turnover overall, currently at 14%, compared to a Local Authority average of 22% in a very fluid job market. A balance had to be achieved between stability and avoiding stagnation. Children's social workers were the main problem area, although turnover there was just under 20% compared with just under 30% last summer.
3. A Member asked for clarification on what was meant by 'the Surrey Way'. The Executive Director of Resources explained it was a guiding framework to ensure everyone in the organisation shared the same vision, and culture to support that. Its people element was monitored through Pulse surveys and the People Strategy Performance Board.
4. A Member suggested physical contact was important to build trust amongst colleagues. The Leader of the Council said there was not a one-size-fits-all approach to working and it should be outcomes-focused, looking at whether staff were delivering on expectations and not being prescriptive about how.
5. A Member asked if a cost analysis had been done to understand if increasing salaries could bring down turnover sufficiently to save enough on recruitment to cancel out the cost. The Head of Resourcing said this had not been undertaken but would be considered. The intention was for Connect2Surrey, partly owned by the Council, to become the primary vehicle to recruit interim and contract workers, a shift away from using external agencies which keep 100% of the fees.
6. A Member enquired what percentage of staff who had resigned, if any, had subsequently been persuaded to stay. The Head of Resourcing said this data was not captured but it was not good

practice to offer more money to stay and would likely only delay an already decided departure. The Leader of the Council suggested the process for former staff to rejoin the organisation should be streamlined.

7. A Member questioned if there was sufficient data from the exit surveys to make any meaningful decisions. The Head of Insight, Programmes and Governance recognised they needed to increase the 11% take-up of the surveys, which were introduced last summer.
8. The Committee was assured Surrey County Council was a 'Carer Confident' employer. People with caring responsibilities were given the opportunities of flexible and agile working and this was highlighted at the forefront of job adverts. It was also 'Disabled Confident', meaning people with disabilities who meet essential criteria were guaranteed an interview.

Tim Oliver left at 11.06 am.

9. Every three months quarter of the workforce was asked to give their views of the organisation by participating in the Pulse survey. Current take-up was higher than previously, 37%, and a target of 50% had been set. Bullying was tracked through the Pulse survey, which showed eight per cent of respondents felt they had experienced discrimination in the past year.
10. A Member enquired if there was an overarching policy across Directorates for leaving handovers, after hearing of cases where parents had been emailing their case workers about EHCPs for weeks before realising they had left the organisation. The Director for People and Change informed there was a leaver's checklist on the intranet, but this was clearly not being used consistently. The Cabinet Member for Children and Families contributed that consultants due to look at the end-to-end process in the SEND setting would be alerted to that particular issue.
11. The Chairman considered the average absence rate of 6.7 days a year to be high. A Member questioned why the target, of 7 days, was higher than what had already been achieved. The Head of Insight, Programmes and Governance explained levels had increased locally and nationally since last year, because sickness levels were low during Covid lockdowns when people were not mixing so not picking up germs. Absences were higher than average in some directorates, particularly in adult social care.
12. A Member suggested the Council should be visiting all schools' careers fairs routinely. The Director for People and Change

acknowledged they could share employment opportunities at the Council with students in a less ad hoc way.

13. Asked how HR had managed to reduce the time to hire since September 2022, the Head of Resourcing said they had dealt with an unusually large volume of appointments last year, just shy of 3,800. This had stretched resources and resulted in an increased time to hire, which had since normalised.

Actions/requests for further information:

- 1) Provide a breakdown of voluntary turnover figures for SEND case workers, foster carers, mental health care workers and Highways staff and bank staff (Head of Insight, Programmes and Governance)
- 2) Provide a definition of the Surrey Way and short overview of how achieving it is being measured (Executive Director of Resources)
- 3) Share the analysis of quarter 4 exit survey data in September 2023 (Head of Insight, Programmes and Governance)
- 4) Make the latest Pulse survey data available (Head of Insight, Programmes and Governance)
- 5) Inform Committee of the take-up of career sprints so far (Director for People and Change).

Resolved:

The Resources and Performance Select Committee welcomes the values outlined in the People Strategy and notes the work done by the Recruitment and Retention Transformation Board in Children's Services. The Committee recommends that:

- 1) People and Change help the Committee to monitor the People Strategy's effectiveness by reporting its latest three months of key performance indicators to Committee at each of its quarterly Performance Monitoring sessions.
- 2) People and Change research which Local Authorities in England have a declining voluntary turnover and what they have done to achieve this trend.
- 3) (a) Council policy ensures leavers' final days in post are freed up to leave a proper handover. Number of days will be agreed with the line manager and will depend on the complexity of the role.

(b) Line managers are reminded to consistently ensure that leavers set up an out of office reply on departure, to include their date of leaving and the identity and contact details of their (interim)

successor. This will ensure, for example, that parents always know how to make contact with a new social worker or SEND case officer.

4) (a) People and Change report to the Select Committee, by the end of September 2023, a plan to encourage take-up of exit interviews and to increase the 11 per cent response rate to exit surveys.

(b) Before a member of staff leaves Surrey County Council, they are offered a pre-exit meeting with their line manager to discuss if there are other opportunities within the Council that might better suit them.

5) As part of the budget-setting process, People and Change undertake a cost analysis to determine if increasing salaries with the intention of retaining staff would save enough money on recruitment and agency costs to result in a net financial benefit.

6) An ambitious target is set for HR to complete the time to hire process, with the aim of streamlining the time taken between submitting an appointment form and agreeing a start date.

7) Line managers share opportunities/rights for flexible and agile working with those expressing an interest in working for Surrey County Council and with all staff when they join the workforce.

8) People and Change develop a consistent approach on visiting Surrey schools. Visitors should give verbal advice and distribute leaflets on the range of jobs and apprenticeship schemes on offer at Surrey County Council, making direct links with particular T-Levels, and consider mentoring sixth formers who elect these T-Levels.

9) The seven-day target for sickness absence rate (FTE days per employee) is reduced to the 2021/22 average of six days, bringing it closer to the April 2022 4.6 days average for all industries.

Becky Rush left at 11.58 am.

24/21 EQUALITY DIVERSITY AND INCLUSION UPDATE [Item 6]

Witnesses:

Sinead Mooney, Cabinet Member for Children and Families (EDI Lead Member)

Natalie Bramhall, Cabinet Member for Land and Property

Sarah Kershaw, Chief of Staff, and EDI Lead

Glenn Woodhead, Assistant Director for Facilities Management

Nikki Parkhill, Head of Equality, Diversity & Inclusion

Jonathan Fisher, Chairman – Surrey Coalition of Disabled People

Key points raised during the discussion:

1. The Surrey Coalition of Disabled People Chairman, as a person who is blind and wears hearing aids, recounted his experience of visiting the Woodhatch building the week before. He commented on an absence of blue badge parking provision near the main entrance. Visually impaired people without sighted assistance had only a low single chain preventing them from walking into a pond. There was no induction loop working at reception, and no tactile fire exit signs or raised pictograms differentiating between toilets. He told how guide dogs had refused to guide their owners on the stairs because the gaps between them were too large. He was surprised these safety issues had not been addressed after two years in the building.
2. A Member, referring to the Centre for Accessible Environments' audit report of September 2021, asked why only 10 of 48 recommended actions classed as immediate had been carried out. The Cabinet Member for Property and Waste responded that outstanding actions at Dakota and Woodhatch Place had been incorporated into other works scheduled to take place, however some had been delayed while they were reviewed and agreed by the Facilities Management Accessibility Forum, recently formed in response to staff with disabilities calling for more consultation. The forum had influenced design briefs for projects such as increasing door widths and installing toilets with appropriate turning circles for wheelchair users, which have had funding approved. Space prohibited providing 24 blue badge spaces at the main entrance; two would be provided there and the rest by the Chamber entrance. Glazed panels would be erected by the open water. Ninety-four per cent of actions at Quadrant Court had been completed though that building was to be vacated in the near future. A new building being purchased was to be ready to occupy by the end of 2023.
3. Members asked if the Council was breaching the Equality Act in not yet having implemented all recommendations and what the legal, financial and reputational consequences of this were. The Cabinet Member for Property and Waste stated that Woodhatch Place was designed and built to building regulations Approved Document M, which had since been updated but was not retrospective. A Member said the Council's duties and obligations set out in the Equality Act were broader than compliance with Document M and required that reasonable adjustments were made. The Assistant Director for Facilities Management acknowledged it was important they acted upon the issues raised in a reasonable timeframe. He apologised to Mr Fisher for the sub-standard way he had been received into the building. The majority of issues he raised had been passed at the last meeting of the Facilities Management Accessibility Forum and work had already begun on some, for example an accessible toilet near reception and rising wash basins.

4. A Member asked what was being done to get more staff from under-represented groups in senior leadership positions, since both disabled and BAME leadership (pay scale 16+) had been zero for the last three years, and 10.1% of staff, but only 6.5% of senior managers (pay scale 13-15), were BAME. The Director for People and Change said this was an action in the People Strategy and they were participating in Solace's AMPlify programme to support development of diverse talent.
5. In response to a question on racism, the Chief of Staff said following the incident outside the Ashford school in February they had run a number of listening sessions with minority ethnic staff. A key theme was a feeling there was not the same access to career development. These sessions are planned to continue through a new Tea Break initiative developed by Race Equality Matters. A bullying and harassment policy with a zero-tolerance approach to discriminatory behaviour has also been introduced and training was due to be rolled out for managers to support them in how to apply it. Outputs from the workforce reviews would be available in November 2023 for race and July 2023 for disability, and a LGBTQ+ review was in procurement. Monitoring of disciplinary processes was continuing to see if underrepresented groups were overrepresented in HR processes, as this may indicate discrimination.
6. There was a reluctance nationally to share data on ethnicity and disability with employers. The Carers' Network highlighted this also applied to carers. This was partly caused by a fear it would have an adverse impact on their workplace treatment or promotion prospects. Senior managers were working on how to build trust and viewed an inclusive culture as an essential priority, particularly at a difficult time for recruitment and retention.
7. The Chief of Staff explained the gender pay gap, which had reduced at the Council to 5.6%, from 11.2% in 2022, was the difference between the average hourly pay of men and women. It arose not because men and women were being paid differently for the same roles, but because there was a tendency for women to carry out lower paid and part time roles, often due to their having other caring responsibilities.

Jonathan Fisher left at 1.10 pm.

Actions/requests for further information:

- 1) Share this year's programme of works, and associated timescales, passed at the meeting of the Facilities Management Accessibility Forum preceding the 22 June select committee meeting (Assistant Director for Facilities Management)

- 2) Provide more information on the ED&I steering group, funded to drive change in VCFS organisations, and the provider appointed to lead the trustee work (Head of Equality, Diversity & Inclusion)
- 3) Share conclusions of June's LGA equality peer review with the Committee (Head of Equality, Diversity & Inclusion)
- 4) Cllr McCormick to share his thinking on deliverables for the ED&I 2024-25 action plan with the Chief of Staff.

Resolved:

The Resources and Performance Select Committee notes the progress and the ambitions in the report and recommends that:

- 1) The ED&I Lead shares the quarterly reporting on the 2023-24 Action Plan with the Select Committee. These reports should include specific responsibilities and timescales.
- 2) The People and Change Directorate and the ED&I Lead use findings from the disabled, minority ethnic and LGBTQ+ workforce reviews to inform plans to enhance recruitment and retention amongst these groups.
- 3) The Chief Executive's Office should (a) work with organisations representing people with lived experience of disability to help them provide work-ready training to people who are disabled and enable them to fill roles at Surrey County Council. The Office should work to remove barriers that prevent people accessing work, and to create opportunities for people to develop skills for the workplace, where needed, and (b) report back to the Committee with timescales for achieving these objectives.
- 4) The Cabinet Member for Property and Waste and Assistant Director for Facilities Management share with the Committee the schedule of reasonable adjustments work currently scheduled and (a) accompany representatives of Surrey Coalition of Disabled People and the Select Committee Chairman on a tour of Woodhatch, Dakota and Fairmount House by the end of September 2023 to identify what accessibility issues are encountered, (b) add these to their schedule of works and make findings available to the Select Committee, (c) commit to ensuring these issues are resolved as soon as is reasonably practicable, (d) advise the Select Committee of progress or delay by its February 2024 meeting and, before then, (e) invite the Select Committee Chairman and Vice-Chairmen and Surrey Coalition of Disabled People to inspect work in progress.

- 5) The business case for any acquisition of a new council office must include consultation on its accessibility from people with lived experience of disabilities.

**25/21 PERFORMANCE MONITORING SESSION NOTES 21 FEBRUARY 2023
[Item 7]**

Agreed and noted.

**26/21 FORWARD WORK PROGRAMME AND ACTIONS AND
RECOMMENDATION TRACKER [Item 8]**

A forward work programming session will be held on 3 July 2023.

27/21 DATE OF THE NEXT MEETING [Item 9]

The Committee noted its next meeting would be held on Wednesday 18 October 2023.

Meeting ended at: 1:36 pm.

Chairman

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Wednesday, 18 October 2023



DIGITAL BUSINESS & INSIGHTS (DB&I) – STATUS REPORT AND LESSONS LEARNT APPROACH

Purpose of report: to provide a status update following MySurrey go live and particularly to focus on the process for capturing 'lessons learnt.'

Introduction:

1. The Digital Business and Insights Programme (DB&I) to implement a new Unit4 ERP system (now known as "MySurrey"), as a replacement for the previous SAP system, delivered the live system on 6 June 2023 as per the latest plan.
2. The MySurrey system was live on 6 June 2023 as planned, with all entities (corporate and maintained schools) transferring from SAP to Unit 4. We are currently in a period of transition to Business-As-Usual (BAU) following the end of the initial hypercare period. This period will end in December 2023 in line with programme closure. Separately to the DB&I Programme, but affecting similar teams, the provision of payroll services to Multi-Academy Trusts and Academies will also cease by December, with these organisations having been fully off boarded by then.
3. The purpose of this report is to provide a brief status update following go live and particularly to focus on the process for capturing 'lessons learnt', which is an issue that has been discussed previously with the Select Committee.

Status Report

4. Corporate and Mainstream School payrolls have now been run for four months. HR, Procurement and Finance processing has been monitored during a period of 'hypercare', which is extended support post go live to support the transition to BAU. This support is delivered by keeping MySurrey under project controls and retaining Vision2030 and Council expertise.

5. The system is functioning and is being used for all of the intended core processes. As would have been anticipated, such a significant new system dealing with so many processes and used by so many parties and people, has led to a large number of issues being raised post go live which have to be addressed during the past three months. The biggest area of focus has been aspects of Payroll and Schools processing. The issues are split between technical, familiarisation/process and potential refinements or additions to requirements.
 - 1.1 **Technical issues** have included system access, report availability, data issues (data quality was reliant on SAP) and configuration changes.
 - 1.2 **Familiarisation/process** issues have been about staff getting used to the new system and ways of doing things. Managing annual leave, sickness and expenses have been the main areas of focus.
 - 1.3 **Potential changes/refinements**, for example, new interfaces with other systems have been identified. These were not in the scope of the original project, but are being captured and will be reviewed once the system beds in. In some cases, requirements have been refined since go-live.
6. The plan was to transition to Business as Usual (BAU) on 6 September 2023 but having reviewed the latest position, the Programme Board concluded that the organisation was not fully ready for that to take place by that date. Therefore, a targeted programme of work has been established to support the organisation in the transition to BAU up until December 2023, at which point the programme will close. As part of this transition, the support work has had a particular focus on Payroll, Schools, and Issue Management. Issue Management is important as there are cross-cutting areas where we can improve what we are doing that will benefit all/many of the business workstreams.
7. The DB&I Programme Board, which is the primary governance for the programme, has been extended to December 2023.
8. In addition, a Transition to BAU Steering Group has been established to manage and oversee the transition of all workstreams into the appropriate service. The remit of the Steering Group is to ensure that all issues are identified and resolved on a cross-cutting basis.
9. An Intelligent Client Function (ICF) is being established to embed and optimise MySurrey. The ICF is a strategic body that sits between MySurrey and the user community. It has multiple objectives, but one of its core functions is to ensure that the system functionality is fully adopted by users (having a continuous improvement function) and evolves to its full potential to ensure that we

maximise the benefits realisation. Given the contract is over many years, this function has a critical role in terms of managing the contract and the continued relationship with Unit 4, Vision 2030 and Proactics. This type of strategic body is best practice when implementing a system the size and complexity of MySurrey, and will step in once the programme formally closes.

10. The Internal Audit work programme for 23/24 includes the review of a number of key processes. Commencing in Q4, the work will review and assess our embedded processes and report back on their quality and control environment. An Internal Audit representative will also sit on the Steering Group and has formed part of the Board since inception.
11. Internal Audit will undertake this review by undertaking extensive testing of the system via their usual financial systems work.

Lessons Learnt Plan

12. A Lessons Learnt exercise will be completed as part of the Transition to BAU and the closure of the DB&I programme. The three main objectives of this exercise are to:
 - 1.1 **Capture learnings that can be shared with peers and help inform other projects and programmes** of a similar nature (in terms of complexity and scale), both within the Council and more broadly with external partners, where public money is being committed to on a similar scale.
 - 1.2 **Ensure that experiences and knowledge are captured**, good and bad, and fed into a continuous improvement process, owned by the ICF.
 - 1.3 **Identify where existing Council processes and ways of working could be improved**, changed or capitalised on by the use of MySurrey. For example, the Data Strategy Transformation Project provided data cleansing expertise that DB&I found very useful.
13. Initial Key Lines of Enquiry were identified in an Internal Audit produced report, which was concluded in September 2022. They were in the following areas:
 - 1.1 Adherence to the programme vision.
 - 1.2 Management and implications of financial risks.
 - 1.3 Having realistic delivery dates.

- 1.4 Alignment of the resource plan with the critical path and the way interdependencies are managed.
 - 1.5 The understanding of “As-is” processes and how they would map to Unit4 functionality, and
 - 1.6 The management of risk mitigation and the way it is openly reported.
14. In resetting the programme for June 2023 delivery, additional Key Lines of Enquiry were identified:
- 1.1 Programme Governance, including Programme documentation and provision of information to the Board.
 - 1.2 Communication of programme activities to the organisation.
 - 1.3 Establishing common programme language, culture, and metrics across the programme team.
 - 1.4 Reviewing ways of working of the programme team and the relationship with both the rest of the organisation and the supply chain.
 - 1.5 Management of data and data quality, including ownership of incoming data from external systems.
 - 1.6 Programme structure, workstream ownership and reporting.
 - 1.7 Approach to the management of a diverse and tired team, including the way people were contracted or seconded to the programme.
 - 1.8 Project and Programme Management – capacity and capability.
15. The Lessons learnt review will consider the programme from inception in 2020 to programme closure in December 2023. The Lines of Enquiry will therefore also include Programme Initiation and Planning; requirements gathering, resource identification, cost and structure, problem identification, procurement of system, and contract negotiation, agreement and monitoring. In total, the review will be comprehensive encompassing 15 Lines of Enquiry.
16. It is proposed that the Lessons Learnt review will be supported by an Independent Consultant, in order to ensure that the work is properly resourced, appropriately objective, and does not divert focus from system stabilisation work. The proposed candidate has previously worked for SCC, East Sussex and West Sussex Counties on their recent ERP implementations. He is an experienced s151 and Executive Director of Resources.

17. It is proposed that a Task & Finish (T&F) Group will be established by the Select Committee to oversee the work of the Independent Consultant and SCC staff to conduct the review. The Group will be chaired by Steven McCormack (Vice Chair of R&PSC) and include a further three to five other Committee Members, supported by the Committee Scrutiny Officer.
18. The Independent Consultant's remit may include supporting the T&F Group to scope the approach, carry out the research, digest and analyse submissions and run focussed meetings with specific services and officers.
19. If the proposed way forward is agreed by the Committee, the Independent Consultant will scope a Statement of Works with a proposed approach and timelines. At present, we are anticipating a "kick off" meeting on 18 October. His work could then commence in mid-end November and continue through to January as we need to be mindful not to interfere with the work in the transition to BAU by December and programme closure. The initial proposal is to provide a task group report to the Select Committee by its 1 February 2023 meeting, but depending on scope, there may be a requirement for an interim report to be submitted on this date, followed by a final report to Select Committee on 12 March 2024.
20. The review will include a number of stakeholders; The Programme Board, the Programme Management Team, the User Advocate Group (this is a group of 150 staff members who have been close to the project and are the key liaison point for MySurrey users in their workplaces), other service representatives and Members.
21. The sessions will be based on a number of guiding principles:
 - Having an honest and open dialogue,
 - No blame,
 - Taking responsibility and accountability for the good and the bad,
 - Everyone has equal input irrespective of position.
22. Taking these principles, the review will focus on:
 - What has gone well,
 - What should be improved,
 - What could have been done differently, and

- What can be built into ongoing process improvement as well as other programmes of change.

Conclusions:

23. MySurrey is live, fully functioning and is being widely used. SAP will be decommissioned in December 2023.
24. MySurrey will transition to BAU support over the course of September to December 2023, with the DB&I project formally closing in December. This will be carried out with some targeted additional support for Payroll, Schools and Issue Resolution to enable SCC to bed in the payroll processing, resolve the outstanding issues, and reduce the number of new issues being raised.
25. It is proposed that the Lessons Learnt review will commence over the course of November to January 2024, with a report to R&P Committee once completed.

Recommendations:

26. A report encapsulating the outputs of the lessons learnt review and its recommendations are prepared for the Select Committee meeting of 1 February 2024 (to the extent possible), and subsequently the Programme Board.

Next steps:

MySurrey continues to be transitioned to BAU through to December 2023.

Report contact

Leigh Whitehouse – Executive Director of Resources and Deputy Chief Executive

Contact details

Leigh.Whitehouse@surreycc.gov.uk

RESCOURCES AND PERFORMANCE SELECT COMMITTEE

MONSAY, 18 OCTOBER 2023



STRATEGIC INVESTMENT BOARD ANNUAL REPORT - FINANCIAL YEAR 2022/23: for review by Resource & Performance Select Committee

Purpose of report:

As part of its strategy to innovate in developing new models of delivery and to benefit from the freedoms introduced by the Localism Act, Surrey County Council had made investments and created trading companies to deliver income and efficiencies and in doing so has established a Strategic Investment Board, which reports annually to the Council. The purpose of the Board was to safeguard the Council's interest as shareholder and to take decisions in matters that required the approval of the Council as owner of a company.

The report is due to be considered by the Strategic Investment Board at its meeting in December 2023. As part of good governance, it has previously been agreed to have the annual and mid-year reports scrutinised in advance by the Resource & Performance Select Committee.

Executive Summary:

1. The Strategic Investment Board was created in June 2019 following the combining of the Shareholder Board and the Investment Board. The Shareholder Board and the Investment Board were created following the report to Cabinet in March 2013 outlining the Council's strategic approach to innovation and evaluating new models of delivery. It has been established in accordance with best practice governance principles to ensure effective oversight and alignment with the strategic objectives and values of the Council. The Board's responsibilities and powers include:
 - a) approval of annual business plans; and
 - b) reviewing the financial and overall performance of trading companies; and
 - c) appointing and removing directors.

2. The Strategic Investment Board is comprised of four members of the Council's Cabinet and is supported by senior officers of the Council, including the Section 151 Officer (Executive Director of Resources) and the Monitoring Officer (Director of Law & Governance).
3. The Board works in accordance with its Terms of Reference which are reviewed on an annual basis
4. Meetings are scheduled to take place on monthly basis.

Risk Management and Implications:

5. Effective risk management is a vital part of the Council's approach to innovation and establishing new models for service delivery and to generate income. The Strategic Investment Board provides the governance to ensure that risks are effectively managed.

Financial and Value for Money Implications:

6. The Strategic Investment Board is responsible for monitoring the financial performance of companies in which the council owns shares and also maintains oversight of the Council's group position. The Board and its advisors ensure that the relationship between the Council and its companies are on an "arms-length" basis as required by legislation. This means, for example, that the Council must recover the full cost of any accommodation, goods and services supplied to a trading company. Any financial assistance provided must be for a limited period, provided under a formal agreement and made in the expectation of returns in the future.

Recommendations:

7. It is proposed, in respect of the Annual Report of the Strategic Investment Board (Annex A), that:
 - a) The Resource and Performance Select Committee reviews and notes the Report, and
 - b) The Strategic Investment Board approves the report

Next steps:

The report is due to be considered by the Strategic Investment Board at its meeting in December 2023. Cabinet will then be asked to endorse the report.

Report contact

Neil Jarvey, Strategic Finance Business Partner, Commercial,

Contact details

neil.jarvey@surreycc.gov.uk

Sources/background papers

N/a

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Strategic Investment Board Annual Report 2022/23

PART ONE: INVESTMENTS OVERVIEW



SURREY
COUNTY COUNCIL

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Shareholder Board

Introduction

The Council's strategic framework for innovation and investment has supported the development of initiatives to enhance the financial resilience of the Council. The Council Member-led Strategic Investment Board (SIB) monitors the Council's trading activity and its investments in companies to ensure satisfactory performance and effective risk management. The financial returns delivered by trading and investment helps to ensure that we continue to deliver quality services to our residents.

The SIB provides effective over-sight ensuring alignment with the strategic objectives and values of the Council. The SIB safeguards the Council's interests and takes decisions in matters that require the approval of the Council as owner or as a shareholder of a company.

The annual report of the SIB provides an overview of the progress we have made in the year in enhancing the financial resilience of the Council. The report also gives an update on the companies' full year performance for 2022/22.



Tim Oliver

Leader of Surrey County Council

Purpose

The primary and most common purpose behind the creation of a Local Authority Trading Company (LATC) is to enable a Council to participate in commercial trading activities. Many local authorities have created a LATC for this purpose, with the most common reason given being in order to grow income to protect services.

The decision to create a company or invest in shares is now taken by the SIB upon the basis of a business case. Like many other Councils, Surrey County Council (SCC) has created companies to trade and grow income; with profits generated for the Council available to support the delivery of the Council's Medium Term Financial Strategy and enhance financial resilience. This is however not the only reason for the creation of a company or investment in shares.

Surrey Choices for example was set up to safeguard the provision of services to people with learning and physical disabilities. Cabinet likewise approved the creation of a Property Company to strengthen the Council's ability to invest in a diversified and balanced portfolio of assets in pursuit of its Investment Strategy. The investment in the UK Municipal Bonds Agency was made to give the Council an alternative source of finance at preferential rates. The establishment of a Recruitment Joint Venture, Connect2Surrey, will enable the Council to have flexibility and control of temporary and interim recruitment in a changing market to suit both the needs of the Council and of the workforce.

The Council has created companies and purchased shares in order to –

Deliver services, benefiting from efficiencies driven by operating in a commercial environment

Trade & generate income

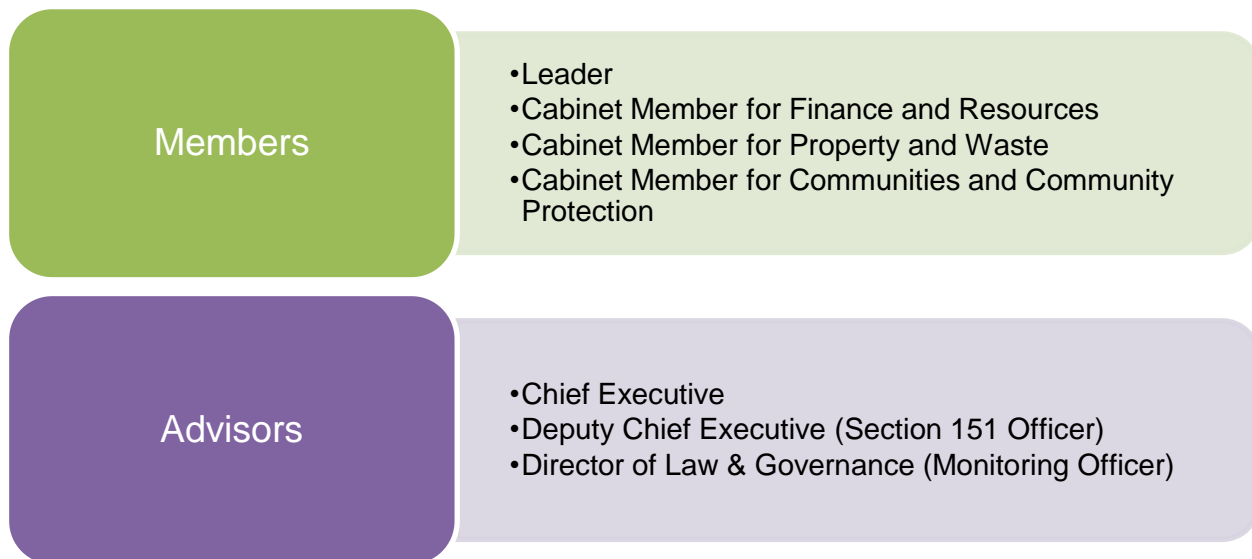
Invest in assets to deliver an income

Governance

The primary and most common purpose behind the creation of a Local Authority Trading Company (LATC) is to enable a Council to participate in commercial trading activities. Many local authorities have created a LATC for this purpose, with the most common reason given being in order to grow income to protect services.

- The SIB was created in June 2019 following the combining of the Shareholder Board and the Investment Board as noted in the 2018/19 report.
- The Board and its role are noted in the constitution of the Council.
- The Board works in accordance with its Terms of Reference which are reviewed on an annual basis.
- Meetings are scheduled to take place monthly.
- A review of the governance of the companies was conducted during 2021/22. The overarching findings were that the existing governance and reporting processes were sound and provided visibility of decision making and of performance.
- However, improvements were identified and have now been implemented. These include an increase in:
 - reporting and oversight by Members and scrutiny; safeguarding against conflicts of interest; communication between company and shareholder; formal Director training

The Strategic Investment Board is comprised of three members of the Council's Cabinet and is supported by senior officers of the Council, including the Section 151 Officer (Executive Director of Resources) and the Monitoring Officer (Director of Law & Governance).



The SIB is further supported by the Asset Strategy Board (ASB) and the Shareholder Investment Panel (SHIP). The role of the SHIP is detailed on Page 6 of the report.

Decision-making Process

The day-to-day operation of each company is the responsibility of the Directors (of each company) with the SIB being responsible for taking decisions on behalf of the Council where these are of a more strategic nature. The extent of this decision-making will depend upon the Council's shareholding and upon terms included in a company's Articles of Association (matters reserved for the Shareholder) and / or a Shareholders Agreement in relation to Joint Venture companies. The Articles of Association for the Council's wholly owned companies stipulate that

the shareholder, that is the SIB on behalf of the Council, are required to approve or make decisions in relation to the following matters summarised in the table below.

<u>Decision</u>	<u>Rationale</u>
Changes to the Articles	Removes all controls
Appoint and remove Directors	To ensure that the company is appropriately managed and that there is satisfactory governance
Material change in the nature or scope of the business	To ensure companies only undertake activities for which approval has been given and to protect the Council's reputation
Purchase of shares or interest in another company. Acquisitions of any business or any shares.	Significant business decision which may involve further financial risk
Borrowing or the raising of finance (except from SCC). The creation of any security interest (except SCC)	To avoid taking on debt that undermines security for SCC debt (excluding de-minimis bank overdrafts) and to avoid incurring further financial risk
Issuing, withdrawal or buy back of shares	To maintain SCC ownership as originally intended
Enter any Joint Venture, consortium, or partnership	To ensure companies only undertake activities for which approval has been given, in order to protect SCC reputation. To ensure that it is the shareholder that takes decisions that may involve substantial financial risk (rather than the Directors alone)
Selling, transferring, leasing, assigning property or assets (excluding de-minimis and replacement of operational equipment)	To avoid dilution of assets or security in relation to SCC debt
Disposal of any business or any shares	To maintain SCC ownership as originally intended
Entering into an administration order or steps to voluntarily wind up the company	To protect SCC's reputation

The SHIP, an Officer-led panel, chaired by the Director of Finance, Corporate and Commercial (Deputy s151), works within delegated authority limits set by the SIB. The Panel's remit is to review and challenge the subsidiaries performance within year and assist with the approvals and operational workings of the respective companies. This enables approvals to be made in a timely manner so that operational effectiveness is not impacted by an elongated approval process. The SHIP also provides governance, as the client, for projects delivered by any of the subsidiaries and acts as the Senior Responsible Owner. Items that fall outside of the approval limits afforded to the SHIP will still be discussed and scrutinised by the Panel before coming forward to the SIB.

The Council's Shareholdings

The decision to create a company or to invest in shares is taken by Cabinet, or in accordance with delegated decision-making at the SIB. The decision is made upon the basis of a business case which articulates the financial implications and associated risks for the Council. These proposals are made with realistic and prudent expectations regarding the investment required and the length of time it will take to establish a successful company. The Council recognises that returns will not necessarily be received in the short-term but will contribute to financial resilience in the longer term and, may deliver wider benefits that may supersede financial returns.



Company	Ownership
Halsey Garton Property Ltd	100.0%
Halsey Garton Residential Ltd	100.0%
Surrey First Ltd	100.0%
Hendeca Group Ltd	100.0%
Surrey Choices Ltd	100.0%
Surrey and Kent Commercial Services LLP *	50.0%
TRIC Consortium Ltd	16.7%
UK Municipal Bonds Agency	3.4%

* Trading as Connect2Surrey

Directors

Each company must have at least one person named as a Director – the Council itself cannot act in this capacity. The SHIP has delegated authority from the SIB for appointing (and removing) Directors to act on behalf of the Council. Directors have specific responsibilities in Company Law and therefore the board or panel making the selection will need to ensure that persons with the appropriate skills are appointed. The name of the person(s) appointed to each company is noted in the next section of the report. In the case of Joint Ventures, the person appointed by the Council to act in respect of its shareholding is noted.

Since the last report the following Directors have been appointed:

- Hendeca Group – Pamela Vick, Tony Barry
- Halsey Garton Property Investments – Charles Maxlow-Tomlinson
- Halsey Garton Property – Charles Maxlow-Tomlinson
- Halsey Garton Residential - Charles Maxlow-Tomlinson
- Surrey Choices – Martin Farrow
- Surrey and Kent Commercial Services LLP – Shella-Marie Smith

These directors work alongside the other appointed directors, bringing their valuable experience to the board, and will be responsible for delivering the day-to-day activities of the company in accordance with the strategies and business plans agreed by the SIB.

As Directors, their role is not to provide scrutiny, but to be accountable to the SIB, alongside other directors, for the performance of the company and for their own performance as a Director. The SIB will continue to be the subject for scrutiny rather than individual directors.

Directors appointed by the Council receive no additional remuneration and undertake this role as part of their duties as an Officer or Member of the Council.

Funding

Changes to the Public Works Loan Board (PWLB) lending rules have prevented Councils taking on additional borrowing to invest purely for commercial gain. Unless seeking external funding, this limits the companies to work within the current envelope of investment that has been made to date, or alternatively, make investments where commercial returns are of secondary benefit. Recent proposed powers as part of the draft Levelling Up & Regeneration Bill confirm the Government's long-running concerns that a small number of authorities are taking on very high, disproportionate levels of debt or have become excessively exposed to risk from commercial investment strategies. The government continues to put in place controls to reduce this risk and any changes to future strategies need to be developed in compliance with the Prudential framework. The Council's revenue budget includes an element of income generating investment activity. The Capital, Investment & Treasury Management Strategy 2022/23 set out the extent to which expenditure plans are dependent on achieving the expected net income from investments over the lifecycle of the MTFs, to ensure proportionality. Investment activity is forecast to remain between 2-2.5% of the Council's net revenue budget over this period. Should we fail to achieve the expected return, the Council has earmarked reserves in place to manage one-off fluctuations in investment income achieved.

Company Details

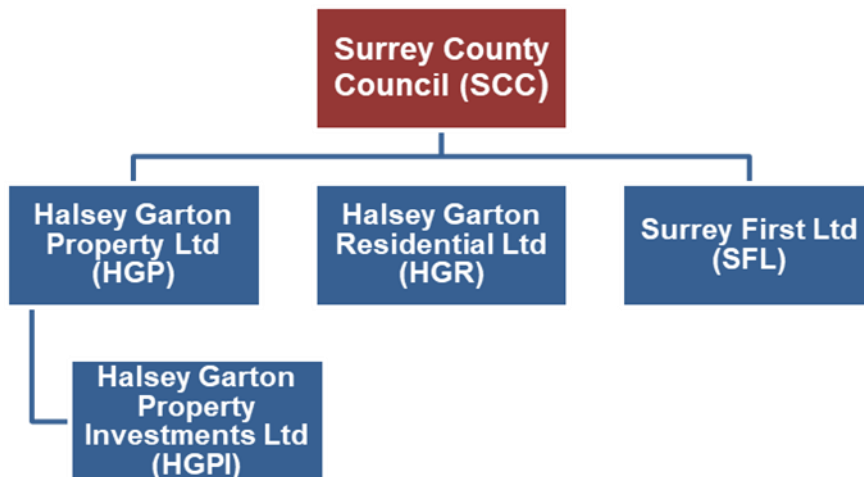
Introduction

The following pages contain information about each company, including a description of activities and purpose, Cabinet approval and date of incorporation and progress made to date. Financial information has been included where this is generally publicly available (e.g., from the statutory accounts of each company) or not commercially sensitive. However, information that is commercially sensitive, such as the future business plans, have been excluded.

Company Profile and Business Case

The Halsey Garton companies were incorporated in June 2014. The initial remit for the companies related to Halsey Garton Property Ltd which was incorporated to fully implement the recommendations of the Investment Strategy approved by Cabinet in July 2013 via Halsey Garton Property Investments Ltd. Halsey Garton Residential Ltd was dormant until August 2020 when it became active following the long lease purchase of 23 properties, now increased to 80. Surrey First (formerly Halsey Garton Property Developments Ltd) remains dormant.

Company Structure





**Halsey Garton
Property Ltd**

Cabinet Approval	May 2014
Ownership	100%
Date of Incorporation	June 2014 Commenced trade in November 2015
Council Investment	Share Capital £93m Loans of £234m
Return on Investment	2016/17 - 2017/18 the company proposed and paid dividends of £2.35m. 2018/19 the company proposed a dividend but later withdrew it. 2019/20 - 2021/22 the company did not propose a dividend. Interest payments to the Council in 2022/23 of £14.3m (2021/22 £14.3m).
Directors	Nicola O'Connor* (resigned June '22), Diane Wilding*, Verity Royle*, Bill Yardley (appointed September '22), Charles Maxlow-Tomlinson (appointed March '23) *Council appointed Officer

Company Profile

The company purchased 17 commercial property assets between November 2015 and December 2018. The portfolio consists of assets in a balance of sectors and is geographically across England. The portfolio remained unchanged up until May 2023 when it disposed of one its assets.

The strategy of the company was revised in 2023 where it was agreed that the Company will:

- Retain a clear and dedicated focus on long term revenue return.
- Adopt a portfolio approach by developing an Annual Company Business Plan.
- Retain existing assets forecast to deliver long term, secure income with minimum volatility.
- If necessary, divest underperforming assets to maximise optimum portfolio performance and recycle capital proceeds to ensure a diversified portfolio which delivers revenue benefits.
- Ensure that a primary consideration when assessing acquisitions is commercial revenue.
- Protect the capital investment as far as possible.
- Identify the availability of short-term loan facilities to leverage opportunities.

- Build up cash reserves to enable delivery of revenue enhancing initiatives of existing assets through capital investment and support, to the extent possible, the Shareholder's wider agenda of Net Zero emissions by 2030.

Progress Update

The company delivered a pre-tax operating profit of £1,941k, well-above budget of £297k due to an increase in rental income and release of bad debt provision. Despite the market conditions, no significant new bad debt provisions were made in relation to arrears owed by tenants at year end.

Rent collection rates have continued to be strong following the Covid-19 closure period, with the largest debtor paying its arrears in accordance with a repayment plan due for completion during 2023/24. The company continues to actively manage voids within the portfolio. The company is forecasted to be remain profitable before taxation for the year 2023/24, however, due to general market trends, no dividend is anticipated to be paid from the 2023/24 trading year.

The company owns investment assets with a value of £248m (£291m, 2021/22). This drop in values is reflective of the changes in market conditions over the year. Property capitalisation rates have moved outwards significantly, predominately because of the increase in borrowing rates, consequently bringing values down.

Cabinet Approval	May 2014
Ownership	100%
Date of Incorporation	June 2014 Commenced trade in August 2020
Council Investment	Share Capital £4.1m Loans of £7.0m (as at 31 st March 2023)
Return on Investment	No dividends to date Interest payments to the Council in 2022/23 of £0.4m (2021/22 £0.4m).
Directors	Nicola O'Connor* (resigned June '22), Diane Wilding*, Verity Royle*, Charles Maxlow-Tomlinson (appointed March '23) *Council appointed Officer

Company Profile

The Council has provided debt and equity funding for the purchase of 80 residential properties, totalling £11.2m to date.

Progress Update

The company continues to deliver profits in line with the business case. The profit before tax and fair value adjustment in 2022/23 was £215k (£191k 2021/22).

In 2022, SIB approved the appointment of a Managing Director to assist in shaping the strategy of the Company going forward. Following this recommendation, Charles Maxlow-Tomlinson was appointed and is working with the Board to develop a future strategy proposal for consideration by the Shareholder.

Connect2Surrey

SIB Approval	July 2021
Ownership	50%
Date of Incorporation	September 2021 Commenced trade in February 2022
Council Investment	Loans of £153k
Return on Investment	£Nil
Board Members	Shella-Marie Smith (SCC)*, Helen Lock (Commercial Services Kent Ltd) *Council appointed Officer

Company Profile

The Council has provided debt funding of £153k, together with a further £153k from Commercial Services Kent Ltd (CSKL), in order to invest in the start-up infrastructure required for a Temporary Resource Recruitment joint venture with CSKL.

Previously, Temporary Resource has been acquired through various Master Vendor agreements with large private sector companies. It has been an ambition of SCC for some time to set up its own Temporary Resource solution, but this was hampered by lack of expertise, inadequate systems, and cost of set up. Following the expiration of the contract with Adecco in January 2022, SCC created a partnership with a neighbouring public sector organisation (Commercial Services Kent) in order to provide the best solution.

Progress Update

Since 'go live', it has been discussed at the SHIP and SIB the various challenges that Connect2Surrey have faced and plans to overcome these to improve the service delivery to SCC, and ensure the financial performance is delivered as planned. The 2022/23 financial performance of £123k loss was £76k ahead of the original business case. The forecast for 2023/24 is expected to be in-line with the business case.

Stronger relationships have been developed with SCC Workforce Teams through ongoing meetings and interactions, and greater adoption of mutual recruitment activities, and there is ongoing engagement at Executive level to provide strategic input with regards to Qualified Social Care hiring. Regular 'agency and supplier' forums are held to ensure maximum engagement of QSW Suppliers to support fulfilment of Surrey CC's demand.

A process is being developed for transfer of existing Interim workers, as well as development of a process for future engagement of all interim recruitment to be managed via C2Surrey, starting initially with any new interim requirements within 'Resourcing' Directorate.

Hendeca Group

Cabinet Approval	March 2013
Ownership	100%
Date of Incorporation	June 2013 Commenced Trade in December 2013
Council Investment	£100 Share Capital
Return on Investment	The company has paid the following dividends: 2014/15: £400,000 2015/16 £400,000 2016/17: £440,000 2017/18 £400,000 2018/19: £500,000 2019/20 £400,000 2020/21: £200,000 2021/22 £340,000 No dividend declared for 2022/23
Directors	Lynne Hobbs, Janine Lewis (resigned August '22), Paul Forrester* (resigned June '22), Neil Jarvey* (appointed August '22), Pamela Vick (appointed November '22), Tony Barry (appointed November '22) *Council appointed Officer

Company Profile

Hendeca commenced trading in December 2013 following Cabinet approval as part of the New Models of Delivery strategy in March 2013. The company was known as S.E.Business Ltd, changing name to Hendeca Group Ltd during 2019/20. The company provides business to business (B2B) professional, technical, training and contingency services, enabling the Council to trade in those functions in which it has particular expertise and capacity.

Progress Update

In 2022/23 the company delivered pre-tax profits of £184k. This was a significant drop on the prior year (£836k) due to 2021/22 benefitting from fire contingency service deployment. These profits have been delivered in the main through the contracts held in the fire aviation contingency market. The decision to not pay a dividend for 2022/23 reflects the policy to retain some profit for investment into the company to assist with seeking new opportunities. During 2022/23 Hendeca purchased training materials to facilitate entry into the market for fire safety in construction, being a growing market that complements its existing offer.

The revised business plan approved early in 2023 focuses on the drive to diversify Hendeca's income streams and customer base. It intends to continue investment into identified business opportunities in the B2B training market to help deliver this aim.

Work is continuing to improve the branding and website of the company to take services to market and improve the customer experience.



Cabinet Approval	December 2013
Ownership	100%
Date of Incorporation	March 2014 Commenced Trade in August 2014
Council Investment	£100 Share Capital Loans of £2.8m
Return on Investment	Nil
Directors	Jane Earl (Chair), Martin Farrow (Interim Managing Director), Rachel Wigley*, Stefan Nahajski (NEDs), Riasat Khan** *Council appointed Officer **Council appointed Member

Company Profile

Choices Ltd was formed in August 2014. Our staff of over 300 provide support for people with learning and physical disabilities, as well as autistic people, with care services across a range of settings throughout Surrey. These include day services, employment support, volunteering, or training opportunities, day and 24/7 respite services, travel training for both children and adults, plus a Shared Lives service which provides short and long-term support in a family home setting. Today, the company has a turnover of c.£14m.

Progress Update

Surrey Choices continues to develop its portfolio of services, with a primary focus on community inclusion, the expansion and development of employment services, with closer links to the NHS in Surrey, vocational opportunities and flexible community-based support. In addition, Surrey Choices is also expanding the Shared Lives service, which is not only cost effective, but delivers excellent outcomes for individuals and has won best UK Shared Lives Provider in the UK in 2022 for the second year in a row.

The company has now successfully completed the Changing Days programme, which developed inclusive models of support enabling people to gain independence, choice and control. The person-centred approach seeks to end segregated day care centres in favour of community hubs which are integrated within local communities. 40% of day support activities are now carried out directly in the community. Lockwood, located on the Slyfield Industrial Estate in Guildford, which was the company's largest segregated day service, was closed at the

end of March 2023, with the people either being supported in the community or at other Surrey Choices services.

The budget for 2023/24 reflects a £1m efficiency saving passed to SCC. This saving is the balance of an overall £3.5m three-year efficiency savings programme that has been delivered by Surrey Choices to the council. Further efficiency savings are planned, including the continued review of the property footprint and bringing the provision of transport in house, saving approximately £300k annually. The profit before tax in 2022/23 was £32k, being lower than the previous year of £204k due to cost inflation, particularly staff and transport costs.

Recruitment and retention remain the greatest risks faced by the care sector. However, the company had a better vacancy and retention rate than the care sector average.

members of 1% on 2021, which considering the impact of Covid upon businesses is higher than expected, membership numbers have risen each year since inception.

TRICS has now become a truly international company, with its Australasian Database being released in September 2018. The second phase of this region's database being released in September 2019, with the improved TRICS Surveys being added from this date. It is anticipated that TRICS-commissioned surveys can start within the region in 2023, as Covid has made undertaking surveys in these regions very difficult.

The company continues to deliver profits in excess of expectations and has distributed a dividend to its shareholders each year since its creation, thereby delivering a significant return on investment within a short timeframe.



Cabinet Approval	Decision taken under delegated approval in September 2015
Ownership	3.4%
Date of Incorporation	September 2014
Council Investment	£450,000 share capital

Company Profile

The UK Municipal Bond Agency's (UKMBA) objective is to provide an alternative to the Public Works Loans Board (PWLB) as a cheaper source of borrowing for local authorities from the issuing of bonds. The agency, developed by the Local Government Association (LGA), raised equity funds from 56 Councils to provide for operating costs and capital against risks.

The agency aims to provide access to all local authorities to raise external borrowing provided that they meet the criteria set, and at the time of SCC's investment, preferential terms were expected to be provided to those Councils that are also shareholders in the company. It is uncertain whether this commitment will stand in the future.

Progress Update

UKMBA distributed a framework agreement which set out the terms upon which local authorities will be able to borrow from them. Authorities were expected to agree to a joint guarantee that would operate if a local authority defaulted on its part of a joint borrowing. Requirement to provide the guarantee has been removed, however an approval of a credit check to borrow is required.

The PWLB's reduction of its borrowing rates by 1% in 2020 introduced a new borrowing benchmark for local authorities and made the lending market more competitive. UKMBA sees market opportunities to issue bonds for councils inside the new PWLB rate and, therefore, continues to receive an increased interest from prospective borrowers. The LGA continues to financially support the agency.

The recent Bank of England base rate rise and the war in Ukraine have also impacted the financial markets. The sterling debt market has been affected with a sharp increase in volatility which contributed to the delays of the Company's planned pipeline of bond transactions in 2021. However, the demand for fixed income securities of various maturities remains strong and UKMBA expects to resume marketing its new bonds in the second quarter of 2022.

While interest remains from local authorities which could result in further bond issues, the lack of activity after the initial bond issue has led to the auditors of UKMBA to continue to state that there is material uncertainty related to going concern. As a result, SCC continues to carry the value of the investment at £nil. Should the performance of the company recover the investment value can be reinstated. However, the treatment adopted removes any future risk relating to the company for the Council.

Glossary

Articles of Association

A company's Articles of Association set the rules (the constitution) for the company. The Articles are filed as part of the incorporation process and are publicly available documents. The objects of the company describe what the company will do. The objects of a company are now deemed to be unlimited, unless the Articles limit them.

The Articles may restrict the decision-making powers of the Directors – these are described as Reserved Matters. The Articles may be changed at any time by a special resolution of the members (the shareholders) of the company.

Companies created by the Council follow the model articles with the exception of the introduction of reserve powers in matters of strategic importance and one or two other minor exceptions.

Assets

A Council owned company may purchase assets from the Council. In disposing of assets, the Council must ensure that it receives appropriate market value and the company in turn will be required to purchase at market value in order to ensure that there is no financial subsidy or advantage that may be deemed as state aid.

The Council will retain property assets unless there is a financial advantage to transfer (for example, where the purpose of the trading company relates to property activities). Market rents will be charged for occupancy of property assets – rents are a pre-tax expense making this arrangement tax efficient and this also ensures that the Council's balance sheet remains strong and is not diluted.

Surrey Choices Ltd purchased operational assets, such as vehicles and musical equipment, at appropriate market values from the Council and this formed part of the initial set-up costs for the company.

Debt Financing

Debt financing provides the funds required to run a business. A company may borrow the money required to grow and develop the business.

Interest on debt is a business expense, and therefore deducted before tax.

Companies created by the Council, such as Hendeca Group and Surrey Choices have been set-up with limited equity funds. Funding for growth and working capital requirements has been provided by the Council under an agreed loan facility. The Council provides loans to enable Halsey Garton Property to buy investment assets.

Directors' Duties

The SHIP is responsible for appointing (and removing) Directors to act on its behalf in relation to companies in which the Council holds shares. Directors' duties are described in the Companies Act 2006 and include a responsibility to promote the success of the company, exercise independent judgement and exercise reasonable care, skill and diligence.

Directors appointed by the Shareholder Board do not receive additional remuneration for their role and are covered by indemnities provided by the Council in respect of financial loss (an extension of the indemnities provided by the Council to staff and members as agreed by Cabinet in March 2013). This does not and cannot extend to negligence, default, breach of duty or breach of trust.

The Council's legal team brief Directors so that they understand their duties.

Group Companies

Companies form a Group if one is a subsidiary of the other or both are subsidiaries of the same body corporate or each of them is controlled by the same person. Companies within a Group can take advantage of Group Tax relief. In tax legislation, the Council is a body corporate that can perform the link between LATCs and therefore the losses of one company can be offset against profits of another.

This group status in tax law also provides the Council with the ability to be exempt from stamp duty which would ordinarily apply to property transactions (including the entering into lease arrangements) between group companies).

The Council is required to produce Group Accounting statements which mean that the financial results of its LATC's will be included together with the financial results of the Council. The Council will continue to also produce detailed Annual Statements of Accounts on a single entity basis.

Joint Venture

A Joint Venture company is one that is owned by more than one shareholder, where the shareholders concerned are corporate bodies in their own right. The term Joint Venture is not one that is legally defined and is often used in respect of other arrangements that do not necessarily involve a limited company. For example, a Joint Venture may also be a Limited Liability Partnership or may be used to describe an arrangement between public bodies.

LATC (Local Authority Trading Company)

The terminology "LATC" is often used to describe a company that is owned by a Local Authority (i.e., Local Authority Trading Company). It is not a different form of company and most companies described as LATC's are companies limited by shares, with the shares and therefore the company being wholly owned by the local authority.

Companies created by SCC are most likely to be limited by shares, as this structure ensures that profits can be returned to the shareholder (the Council) in the form of dividend payments and provide the possibility for future sale. It is the most suitable structure for trading activity and enables the Council to create a tax group.

It is possible that other company structures may be applicable in certain circumstances; however, these structures tend to involve the removal of Council control or would mean an inability to return profits-examples are companies that are limited by guarantee.

Limited Liability Partnership (LLP)

A Limited Liability Partnership is an alternative legal structure that is similar to a traditional partnership (e.g., as used by a firm of solicitors) but it limits financial risk whilst still being able to benefit from flexibility of structure, tax, profit distribution and the rights and duties of the partners. A partner of an LLP is called a member and is similar to a degree to a shareholder. A

partnership agreement will usually be put in place to set out the rights, responsibilities and liabilities of each member and will specify the way in which the LLP will be managed.

LLPs do not have to pay Corporation Tax – it is “transparent” for tax. This means that each member is taxed in accordance with its own tax status. This is beneficial for the Council as it means that Corporation Tax is not payable on its share of eth profits. An LLP however can only be set-up by a Council in certain circumstances and cannot be established where the purpose of the LLP is purely to trade or deliver an income.

An LLP is permissible for the creation of the “JV” with Places for People since this entity is being established for the purpose of creating a model to deliver benefits to residents from the development of housing and mixed used schemes utilising the Council’s vacant sites. As this is an activity that the Council can undertake in its own right (rather than requiring a company to be set-up) an LLP is an appropriate structure.

Reserved Matters

Reserved matters are important decisions for which the Directors are required to seek and gain Shareholder Approval. These decisions are written in the Company’s articles of association which set the constitution or the rules for the running of the company.

The Shareholder Board has delegated authority to perform these functions on behalf of the Council. The reserved matters of SCC’s companies have been written to ensure that the Shareholder Board is responsible for consideration of issues of strategic importance, take decisions that may involve changes to financial risks or may have an impact on the Council’s reputation.

Share Capital (Equity)

Equity or shares in a company represent the ownership interests. The Equity invested is the amount of funds contributed by the owners to the financial requirements of the company. In a limited liability company, the owners / shareholders lose no more than the amount invested. Equity invested at start-up is evaluated on the basis of assets owned and/or earnings potential.

Financial returns to the shareholders are made in the form of dividend payments. Dividends are not a business expense and are paid from post-tax profits.

Shareholders

The Shareholders (the owners of a company) and directors have different roles in a company. The Shareholders own the company and the directors manage it. The Directors must obtain shareholder approval for decisions where the shareholder has restricted the powers of the Directors – these are called reserved matters. The Shareholder Board has delegated authority to perform these functions on behalf of the Council.

Shareholders’ Agreement

These are agreements between shareholders which are private documents. These agreements set out how the shareholders interact with each other and can define what happens in the event of dispute. A shareholder agreement is only relevant when there is more than one shareholder and is recommended practice for Joint Ventures.

SCC has entered into a shareholder agreement for TRICS Consortium Ltd and in relation to the investment in FutureGov Ltd (in this instance it is called an Investment Agreement but is essentially the same thing).

Support Services

The 2003 Local Government Act provides the ability for the Council to enter into agreements for the supply of goods and services, by and to a LATC. The supply of goods, services and financial assistance must be made without subsidy. The legislation guides the Council to apply CIPFA definitions of total cost in calculating the cost of supplies made to a Trading company. This provides the ability to recover all costs in the organisation, including a proportion of all central overheads, depreciation, capital costs and pension back-funding. This wide definition allows significant overhead recovery in the provision of services to an LATC. The supply of goods and services calculated on this basis will be compliant with state aid legislation.

The arrangements for LATCs should seek to ensure that the overall cost base of the Group is not unnecessarily duplicated or increased as a result of any new arrangements. Therefore, SCC will provide services to an LATC where it is in a position to do so, where these services are fit for purpose for the business and support its strategy and can be supplied at a cost that is competitive. This is particularly important from a Group perspective where costs are relatively fixed, for example in the provision of payroll services where a substantial portion of the cost relates to the system.

TUPE

The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) protects employees when a business changes to a new owner and apply to “relevant transfers” which may occur in many situations, including service provision or contract changes. In these situations, the employment transfers, employment terms and conditions transfer, and continuity of employment is maintained.

The new employer is therefore required to provide the same terms and conditions to the staff concerned. Alternate provision can be made, e.g., a cash alternative to a lease car, but this alternate provision must be acceptable to the employee.

SCC is required to follow the provisions of the TUPE act. This will apply where a service is being transferred to a trading company, as occurred with the award of the commissioning contract for services to Surrey Choices. A LATC will additionally be required to follow TUPE provisions when taking over a service contract from another supplier – for example, as in the case for Hendeca Group in the provision of IT managed services previously supplied to the customer by another provider.

Teckal

Procurement complications arise where the Local Authority creates a company to supply services that the LA wishes to continue to purchase – be those that were previously in-house or previously provided externally. The Council is not permitted to automatically purchase from a LATC company outside of normal EU procurement rules. The LATC is required to tender alongside other private sector suppliers.

Procurement issues in relation to the purchase of goods and services from a LATC were evaluated in the Teckal case. According to the 1999 Teckal judgement, public procurement rules do not apply to contracts if the control exercised by the contracting authority over the entity awarded the contract is similar to that which it exercises over its own departments and, if at the same time that entity carries out the essential part of its activities with the controlling authority. This judgement has now been codified into a new EU Directive and in UK Law by the Public Contract Regulations 2015.

SCC will need to ensure that arrangements comply when considering transferring activities to a trading company, assuming that the Council wishes to continue to purchase the services. The arrangements for Surrey Choices comply with these considerations.

A LATC falling within the Teckal exemptions will itself be required to comply with the EU public procurement rules, and therefore Surrey Choices is subject these procurement regulations.

Transfer Pricing / State Aid

Transfer Pricing refers to the price at which divisions of a company or a group of companies transact with each other – the terminology relates to all aspects of inter-company financial arrangements. These arrangements have potential implications for the tax authorities since they can be used by multi-national corporations to move profits to countries with lower taxes. The UK has adopted principles of “arm’s length” in tax laws.

State Aid issues would apply where a LATC is established or provided with goods and services and financial assistance at a subsidy.

SCC will need to ensure that it steers an appropriate path or middle ground between issues of transfer pricing (in relation to tax) and those in relation to State Aid. The cost of goods and services and financial assistance (e.g., loans) supplied by the Council to an LATC will therefore be tested against the market to ensure that prices / rates can be justified on an arm’s length basis.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 OCTOBER 2023



FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER

Purpose of report: The Select Committee is asked to review its forward work programme and recommendations tracker.

Recommendation

That the Select Committee reviews the attached actions and recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

Next steps

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

Report contact

Julie Armstrong, Scrutiny Officer

Contact details

julie.armstrong@surreycc.gov.uk

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Resources and Performance Select Committee Forward Work Programme 2023-2024

Resources and Performance Select Committee | Chairman: Cllr Bob Hughes
Scrutiny Officer: Julie Armstrong | Democratic Services Assistant: vacant

Date of Meeting	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
8 December 2023	Draft Budget 2024/25 and Medium-Term Financial Strategy to 2028/29	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
	Treasury Management Strategy	Receive information on the Treasury Management Strategy (TMS) as part of the 2024/25 budget process.	For the Select Committee to offer any input or recommendations on the TMS.	Growing a sustainable economy so everyone can benefit	David Lewis, Cabinet Member for Finance and Resources; Nicola O'Connor, Strategic Finance Business Partner
1 st meeting of 2024	Equality, Diversity & Inclusion	Check progress on recommendations made in June 2023, particularly on making council offices accessible.	Make Council inclusive.	Empowering communities	Natalie Bramhall, Cabinet Member for Property and Waste;

					Glenn Woodhead, Assistant Director for Facilities Management
	Removal of payroll service to academies	Process, in particular timing and associated communication, and consequences for MATs and Council.	Learn lessons with respect to off-boarding.	Growing a sustainable economy so everyone can benefit, Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Anna D'Alessandro, Director, Corporate Finance and Commercial; Ricky Fuller, Head of Business Services
	Corporate Health and Safety	To check Orbis internal audit's recommendations made in May 2023 into H&S governance are being implemented and improvements made since HSE improvement notice on 10 April 2023.	Review H&S performance, including across schools and care homes, under new governance arrangements from 1 June 2023.	Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Leigh Whitehouse, Deputy Chief Executive and Executive Director; Shella Smith, Director for People and Change; Successor of Paul Booker, Corporate Health and Safety Lead Manager
12 March 2024	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, Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Sarah Kershaw, Chief of Staff to Chief Executive
16 July 2024	Facilities Management contracts	Post-implementation review. New contracts for hard and soft services being let late 2023.	Be assured of quality and value for money.	Growing a sustainable economy so everyone can benefit	Natalie Bramhall, Cabinet Member for Property and Waste;

					Glenn Woodhead, Assistant Director for Facilities Management
23 October 2024	Data Strategy Transformation Programme	Progress report on the business plan for the Data Strategy Transformation Programme.	Monitor progress of recommendations made by Committee in February 2023.	Empowering communities	Rebecca Paul, Deputy Cabinet Member for Levelling Up; Successor of Rachel Crossley, Joint Executive Director, Public Service Reform; Angela Lawrence, Head of Data
Informal meetings					
31 October 2023	Prioritisation of Projects	Briefing on ongoing work to prioritise projects council-wide, with consultancy Proteus to attend.	Share findings from initial report.	Growing a sustainable economy so everyone can benefit	David Lewis, Cabinet Member for Finance and Resources; Leigh Whitehouse, Deputy Chief Executive and Executive Director; Adrian Stockbridge, Head of Transformation & Programme Manager
22 November 2023	2024/25 Budget Planning	Overall corporate budget position, relevant Directorate budget positions, findings of sub-group deep dives, early work on Equality Impact Assessments	Early engagement with budget-setting.	Tackling health inequality, Growing a sustainable economy so everyone can benefit, Empowering communities	David Lewis Denise Turner-Stewart Natalie Bramhall Leigh Whitehouse Marie Snelling Anna D'Alessandro Rachel Wigley Nikki O'Connor Louise Lawson
TBC	Getting people with disabilities work-ready	Look at Local Authority exemplar and hear from commercial businesses. What skills will be	Help people with disabilities into work and fill	Tackling health inequality, Growing a sustainable	Sinead Mooney, Lead Member for EDI; Sarah Kershaw, Chief of Staff;

		needed in 10 years time and how to prepare.	Council vacancies.	economy so everyone can benefit, Empowering communities	Nikki Parkhill, Head of Equality, Diversity and Inclusion; Tom Holmwood, Head of Resourcing
Items to be considered					
TBC	Subject access requests	Response times raised as concern at Feb 2023 performance monitoring session.	Improve response times.	Empowering communities	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 7 November 2023	Budget Task Group	To enable in-depth scrutiny of the Council's in-year 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	<u>Membership:</u> <ul style="list-style-type: none"> • Catherine Powell (Chairman) • Bob Hughes • Fiona Davidson • Trefor Hogg • Jonathan Hulley • Jonathan Essex • Fiona White
TBC	Unit 4 / MySurrey	Review lessons learned from implementation delays	To avoid a repeat of issues	Growing a sustainable economy so everyone can benefit	<u>Membership:</u> <ul style="list-style-type: none"> • Steve McCormick (Chairman) • Others to be determined
11 October 2023	Budget sub-group	Deep dive into rationalising SCC offices and empty buildings	Report back to Budget briefing on 24 October 2023.	Growing a sustainable economy so	<u>Membership:</u> <ul style="list-style-type: none"> • Steve McCormick • Lesley Steeds • Bob Hughes

				everyone can benefit	<ul style="list-style-type: none"> • David Harmer • Hazel Watson • Nick Darby/Tim Hall
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Performance Monitoring Sessions: 11 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).

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**RESOURCES & PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
October 2023**

Annex B

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
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24 April 2023	Digital Inclusion [Item 6]	<p>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.</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources</p> <p>Marie Snelling, Executive Director of Customer and Communities</p> <p>Rachel Basham, Member Services Manager</p> <p>Sarah Bogunovic, Assistant Director - Registration, Coroner's Services & Customer Strategy</p>	3 October 2023	3 August 2023	<p>RPSC 15/23: This is a core part of our customer strategy - telephone lines remain available along with other non-digital channels such as SMS.</p>
		<p>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.</p>				<p>RPSC 16/23: The new Member Services Manager who took on the role at the end of September has agreed to pick this up.</p>
		<p>RPSC 17/23: 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.</p>				<p>RPSC 17/23: Democratic Services passed the contact details of three volunteers onto Citizens Online.</p>

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Page 73		<p>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.</p>	<p>Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture</p>			<p>RPSC 18/23: All engaged as part of the Citizens Online work.</p>
		<p>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.</p>				<p>RPSC 19/23: Initial survey findings were circulated on 5 June 2023. Final report is on the RPSC Forward Work Programme for March 2024.</p>
		<p>RPSC 20/23: That the Committee considers the formation of a Task Group on digital inclusion at the beginning of the municipal year.</p>				<p>RPSC 20/23: It was decided this would duplicate the work of Citizens Online.</p>

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24 April 2023	IT & Digital [Item 7]	<p>RPSC 21/23: 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.</p> <p>RPSC 22/23: That Cabinet has constant oversight when making efficiencies to ensure that doing so does not place the Council at greater risk of cyber attack.</p> <p>RPSC 23/23: That Cabinet monitors Transform projects through regular highlight reports outlining activities undertaken, activities planned, any issues and key risks.</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Matt Scott, Chief Information Officer</p> <p>Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture</p>	3 October 2023	<p>RPSC 21/23: A review of IT and digital capacity and capability across the Council will be undertaken as part of the SWITCH programme. The finding from this exercise will form a case for any adjustment and additional investment in response to the increasing demands for technology enabled change and the cyber-attack threat.</p> <p>RPSC 22/23: Cabinet has oversight of this. Cyber Risk is one of the top strategic risks, and the review of efficiency proposals will identify impacts to the Council's cyber resilience.</p> <p>RPSC 23/23: The IT&D project monitoring and reporting platform has been reconfigured over the last few months. This will enable the production of portfolio reporting for Cabinet. This will include information for run, grow and transform projects. During October the reporting from this system will be</p>
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Page 75		<p>RPSC 24/23: That Cabinet Members continue to engage with the IT & Digital Service to align its work with the Council's key corporate priorities.</p>				<p>trialled with a sub-set of Cabinet. Feedback will be used to refine the reporting. The intention is to provide this information to all Cabinet members during November 2023.</p> <p>RPSC 24/23: Representatives from IT&D meet with the Cabinet Member for Resources on a regular basis. This information is used to ensure Cabinet are briefed. Where appropriate officer provided cabinet engagement and briefings will be put in place.</p>
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24 April 2023	Procurement [Item 8]	RPSC 25/23: 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.	David Lewis, Cabinet Member for Finance and Resources Darron Cox, Director for Procurement	3 October 2023	RPSC 25/23: As part of the yearly APFP planning process, Cabinet Members have an opportunity to review the projects that they would like to return to Cabinet for approval of the commissioning and procurement strategy. They can also flag projects that they would like to be kept informed by the Service about throughout the year because of personal interest. This is in addition to projects going to Cabinet/Strategic investment Board for approval of business case. Procurement uses its new programme management system to ensure that relevant Cabinet Members for identified projects are briefed, as appropriate, prior to any papers being submitted to Cabinet.
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22 June 2023	People and Change Workforce [Item 5]	<p>RPSC 26/23: People and Change help the Committee to monitor the People Strategy’s effectiveness by reporting its latest three months of key performance indicators to Committee at each of its quarterly Performance Monitoring sessions.</p> <p>RPSC 27/23: People and Change research which Local Authorities in England have a declining voluntary turnover and what they have done to achieve this trend.</p> <p>RPSC 28/23: (a) Council policy ensures leavers’ final days in post are freed up to leave a proper handover. Number of days will be agreed with the line manager and will depend on the complexity of the role.</p>	<p>Tim Oliver, Leader of the Council (Lead Member for HR and OD)</p> <p>Shella-Marie Smith, Director for People and Change</p>	18 September 2023	<p>RPSC 26/23: The People & Change KPIs are reported on a quarterly basis to Committee through the Corporate Resources & Performance Committee reports.</p> <p>RPSC 27/23: Preliminary research has proved inconclusive with regards to trends in voluntary turnover in comparable local authorities and it has been difficult to ascertain where consistently lower rates of turnover exist through liaison with the LGA and peer contacts. More time is required to conduct more in depth research. Any insights that are gleaned will be reported to Committee.</p> <p>RPSC 28/23: (a) The leavers process sits within the remit of each line manager, and it is their responsibility to ensure the leavers’ check list is completed. It is best practice for each line manager to ensure there is a sufficient handover of any work,</p>
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Page 79		<p>(b) Before a member of staff leaves Surrey County Council, they are offered a pre-exit meeting with their line manager to discuss if there are other opportunities within the Council that might better suit them.</p>				<p>updates regarding the survey's promotion among staff and its outcomes. We have initiated a request with My Surrey to automate the distribution of the exit survey to departing individuals once managers submit a leavers form.</p>
		<p>RPSC 30/23: As part of the budget-setting process, People and Change undertake a cost analysis to determine if increasing salaries with the intention of retaining staff would save enough money on recruitment and agency costs to result in a net financial benefit.</p>				<p>(b) This is promoted as part of the Leavers' process for both employees and line managers. There is currently no way of monitoring whether an exit interview is being carried out, apart from if a leaver completed the exit survey. My Surrey will be developed in time to offer this functionality and to report on exit interview levels.</p> <p>RPSC 30/23: There are many reasons why people choose to work for or leave their employer; pay is not the sole factor influencing such decisions. For example, a 2022 survey published in People Management journal found that 50% of UK workers said they would rather</p>

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Page 80						<p>have “great relationships” at work than a 10% pay increase. Other reasons include career development opportunities, work-life balance, and alignment of the organisation’s values with their own. There are also differences based on factors like the person’s age and gender. Research published by Indeed in 2022 found that 58% of 18–24-year-olds (Gen Z) respondents value a diverse and inclusive workplace compared to 42% of respondents aged 65+, and that 64% of women see it as important compared with 47% of men. Historically marginalised groups place even greater value on diversity and inclusion, with 73% of LGBTQ+ respondents saying it’s important to them, and likewise 70% of minority ethnic respondents.</p> <p>Surrey County Council is a large and complex organisation, and our workforce reflects this, meaning that their decisions to choose to work for the Council are also likely to be many</p>
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Page 81						<p>and varied in the ways described above. Our latest Exit Survey data shows that a better reward package elsewhere is the third most cited reason for leaving (behind work-life balance and lack of opportunities). Unfortunately, it is not possible to determine what level of salary increase would be needed at an organisational level to impact on retention levels and save money on recruitment and agency costs. It is worth noting that the budget for recruitment advertising and agency costs to support hiring decisions in 2023/24 is £400,000. We currently recruit over 2800 people a year which is around 235 hires per month. This equates at a very basic level to £143 per hire. This is only a fraction of the cost of awarding more pay. For example, in 2023/24, a pay award amounting to an average 5% increase was awarded to staff covered by local Surrey pay arrangements. This covers all Surrey staff except those on national pay</p>
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Page 82						<p>arrangements i.e., firefighters, teachers, educational psychologists and youth and community workers. The cost of the Surrey pay award was £15 million. Increasing the percentage award by just 1%, to 6% on average, would have added an additional £3.25 million to the pay bill. The question of affordability is therefore also a limiting factor in the budget setting process and specifically in determining staff salaries.</p> <p>The Council has recently agreed a People Strategy which sets out what kind of employer we want to be; its aim is to empower our people to reach their full potential. We have also set out an ambitious Delivery Plan which seeks to deliver this aim through a number of projects aimed at addressing the wide range of issues that influence attraction and retention, as described above.</p>
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Page 83		<p>RPSC 31/23: An ambitious target is set for HR to complete the time to hire process, with the aim of streamlining the time taken between submitting an appointment form and agreeing a start date.</p>				<p>RPSC 31/23: The current target set for Time to Hire is 25 days. The performance of the new My Surrey system will help make this target reduce over time, once the processes are managed into a Business as Usual state from a trialling and testing stage. The target will be reviewed regularly by RPSC Committee and corporately by the Corporate Leadership Team to ensure it remains ambitious and continuously improves.</p>
		<p>RPSC 32/23: Line managers share opportunities/rights for flexible and agile working with those expressing an interest in working for Surrey County Council and with all staff when they join the workforce.</p>				<p>RPSC 32/23: Opportunities for flexible and agile working are promoted, where relevant, through the adverts for Surrey County Council roles through social media and job board promotions. A refreshed Agile Working Policy is currently being drafted in collaboration with the Agile Organisational Programme, which will clarify agile and flexible working practices that we wish to promote across the organisation, whilst</p>

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Page 84		<p>RPSC 33/23: People and Change develop a consistent approach on visiting Surrey schools. Visitors should give verbal advice and distribute leaflets on the range of jobs and apprenticeship schemes on offer at Surrey County Council, making direct links with particular T-Levels, and consider mentoring sixth formers who elect these T-Levels.</p> <p>RPSC 34/23: The seven-day target for sickness absence rate (FTE days per employee) is reduced to the 2021/22 average of six days, bringing it closer to the April 2022 4.6 days average for all industries.</p>				<p>delivering excellent services for our residents.</p> <p>RPSC 33/23: An update was provided to Committee at the RPSC budget meeting in September 2023 and a further update will be provided as part of People & Change’s update to Committee in the Spring 2024, as the programmes of work with schools to promote T-levels and apprentice opportunities at Surrey County Council gain momentum and are embedded, through Strategic Workforce Planning, across the organisation.</p> <p>RPSC 34/23: People & Change would like to request that the target remains at 7 days for the remainder of the financial year, to allow reporting in the new My Surrey system to be developed to ensure accuracy and to promote sickness reporting throughout the organisation within the new system, which will now be accessible to all employees</p>
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**RESOURCES & PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
October 2023**

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						to self-report, where reliance on support services existed previously for remote workers.
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October 2023**

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22 June 2023	Equality, Diversity and Inclusion [Item 6]	<p>RPSC 35/23: The ED&I Lead shares the quarterly reporting on the 2023-24 Action Plan with the Select Committee. These reports should include specific responsibilities and timescales.</p> <p>RPSC 36/23: The People and Change Directorate and the ED&I Lead use findings from the disabled, minority ethnic and LGBTQ+ workforce reviews to inform plans to enhance recruitment and retention amongst these groups.</p>	<p>Natalie Bramhall, Cabinet Member for Property and Waste</p> <p>Sarah Kershaw, Chief of Staff (ED&I Lead)</p> <p>Glenn Woodhead, Assistant Director for Facilities Management</p> <p>Shella-Marie Smith, Director for People and Change</p>	18 September 2023		<p>RPSC 35/23: The quarterly reports will be shared on the schedule below:</p> <ul style="list-style-type: none"> • Quarter 1 (April-June): emailed to Members on 21.09.23 • Quarter 2 (July- September) 2023-24: week commencing 16.10.23 • Quarter 3 (October- December): week commencing 15.1.24 • Quarter 4 (January- March 2024) week commencing 29.4.24 <p>NB from Quarter 2, reporting for workforce elements of the action plan will be extracted from the People Strategy progress report as we have streamlined our reporting process.</p> <p>RPSC 36/23: We will respond to the recommendations of each review to enhance the experience of our workforce and inform our approach to enhancing recruitment and retention.</p>
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Page 87		<p>RPSC 37/23: The Chief Executive’s Office should (a) work with organisations representing people with lived experience of disability to help them provide work-ready training to people who are disabled and enable them to fill roles at Surrey County Council. The Office should work to remove barriers that prevent people accessing work, and to create opportunities for people to develop skills for the workplace, where needed, and (b) report back to the Committee with timescales for achieving these objectives.</p>			<p>RPSC 37/23: This recommendation is focussing specifically on Surrey County Council as an employer and maximising the recruitment, retention and career progression of disabled people. Initial analysis of the 2021 Census data has shown that approximately 11.2% the working age population in Surrey are disabled. In 2022, 3.5 % of the Surrey County Council workforce were disabled. 0.07% of senior managers shared that they were disabled, again falling to 0% in leadership roles. It is important to note, however, that our current workforce data is incomplete. Surrey County Council is committed to being an employer of choice and increasingly diversifying its workforce to ensure that it is representative of the population it serves and that no one is left behind. A review of the experiences of disabled colleagues has been undertaken along with an internal review of the ‘employee lifecycle’ to examine the things that</p>

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Page 88						<p>are working well and areas for development to improve the recruitment, retention and progression of staff. The timetable setting out how the insights from this work are being taken forward is below. The outcomes will be reported to the Committee once determined. See table RPSC 37/23 below.</p> <p>Resources: This work will be coordinated by the central ED&I Team in Resources in collaboration with colleagues across the organisation and with Voluntary, Community and Social Enterprise partner organisations. Importantly people with lived experience will have the opportunity to further shape this work.</p> <p>At present there is no additional financial resource available, however, should specific gaps be identified, a business case will be developed to secure funding.</p>

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Page 89		<p>RPSC 38/23: The Cabinet Member for Property and Waste and Assistant Director for Facilities Management share with the Committee the schedule of reasonable adjustments work currently scheduled and (a) accompany representatives of Surrey Coalition of Disabled People and the Select Committee Chairman on a tour of Woodhatch, Dakota and Fairmount House by the end of September 2023 to identify what accessibility issues are encountered, (b) add these to their schedule of works and make findings available to the Select Committee, (c) commit to ensuring these issues are resolved as soon as is reasonably practicable, (d) advise the Select Committee of progress or delay by its February 2024 meeting and, before then, (e) invite the Select Committee Chairman and Vice-Chairmen and Surrey Coalition of Disabled People to inspect work in progress.</p>				<p>RPSC 38/23: Tours of Woodhatch Place and Fairmont House offices have been scheduled for 29 September 2023 and a visit to Dakota is scheduled for 13 October 2023. The Cabinet Member for Property and Waste and Assistant Director for Facilities Management will be present on the tours alongside several Council Officers from within the Land and Property department who can update on progress and offer advice. The following members of the Surrey Coalition of Disabled People are also in attendance Jonathan Fisher (Chairman), Yasmin Broome (Involvement Lead) and Angie Taylor. In addition, we will be accompanied by Steven Maslin who is the Associate, Technical Authority for Inclusive Design for Atkins and whom we have recently commissioned to provide specialist support and advice in the delivery of our accessibility commitments.</p>
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Page 90		<p>RPSC 39/23: The business case for any acquisition of a new council office must include consultation on its accessibility from people with lived experience of disabilities.</p>				<p>Any additional works identified via the visits or through other channels continue to be added to the pre-programme of accessibility.</p> <p>RPSC 39/23: We received the headline CAE report for accessibility in relation to the proposed new council offices and await receipt of the full report whereupon the recommendations will be considered, including presentation to the FM Accessibility Forum, for inclusion in the business case for the site.</p>
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**RESOURCES & PERFORMANCE SELECT COMMITTEE
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Annex B

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ACTIONS

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
2 Feb 2023	Surrey Council Data Strategy Transformation Programme Update [Item 6]	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.	Rebecca Paul, Deputy Cabinet Member for Levelling Up Rachel Crossley, Joint Executive Director, Public Service Reform Angela Lawrence, Head of Data			RPSC 5/23: Noted and we look forward to providing further updates. On the Forward Work Programme for October 2024.
24 April 2023	Digital Inclusion [Item 6]	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	David Lewis, Cabinet Member for Finance and Resources Leigh Whitehouse, Deputy Chief Executive and	31 May 2023	Reminder sent 9 August 2023	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

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22 June 2023	People and Change Workforce [Item 5]	the equivalent provision available in East Surrey.	Executive Director of Resources Marie Snelling, Executive Director of Customer and Communities			update in response to this question shortly.
		RPSC 15/23: Provide a breakdown of voluntary turnover figures for SEND case workers, foster carers, mental health care workers, Highways staff and bank staff	Bella Smith, Head of Insight, Programmes and Governance	4 August 2023	September 2023	Emailed to Committee Members on 3 August 2023.
		RPSC 16/23: Provide a definition of the Surrey Way and short overview of how delivery is being measured	Leigh Whitehouse, Executive Director of Resources			Intranet link emailed on 23 June. Surrey Way – Summary Briefing circulated on 7 July.
		RPSC 17/23: Share the analysis of exit survey data for the most recent quarter	Bella Smith, Head of Insight, Programmes and Governance		Reminded 9 October	Will be available in September 2023.
		RPSC 18/23: Make the latest Pulse survey data available	Bella Smith, Head of Insight,			Emailed to Committee Members on 3 August 2023.

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		RPSC 19/23: Inform Committee of the take-up of career sprints so far	Programmes and Governance Shella Smith, Director for People and Change			Emailed to Committee Members on 3 August 2023.
22 June 2023	Equality, Diversity and Inclusion [Item 6]	RPSC 20/23: Share this year's programme of works, and associated timescales, passed at the meeting of the Facilities Management Accessibility Forum preceding the 22 June select committee meeting RPSC 21/23: Provide more information on the ED&I steering group, funded to drive change in VCFS organisations, and the provider appointed to lead the trustee work RPSC 22/23: Share conclusions of June's LGA equality peer review with the Committee	Glenn Woodhead, Assistant Director for Facilities Management Nikki Parkhill, Head of Equality, Diversity & Inclusion Nikki Parkhill, Head of Equality, Diversity & Inclusion	4 August 2023	September 2023 Reminded 9 October	GANTT chart of the current programme of works, containing all items identified in previous CAE audits across the corporate hub sites, emailed to Committee Members on 10 August 2023. Emailed to Committee Members on 3 August 2023. Will share an early draft of the report as soon as it has been agreed - hopefully by the end of August.

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		RPSC 23/23: Cllr McCormick to share his thinking on deliverables for the ED&I 2024-25 action plan with the Chief of Staff	Sarah Kershaw, Chief of Staff			They met on 6 July 2023.

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RPSC 37/23:

August 2023	September 2023	October & November 2023	December 2023	January 2024 onwards
Getting started	Discover	Define	Develop	Deliver
Understanding the recommendation & scope of the work	Data analysis incl. recommendations made by Business Disability Forum following their review of staff experience, and the Workplace Adjustments review.	Testing insights with key stakeholders	Generating new ideas	This may involve the direct delivery of a programme, changes to practice/ policy or commissioning a specific activity.
Gathering initial insights about what is already happening	Preparing to engage with stakeholders (internal & external)	Agreeing changes/ additional activity that is needed	Identify a prototype/ pilot project to test ideas	
Identifying key stakeholders	Understanding current and planned activity in relation to the People Strategy		Identifying required resources	

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	Mapping the current provision delivered by SCC and commissioned services		Approach to performance monitoring should intervention/ activity be required [NB interdependency with MySurrey implementation]	
	Identifying good & innovative practice			
	Identifying gaps and barriers to gaining, sustaining and progressing in work at SCC			
Monitoring & evaluation: This will be embedded from the start of the project to ensure that we are clear about the progress made, any impact, and to ensure that we are able to adapt to emergent learning.				