

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

Annex B

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

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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
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24 April 2023	Digital Inclusion [Item 6]	<p>RPSC 15/23: That the Cabinet commits to ensuring an alternative form of contact to online is made available while action is undertaken to support digital inclusion in the county, so that Council services remain accessible for people who are digitally excluded. Also, that care is taken to ensure alternative methods of contact are fit for purpose and do not unintentionally exclude people, for example, not requiring an email address to make a payment by telephone.</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Leigh Whitehouse, Deputy Chief Executive and Executive Director of Resources</p> <p>Marie Snelling, Executive Director of Customer and Communities</p>	3 October 2023	3 August 2023	<p>RPSC 15/23: This is a core part of our customer strategy - telephone lines remain available along with other non-digital channels such as SMS.</p>
		<p>RPSC 16/23: That the Resources Directorate and Member Services provide and publicise face-to-face digital skills training to Members at all levels, including Cabinet.</p>	<p>Rachel Basham, Member Services Manager</p>			<p>RPSC 16/23: The new Member Services Manager who took on the role at the end of September has agreed to pick this up.</p>
		<p>RPSC 17/23: That the Select Committee nominates representatives to participate as key stakeholders in the work being undertaken by Citizens Online and to engage with this work on an ongoing basis as it develops.</p>	<p>Sarah Bogunovic, Assistant Director - Registration, Coroner's Services & Customer Strategy</p>			<p>RPSC 17/23: Democratic Services passed the contact details of three volunteers onto Citizens Online.</p>

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Page 73		<p>RPSC 18/23: That the Service ensures that Citizens Online involves the voluntary sector, health partners and borough and district councils in its research work in Surrey and in the development of an action plan.</p>	Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture			<p>RPSC 18/23: All engaged as part of the Citizens Online work.</p>
		<p>RPSC 19/23: That the Service ensures that Citizens Online shares the findings from its online survey once complete and the Cabinet Member for Finance & Resources brings their final report with recommendations to a meeting of the Resources and Performance Select Committee.</p>				<p>RPSC 19/23: Initial survey findings were circulated on 5 June 2023. Final report is on the RPSC Forward Work Programme for March 2024.</p>
		<p>RPSC 20/23: That the Committee considers the formation of a Task Group on digital inclusion at the beginning of the municipal year.</p>				<p>RPSC 20/23: It was decided this would duplicate the work of Citizens Online.</p>

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24 April 2023	IT & Digital [Item 7]	<p>RPSC 21/23: That, acknowledging that there is no resource surplus or unutilised capacity that can be used to respond to spikes in demand or the steady increase in demand, the Cabinet considers a business case from the IT Service to grow its capacity to meet increasing demand, placing paramount importance on cyber attack prevention.</p> <p>RPSC 22/23: That Cabinet has constant oversight when making efficiencies to ensure that doing so does not place the Council at greater risk of cyber attack.</p> <p>RPSC 23/23: That Cabinet monitors Transform projects through regular highlight reports outlining activities undertaken, activities planned, any issues and key risks.</p>	<p>David Lewis, Cabinet Member for Finance and Resources</p> <p>Matt Scott, Chief Information Officer</p> <p>Jo Blount, Portfolio Lead, Digital, Data, Technology & Culture</p>	3 October 2023	<p>RPSC 21/23: A review of IT and digital capacity and capability across the Council will be undertaken as part of the SWITCH programme. The finding from this exercise will form a case for any adjustment and additional investment in response to the increasing demands for technology enabled change and the cyber-attack threat.</p> <p>RPSC 22/23: Cabinet has oversight of this. Cyber Risk is one of the top strategic risks, and the review of efficiency proposals will identify impacts to the Council's cyber resilience.</p> <p>RPSC 23/23: The IT&D project monitoring and reporting platform has been reconfigured over the last few months. This will enable the production of portfolio reporting for Cabinet. This will include information for run, grow and transform projects. During October the reporting from this system will be</p>
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Page 75		<p>RPSC 24/23: That Cabinet Members continue to engage with the IT & Digital Service to align its work with the Council's key corporate priorities.</p>				<p>trialled with a sub-set of Cabinet. Feedback will be used to refine the reporting. The intention is to provide this information to all Cabinet members during November 2023.</p> <p>RPSC 24/23: Representatives from IT&D meet with the Cabinet Member for Resources on a regular basis. This information is used to ensure Cabinet are briefed. Where appropriate officer provided cabinet engagement and briefings will be put in place.</p>
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24 April 2023	Procurement [Item 8]	RPSC 25/23: That before approval of any part 2 procurement report, officers and the responsible Cabinet Member brief relevant Cabinet Members to continue to ensure all have a clear understanding of all financial implications.	David Lewis, Cabinet Member for Finance and Resources Darron Cox, Director for Procurement	3 October 2023	RPSC 25/23: As part of the yearly APFP planning process, Cabinet Members have an opportunity to review the projects that they would like to return to Cabinet for approval of the commissioning and procurement strategy. They can also flag projects that they would like to be kept informed by the Service about throughout the year because of personal interest. This is in addition to projects going to Cabinet/Strategic investment Board for approval of business case. Procurement uses its new programme management system to ensure that relevant Cabinet Members for identified projects are briefed, as appropriate, prior to any papers being submitted to Cabinet.
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22 June 2023	People and Change Workforce [Item 5]	<p>RPSC 26/23: People and Change help the Committee to monitor the People Strategy’s effectiveness by reporting its latest three months of key performance indicators to Committee at each of its quarterly Performance Monitoring sessions.</p> <p>RPSC 27/23: People and Change research which Local Authorities in England have a declining voluntary turnover and what they have done to achieve this trend.</p> <p>RPSC 28/23: (a) Council policy ensures leavers’ final days in post are freed up to leave a proper handover. Number of days will be agreed with the line manager and will depend on the complexity of the role.</p>	<p>Tim Oliver, Leader of the Council (Lead Member for HR and OD)</p> <p>Shella-Marie Smith, Director for People and Change</p>	18 September 2023	<p>RPSC 26/23: The People & Change KPIs are reported on a quarterly basis to Committee through the Corporate Resources & Performance Committee reports.</p> <p>RPSC 27/23: Preliminary research has proved inconclusive with regards to trends in voluntary turnover in comparable local authorities and it has been difficult to ascertain where consistently lower rates of turnover exist through liaison with the LGA and peer contacts. More time is required to conduct more in depth research. Any insights that are gleaned will be reported to Committee.</p> <p>RPSC 28/23: (a) The leavers process sits within the remit of each line manager, and it is their responsibility to ensure the leavers’ check list is completed. It is best practice for each line manager to ensure there is a sufficient handover of any work,</p>
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		<p>(b) Line managers are reminded to consistently ensure that leavers set up an out of office reply on departure, to include their date of leaving and the identity and contact details of their (interim) successor. This will ensure, for example, that parents always know how to make contact with a new social worker or SEND case officer.</p> <p>RPSC 29/23: (a) People and Change report to the Select Committee, by the end of September 2023, a plan to encourage take-up of exit interviews and to increase the 11 per cent response rate to exit surveys.</p>			<p>regardless of role. In some cases, this may prove challenging, particularly where a successor has not been appointed and/or if the leaver is on a very short notice period. Where this is the case, the handover should be to the line manager to ensure business continuity.</p> <p>(b) All the People & Change SharePoint pages are being updated currently. This reminder for leavers will be added to the Leavers' Checklist and the Line Manager's responsibility pages, to ensure both employee and line manager are aware this is best practice.</p> <p>RPSC 29/23: (a)The exit survey is advertised on all relevant SharePoint Leavers' Guidance pages, targeting both managers and employees. The People & Change service is responsible for tracking participation and will furnish the Committee with</p>
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Page 79		<p>(b) Before a member of staff leaves Surrey County Council, they are offered a pre-exit meeting with their line manager to discuss if there are other opportunities within the Council that might better suit them.</p> <p>RPSC 30/23: As part of the budget-setting process, People and Change undertake a cost analysis to determine if increasing salaries with the intention of retaining staff would save enough money on recruitment and agency costs to result in a net financial benefit.</p>				<p>updates regarding the survey's promotion among staff and its outcomes. We have initiated a request with My Surrey to automate the distribution of the exit survey to departing individuals once managers submit a leavers form.</p> <p>(b) This is promoted as part of the Leavers' process for both employees and line managers. There is currently no way of monitoring whether an exit interview is being carried out, apart from if a leaver completed the exit survey. My Surrey will be developed in time to offer this functionality and to report on exit interview levels.</p> <p>RPSC 30/23: There are many reasons why people choose to work for or leave their employer; pay is not the sole factor influencing such decisions. For example, a 2022 survey published in People Management journal found that 50% of UK workers said they would rather</p>
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Page 80						<p>have “great relationships” at work than a 10% pay increase. Other reasons include career development opportunities, work-life balance, and alignment of the organisation’s values with their own. There are also differences based on factors like the person’s age and gender. Research published by Indeed in 2022 found that 58% of 18–24-year-olds (Gen Z) respondents value a diverse and inclusive workplace compared to 42% of respondents aged 65+, and that 64% of women see it as important compared with 47% of men. Historically marginalised groups place even greater value on diversity and inclusion, with 73% of LGBTQ+ respondents saying it’s important to them, and likewise 70% of minority ethnic respondents.</p> <p>Surrey County Council is a large and complex organisation, and our workforce reflects this, meaning that their decisions to choose to work for the Council are also likely to be many</p>
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Page 81						<p>and varied in the ways described above. Our latest Exit Survey data shows that a better reward package elsewhere is the third most cited reason for leaving (behind work-life balance and lack of opportunities). Unfortunately, it is not possible to determine what level of salary increase would be needed at an organisational level to impact on retention levels and save money on recruitment and agency costs. It is worth noting that the budget for recruitment advertising and agency costs to support hiring decisions in 2023/24 is £400,000. We currently recruit over 2800 people a year which is around 235 hires per month. This equates at a very basic level to £143 per hire. This is only a fraction of the cost of awarding more pay. For example, in 2023/24, a pay award amounting to an average 5% increase was awarded to staff covered by local Surrey pay arrangements. This covers all Surrey staff except those on national pay</p>
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Page 82						<p>arrangements i.e., firefighters, teachers, educational psychologists and youth and community workers. The cost of the Surrey pay award was £15 million. Increasing the percentage award by just 1%, to 6% on average, would have added an additional £3.25 million to the pay bill. The question of affordability is therefore also a limiting factor in the budget setting process and specifically in determining staff salaries.</p> <p>The Council has recently agreed a People Strategy which sets out what kind of employer we want to be; its aim is to empower our people to reach their full potential. We have also set out an ambitious Delivery Plan which seeks to deliver this aim through a number of projects aimed at addressing the wide range of issues that influence attraction and retention, as described above.</p>
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		<p>RPSC 31/23: An ambitious target is set for HR to complete the time to hire process, with the aim of streamlining the time taken between submitting an appointment form and agreeing a start date.</p> <p>RPSC 32/23: Line managers share opportunities/rights for flexible and agile working with those expressing an interest in working for Surrey County Council and with all staff when they join the workforce.</p>			<p>RPSC 31/23: The current target set for Time to Hire is 25 days. The performance of the new My Surrey system will help make this target reduce over time, once the processes are managed into a Business as Usual state from a trialling and testing stage. The target will be reviewed regularly by RPSC Committee and corporately by the Corporate Leadership Team to ensure it remains ambitious and continuously improves.</p> <p>RPSC 32/23: Opportunities for flexible and agile working are promoted, where relevant, through the adverts for Surrey County Council roles through social media and job board promotions. A refreshed Agile Working Policy is currently being drafted in collaboration with the Agile Organisational Programme, which will clarify agile and flexible working practices that we wish to promote across the organisation, whilst</p>
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Page 84		<p>RPSC 33/23: People and Change develop a consistent approach on visiting Surrey schools. Visitors should give verbal advice and distribute leaflets on the range of jobs and apprenticeship schemes on offer at Surrey County Council, making direct links with particular T-Levels, and consider mentoring sixth formers who elect these T-Levels.</p> <p>RPSC 34/23: The seven-day target for sickness absence rate (FTE days per employee) is reduced to the 2021/22 average of six days, bringing it closer to the April 2022 4.6 days average for all industries.</p>				<p>delivering excellent services for our residents.</p> <p>RPSC 33/23: An update was provided to Committee at the RPSC budget meeting in September 2023 and a further update will be provided as part of People & Change’s update to Committee in the Spring 2024, as the programmes of work with schools to promote T-levels and apprentice opportunities at Surrey County Council gain momentum and are embedded, through Strategic Workforce Planning, across the organisation.</p> <p>RPSC 34/23: People & Change would like to request that the target remains at 7 days for the remainder of the financial year, to allow reporting in the new My Surrey system to be developed to ensure accuracy and to promote sickness reporting throughout the organisation within the new system, which will now be accessible to all employees</p>
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						to self-report, where reliance on support services existed previously for remote workers.
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22 June 2023	Equality, Diversity and Inclusion [Item 6]	<p>RPSC 35/23: The ED&I Lead shares the quarterly reporting on the 2023-24 Action Plan with the Select Committee. These reports should include specific responsibilities and timescales.</p>	<p>Natalie Bramhall, Cabinet Member for Property and Waste</p> <p>Sarah Kershaw, Chief of Staff (ED&I Lead)</p> <p>Glenn Woodhead, Assistant Director for Facilities Management</p> <p>Shella-Marie Smith, Director for People and Change</p>	18 September 2023		<p>RPSC 35/23: The quarterly reports will be shared on the schedule below:</p> <ul style="list-style-type: none"> • Quarter 1 (April-June): emailed to Members on 21.09.23 • Quarter 2 (July- September) 2023-24: week commencing 16.10.23 • Quarter 3 (October- December): week commencing 15.1.24 • Quarter 4 (January- March 2024) week commencing 29.4.24 <p>NB from Quarter 2, reporting for workforce elements of the action plan will be extracted from the People Strategy progress report as we have streamlined our reporting process.</p>
		<p>RPSC 36/23: The People and Change Directorate and the ED&I Lead use findings from the disabled, minority ethnic and LGBTQ+ workforce reviews to inform plans to enhance recruitment and retention amongst these groups.</p>	<p>RPSC 36/23: We will respond to the recommendations of each review to enhance the experience of our workforce and inform our approach to enhancing recruitment and retention.</p>			

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Page 87		<p>RPSC 37/23: The Chief Executive’s Office should (a) work with organisations representing people with lived experience of disability to help them provide work-ready training to people who are disabled and enable them to fill roles at Surrey County Council. The Office should work to remove barriers that prevent people accessing work, and to create opportunities for people to develop skills for the workplace, where needed, and (b) report back to the Committee with timescales for achieving these objectives.</p>			<p>RPSC 37/23: This recommendation is focussing specifically on Surrey County Council as an employer and maximising the recruitment, retention and career progression of disabled people. Initial analysis of the 2021 Census data has shown that approximately 11.2% the working age population in Surrey are disabled. In 2022, 3.5 % of the Surrey County Council workforce were disabled. 0.07% of senior managers shared that they were disabled, again falling to 0% in leadership roles. It is important to note, however, that our current workforce data is incomplete. Surrey County Council is committed to being an employer of choice and increasingly diversifying its workforce to ensure that it is representative of the population it serves and that no one is left behind. A review of the experiences of disabled colleagues has been undertaken along with an internal review of the ‘employee lifecycle’ to examine the things that</p>

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Page 88						<p>are working well and areas for development to improve the recruitment, retention and progression of staff. The timetable setting out how the insights from this work are being taken forward is below. The outcomes will be reported to the Committee once determined. See table RPSC 37/23 below.</p> <p>Resources: This work will be coordinated by the central ED&I Team in Resources in collaboration with colleagues across the organisation and with Voluntary, Community and Social Enterprise partner organisations. Importantly people with lived experience will have the opportunity to further shape this work.</p> <p>At present there is no additional financial resource available, however, should specific gaps be identified, a business case will be developed to secure funding.</p>
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<p>Page 89</p>	<p>RPSC 38/23: The Cabinet Member for Property and Waste and Assistant Director for Facilities Management share with the Committee the schedule of reasonable adjustments work currently scheduled and (a) accompany representatives of Surrey Coalition of Disabled People and the Select Committee Chairman on a tour of Woodhatch, Dakota and Fairmount House by the end of September 2023 to identify what accessibility issues are encountered, (b) add these to their schedule of works and make findings available to the Select Committee, (c) commit to ensuring these issues are resolved as soon as is reasonably practicable, (d) advise the Select Committee of progress or delay by its February 2024 meeting and, before then, (e) invite the Select Committee Chairman and Vice-Chairmen and Surrey Coalition of Disabled People to inspect work in progress.</p>				<p>RPSC 38/23: Tours of Woodhatch Place and Fairmont House offices have been scheduled for 29 September 2023 and a visit to Dakota is scheduled for 13 October 2023. The Cabinet Member for Property and Waste and Assistant Director for Facilities Management will be present on the tours alongside several Council Officers from within the Land and Property department who can update on progress and offer advice. The following members of the Surrey Coalition of Disabled People are also in attendance Jonathan Fisher (Chairman), Yasmin Broome (Involvement Lead) and Angie Taylor. In addition, we will be accompanied by Steven Maslin who is the Associate, Technical Authority for Inclusive Design for Atkins and whom we have recently commissioned to provide specialist support and advice in the delivery of our accessibility commitments.</p>
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Page 90						Any additional works identified via the visits or through other channels continue to be added to the pre-programme of accessibility.
		<p>RPSC 39/23: The business case for any acquisition of a new council office must include consultation on its accessibility from people with lived experience of disabilities.</p>				<p>RPSC 39/23: We received the headline CAE report for accessibility in relation to the proposed new council offices and await receipt of the full report whereupon the recommendations will be considered, including presentation to the FM Accessibility Forum, for inclusion in the business case for the site.</p>

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2 Feb 2023	Surrey Council Data Strategy Transformation Programme Update [Item 6]	RPSC 5/23: Progress report to the Select Committee: Asks for a progress report in September 2023 and a 6 monthly update thereafter addressing the aforementioned recommendations along with any relevant matters involving the Council's Data Strategy and the Transformation Programme underpinning it.	Rebecca Paul, Deputy Cabinet Member for Levelling Up Rachel Crossley, Joint Executive Director, Public Service Reform Angela Lawrence, Head of Data			RPSC 5/23: Noted and we look forward to providing further updates. On the Forward Work Programme for October 2024.
24 April 2023	Digital Inclusion [Item 6]	RPSC 8/23: The Assistant Director, Registrations, Coroner's Service & Customer Strategy committed to provide the Committee with information regarding the take-up of the Surrey Adult Learning Digital Skills course and	David Lewis, Cabinet Member for Finance and Resources Leigh Whitehouse, Deputy Chief Executive and	31 May 2023	Reminder sent 9 August 2023	The Surrey Adult Learning Service has confirmed that, according to their records, they had a total of 237 learners enrol in digital skills courses in 2022/23. We are currently awaiting information about equivalent provision available in East Surrey and will provide an

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

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

Annex B

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
		RPSC 19/23: Inform Committee of the take-up of career sprints so far	Programmes and Governance Shella Smith, Director for People and Change			Emailed to Committee Members on 3 August 2023.
Page 93 22 June 2023	Equality, Diversity and Inclusion [Item 6]	RPSC 20/23: Share this year's programme of works, and associated timescales, passed at the meeting of the Facilities Management Accessibility Forum preceding the 22 June select committee meeting RPSC 21/23: Provide more information on the ED&I steering group, funded to drive change in VCFS organisations, and the provider appointed to lead the trustee work RPSC 22/23: Share conclusions of June's LGA equality peer review with the Committee	Glenn Woodhead, Assistant Director for Facilities Management Nikki Parkhill, Head of Equality, Diversity & Inclusion Nikki Parkhill, Head of Equality, Diversity & Inclusion	4 August 2023	September 2023 Reminded 9 October	GANTT chart of the current programme of works, containing all items identified in previous CAE audits across the corporate hub sites, emailed to Committee Members on 10 August 2023. Emailed to Committee Members on 3 August 2023. Will share an early draft of the report as soon as it has been agreed - hopefully by the end of August.

**RESOURCES & PERFORMANCE SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
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KEY			
	No Progress Reported	Action In Progress	Action Completed

Date	Item	Action	Responsible Member/ Officer	Deadline	Progress check	Action response. accepted/ implemented
		RPSC 23/23: Cllr McCormick to share his thinking on deliverables for the ED&I 2024-25 action plan with the Chief of Staff	Sarah Kershaw, Chief of Staff			They met on 6 July 2023.

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

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KEY			
	No Progress Reported	Action In Progress	Action Completed

RPSC 37/23:

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

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ACTIONS AND RECOMMENDATIONS TRACKER
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KEY			
	No Progress Reported	Action In Progress	Action Completed

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