

## Notice of Meeting

# Resources and Performance Select Committee

**Date & time**

Tuesday, 12 March  
2024 at 10.00 am

**Place**

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

**Contact**

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Officer

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**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 at [Julie.Armstrong@surreycc.gov.uk](mailto:Julie.Armstrong@surreycc.gov.uk)**

### Elected Members

Nick Darby (The Dittons), Will Forster (Woking South), Tim Hall (Leatherhead and Fetcham East), David Harmer (Waverley Western Villages), Edward Hawkins (Heatherside and Parkside), Bob Hughes (Shere) (Chairman), Robert King (Egham), Steven McCormick (Epsom Town and Downs) (Vice-Chairman), John O'Reilly (Hersham), Becky Rush (Warlingham), Lance Spencer (Goldsworth East and Horsell Village), Lesley Steeds (Lingfield) (Vice-Chairman) and Hazel Watson (Dorking Hills)

### 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: 8 DECEMBER 2023

(Pages 5  
- 16)

**Purpose of the item:** To agree the minutes of the Resources and Performance Select Committee held on 8 December 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 (*6 March 2024*).
2. The deadline for public questions is seven days before the meeting (*5 March 2024*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 REMOVAL OF PAYROLL SERVICE FROM MATS AND ACADEMIES

(Pages  
17 - 38)

**Purpose of the item:** To learn lessons with respect to off-boarding by reviewing the process, in particular timing and communication, and the

consequences for MATs and the Council.

**6 EQUALITY, DIVERSITY AND INCLUSION UPDATE** (Pages 39 - 54)

**Purpose of the item:** To receive an update on the progress made in response to the recommendations made by the Resources and Performance Select Committee in June 2023 relating to equality, diversity and inclusion.

**7 PERFORMANCE MONITORING SESSION NOTES 11 DECEMBER 2023** (Pages 55 - 60)

**Purpose of the item:** To publish the notes of the Performance Monitoring Session conducted informally on 11 December 2023.

**8 FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER** (Pages 61 - 78)

**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.

**9 DATE OF THE NEXT MEETING**

The next meeting of the Resources and Performance Select Committee will be held on 15 May 2024 at 10:00am.

**Joanna Killian  
Chief Executive**

Published: Monday, 4 March 2024

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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*Thank you for your co-operation*



**MINUTES** of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00am on 8 December 2023 at Council Chamber, Woodhatch Place, Reigate, Surrey, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Tuesday, 12 March 2024.

**Elected Members:**

Nick Darby  
r Will Forster  
\*Tim Hall  
\*David Harmer  
r 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

r= Remote Attendance

**38/23 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Becky Rush, Nick Darby and Lance Spencer.

**39/23 MINUTES OF THE PREVIOUS MEETING 18 OCTOBER 2023 [Item 2]**

The minutes of the Resources and Performance Select Committee held on 18 October 2023 were formally agreed as a true and accurate record of the meeting.

**40/23 DECLARATIONS OF INTEREST [Item 3]**

No declarations received.

## **41/23 QUESTIONS AND PETITIONS [Item 4]**

No questions or petitions received.

## **42/23 SCRUTINY OF 2024/25 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2028/29 [Item 5]**

### **Witnesses:**

David Lewis, Cabinet Member for Finance and Resources  
Natalie Bramhall, Cabinet Member for Property, Waste, and Infrastructure  
Denise Turner-Stewart, Deputy Cabinet Leader and Cabinet Member for Customer and Communities Decisions  
Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources  
Nicola Kilvington, Director – Corporate Strategy and Policy  
Rachel Wigley, Director of Finance – Insights and Performance  
Louise Lawson, Strategic Finance Business Partner (Resources, C&C and CPAE)  
Nikki O'Connor, Strategic Finance Business Partner (Corporate)  
Simon Crowther, Director – Land and Property  
Emma McGowan, Director – Design and Transformation  
Susan Grizzelle, Head of Customer Services

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

1. The Cabinet Member for Finance and Resources provided a brief introduction to the 2024/25 Draft Budget and the 2028/29 Medium-Term Financial Strategy (MTFS), highlighting that the Council continues to work in a challenging financial climate specifically in relation to the high inflation environment and continued demand and price pressures on key services.
2. A Member asked how long the Customer Services Manager position had been vacant for, how their tasks were being carried out in this time, and if it was sustainable to keep it vacant. The Cabinet Member for Customer and Communities Decisions explained that the post had been vacant for three years and had been covered by someone who had now moved into the Assistant Director for Registration, Coroners and Customer Strategy. The Cabinet Member highlighted that feedback from the Ombudsman and the task group had identified the need for autonomy in the post, and the expansion of customer service functions meant there was now a need to fill this post. The Head

of Customer Services clarified they hope to fill the position by February or March 2024.

3. A Member questioned what uplifts to fees and charges were proposed across Customer and Communities services and how this reflected feedback in the public consultation. The Strategic Finance Business Partner (Resources, C&C, and CPAE) advised that the assumption was that the average increase would be 4%. The widespread assumption is taxpayers should not subsidise the use of discretionary services. The Cabinet Member for Customer and Communities Decisions added that registration services were looking to generate £4 million in income this year for the first time, which highlighted that the popularity and standard of service delivered was increasing. The Cabinet Member also underlined a gap between the market rate and the actual charges registration makes, which are benchmarked and reviewed annually to make sure they are affordable, but it should also be recognised that when the rates being charged are less than the market rates there is an opportunity to increase rates and therefore income.

*Tim Hall arrived at 10.23 am.*

4. The Chairman questioned if any of the accessibility would be compromised because of the uplifts to fees and charges, such as with digitally excluded people. The Cabinet Member for Customer and Communities Decisions assured the Chairman that uplifts tended to apply to discretionary services, and fees for statutory services would be maintained at an affordable level. The Head of Customer Services highlighted that accessibility is fundamental to all their services, which is why they had protected telephone services for those who cannot access online.
5. Regarding assumptions made on inflation in the short and medium term, a member questioned what criteria were considered. The Strategic Finance Business Partner (corporate) explained that the corporate assumption for inflation in the Draft Budget was 5% for 2024/25, the default rate was only used in the absence of any other market intelligence or rates specifically built into contract terms and conditions. Inflation was currently running at around 4.6% as of October, and they would re-look at inflation levels for the Final Budget. More specifically, the Strategic Finance Business Partner (Resources, C&C and CPAE) explained that for Resources and Customer and Communities, the current assumption for inflation was an

average of a 4% increase on non-staffing, while building energy had a higher inflation of 8%. The Draft Budget includes a corporate contingency budget of £20 million, to ensure financial resilience. Although historically this has not been required used, it had been utilised over the last two financial years, predominately due to inflation being greater than assumed in the budget. Interest rates have a significant impact on the capital programme in relation to borrowing costs. Higher borrowing costs due to successive interest rate rises were offset by two things: slippage in the capital budget and increased interest on short-term cash balances held within money market funds. Interest rates are anticipated to drop over the medium-term but not to fall as low as quickly as they have risen or to rates as low as what has been experienced in recent years.

6. A Member questioned how the £0.3 million RAG rated green out of £4.7 million identified efficiencies for 2024/25, compared with the Resources budget in previous years. The Strategic Finance Business Partner (Resources, C&C and CPAE) explained that this time last year 18% were rated green and for month 7, 65% of this year's efficiencies were now rated green. The Strategic Director outlined that this was comparable to this time last year, and for the final budget, as plans become firmer and confidence about efficiencies increases, they expected the ratings to improve. It was forecast that £500,000 of efficiencies would not be achievable this year, mostly in relation to MySurrey. The Member questioned if MySurrey efficiencies were deliverable in the coming year and expressed concern as a school governor that it could take longer than expected. The Strategic Business Partner confirmed that they are considered deliverable. The Executive Director for Resources reassured the Member that the issue in relation to schools related to the delivery of the operational payroll service, of which an element has been the transition to the new system, but it was not related to the way the system is currently operating. Stabilising the system and ensuring everyone was using it in the right way was essential to start seeing the benefits.
7. A Member asked when to expect to see a £100,000 saving due to improved processes following MySurrey. The Strategic Finance Business Partner (Resources, C&C and CPAE) explained that the £100,000 efficiency relates to People and Change's targets for this year and that they are not delivering in relation to MySurrey, but the target remains for next year and as the system is embedded, they are working towards putting plans in place to deliver the efficiency. The Member questioned if the



£100,000 efficiency is achievable in the next financial year. The Strategic Business Partner indicated that it is the current assumption it would be achieved next year and explained that there are services moving into People and Change, expanding the remit and therefore there should be some efficiencies coming out of it.

8. In relation to the proposed efficiency of 'making the most of our contracts', a Member asked what the planned review of contracts across the council is anticipated to show, what contracts were up for renewal, and what impact is it expected to have on the budget. The Strategic Finance Business Partner (Resources C&C and CPAE) explained there had been a pilot in the Environment, Transport, and Infrastructure Directorate (ETI) looking at contracts with a plan to roll the process out across all directorates and highlighted that there is a list of contracts that would potentially deliver the efficiency. The Member asked for clarification on what contracts would be reviewed. The Executive Director of Resources explained that the efficiency relates specifically to the work of procurement services, which is currently focussed on supporting managers through the process of tendering contracts, looking at how they might expand this support to cover in-flight contract management. The efficiency would also look at how the remit of the procurement service is resourced to support wider responsibilities, such as managing the budget. The Member asked if they were monitoring all contracts or prioritising certain ones. The Executive Director explained that the efficiency predominately looks at some of the medium-value contracts. The Cabinet Member for Finance and Resources highlighted that the details of contracts up for renewal are in the annual procurement plan going to Cabinet for approval.
  
9. A Member questioned what changes had been made to the capital budget compared to the original projections, by reason of inflation or circumstance such as Reinforced Autoclaved Aerated Concrete (RAAC). The Strategic Finance Business Partner (Corporate) explained that the budget setting process involved a thorough review of all capital schemes to ensure the Capital Programme's ongoing affordability and sustainability. Due to increased pressures, a prioritisation exercise was undertaken, prioritising those programmes that drive out revenue efficiencies, schemes linked to statutory or health and safety requirements, and capital programmes that enhance the existing infrastructure and asset base. The full revenue costs of the proposed draft capital programme were included in the revenue budget

proposals and were deemed affordable, while recognising there remains a residual budget gap to close. The Strategic Finance Business Partner (Resources, C&C and CPAE) expanded that for Land and Property, an additional year of maintenance programmes and a reflection of the latest inflationary impact on maintenance was added, but nothing specific for RAAC was included. There had been other movements, where business cases required further work before they could be included in future capital programmes. For IT and Digital, inflation was recognised, and a fifth year of the recurring IT, refreshment and equipment budget was added.

10. The Member questioned where they would find the money to resolve RAAC if identified, such as at Redhill library. The Director of Land and Property explained that Redhill library was in line for a deep refurbishment and therefore they would need to understand whether RAAC would increase refurbishment costs and then determine the way forward. The Director expressed that there is no additional money in place for RAAC or Redhill specifically. The Member asked if a contingency plan would be put in place for buildings affected by RAAC. The Director of Land and Property explained that so far, they had found 2 fire stations, 2 libraries and 1 youth centre affected by RAAC, which conveyed a relatively low incidence which did not merit a contingency plan. They would have a better review of this by Spring 2024, once building life cycle surveys across the operational estate had been completed. The Strategic Finance Business Partner (corporate) added that the capital pipeline, although not a contingency, was designed to be flexible. Although it consisted of itemised projects, these remained subject to the production of robust business cases, which resulting in the ability to re-prioritise pipeline budgets if newly identified capital investment requirements were seen as a priority over existing plans, providing some flexibility in how they manage the pipeline through the medium-term.

11. A Member asked if the capital budget was deliverable in the next financial year, or if they were anticipating that there could be an underspend. The Cabinet Member for Finance and Resources explained that the budget they had put forward is deemed to be both affordable and deliverable and highlighted that the underspend they had seen this year, had been reset in the capital budget in month 5. The Cabinet Member stated that this re-profiled rather than removed spend and emphasised that those projects would still be delivered, but over a slightly different timescale than originally envisaged.

12. A Member asked for clarification on the impact of borrowing costs. The Strategic Finance Business Partner (Corporate) explained that they borrow according to their Treasury Management Strategy, based on cash flow forecasts and levels of cash they hold, rather than for specific capital projects. Slippage in the capital programme does have an impact on cash flow forecasts and therefore the level of borrowing entered into, however slippage in the capital programme in the current financial year has an impact on the borrowing costs in the next financial year.
13. A Member asked if the committee could receive reassurance on work that had been done to prioritise the IT projects. The Executive Director for Resources explained this related to work to prioritise transformation activity across the council, and from the initial sift, 400 projects were identified. The Executive Director explained that a lot of those projects were either duplicated or Business as Usual, and the finalised list brought it down to around 60/70 projects or programmes. They had been through an exercise to see which ones should continue, be amended, or stop and they had also sharpened information about the resource requirements, the benefits expected from them, and the timescales applied to them.
14. The Chairman requested more information in relation to grants to voluntary organisations that help mentor and help make people with disabilities work ready. The Director for Corporate Strategy and Policy highlighted the 'Approval to Procure Individual Placement and Support in Primary Care (IPSPC)' report that went to the July Cabinet and set out that £6 million was received from the Department of Work and Pensions to provide employment support to adults with long term conditions and disabilities to help them access and maintain work in the longer term, of which £2 million would be given to the voluntary and community sector over two years. The Director also outlined that the council had spent around £200,000, drawing from other government funding such as, COVID-19 funding, to enable voluntary organisations to provide employment support, and they are also working with Surrey Coalition of Disabled People to map the employment support available for people with disabilities and long-term health conditions, which would underpin the development of an employment support directory.
15. The Chairman asked what the anticipated cost to the recurring capital maintenance budget of resolving the accessibility issues,

identified by the tours with Surrey coalition of disabled people would be. The Director of Land and Property explained that not all the items identified had been costed, but explained there is a plan to return to the Committee in March, once they had been costed and prioritised, and they would provide any informal updates in the intervening period. The Cabinet Member for Property, Waste and Infrastructure reassured the committee that work is going on around accessibility in the meantime.

16. A Member asked for clarification on the location and purpose of satellite offices and the rationale for the amber RAG rating. The Director for Land and Property expressed that because of uncertainty around everything being completed on time, a RAG rating of amber was a fair reflection of the confidence they have in delivering the programme. The Executive Director for Resources added they aspired to rationalise the large number of offices distributed across the county, with a variability in cost, while ensuring people are based in offices of requisite quality. They had to identify whether the space is cost effective, and if not, what they could do in conjunction with district and boroughs, or if there was something that could be done from the Council's estate. Conclusions to these options had not been fully made yet, resulting in an amber RAG rating. The Member questioned how many of the satellite offices were in the medium-term plan, why they were needed, and if it was still in line with the Agile Office Strategy. The Director for Land and Property stated that the council has eight small satellite offices, which are anticipated to drop to seven, and four larger offices/hubs, and confirmed it is the objective to deliver the aims of the Agile Office Strategy.

17. A Member asked why Land and Property's efficiency for the 'rationalisation of assets', was RAG rated amber and what the impediments were. The Director of Land and Property explained this efficiency was linked to business infrastructure and staffing, and therefore has several components involved to deliver it. The Director explained this would involve driving out costs or improving revenue. They expect opportunities to come out of some assets that would generate revenue savings, but they believe there would be opportunities in the existing estate that they would want to retain to improve the income of some Council leased out properties and improve the net position. Due to the transformation, there would be more efficiencies coming out of the team with several contractors and interims moving on over the next 12 months. These components and the absence of precise answers on how to achieve them meant the efficiency is RAG rated amber. A Member asked what caused the delays in

the legal process for disposal and whether they had enough lawyers. The Director for Land and Property clarified that it is not just about the capacity of the legal team, the due process would take a certain amount of lapse time no matter what resource was in place, and explained the convoluted process, such as capturing data, takes time. The Member asked if the process could be made quicker. The Director explained they are looking at different disposal strategies, but the same due diligence would still be required.

18. A Member asked in what way the rationalisation of assets, both public facing and other, would affect residents. The Director for Land and Property explained that it should only have a positive impact, and there is no intent to rationalise assets and impact on the services that are provided through them. The Director underlined that the benefits to it, is that it would allow users to access more services in fewer locations. The Executive Director for Resources further explained that the rational for the efficiency is about where they have different operational services in the same location, and it is about making sure they can bring these services together in an efficient way.

**Actions/requests for further information:**

1. Customer & Communities Directorate to provide the Committee with the Equality Impact Assessments for efficiencies when finalised.
2. Executive Director for Resources to share a list of the contracts, described as mid-value, to be reviewed as part of the review of commercial contracts.
3. Executive Director for Resources to provide a briefing on the lessons learned from the 2023 contract management pilot in ETI, including whether it is considered there a business case to invest in more procurement expertise.
4. IT & Digital/Resources to provide the list of IT projects underway and planned, and reassurance of the work done to prioritise them.
5. Land and Property to share the outcomes of the condition surveys for assets with Reinforced

Autoclaved Aerated Concrete once they have been completed in the next five months.

**Resolved:**

The Resources and Performance Select Committee recommends that:

1. People and Change undertake a study to forecast how much will be needed in 2024/25 for reasonable adjustments for employees' equipment, taking into account historic demand, and on that basis a centralised budget is set that accommodates demand in full.
  
2. (a) Sufficient funding is made available to resolve reasonable adjustments, taking all factors into account, identified by the tours of Woodhatch, Dakota and Fairmount House with Surrey Coalition of Disabled People in autumn 2023. This is in order to demonstrate its status as a Disability Confident employer, to support the guiding mission of "No One Left Behind" and to make a reality of the recruitment of people with disabilities and the ambition to have a workforce that better reflects the diverse needs of residents. An update on costing and progress will be brought to the Select Committee's March 2024 meeting.  
  
(b) These adaptations to Council offices are carried out at the latest by the end of the 2024/25FY.
  
3. The corporate hubs and satellite offices involved in the agile office estate strategy, including disposals and business cases for acquisitions, are overseen by the Cabinet Member for Property and any departure from the strategy should be subject to Cabinet approval. The Committee notes that the agile office strategy represents a reduction in offices and recommends this approach is kept firmly on track.
  
4. In order to avoid significant annual revenue costs, Consort House in Redhill and Bittoms car park in Kingston, redundant since the move to Woodhatch Place, are disposed of without further delay.
  
5. Due to the Committee's concerns at the problems associated with the DB&I My Surrey project including overrun and overspend, in order to eliminate or minimise unplanned budget overspend, reputational damage, inadequate requirements and

insufficient stakeholder engagement, the specification for the proposed replacement for the two Customer Relationship Management (CRM) systems should be brought to Select Committee, along with consultation with service users, at the earliest opportunity. Full lessons learned from MySurrey should be considered before awarding a new CRM contract.

**43/23 PERFORMANCE MONITORING SESSION NOTES 28 SEPTEMBER 2023 [Item 6]**

Agreed and noted.

**44/23 FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER [Item 7]**

**Resolved:**

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

**45/23 DATE OF THE NEXT MEETING [Item 8]**

The next meeting will be held on Tuesday, 12 March 2024.

Meeting ended at: 11.57 am

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**Chairman**

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Tuesday, 12 March 2024



## Removal of Payroll Service from MATs and Academies

Purpose of report: To scrutinise the process, the timing and the associated communication of the decision, and to review the consequences for MATs and the Council.

### Introduction and Background

1. Payroll services were disaggregated from Orbis into the Council in October 2021. At that time, the service provided payroll and related services to c.40,000 employees in total, of which c.20,000 were employed directly by Surrey County Council ('SCC') with a further c.20,000 employed by external organisations (defined as payroll 'bureau' customers) including MATs and Academies.
2. During the Spring of 2022 a market research company was commissioned to undertake a survey of school customers to measure satisfaction in the payroll service. This identified that whilst a majority (63%) of maintained schools were satisfied with the service, only 30% of Academies and Multi Academy Trusts ('MATs') were satisfied. Over time MATs and Academies were moving to alternate service providers for whom school payroll is their core business.
3. Following an internal review into the sustainability of the service in the Autumn of 2022, it was decided that a full options appraisal should be undertaken. This was completed in the first quarter of 2023.
4. Key findings from this review were:
  - Systems were not fit for purpose to run a payroll bureau service and were based on aged macro driven spreadsheet systems
  - The service could not meet the growing complexity of customer requirements, creating inefficiencies and significant opportunity for error
  - There was a heavy dependency on the knowledge of experienced staff and weak underpinning processes due to the lack of investment in technology, which has led to significant manual workarounds.
  - The Council's new payroll and HR system (Unit4) would improve some aspects but will not meet customer requirements in the medium term.

- The existing SAP contract ended in mid-December 2023 and the current data centre was aged; any extension beyond December would require significant investment even for a short period of time.
  - The school's payroll market was mature, and there were better solutions available for MATs and Academies.
  - The Council has experienced significant challenges in recruitment and retention of appropriately trained and qualified staff.
  - During the last 18 months the payroll service had received notice from c.20 settings and based on discussions with customers this was highly likely to continue going forward which would create significant budget pressures.
5. As part of the options appraisal, a long list of options was narrowed down to three options to be reviewed in detail.

Option A - Continue to deliver Payroll Services as-is (with investment)

Option B - Continue to deliver Payroll Services to Maintained Schools only

Option C - Exit All schools' provision

6. The options appraisal was completed in the first quarter of 2023 and following consideration of its findings, a report was prepared and presented to Cabinet on 30<sup>th</sup> May 2023 with the recommendation to pursue Option B. This was approved by Cabinet and the decision was 'formally' made on 7<sup>th</sup> June (after allowing for the call-in period).
7. The reasons for this are set out in detail in the cabinet paper (NB this was considered in private as a Part 2 report due to the implications for staff of the options being considered) but in summary it was considered that proceeding with Option B offered the following benefits over other options:
- It would enable the service to simplify the business model and provide a focus on delivering a payroll service to Surrey County Council employees only (both corporate and maintained schools), with a single pay date and the same terms and conditions and pay arrangements.
  - Over two years there had been a reduction of c£400k in revenue as MATs have moved to other providers for whom schools' payroll is their core business. This option reduced the risk of an ongoing annual reduction in income going forward as external customers, primarily Multi Academy Trusts, chose to move to other providers who are better able to meet their needs.
  - When compared to Option C, it would still allow the Council to defray some of the costs of providing a payroll service which would otherwise need to be borne by the Council alone.

- Whilst this option required a reduction in the number of staff currently employed by the Council, it would also allow the retention of a core team of our most experienced and skilled staff.

## Engagement with MATs / Academies

8. The Cabinet decision was formally made on 7<sup>th</sup> June and informal engagement was undertaken with the ten largest MATs on 23<sup>rd</sup> June (on a confidential basis) to advise them of the decision and the implications. Unfortunately, this information was shared more widely with other settings who up to that point had not been engaged with.
9. Concerns were expressed to the Council at this point and an initial meeting was held with the Chair of the Resources and Performance Select Committee to discuss these on 28<sup>th</sup> June (note of meeting at Appendix A).
10. Further dialogue and engagement sessions were arranged and held with all those MATs and Academies affected by the decision on 7<sup>th</sup> and 10<sup>th</sup> July. At these meetings the Council explained the rationale for the decision, the timescale, the mitigating actions already taken and planned moving forward to minimise and mitigate the impact and to provide clarity on the support which was in place to ensure a smooth transition.
11. A summary of the primary concerns raised at these meetings, the responses from the Council and the actions taken by the Council is included below:

### **I. Decision-making timeline to end June 2023**

#### **MATs/Academies wanted to understand the decision making and why they weren't advised of the decision to cease the service sooner.**

- Ricky Fuller took on responsibility for the service in the Autumn 2022
- Once it became clear that there were underlying problems an Options appraisal was commissioned in Q1 of 2023 which reviewed 3 options (see section 5 above).
- This went to cabinet for decision on 30<sup>th</sup> May where a decision was made to cease payroll service provision to all bureau customers. Following call-in the decision was formally made on 7<sup>th</sup> June.
- This was the same week as the new Unit4 ERP system went live for SCC employees and all Surrey maintained schools.
- The impact on staff meant that we needed to inform them at the same time as informing our customers and it was felt important to avoid the same week as the Unit4 go-live.
- We engaged with our larger MATs on 23<sup>rd</sup> and 26<sup>th</sup> June (on a confidential basis) and planned to communicate with other settings w/c 26<sup>th</sup> June. The

decision was however communicated informally amongst other settings before this occurred.

## **II. Notice Period and timelines**

**MAT/Academies expressed concern at the notice period provided in which to transition to a new provider (including the necessary procurement) and the impact of the school summer holiday period on a successful transition.**

- The Council accepted that this was not an ideal time of year with the holiday period approaching and the financial year end.
- Heavily influenced by the SAP contract cessation (December 2023), coupled with an unstable platform/data centre which hosts the SAP system. Taken together an extension for even an additional three months would cost upwards of £0.5m and the hardware platform would require a similar level of investment.
- Each MAT and Academy made an annual decision about whether to renew their payroll provision from SCC; under this either party is contractually liable to supply three months' notice (with one exception – Learning Partners Academy Trust - where a longer-term contract is in place).
- The notice period provided was however greater than this:  
Larger MATs (>1 setting, >350 employees) = five months' notice (Nov 23)  
Smaller MATs and individual sites = four months' notice (Oct 2023)
- Based on the annual value of the contract, there would be no requirement to go through a lengthy procurement process as the highest annual value was lower than the EU procurement threshold.
- The Council proactively engaged with senior representatives of the main providers (ie those who were already providing payroll services to MATs/Academies in Surrey) and confirmed that they were immediately available to provide quotes to the settings, to minimise the timeframe for settings to find alternate providers.
- An overall time timeline was shared which could be varied for each setting as necessary:

### **July – early August**

- Schools obtain quotes from suppliers.
- Schools confirm the supplier that they are going to proceed with.

### **August**

- SCC internal Transition Team to work with provider to plan the transfer.

### **September**

- New provider parallel run

- Formal engagement with the new provider to have training on the new technology.

### **October**

- Smaller MATs and individual academies - Final payroll run from SCC
- New provider parallel run
- Following final payroll run, smaller MATs and individual academies move to their new payroll provider.

### **November**

- Larger MATs - Final payroll run from SCC
- Following final payroll run, larger MATs move to their new payroll provider.
- SCC would continue to provide post transition support as needed.

## **III. Support**

### **MAT/Academies were concerned at the Councils ability to support a simultaneous exit of customers.**

- The Council created a dedicated transition project team of four to be expanded as needed to work with you and your new providers.
- Each setting would be appointed an allocated project manager.
- Once the new provider was appointed, the transition project team would work jointly with them to reduce the workload for MATs and Academies as the transition team with work with their new providers to successfully transition within the timescales.

## **IV. Providers**

### **MATs / Academies were concerned that the market would not be able to respond to a simultaneous exit of customers**

- In support of each setting appointing a new provider, the Council proactively signposted to established national suppliers within the market who have a track record of supplying payroll services to Surrey MATs and Academies.
- The Council had engaged at a senior level to confirm that these companies were ready to supply quotes, quickly and efficiently, to enable the MATs / Academies to fast track their decision making.
- Providers were supportive of holding costs to those currently paid wherever possible, subject to the type of service and solutions required.
- Providers confirmed that they were confident that the timescales were achievable.

12. Following the meeting, comprehensive guidance notes and FAQs were shared with all settings. These are attached as Appendix B.

## Project Delivery

13. Following these initial sessions, a dedicated project team was established to oversee the transition, working with the new providers and the MATs/Academies until the end of December 2023, with support from the SCC payroll team. Whilst there were issues and challenges, as with all projects of this scale, the project objectives were delivered.
14. In summary, a total of 196 schools (c.17,700 staff) across 38 separate employing organisations (19 of which were MATs) were transitioned to ten external providers between September and December 2023, allowing the Council to de-commission the legacy SAP platform. The full-year budgetary implications of the off-boarding is a £1.2m income loss.
15. A closure note was sent to each organisation, setting out the post transition support that is available in the event of queries and/or requests for data, including a dedicated inbox specifically for these requests.

## Lessons Learned

16. It is pleasing to report that the vast majority of those MATs and Academies who transitioned away from the SCC payroll provision to other providers in October and November 2023, reported that the transition process had been managed well. Nonetheless there are lessons to be learned, in particular the timing and timescales for delivery and the initial engagement and communication with those impacted by the decision to cease service provision.

### 17. Timing of decision and delivery timescale

Whilst the timescales set for transitioning schools off the SAP platform were delivered, with the benefit of hindsight, the decision to cease to provide payroll services to bureau customers should have been taken sooner than May 2023 to allow more time for the transition to be communicated and delivered.

The timing of the decision created a constrained period, given the imperative to move away from the SAP platform by December 2023. This period also coincided with the implementation of Unit4 for maintained schools and corporate employees in June 2023, and the lead up to the end of term and the school holiday period for MATs and Academies. This combination created additional complexity and a challenging timescale to move customers away from the Council to other providers.

### 18. Communication and engagement

Firstly, given these constrained timescales, it would have been better for the decision to have been communicated to all affected parties shortly after the

Cabinet decision was made. Whilst there was an (understandable) concern over the impact on payroll staff in the week of go-live on Unit4 (for whom this decision meant a significant reduction in those staff employed once the transition was completed), the stronger imperative was to give as much time as possible for the transition to be delivered.

Secondly, it would have been better to advise all those schools affected at the same time. Whilst the intention of engaging with the larger MATs first was to give them more notice (on a confidential basis), this information was immediately shared with other settings and meant that some schools heard about the decision second hand.

## Conclusions

19. The decision to cease the provision of payroll services to MATs and Academies, was in the best long-term interests of the Council and the reasons for the decision were fully understood and accepted by the MATs and Academies.
20. Cabinet took the decision to cease the service on 30<sup>th</sup> May, this decision was ratified on 7<sup>th</sup> June and subsequently communicated to those settings affected by the end of June, with explanatory engagement sessions held in early July.
21. The timescales for completing this were constrained by the imperative to exit the SAP platform by the end of December 2023, when the service was no longer supported, along with the ongoing risk of failure from an aged hardware platform (it is worth noting that the host server failed for a 5-day period in early December so this risk was a genuine one). The failure to achieve this deadline for transition could have cost the Council up to £1m in additional costs to continue with the service provision.
22. The notice period provided was more than that required in the annual SLA with schools (except for one Trust who held a longer-term contract), but the timing of the decision in the lead up to the school holidays and the overall timescales available to complete the offboarding were challenging and, understandably, not welcomed by those affected.
23. As set out in the lessons learned, it is recognised that it would have been preferable for the decision to have been made sooner as this would have allowed a longer lead in period for the transition following the decision by Cabinet.
24. In recognition of this, the Council took actions to support the transition and to mitigate the pressures on the MATs and Academies as far as possible (as set out in detail in section 11 above). Notably the Council created a dedicated

project team to oversee the transition process and worked closely with MATs and external service providers to ensure as smooth a transition as possible.

25. This allowed the initial concerns expressed by the MATs and Academies to be overcome, such that a successful transition of all settings to other providers was completed by the end of December 2023.

## Recommendations

- a) To note the successful delivery of the project objectives which were to transition MATs and Academies off the SAP platform by December 2023 due to the cost and risks of any extension beyond this period.
- b) To consider the lessons learned and any implications for other projects that the Council undertakes going forward.

### Report contact

Anna D'Alessandro, Director of Finance, Corporate & Commercial

### Contact details

[anna.dalessandro@surreycc.gov.uk](mailto:anna.dalessandro@surreycc.gov.uk)

### Sources/background papers

Cabinet report 30<sup>th</sup> May 2023 – Options appraisal on the provision of finance traded services to schools - Part 2 item

**Appendix A** – Initial response to questions raised by the Select Committee Chair on 28<sup>th</sup> June 2023

**Appendix B** - Notes following school engagement sessions in early July 2023



**RESPONSES TO CLLR BOB HUGHES QUESTIONS  
28 JUNE 2023**

**Why were Academies given such short notice?**

The provision of a payroll service by Surrey County Council (SCC) to Academies is set out within service level agreements (SLA). A notice period of three months is included as part of this contractual agreement. Although it is recognised that it will be a challenging implementation period to transition Academies to a new payroll provider by October / November 2023, this still provides a period of four to five months to complete the transition, which is more than the three-month notice period signed by both parties within the SLA.

Timings have also been impacted by contractual constraints with the SAP ERP solution which is used by SCC to process the payroll for the Academy cohort, as well as balancing the need to engage with staff on the future direction for the service in parallel with engaging with the customer cohort.

**Why this timing was chosen, given that it is the end of their financial year?**

The timings chosen to cease the provision of a payroll service to Academies has been driven by the contractual arrangements associated with the old SAP system that the payroll for Academies currently operates on. The current SAP contract ceases mid-December 2023; failure to exit SAP by December 2023 would result in a significant additional cost to SCC. In order to ensure closedown and archiving activities are completed, there is a need for customers to have exited payroll provision by November 2023 at the latest, although some will need to exit in October 2023 to ensure a staggered approach. This will be undertaken based on the size of the customer to be transitioned, with larger Multi-Academy Trusts requiring more work to transition compared with individual academies or small MATs.

Seeking an extension to the current SAP contract beyond December 2023 would require SCC to extend the contract for a minimum of one-year at a significant additional cost to the Authority (c. £500k). Furthermore, the data centre in which SAP is currently hosted would require further additional investment to ensure it is there is a stable technical platform, should SAP licences be extended. Combined these two costs would total around £1 million.

Once notification of a new provider is received from any MAT or individual academy, SCC will work with both the MATs and individual academies and new providers to ensure a smooth transition.

**What contact arrangements will be put in place to assist them through the process?**

It is anticipated that the level of support required will vary from customer to customer. A project team is being assembled to support the technical offboarding and transitioning of customers; this will comprise of a combination of project management resource with some payroll resource to support data and technical requirements. This team will become the key

customer facing resource to support customers through the process, whilst also interfacing with new providers the Academies are transitioning to.

In addition, a generic email inbox has been created that will provide customers with a central contact point to submit questions and queries in relation to their offboarding, which will be logged, assigned and responded to.

**What SCC payroll clients are also affected?**

All corporate SCC payroll clients, along with Surrey maintained schools, will continue to receive their service as normal via MySurrey, following go-live in early June 2023.

Email: [BusinessServicesCustomers@surreycc.gov.uk](mailto:BusinessServicesCustomers@surreycc.gov.uk)



Ricky Fuller  
Surrey County Council  
Woodhatch Place  
11 Cockshot Hill  
RH2 8AE

11<sup>th</sup> July 2023

Dear Colleague,

**Subject: Payroll Engagement Sessions – 7<sup>th</sup> and 10<sup>th</sup> July**

Thank you for attending one of the Payroll engagement sessions on 7<sup>th</sup> and 10<sup>th</sup> July. A summary of the content discussed along with an updated version of the FAQs is attached to this letter.

As set out at the session, to balance the phasing of the transitioning to a new provider we have advised as follows:

- Smaller MATs and individual sites: the last payroll from SCC will be October 2023.
- Larger MATs (>1 setting and >350 employees): the last payroll from SCC will be November 2023.

To meet this timeline, please can you advise us of your new payroll provider in line with the following dates:

- Smaller MATs and individual sites: by the end of July / early August
- Larger MATs (>1 setting and >350 employees): by the middle of August

Please can you ensure that we have the contact details for your setting from somebody who will be available during August.

During August we will work with your new provider, share data with them and support them to allow them to plan your transition.

We know that these timelines are very tight for you and that this is not an ideal time of year with the holiday period approaching and the financial year end. We are committed to supporting you in ensuring a successful transition and have appointed an internal project team who will work with you and your new payroll provider to deliver this within the timescales required.

Once you have advised us of your new provider, we will appoint a project manager to oversee the transition. In the meantime, if you wish to meet to discuss anything in this letter please advise through the email address:

BusinessServicesCustomers@surreycc.gov.uk

In the meantime, if you wish to meet with us or to discuss anything in this letter, please advise us using the same email address. This inbox is monitored and will be responded to.

Yours sincerely

Ricky Fuller

**Head of Business Services**

Enc. Key points from the sessions and Frequently Asked Questions.

## **Key points shared at the engagement sessions on 7<sup>th</sup> and 10<sup>th</sup> July**

### **1. Background to the decision to cease the service**

- Systems are not fit for purpose to run a payroll bureau service and are based on aged macro driven spreadsheet systems
- The service cannot meet the growing complexity of customer requirements, creating inefficiencies and significant opportunity for error
- Heavy dependency on the knowledge of experienced staff and weak underpinning processes due to the lack of investment in technology, which has led to significant manual workarounds.
- The Council's new payroll and HR system, would improve some aspects but will not meet customer requirements in the medium term
- The existing SAP contract ends in mid-December and the current data centre which hosts SAP is aged, as a result any extension would require significant investment even for a short period of time.
- The market is mature, and there are better solutions available
- Significant challenges in recruitment and retention of appropriately trained and qualified staff.
- During the last 18 months the payroll service has received notice from c.20 settings and based on our discussions with customers this will continue

### **2. Decision-making timeline to end June 2023**

- Ricky Fuller took on responsibility for the service in the Autumn 2022
- Once it became clear that there were underlying problems an Options appraisal was commissioned in Q1 of 2023 which reviewed 3 options:
  - A. Continue with investment
  - B. Continue with a service to maintained schools only
  - C. Cease all schools provision
- This went to cabinet for decision on 30th May and Option B was decided. Following call-in the decision was formally made on 7th June.
- This was the same week as the new Unit4 ERP system went live for SCC employees
- The impact on staff meant that we needed to inform them at the same time as informing our customers and it was felt important to avoid the same period as the Unit4 go-live
- We engaged with our larger MATs on 23rd and 26<sup>th</sup> June (on a confidential basis) and planned to communicate with other settings w/c 26<sup>th</sup> June. The decision was however communicated informally amongst other settings before this occurred.

### **3. Notice Period and timelines**

This has been influenced by the current SAP contract cessation, which ends mid-December 2023, coupled with an unstable platform/data centre which hosts the SAP system. Taken together an extension for even an additional 3 months would cost upwards of £0.5m.

Currently each MAT and Academy makes an annual decision about whether to renew their payroll provision from SCC; under this either party is contractually liable to supply 3 months' notice (with one exception – Learning Partners Academy Trust - where a longer-term contract is in place). The notice period we are providing is greater than this:

- Larger MATs (>1 setting and >350 employees) - 5 months' notice (Nov 2023)
- Smaller MATs and individual sites - 4 months' notice (Oct 2023).

We know that this is not an ideal time of year with the holiday period approaching and the financial year end. We know that the timelines are very tight.

These dates are however the latest we can work to, to successfully transition MATs and Academies to new providers.

Based on the annual value of the contract we hold with our MATs and Academies, there would be no requirement to go through a lengthy procurement process for an annual contract as the highest annual value is lower than the EU procurement threshold of £189,330.

We are also in dialogue with DFE Buying for Schools team and will pass on any advice and guidance that they provide.

This is an exceptional circumstance and where necessary it should be possible for MATs to vary their normal procurement rules.

We have created a simple timeline which will be varied for each setting as necessary:

- **July – early August**
  1. Schools obtain quotes from suppliers.
  2. Schools confirm the supplier that they are going to proceed with.
- **August**
  3. SCC internal Transition Team will work with new provider to plan the transfer.
- **September**
  4. New provider parallel run
  5. Formal engagement with the new provider to have training on the new technology.
- **October**
  6. Smaller MATs and individual academies - Final payroll run from SCC
  7. New provider parallel run
  8. Following final payroll run, smaller MATs and individual academies move to their new payroll provider.
- **November**
  9. Larger MATs - Final payroll run from SCC
  10. Following final payroll run, larger MATs move to their new payroll provider.

#### **4. Support**

We have a dedicated transition team of 4 in place which will be expanded as needed to work with you and your new providers.

We are offering practical and collaborative support to all settings. Once you have appointed your provider, our transition project team will work jointly with them. This will reduce the workload for MATs and Academies as the transition team will work with their new providers to successfully transition within the timescales.

#### **5. Providers**

It is up to each setting to decide on their provider. We are trying to proactively support by signposting to established national suppliers within the market who have a track record of supplying payroll services to Surrey MATs and Academies. However, we cannot formalise this in writing as this would be commercially sensitive to the payroll provider market.

We have senior management engagement in these companies to supply quotes, quickly and efficiently, which will enable the MATs / Academies to fast track their decision making. They have confirmed that they require an average 8 weeks, but up to 12 weeks for the larger settings.

Bear in mind that this period also includes the period following the last pay run from Surrey.

Providers remain confident that these timescales are achievable. In terms of costs, the providers are supportive of reviewing this with you against what you are currently paying us for, however, it is important to note that this will depend on the type of service you are looking for in the future. The providers costs are reflective of the advanced customer service provision supported by the online 24/7 technology and associated systems.

**Confidential**  
**Future Payroll Provision**  
**Frequently Asked Questions**  
**11<sup>th</sup> July 2023**

No.	Question	Response
1	Are you still providing a payroll service to maintained schools?	Yes, we will continue to provide a service to maintained schools and all other direct employees of Surrey County Council.
2	Would we still have access and see what the pay scales are at SCC to ensure we are matching them all the time? Would SCC continue to share their terms and conditions?	We will need to agree a suitable mechanism to allow this but there is no reason why you would not still be able to follow SCC HR policy on any pay policy changes.
3	Will we have a dedicated person, or will it be a general team that we will have access to, is there a transition team, will there be a dedicated account manager that I can speak to?	There is a transition team who will jointly work with you and with your new payroll provider. This transition team includes a technical lead, Alec Tarling and a Project Support Officer, Mushtaq Noorzai. They will be the main contacts whilst working internally with key members of the Schools Payroll service. A dedicated email address has been established for all correspondence, engagement and queries: <a href="mailto:BusinessServicesCustomers@surreycc.gov.uk">BusinessServicesCustomers@surreycc.gov.uk</a>
4	When we transfer to another company, will they also receive our historic data? Such as the teachers pensions. Will you be moving over the historic data to the new provider?	The intention is to support a successful transition to another service provider; this will include providing all of the data necessary for the transition and any support needed afterwards. We will work with the new provider to confirm what information they require. Standard Data Set – year to date HMRC relevant data including National Insurance, PAYE, Pension contributions etc Any other data requirements – these will be considered in liaison with your new provider
5	These providers will have so many MATs contacting them, will the payroll providers have the capacity/staff to take on more customers?	It is the Trust decision as to which provider they choose. The suppliers we have engaged with are prepared and equipped to 'on-board' new customers and have dedicated deployment teams. Once you have confirmed which provider you intend to move to and you have notified us of who they are, we will proceed to arrange joint, collaborative project sessions to off-board from



		Surrey County Council and on-board with the new provider.
6	When does the transition start? When can we move to a new provider?	The transition process begins as soon as you select a new supplier and confirm who they are. We will then commence a joint collaborative project with them to transition you.
7	How will this affect our contract with SCC??	We have written to you to advise of the cabinet decision to cease provision of the payroll bureau service. We will issue formal notification on or before 1st August 2023 to confirm this.
8	How have offboarding exit dates been arrived at?	<p>To ensure all settings are supported with transitioning to a new provider, exit dates have been based on the size of the MAT or Academy setting to be transitioned, although it should be noted that all dates go beyond the three-month notice period required as set out within service level agreements.</p> <p>As part of the offboarding process we will work with each customer individually to support transitioning by the date set out in the notice letter, and jointly agree a way forward to address any concerns or issues.</p>
9	Can I offboard and transition to another provider ahead of the exit date set out within the notice letter?	Yes, if you are in a position where you would like to offboard and transition to your new provider sooner than the exit date stated within your notice letter, we will work with you and your new provider to agree a date and work towards an earlier transition.
10	In terms of access to information, will there be any access to information after SCC ceases provision of payroll?	All relevant information will be transferred to your new payroll provider, and they will take on responsibility to hold all information about your establishment. If there is a statutory or other need for information to be provided after this date it will continue to be available, subject to reasonableness. Please see previous questions and responses.
11	Will there be any access to information after SCC have ceased provision of payroll? what information will be available. Eg pensions, TPS, LGPS. TPS must be audited every year and it runs April to March so will span two providers. If there are any	All relevant information will be transferred to your new payroll provider, and they will take on responsibility to hold all information about your establishment. If there is a statutory or other need for information to be provided after this date (eg audit) it will continue to be available, subject to reasonableness but the primary responsibility will sit with your new provider.

	questions that come up during the audit do we need to ask SCC, or all of the information will have been provided to the new provider so they would be able to answer any questions?	
12	Are there likely to be any costs involved in you providing information to our new providers?	You will not be charged for the provision of information to a new provider.
13	Will people still have access to EPAY and other historical documents?	As part of the transition period, it will be important for historic payslips to be downloaded from EPAY as this information will not be available after the end of the contract. We will transfer year to date information to your new provider. Individuals can also access the Government Gateway to access information about their pay and deductions.
14	When does the contract with EPAY end?	The access to information will cease once SCC have ceased its payroll provision.
15	How many schools from Surrey are being asked to find alternative payroll providers?	We are engaging with all the MATS who currently receive a service from Surrey payroll over the next week or so to advise them to seek alternative payroll providers. It is not appropriate for us to share this information more widely without their express permission to do so.
16	You have mentioned that some of the MATs have already moved to a new provider. Are you able to share with us the name of the MAT and their new provider?	It would be inappropriate for us to supply that information without their express permission to do so. The providers we have engaged with all have an existing footprint in Surrey with MATs and/or Academies.
17	What is the road map for this transition?	<p>Step 1 – You engage with potential new suppliers and decide who you wish to work with.</p> <p>Step 2 – advise us in writing which provider you have chosen.</p> <p>Step 3 – our internal project team will work with your provider to commences joint project to transition you.</p> <p>Step 4 – continuous engagement with your new provider to ensure successful parallel runs (8-12 weeks).</p> <p>Step 5 – finalise off boarding from Surrey Payroll within set timescales.</p> <p>Step 6 – new payroll provider commences administration of new service.</p>

18	Can you also confirm whether Surrey Pensions service is also closing to the Trusts	The Pensions service will continue to be available after the transition is completed. Your new provider will be responsible for providing the information to Surrey Pension services
19	Will we have access to Surrey Benefits, including access to childcare vouchers.	We are looking into the detail of this, and we will advise in due course. It is however unlikely that access to Surrey Benefits will be possible after transition. Childcare vouchers are issued by suppliers, so this is a matter to discuss with the new payroll provider and to consider when choosing your future provision.
20	When is the last payday that Surrey will provide to its bureau customers?	MATS have different pay dates, and the last pay date will be jointly agreed with the new payroll provider as part of engagement and agreement on timeframes as some may choose an earlier transition.
21	If we engage with a provider you have not mentioned, is there likely to be a further delay as you won't have done any prep work?	Once you advise us of your payroll provider we will engage with them to agree a transition plan that meets the deadline.
22	Do you have standard templates for onboarding depending on their systems?	Yes, we do have standard templates but will work with payroll providers to provide the data in the most appropriate format.
23	The start of a new academic year reflects so many changes in payroll. How will you ensure that the data extracted from payroll accurately reflects all changes submitted through SPFs etc in July / August / September. The quality and accuracy of data being managed for the current SCC payroll is a concern - how will you ensure a full picture is transferred to the new providers?	SCC will continue to be responsible for your payroll until either the end of October or the end of November and will ensure that the data provided to the new provider reflects the latest position at that time.
24	Given we are still experiencing issues with accuracy of HMRC payments, maternity calculations, and an issues around retrospective pay awards for support staff- how are you managing the risk around this?	Any existing service issues will be dealt with in parallel with the transition planning.

25	What is the timeline? How quickly would we be able to do the first standard run to ensure the data is accurate? What is the timeframe of running the first report.	We have a standard timeline but the precise timing for reports etc will be agreed with your new payroll provider.
26	Will there be any support post transition if we continue to receive notification of errors via HMRC that occurred during pay periods in your tenure?	SCC will continue to be available to respond to any reasonable queries after the service has ended, for a transition period.
27	Will we be kept informed of progress of our transition / onboarding?	Once you have appointed your new payroll provider we will appoint a lead project manager who will act as your point of contact.
28	what contingency have you built into your timescales?	The timescales are tight but achievable provided we are notified of your chosen payroll provider within the timeframes outlined. If you face any significant challenges with being able to do this please let us know asap.
29	If we have outstanding issues how can we be confident these are resolved by the time we leave? If we want to work on this over the summer are you able to support us during the summer months.	Yes, we will be available during August to support the transition. Please ensure that we have contact details for your operational lead during this period.
30	How will you handle academisation in future?	This will depend on the circumstances and timescales for Academisation which affect your setting.
31	What are the consequences if we are unable to meet the deadline of 31st July to notify you of our intended provider?	If you are unable to meet the deadline please let us know asap. A delay of a few days will not impact significantly but a longer delay will impact on the transition planning.
32	As there are 2-time frames for smaller and larger MATs - how will you schedule work requests. i.e will larger MATs be dealt with after the smaller MATs, or will you deal on a first come basis?	We will be dealing with both in parallel. Each setting will have a nominated project lead for you to engage with.
35	Is there a wiggle room to transition in November for smaller MATs?	The phasing has been undertaken to help manage the workload across the size, scale and complexity of the settings affected. If there are significant problems with your ability to meet the

		October deadline we can discuss this. Please contact us asap if that is the case.
36	How can I make an informed decision of which provider I am going to go with as I only have until the end of July to look at the market?	We understand that the timescales are tight, and this limits the time available to engage with the market. We have been in discussion with 3 providers who are on standby to provide quotes.
37	What are your data protection policies when you transfer the data over to the new provider to make sure that there are no risks for us?	The Council has strict GDPR policies in place to protect the sharing of data.

**Note**

These FAQs will continue to be updated going forward.

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## RESOURCES AND PERFORMANCE SELECT COMMITTEE

Tuesday, 12 March 2024



## EQUALITY, DIVERSITY AND INCLUSION UPDATE

Purpose of report: The report provides an update on the progress made in response to the recommendations made by the Resources and Performance Select Committee in June 2023 relating to equality, diversity and inclusion.

### Introduction:

1. The Resources and Performance Select Committee made the following recommendations following the Equality, Diversity and Inclusion update in June 2023:
  - 1.1 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.
  - 1.2 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.
  - 1.3 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.

There were two recommendations focussed on the accessibility of the Surrey County Council estate:

- 1.4 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.

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

2. This paper provides a progress report to the Committee on the recommendations listed above, and an overview of the plans for equality diversity and inclusion for 2024-25.

**Recommendation 1: To share quarterly updates of the Equality, Diversity & Inclusion Action Plan (2023-24)**

3. The Action Plan has continued to be monitored and scrutinised on a quarterly basis by the EDI Programme Board with update reports shared with Members. This year, the workforce-related elements of the plan are aligned with the council's People Strategy which has ED&I as a central theme throughout to ensure the council is a fairer and more inclusive organisation.
4. Progress has been made across all areas of the action plan and the quarter 3 update report is attached at Appendix 1. Some notable highlights from this year include:
  - Working with Voluntary, Community and Social Enterprise (VCSE) partners to ensure uptake of support measures including the Household Support Fund by vulnerable and underserved groups. 43% of our residents who are disabled or have a long-term health condition say they are no longer able to meet the additional costs associated with their health requirements. In the period up to July 2023, the Surrey Coalition for Disabled People distributed Household Support fund vouchers to over 400 disabled households.
  - Our Inclusive Refuges programme has increased capacity from 3 properties to 8, comprising 6 single adult residences and 2 residences for single adults with children. Demand consistently exceeds supply, with 111 referrals received and 17 people supported so far. People from minoritised ethnic backgrounds have made up three quarters of people supported, nearly a fifth of clients are transgender and 3 are male. 100% of clients have reported improved physical and mental health after support.



- Significant improvements to the accessibility of our external website, with the development and roll-out of an 'accessibility bot' which automates the checking of documents.
  - Finding out about people's experiences of Surrey County Council and qualitative research into the effects of the cost-of-living crisis on our most vulnerable communities. This research is being used to inform work across the council including in Customer Transformation, Design, and Resident Insight.
  - Launching a programme with the VCSE Alliance and [Getting On Board](#) , which has engaged 19 local organisations to work on increasing diversity within their trustee boards. We are also supporting the sector to run learning sessions for local organisations across the year, including an upcoming conference tackling issues of racial inequity in the sector in February.
  - Carrying out 3 in-depth reviews of staff experience with disabled, LGBTQ+ and ethnically diverse colleagues. Recommendations from these reports will form the basis of our workforce focused activity for 2024/25.
  - Establishing the role of Accessibility Forum in providing scrutiny of and advice to our Agile Organisation Programme. The group has representation from Land and Property, the Disabled Employees Network in Surrey (DENIS), People and Change and Trade Unions. We have also employed an Accessibility Officer with significant knowledge, expertise and lived experience of access issues to support this work over the next 22 months.
  - Submitting our application and achieving Carer Confident Level 2 status, including agreeing a proposal for paid Carer's Leave of up to one week for staff whose caring responsibilities require it.
  - Improving our system for assessing staff needs for Workplace Adjustments and reducing time to implement recommendations.
  - Rolling out new training offers for staff on EDI and publishing an [Inclusive and Accessible Language Guide](#) to support staff.
5. There have also been challenges this year, including:
- Workplace Adjustment budgets continue to be under pressure, partly because we use several different systems at SCC which are incompatible with assistive technology. It is anticipated that increased time in the office for information-centric roles is likely to place further pressure on this budget due to some physical adjustments needing to be in place both at home and in the office for staff. The budget will continue to be held corporately within the

Resources Directorate and will also be increased to ensure that it reflects actual spend. It is important to note that SCC continues to meet employees' workplace adjustment needs despite the budget challenges, and that the 2023/24 overspend is being managed and absorbed within Resources. A 'Workplace Adjustments Sustainability Group' has been established to identify opportunities for more effective use of the budget and the equipment and software that is purchased.

- As with any major system change, the data migration for personal demographics to Unit4/MySurrey has been challenging. We have a dedicated team in place to urgently work through these post-implementation issues to ensure we are accurately recording personal demographics (such as ethnicity, disability, sexual orientation). There has also been a proportion of staff who have not, or do not want to, share this information with us. Once the data migration issue is fully resolved and staff can record their information, we will be able to understand the outcomes for staff with these characteristics, including the disability and ethnicity pay gap reporting. It is important to note, however, that the 2023 Gender Pay Gap report is being compiled, enabling us to fulfil our statutory duty as laid out by the Equality Act 2010. This report and analysis is based on data from March 2023, which precedes the implementation of Unit 4, and is unaffected by the data quality issues described above.
  - The 'Hard to Reach' steering group brings together representatives from People & Change, Communications and Engagement, IT&D and Finance. It is exploring ways to improve digital access to online information for staff who either do not have the appropriate SCC IT equipment, Microsoft 365 licences or SCC email addresses. A range of possible solutions is being discussed and a parallel piece of user testing and discovery among affected staff is currently being carried out by IT user researchers in advance of the next steering group meeting on 4 March.
  - Budget pressures and key roles being short-term funded, including the new Accessibility Officer and the Digital Accessibility Officer, who ensures accessibility of our website and other digital assets. These roles are funded until the end of November 2025 and the end of March 2025 respectively. We are exploring options to ensure the work continues to be delivered after this funding period.
6. In the summer we underwent an LGA Peer Review of our EDI work, which recognised the culture change that has happened at SCC and the breadth of work we are currently undertaking across the organisation. The report also included recommendations, and a response to this was set out as can be seen in Appendix 2. We will incorporate these recommendations into the equality,

diversity and Inclusion Action Plan for 2024/25 along with the findings of our staff reviews, which is currently being drafted.

7. A key recommendation from the LGA review was the need for a shared understanding of and commitment to Equality, Diversity and Inclusion across the statutory and VCSE sectors in Surrey. The EDI team are working with colleagues internally and externally to produce a framework for EDI that all partners working in this space can coalesce around. This will be a key element of work over the next 3-6 months and will involve consultation with key stakeholders including colleagues from health, borough and district councils, the police, education and elected members.

### **Recommendation 2: Use of the findings of the workforce reviews**

8. The three reviews focussing on the experiences of disabled, LGBTQ+ and ethnically diverse colleagues have been completed and Surrey County Council has received the reports for each one. The recommendations are being scrutinised and prioritised and will shape the EDI action plan for 2024-25.
9. Common themes that have emerged from all three reviews relate to workforce development and training needs, culture and leadership, and consistency of the implementation of policy by line managers. These themes align with the findings of the LGA Peer Review. We are addressing these recommendations through various projects including improving the EDI training for managers to ensure an inclusive and fair environment for staff, ensuring career development and progression opportunities are transparent and equitable and making amendments to identified policies. These common themes and recommendations will contribute to the 2024/25 EDI action plan, ensuring we have an evidence-based approach and that we are focussed on the priority issues which will have the biggest impact on our workforce.
10. Specific recommendations which relate solely to the communities of staff we engaged (for example, accessibility recommendations for disabled staff) will be taken forward in 'Action Groups' – collaborative groups chaired by the Employee Experience Team, with representation from the relevant Staff Networks and Trade Union representatives.

### **Recommendation 3: Employment of disabled people at Surrey County Council**

11. This recommendation is focussing specifically on Surrey County Council as an employer and maximising the recruitment, retention, and career progression of disabled people.

12. Surrey County Council strives to be an inclusive and compassionate place where diversity is valued, and staff can be themselves at work. We are a large employer as well as commissioner, and provider of services. Initial analysis of the 2021 Census data has shown that approximately 11.2% the working age population in Surrey are disabled. We ask staff to declare if they are disabled, and of those who chose to respond to this voluntary question, 5.2% declared a disability as of December 2023. This number falls to 3.2% of staff in senior and leadership positions. Both numbers have, however, increased since the beginning of the current financial year from 4.2% for all staff and 2.4% for senior staff. This increase may be indicative of increased confidence in sharing, or due to recruitment and retainment.
13. 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. One of our priorities has been to develop our Workplace Adjustments Service so that any changes to the working environment or working arrangements needed by an employee are carried out, enabling them to do their job as well as possible. This includes a Workplace Adjustment Passport which acts as a living record of an employee's reasonable adjustments and can support conversations with managers. We have partnered with Microlink to provide this service. They work with employees to understand their needs and give comprehensive advice, as well as provide the council with any adjustments purchases employees might need.
14. A review of the experiences of disabled colleagues has been undertaken by the Business Disability Forum (BDF) along with an internal review of the 'employee lifecycle' to examine the things that are working well and areas for development to improve the recruitment, retention and progression of staff.
15. The BDF review identified that there is much positive work and activity taking place at Surrey County Council to promote disability inclusion within its workforce. However, it also noted that some disabled colleagues continue to experience barriers in the built environment, and that the quality of experience is variable across the organisation.
16. A Disability Action Group has been established to review the recommendations of the review and prioritise activity. The Group brings together representatives from the DENIS network (Disabled Employees Network in Surrey), trade unions, People and Change and the Equality, Diversity, and Inclusion team. This work will inform the EDI Action Plan for 2024-25.
17. Another priority for Surrey County Council has been to develop its recruitment practices to enhance accessibility and inclusion. Guidance has been issued for hiring managers to empower them to design inclusive recruitment processes which can include anonymous applications; asking candidates to respond to

questions in their applications, rather than supplying personal statements; and sending candidates interview questions in advance of the interview. The guidance is currently listed on SharePoint and within an Inclusive Recruitment toolkit whilst an ongoing project continues to build an e-learning module for managers. More managers are using inclusive practices and managers and candidates have provided positive feedback about their experiences of interviews. In addition, feedback received from the workforce reviews has been positive about the approach Surrey County Council has developed to inclusive recruitment. Inclusive leadership training for all managers is also being rolled out during 2024/25.

18. Employment is a key component of both the [All-Age Autism Strategy 2021 to 2026](#)) and the [Adult Social Care Strategy for people with Physical Disability and Sensory Impairment \(PDSI\) 2022 to 2027](#). The Disability Partnership Group oversees the delivery of the Strategy for People with Physical Disability and Sensory Impairment and includes colleagues from statutory and voluntary sector organisations.
19. As part of the PDSI strategy, work is being undertaken by the Surrey Coalition of Disabled People and Surrey County Council to ensure that disabled adults and those who have long-term health conditions have equity of access to vocational programmes and work-ready opportunities.
20. In Partnership with Surrey Heartlands ICS and Frimley ICS, Surrey County Council funds a range of organisations to provide employment-related support for disabled people and people with long-term health conditions living in Surrey. This support includes:
  - specific support for young people who have special educational needs and/or disabilities.
  - the Surrey Choices Employability Service which aims to support more neurodivergent, autistic and people with a learning disability to develop careers through providing paid roles, voluntary work, and work experience opportunities. 67 placements have been taken place so far; 4 paid, 49 voluntary and 12 work experience. Initial exploratory conversations have happened about identifying roles within SCC for people accessing the Employability Service.
  - the Individual Placement Support service with Richmond Fellowship.
  - training opportunities for under-represented groups in the 'green skills' sector.

- a 2-year programme for community-based organisations to provide employment support for people with health conditions and disabilities funded by the Department of Work and Pensions.

#### **Recommendations 4 and 5: Building accessibility**

21. Representatives from the Surrey Coalition of Disabled People were accompanied by the Cabinet Member for Property, Waste and Infrastructure, Surrey County Council officers from Land and Property, and a representative from the Technical Authority for Inclusive Design for Atkins on tours of Woodhatch Place, Fairmount House, and Dakota in autumn 2023. The purpose of these tours was to consider the accessibility of the buildings from the perspective of a member of the public, or from that of a potential disabled employee.
22. Several recommendations were made following the tours which have been added to the existing accessibility programme of works which, taken together, create a comprehensive suite of accessible building works across our main office sites (see tables in appendix 3). Works already delivered at Woodhatch Place include the provision of fully accessible visitor toilets in the reception area, new signage across the site that focussed on accessibility requirements as a design priority, improved lighting in the car park and at the entrance to the Council chambers. There are several accessible projects scheduled to be delivered in the next three months, including increased provision of blue badge and occupational health car parking, barriers being installed around the water features, provision of two additional accessible toilets and height adjustable tea points (see appendix 4). Quadrant Court has the highest number of recommendations that are unlikely to be taken forward due to the imminent change of use for the site. The Select Committee Chairman and Vice-Chairman and representatives from the Surrey Coalition of Disabled People are returning to inspect work in progress on 5 March 2024.
23. The business case for the Victoria Gate in Woking was submitted to, and approved by, Cabinet in December 2023. The preparation for the proposal included securing a report from the Centre for Accessible Environment (CAE) and consultation with disabled colleagues, elected members, trade union representatives and the Equality, Diversity, and Inclusion team. This included 2 site visits with disabled staff members. This will be the approach taken for the development of any future business cases for new buildings.
24. A working group, including representatives from the Equality, Diversity Inclusion Team, and disabled colleagues, as well as our newly appointed Accessibility Officer, has been established to develop the specification for the works required to create an accessible and inclusive workspace at Victoria Gate that is fit for purpose.

25. The Accessibility Forum has also been engaged in the project and will continue to receive updates and provide feedback as part of the governance process for the work in advance of recommendations being taken to the Capital Programme Panel. Beyond the Accessibility Forum, officers are fully engaged at various levels such as the Agile Office Board and Main Office Client Board.

### **Equality, diversity and inclusion 2024-25**

26. The annual report which reviews the progress made against the current ED&I action plan will be produced and shared with the Resources and Select Committee in May 2024, along with the action plan for the coming year. This will have a refreshed approach to monitoring and evaluation which will allow us to measure impact.
27. In line with the recommendation from the LGA Peer Review, Surrey County Council will work with partners to develop a framework for equality, diversity, and inclusion, with a focus on improving equality of access, opportunity and outcome for residents. The Framework will include metrics that will enable partners to understand the impact of ED&I related activity.
28. Activity to improve equality, diversity and inclusion for the workforce will continue to be addressed through the People Strategy Delivery Plan.

### **Conclusions:**

29. This paper has provided an update on the progress made in responding to the recommendations made by the Resources and Performance Select Committee in June 2023. It has also captured some of the key achievements from the delivery of the 2023-24 Equality, Diversity and Inclusion Action Plan. It has also described the ambitions for 2024-25.
30. Significant progress has been made across all areas of the work, although there is still more to do to ensure that all staff can thrive and progress at work, and to tackle the inequality experienced by residents.
31. There is lots of activity happening to improve Surrey County Council as an employer and to maximise the recruitment, retention, and career progression of disabled people. This work will continue.
32. The People Strategy Delivery Plan and Equality, Diversity and Inclusion Action plan (2024-25) will respond to the recommendations from the 3 workforce reviews and the Local Government Peer Review.
33. Progress has been made to improve the accessibility of Surrey County Council buildings for staff and residents. This continues to be a priority.

34. Finally, in line with the recommendation made by the Local Government Association, we will work with partner organisations, residents and our workforce establish a framework for Equality, Diversity and Inclusion that will enable us to work together to improve equality of access, opportunity, and outcome for residents.

<b>Recommendations:</b>
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35. It is recommended that the Resources and Performance Select Committee review and note the ED&I update and offer feedback and thoughts as appropriate.

<b>Next steps:</b>
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36. To continue delivery on the 2023-24 ED&I Action Plan and undertake a review of progress and outcomes at the end of the financial year. The review will be shared with the Committee in May 2024.
37. To analyse the recommendations of the 3 workforce reviews to inform the design of the 2024-25 Action Plan and People Strategy Delivery Plan.
38. To engage with partner organisations, workforce and residents to design a Framework for Equality, Diversity and Inclusion to advance equality of access, opportunity and outcome for residents in Surrey.

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### **Report contact**

Michael Smith, Chief of Staff to Chief Executive

### **Contact details**

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### **Sources/background papers**

[List of all documents used in compiling the report, for example previous reports/minutes, letters, legislation, etc.]



## Appendices

### Appendix 1: Equality, Diversity and Inclusion Action Plan 2023-24 Progress Report (Quarter 3)



Q3 EDI Action Plan  
combined report v1.2

### Appendix 2: Local Government Peer Review Report



LGA Peer Challenge    Surrey CC EDI Peer  
Equality Diversity andChallenge 2023 LGA F

### Appendix 3: Accessibility-related building works

Table 1: Depicts the number of accessibility-related works required and/or completed at the main Surrey County Council hubs (i.e. a combination of tables 2 and 3 below). The actions below are the have been compiled via both the Centre Accessible Environments audit reports and the visits by colleagues from Surrey Coalition of Disabled People.

<b>Actions</b>	<b>Woodhatch Place</b>	<b>Dakota</b>	<b>Fairmount House</b>	<b>Quadrant Court</b>	<b>Total Responses</b>	<b>Comments</b>
Complete	27	6	40	7	80	Required works already completed.
Active	60	14	8	3	85	Required works actively being carried out or included within scheduled projects.
Pending	28	10	5	18	61	Required works being evaluated/planned.
No Action Required	60	34	32	21	147	Either just an observation or the requirement is no longer valid due to redevelopment of space.
Recommend No Action	7	45	31	65	148	Required works recommended to be impractical to carry out at this stage due to expected imminent change in lease/usage status. Items to be kept under review in case expected changes do not occur, so they can be actioned in future if necessary.
Total Actions Identified	182	109	116	114		

Table 2: Depicts the number of accessibility-related works required and/or completed at the main Surrey County Council hubs as compiled by the Centre Accessible Environments audit reports.

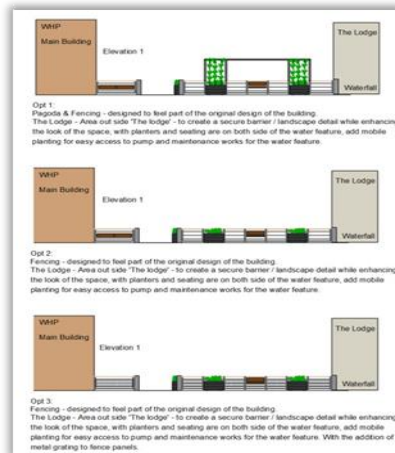
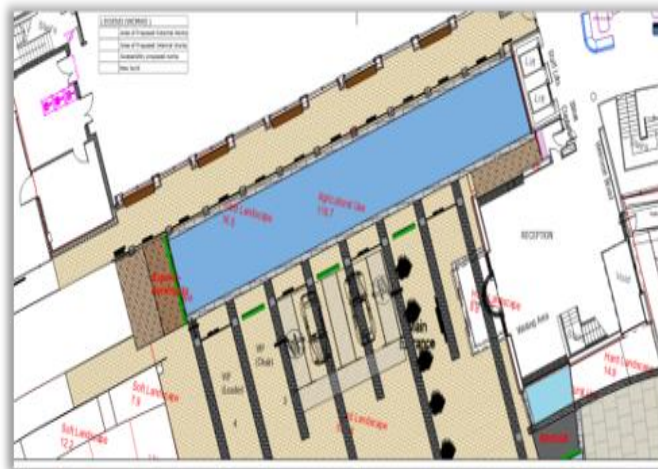
<b>Actions</b>	<b>Woodhatch Place</b>	<b>Dakota</b>	<b>Fairmount House</b>	<b>Quadrant Court</b>	<b>Total Responses</b>	<b>Comments</b>
Complete	24	5	40	7	76	Required works already completed.
Active	49	6	1	3	59	Required works actively being carried out or included within scheduled projects.
Pending	22	6	1	18	47	Required works being evaluated/planned.
No Action Required	59	32	32	21	144	Either just an observation or requirement is no longer valid due to redevelopment of space.
Recommend No Action	7	39	29	65	140	Required works recommended to be impractical to carry out at this stage due to expected imminent change in lease/usage status. Items to be kept under review in case expected changes do not occur, so they can be actioned in future if necessary.
Total Actions Identified	161	88	103	114		

Table 3: Depicts the number of accessibility-related works required and/or completed at the main Surrey County Council hubs which been compiled via the Surrey Coalition of Disabled People.

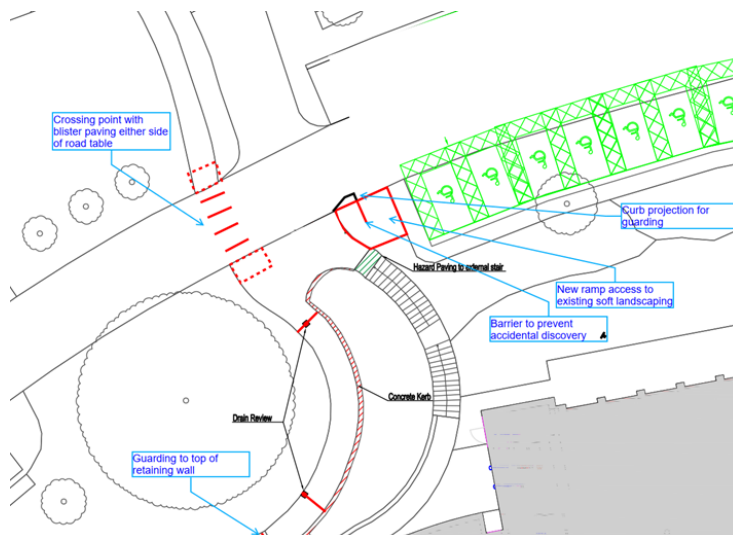
<b>Actions</b>	<b>Woodhatch Place</b>	<b>Dakota</b>	<b>Fairmount House</b>	<b>Quadrant Court</b>	<b>Total Responses</b>	<b>Comments</b>
Complete	3	1	0	0	4	Required works already completed.
Active	11	8	7	0	26	Required works actively being carried out or included within scheduled projects.
Pending	6	4	4	0	14	Required works being evaluated/planned.
No Action Required	1	2	0	0	3	Either just an observation or requirement is no longer valid due to redevelopment of space.
Recommended No Action	0	6	2	0	8	Required works recommended to be impractical to carry out at this stage due to expected imminent change in lease/usage status. Items to be kept under review in case expected changes do not occur, so they can be actioned in future if necessary.
<b>Total Actions Identified</b>	<b>21</b>	<b>21</b>	<b>13</b>	<b>0</b>		

Appendix 4: Accessibility Projects Scheduled to be Delivered:

Water feature safety barriers:



New Blue Badge Parking:



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**RESOURCES & PERFORMANCE SELECT COMMITTEE**  
**NOTES OF PERFORMANCE MONITORING SESSION**  
 11 December 2023 at 1:15pm (Remote Meeting)

**Attendees:** Bob Hughes (Chairman)  
 David Harmer  
 David Lewis, Cabinet Member for Finance and Resources  
 Edward Hawkins  
 Hazel Watson  
 John O'Reilly  
 Lance Spencer  
 Lesley Steeds (Vice-Chairman)  
 Steven McCormick (Vice-Chairman)  
 Tim Hall

**Officers:** Abigail Linyard-Tough, Strategic Lead – Resident Insight  
 Adrian Stockbridge, Head of Transformation & Programme Manager  
 Bella Smith, Head of Insights, Systems & Governance  
 David Oates, Head of Performance & Data Management  
 David Lewis, Cabinet Member for Finance and Resources  
 Emma McGowan, Director for Design & Transformation  
 Emma Pope, Finance & Purchasing Operations Manager  
 Hannah Clark, Democratic Services Assistant  
 Julie Armstrong, Scrutiny Officer  
 Lee Thomas, Senior Project Manager (DB&I)  
 Louise Lawson, Strategic Finance Business Partner  
 Rachel Bearman, Customer Contact & Systems Manager  
 Rich Stockley, Head of Research  
 Richard Supple, Performance Insight Analyst  
 Simon Crowther, Director - Land and Property

**Key points raised during the discussion:**

**Performance Report**

**Land and Property:**

1. The Director of Land and Property explained that in terms of achieving capital receipts (LP01), the figure of £3.67 million to date is higher. It took time to deal with section 106 payments. LP01 would be kept as RAG rated amber for the time being.

**Action:** LP04 - Does the rating reflect the partial assurance in the corporate health & safety audit?

**Action:** What is LP02?

1. The Director of Land and Property believed that the KPIs needed a refresh. A few years ago, Land and Property was not performing well but some things were in a better place now, and there may be other priorities that the committee would want to have more visibility on. A Member asked if a review of KPIs was in flight now and could be ready to share at the next meeting. The Director of Land and Property explained that the time to start reporting on a refreshed set of KPIs would be the beginning of the next financial year.

**Residents:**

2. A Member asked if there was an explanation for why the Residents KPI RAG ratings had worsened and if there was a way to find out the reason for this. The Strategic Lead of Resident Insight explained that reasons why the data looked as it was, was still being investigated. The change was more of a perception of how satisfied people were and was not necessarily something that could be actively changed. It was more for monitoring purposes to understand where residents are, and there would be many factors that would impact this.
3. The Member suggested that reasons why people feel dissatisfied should be investigated further and asked if there was more work that could be done. The Strategic Lead of Resident Insight explained that residents had only been collecting this new data for a year, and therefore it was the first years' worth of benchmarking data. Now they had the data, targets could be appropriately set and in the long term it would become valuable data.
4. A Member asked how Residents' data compared to other councils. The Strategic Lead of Resident Insight explained that comparison was not currently available. When it was last checked, they were better when compared to national data.

**Action:** Residents – any comparison with other LAs/national average?

5. A Member asked how KPI indicators were being captured with residents' surveys. The Strategic Lead of Resident Insight explained that, within the wider metrics they were collecting in the surveys, people satisfaction with individual services were collected, but three KPI indicators were chosen for the performance report.

**Action:** Residents - Add top 3 and bottom 3 areas of satisfaction going forward, along with the number of responses.

6. The Strategic Lead of Resident Insight highlighted that the surveys were not a self-selecting sample, it was a randomised telephone sample of residents each quarter that was also representative of district and boroughs.

**Resources:**

7. The Chairman queried the KPI on the percentage of the workforce who were aged under 30 (PC14). The Head of Insights, Systems & Governance



explained that the reason this was a KPI was because of the ambitions around career progression and apprenticeships. Resources were also tracking all age groups, and the over 50s age group was more than 40% of the workforce. Job applications versus hires by age groups were also being tracked to enable resources to see whether any age groups were more successful or those who were less successful than the average. Resources was also encouraging younger people to apply through some of the inclusive recruitment work, some of which still had to be finished. Resources still had training packages that would need to be put on the in-house training system, Olive, to encourage people around inclusive recruitment and specifically to support younger people in the interview space.

8. A Member asked if ways to attract younger people to the Council had been taking place. The Head of Insights, Systems & Governance explained that roadshows and student open days had taken place, and they were promoting the council through regular videos. There were videos on LinkedIn that specifically related to certain job roles.
9. The Member also asked why the sickness absence data on the performance report was not available. The Head of Insights, Systems & Governance explained that sickness absence data was normally tracked every month, but there were some data integrity issues following the migration from the SAP system to Unit 4. Resources were making sure that the data was correct for quarter four.

#### **Financial Services:**

10. The Chairman commented that being more prepared for the beginning of the financial year could avoid some payment delays. The Finance & Purchasing Operations Manager explained that the end of the financial year was 31<sup>st</sup> March and Finance made a point that they would put an information pack out to services and include the requisition, to tell them what would need to be done on existing purchase orders and a reminder that people would need to ensure they got purchase orders raised for any future services. This pack would go out in February. Resources would do as much reminding as they could, and in January they would be offering drop-in centres and sessions to ensure people feel confident using Unit 4 and to emphasize the responsibility and actions for the end of the financial year.
11. A Member asked what was being done about the KPI FS01, the general debt over 6 months and referred to the disputed invoice with NHS Surrey Heartlands. The Finance and Purchasing Operations Manager explained that £12 million was currently outstanding for Surrey Heartlands, which was to do with some unpaid joint funding contributions, which Adult Social Care was trying to resolve. The Member asked if there were any other causes of the debt. The Finance and Purchasing Operations Manager explained the main concern was with Surrey Heartlands and the others were being managed within the debt recovery process.

**Action:** FS01 – detail requested on the debt SCC is owed from Surrey Heartlands

## **Legal and Democratic:**

12. A Member asked what the reason was the worsened situation with personal data breaches and what was being done about it. The Senior Project Manager (DB&I) explained that a few increases in GDPR cases were because some of the positions within the Unit 4 system had different access requirements and there had been some schoolteachers that raised, they could see other data in some of the forms and system. This was because there were thousands of different positions within the system. As soon as a GDPR case would be received, information would be locked down and work was being done to resolve these cases. The Member queried how quickly a case would be resolved. The Senior Project Manager explained that as soon as a GDPR case was received, the team is mobilized instantly. Third line technical developers investigate it and as soon as the issue would be spotted, access would be changed, or it would be reported.

**Action:** LD08.1 How many breaches were reported to the ICO? How many of these relate to Unit4/MySurrey?

## **Resources - Digital Business Insights:**

13. The Senior Project Manager (DB&I) explained that Resources was moving into the closed phase and therefore would be exiting technology partners on 15 December 2023.
14. A Member highlighted ongoing issues with areas such as pensions and maternity, which required looking back at the old system, and asked if this could be captured. The Senior Project Manager explained that there was an archiving project in flight, and the team were still accessing the data as and when needed, and this data would be retained for a period, through the transition.
15. A Member asked if the resources team was fully resourced and trained, what the size of the team was, and if there was confidence that there was enough capacity in the team to deal with the inevitable workload. The Senior Project Manager explained that in-house capability started building up in September, and there were currently 12 third line developers in place, who were a highly skilled and trained unit. Most of these developers were all-rounders, which would ensure the capability to deal with any issues. Resource capacity for 2024 was constantly looked at. There would be a lot of programmes to be set up shortly and different programme leads would be reached out to, to understand the pipeline of work.
16. The Member asked if there was enough internal resource available to deal with ongoing payroll queries or if external support would still be relied on. The Senior Project Manager explained that the Business as Usual (BAU) operational team was enforced with some Unit 4 payroll specialists, which would be relied on for support. The reason this was done was to ensure the upscaling of the BAU team quickly and resolve any current payroll issues. A

resource plan for 2024 was also being looked into and someone would be looking at the payroll backlog plan. The support from a Unit 4 payable specialist would be available up until the end of April 2024.

**Action:** DB&I – are there more stages of work that need to be reflected in the table on pg19?

**Transformation:**

17. Regarding efficiencies, the Head of Transformation explained that it was in a worse position due to a few reasons. The indigo project had gone live later than planned, mainly due to challenges in the procurement process. Some staffing efficiencies, which were meant to go live on 1st January, had also been delayed. Within children's social care, identifying buildings of multiple occupancy and having suitable provision within the county rather than sending children out of the county was also taking longer than expected to identify.

**Finance Update:**

18. A Member asked if the over-achieved efficiencies were carried forward and if they had been built into next year's budget. The Strategic Finance Business Partner explained that the over-achievements would be the early delivery of next year's efficiencies if they were ongoing, but they could also be one-offs. It would be included in next year's planning assumptions and Adult's budget planning. The Member asked what impact the unachievable efficiencies had. The Strategic Finance Business Partner explained that it would be built into budget plans for next year.

**Date of next meeting:**

18 March 2024 at 2pm

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# Resources and Performance Select Committee Forward Work Programme 2024

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

Date of Meeting	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priority	Cabinet Member/Lead Officer
15 May 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; Michael Smith, Chief of Staff to Chief Executive
	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; Shella Smith, Director for People and Change; Lesley Graham, Head of Health and Safety
	Report of the Unit4/MySurrey Task Group	To share the task group's findings of their research into the selection and implementation of the new Enterprise Resource Planning system	Decide on next steps	Growing a sustainable economy so everyone can benefit	Steven McCormick, Chairman of the Task Group

<b>16 July 2024</b>	<b>Facilities Management contracts</b>	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
<b>23 October 2024</b>	<b>Data Strategy Transformation Programme</b>	Progress report on the business plan for the Data Strategy Transformation Programme.	Monitor progress of recommendations made by Committee in February 2023.	Empowering communities	David Lewis, Cabinet Member for Finance and Resources; Emma McGowan, Director - Design & Transformation - Transformation & Strategic Commissioning; Angela Lawrence, Head of Data
	<b>Strategic Investment Board Mid-Year Report</b>	Select Committee to provide monitoring and feedback on the mid-year investment update.	Oversight to ensure transparency and good value for money within the investment portfolio.	Growing a sustainable economy so everyone can benefit	David Lewis, Cabinet Member for Finance and Resources; Natalie Bramhall, Cabinet Member for Property and Waste; Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources; Anna D'Alessandro, Director, Corporate Finance and Commercial; Neil Jarvey, Strategic Finance Business Partner; Simon Crowther, Director – Land & Property Charles Maxlow-Tomlinson, Managing Director – Halsey Garton Property

5 December 2024	<b>Draft Budget 2025/26 and Medium-Term Financial Strategy to 2029/30</b>	Scrutinise the draft budget, Medium-Term Financial Strategy and other relevant information before it is finalised in January 2025.	To ensure the 2025/26 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
	<b>Treasury Management Strategy</b>	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

**Task and Finish Groups**

<b>Timescale</b>	<b>Issue for Scrutiny</b>	<b>Purpose</b>	<b>Outcome</b>	<b>Relevant Organisational Priority</b>	<b>Membership</b>
On-going, budget monitoring and scrutiny	<b>Budget Task Group</b>	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"> <li>• Catherine Powell (Chairman)</li> <li>• Bob Hughes</li> <li>• Fiona Davidson</li> <li>• Trefor Hogg</li> <li>• Jonathan Hulley</li> <li>• Jonathan Essex</li> <li>• Fiona White</li> </ul>

Report to May SC	<b>Unit4/MySurrey</b>	Review lessons learned from implementation delays and overspend	To avoid a repeat of issues	Growing a sustainable economy so everyone can benefit	<u>Membership:</u> <ul style="list-style-type: none"> <li>• Steve McCormick (Chairman)</li> <li>• David Harmer</li> <li>• John O'Reilly</li> <li>• Edward Hawkins</li> </ul>
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**Performance Monitoring Sessions:** 18 March, 19 June, 19 September & 16 December.

**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).



**RESOURCES & PERFORMANCE SELECT COMMITTEE  
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Annex B

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	No Progress Reported	Action In Progress	Action Completed

Date	Item	Recommendation	Responsible Member/ Officer	Deadline	Progress check	Recommendation response accepted/ implemented
24 April 2023	Digital Inclusion [Item 6]	<b>RPSC 19/23:</b> 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.	David Lewis, Cabinet Member for Finance and Resources  Sarah Bogunovic, Assistant Director - Registration, Coroner's Services & Customer Strategy  Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture	3 October 2023	Feb 2024	<b>RPSC 19/23:</b> Initial survey findings were circulated on 5 June 2023. Final report is due to come to Committee on 15 May 2024.

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22 June 2023	Equality, Diversity and Inclusion [Item 6]	<p><b>RPSC 35/23:</b> The ED&amp;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>Mark Nuti, Cabinet Member for Health &amp; Wellbeing and Public Health (EDI portfolio holder); Natalie Bramhall, Cabinet Member for Property and Waste; Michael Smith, Chief of Staff (ED&amp;I Lead); Glenn Woodhead, Assistant Director for Facilities Management; Shella-Marie Smith, Director for People and Change</p>	18 September 2023	29 April 2024	<p><b>RPSC 35/23:</b> The quarterly reports will be shared on the schedule below:</p> <ul style="list-style-type: none"> <li>• Quarter 1 (April-June): emailed to Members on 21.09.23</li> <li>• Quarter 2 (July- September) 2023-24: emailed to members on 23.11.2023</li> <li>• Quarter 3 (October- December): emailed to members on 12.02.2024</li> <li style="background-color: #fff9c4;">• Quarter 4 (January- March 2024) week commencing 29.4.24</li> </ul> <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><b>RPSC 36/23:</b> The People and Change Directorate and the ED&amp;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><b>RPSC 36/23:</b> Update in February 2024: The three reviews focussing on the experiences of disabled, LGBTQ+ and ethnically diverse colleagues have been completed and Surrey County Council has received the reports for each one. The</p>

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Page 67		<p><b>RPSC 38/23:</b> 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</p>				<p>recommendations are being scrutinised and prioritised and will shape the EDI action plan for 2024-25.</p> <p><b>RPSC 38/23:</b> Update in February 2024: (a) Representatives from the Surrey Coalition of Disabled People were accompanied by the Cabinet Member for Property, Waste and Infrastructure, Surrey County Council officers from Land and Property, and a representative from the Technical Authority for Inclusive Design for Atkins on tours of Woodhatch Place, Fairmount House, and Dakota in September/October 2023. (b) Several recommendations were made following the tours which have been added to the existing accessibility programme of works which, taken together, create a comprehensive suite of accessible building works across our main office sites (see table in appendix 3 of 12 March report to Select Committee).</p>
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Page 68		Surrey Coalition of Disabled People to inspect work in progress.				(d) Woodhatch Place has seen the greatest number of physical improvement works 24 complete, 49 currently scheduled for completion and a further 22 waiting to be scheduled for completion). Works already delivered at Woodhatch Place include the provision of fully accessible visitor toilets in the reception area, new signage across the site that focussed on accessibility requirements as a design priority, improved lighting in the car park and at the entrance to the Council chambers. There are several accessible projects scheduled to be delivered in the next 3 months, including increased provision of blue badge and occupational health car parking, barriers being installed around the water features, provision of 2 additional accessible toilets and height adjustable tea points (see appendix 4). Quadrant Court has the highest number of recommendations that will not be actioned due to the imminent change of use for the site.
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						<p>(e) The Select Committee Chairman and Vice-Chairmen and representatives from the Surrey Coalition of Disabled People are returning to inspect work in progress on 5 March 2024.</p> <p><b>RPSC 39/23:</b> Update February 2024: The business case for the Victoria Gate in Woking was submitted to, and approved by, Cabinet in December 2023. The preparation for the proposal included securing a report from the Centre for Accessible Environment (CAE) and consultation with disabled colleagues, elected members, trade union representatives and the Equality, Diversity, and Inclusion team. This included 2 site visits with disabled staff members. This will be the approach taken for the development of any future business cases for new buildings.</p>
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						<p>A working group, including representatives from the Equality, Diversity Inclusion Team, and disabled colleagues, as well as our newly appointed Accessibility Officer, has been established to develop the specification for the works required to create an accessible and inclusive workspace at Victoria Gate that is fit for purpose.</p>
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Annex B

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8 December 2023	Draft 2023/24 Budget and MTFS to 2028/29 [Item 5]	<b>RPSC 41/23:</b> People and Change undertake a study to forecast how much will be needed in 2024/25 for reasonable adjustments for employees' equipment, taking into account historic demand, and on that basis a centralised budget is set that accommodates demand in full.	David Lewis, Cabinet Member for Finance & Resources; Shella-Marie Smith, Director for People and Change			<b>RPSC 41/23:</b> Reasonable adjustments are now managed by People & Change. This revised approach was initiated in the current financial year in order to allay fears that members of staff were not getting the adjustments required because decisions about them were being taken in the context of local service budgets. An additional centralised budget for this work was created in line with previous levels of activity, but this has been oversubscribed in the current financial year, and the overspend against the budget is being mitigated / absorbed within the overall Resources Directorate budget. From 2024/25 it is proposed that the end of year position against the centralised budget is balanced by recharging to service budgets a share of any excess over the budgeted amount. This will retain the central team approval of adjustments and therefore avoid the previous perceived challenges. The success
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Page 72						<p>of this will be kept under review during the coming financial year, and any adjustments made accordingly. At present it is not possible to confirm with certainty whether the overspend in the current year is the result of sustained suppressed demand within the previous arrangement (ie actual need is higher and will continue to be) or whether it reflects a 'catching up' of unmet need and that the ongoing requirement will level off.</p> <p><b>RPSC 42/23:</b> The costs of building adaptations are met from the capital corporate maintenance budget. The feedback documents from the Surrey Coalition of Disabled People following the tours of Woodhatch &amp; Fairmount in September and Dakota in October have been sent to the Resources &amp; Performance Select Committee. Land &amp; Property are tabled to attend the Resources &amp; Performance Select Committee on 12 March 2024 to update on Equality, Diversity &amp; Inclusion and will provide</p>
		<p><b>RPSC 42/23:</b> (a) Sufficient funding is made available to resolve reasonable adjustments, taking all factors into account, identified by the tours of Woodhatch, Dakota and Fairmount House with Surrey Coalition of Disabled People in autumn 2023. This is in order to demonstrate its status as a Disability Confident employer, to support the guiding mission of "No One Left Behind" and to make a reality of the recruitment of people with disabilities and the ambition to have a workforce that better reflects the diverse needs of</p>	<p>Natalie Bramhall, Cabinet Member for Property and Waste; Glenn Woodhead, Assistant Director, Workplace &amp; Facilities - Facilities Management</p>			



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Page 73		<p>residents. An update on costing and progress will be brought to the Select Committee's March 2024 meeting.</p> <p>(b) These adaptations to Council offices are carried out at the latest by the end of the 2024/25FY.</p> <p><b>RPSC 43/23:</b> The corporate hubs and satellite offices involved in the agile office estate strategy, including disposals and business cases for acquisitions, are overseen by the Cabinet Member for Property and any departure from the strategy should be subject to Cabinet approval. The Committee notes that the agile office strategy represents a reduction in offices and recommends this approach is kept firmly on track.</p>				<p>an update which will include the cost estimates for the items identified in the feedback from the tours and the likely completion date. The intention is to complete the works in 2024/25.</p> <p><b>RPSC 43/23:</b> The Agile Organisation Programme consists of property, people and technology workstreams, each of which sit under a separate Cabinet Member portfolio. The property element of the programme is delivering against the Agile Office Estate Strategy agreed at Cabinet, and the delivery of this falls within the remit of the Cabinet Member for Property, Waste and Infrastructure. In order to ensure that there is ongoing Cabinet Member oversight of the whole programme, it is proposed that the Cabinet Member for Finance and takes responsibility for overseeing the programme as whole and that the various Cabinet portfolios are aligned.</p>
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Page 74		<p><b>RPSC 44/23:</b> In order to avoid significant annual revenue costs, Consort House in Redhill and Bittoms car park in Kingston, redundant since the move to Woodhatch Place, are disposed of without further delay.</p>	<p>Natalie Bramhall, Cabinet Member for Property and Waste; Graham Glenn, Head of Acquisitions and Disposals</p>			<p><b>RPSC 44/23:</b> Cabinet agrees that both the Bittoms car park and Consort House should be sold, and work is in progress on both. Negotiations with Royal Borough of Kingston are underway to dispose of the Bittoms and Consort House is marketed for sale and will proceed if an acceptable offer is provided.</p>
		<p><b>RPSC 45/23:</b> Due to the Committee's concerns at the problems associated with the DB&amp;I My Surrey project including overrun and overspend, in order to eliminate or minimise unplanned budget overspend, reputational damage, inadequate requirements and insufficient stakeholder engagement, the specification for the proposed replacement for the two Customer Relationship Management (CRM) systems should be brought to Select Committee, along with consultation with service users, at the earliest opportunity. Full lessons learned from</p>	<p>David Lewis, Cabinet Member for Finance and Resources; Leigh Whitehouse, Executive Director for Resources</p>			<p><b>RPSC 45/23:</b> The logic of applying the lessons learnt from the DB&amp;I programme to all future projects and programmes, including those relating to technology, is sound. The proposed replacement of the CRM systems is the planned project most closely analogous to the DB&amp;I programme, but as with all other system implementations we are likely to see in the near future, it is much smaller in scale. Lessons learnt from DB&amp;I have been and continue to be shared with the team working on the CRM replacements.</p>

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		MySurrey should be considered before awarding a new CRM contract.				<p>It would not be possible to bring a formal consideration of the system specifications to a Select Committee meeting based on the current timetable for the programme, and nor would it be entirely appropriate to rely on the Select Committee to seek to sign off this work.</p> <p>A briefing on the CRM programme could be provided to the committee and perhaps incorporated into the DB&amp;I lessons learnt work as that draws to a conclusion, in order to test the application of those lessons drawn.</p> <p>Appropriate assurance activity has, and is, taking place to ensure that the costs and timings within the business case are realistic and achievable. This includes additional validation exercises, market research and assurance work to ensure the proposed timeline for implementation is fully stress tested.</p>
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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]	<b>RPSC 5/23:</b> 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  Angela Lawrence, Head of Data		Dec 2023	<b>RPSC 5/23:</b> On the Forward Work Programme for 23 October 2024. A written progress report in the meantime was emailed to Committee Members on 2 January 2024.
8 December 2023	Draft Budget 2024/25 and MTFs to 2028/29 [Item 5]	<b>RPSC 25/23:</b> The Customer & Communities Directorate to provide the Committee with the Equality Impact Assessments for efficiencies when finalised.	Michael Coughlin, Interim Executive Director for Customer & Communities	12 January 2024		<b>RPSC 25/23:</b> EIAs published and shared with the Committee.
8 December 2023	Draft Budget 2024/25 and MTFs to 2028/29 [Item 5]	<b>RPSC 26/23:</b> Executive Director for Resources to share a list of the contracts, described as mid-value, to be reviewed as part of the review of commercial contracts.	Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources	12 January 2024		<b>RPSC 26/23:</b> List of contracts and update shared with the Committee.

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8 December 2023	Draft Budget 2024/25 and MTFS to 2028/29 [Item 5]	<b>RPSC 27/23:</b> Executive Director for Resources to provide a briefing on the lessons learned from the 2023 contract management pilot in ETI, including whether it is considered there a business case to invest in more procurement expertise.	Leigh Whitehouse, Deputy Chief Executive and Executive Director for Resources	12 January 2024		<b>RPSC 27/23:</b> Briefing provided to the Committee.
8 December 2023	Draft Budget 2024/25 and MTFS to 2028/29 [Item 5]	<b>RPSC 28/23:</b> IT & Digital/Resources to provide the list of IT projects underway and planned, and reassurance on the work that's been done to prioritise them.	Leigh Whitehouse Deputy Chief Executive and Executive Director for Resources  Matt Scott Chief Information Officer- IT & Digital	12 January 2024		<b>RPSC 28/23:</b> List of IT projects, underway and planned, emailed to Committee on 5 January 2024. Information on the two replacement Customer Relationship Management (CRM) systems and the education management system (EMS) emailed to Committee on 24 January 2024.
8 December 2023	Draft Budget 2024/25 and MTFS to 2028/29 [Item 5]	<b>RPSC 29/23:</b> Land and Property to share the outcomes of the condition surveys for assets with Reinforced Autoclaved Aerated Concrete once they have been completed over the next five months.	Simon Crowther Director- Land & Property	Spring 2024		

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