

Annual Governance Statement - 2022/23 Action Plan

Issue identified during 2021/22	Action to be taken during 2022/23	Update as at October 2022
<p>Pensions Administration</p> <p>To continue improvements in the Pensions Administration service and integrate with the Pension Fund team.</p>	<p>Transition the Pensions Helpdesk and control of Pensions Bank Account.</p> <p>Finalise induction approach and “about us” video.</p> <p>Implement recommendations from Value Stream Mapping work (with systems provider Heywoods).</p>	<p>Recruitment to the Pensions Helpdesk completed and transition go-live set as 28 November.</p> <p>Structured work has commenced on the administration of banking activities and training is underway.</p> <p>New online induction for all staff to support “one pensions team” culture has been rolled out which includes the “about us” video also used for promotion and recruitment.</p> <p>Work on mapping the transfer out and retirement processes with Heywood is underway.</p> <p>Regular progress updates are provided to the Local Pensions Board.</p>
<p>DB&I programme - MySurrey</p> <p>To ensure the DB&I programme is implemented successfully.</p>	<p>The programme will complete go-live of the new fully integrated Unit4 solution to manage the Council’s back-office finance, procurement, HR and payroll processes in addition to payrolls for external customers. The focus in the coming months is the completion of user acceptance testing, payroll parallel running and delivery of the required tasks to transition the Council from SAP to Unit4 in time for go-live.</p>	<p>Following a pre go-live gateway review, the DB&I Programme Board made a decision to defer go-live of MySurrey to 2023 as it was felt that the proposed staggered go live needed more testing.</p> <p>The DB&I Programme is being combined with the post-implementation activities that sit in Business as Usual and the ongoing Business Operations Transformation programme, which is building a new operating model around the new MySurrey system. A new Programme Director is in place and existing governance is being refined to reflect the broader scope and the transition into business as usual. A replan is currently underway for a 2023 launch.</p>

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<p>Governance</p> <p>To promote good governance not only through systems and process but emphasise behavioural characteristics and values.</p>	<p>The Governance Panel will coordinate improved accessibility, training, and communication of key governance systems.</p> <p>A Surrey Approach to cultural and behavioural governance will be implemented focusing on:</p> <ul style="list-style-type: none"> -Extent of recognition of individual and collective responsibility for good governance. -Awareness of political dynamics. -How the council looks to the future to set its decision-making priorities. -Officer and councillor roles. -How the council's real situation compares to its sense of itself. -Quality of local (external) relationships. -The state of member oversight through scrutiny and audit. 	<p>The Centre for Governance and Scrutiny have carried out a piece of work to evaluate organisational governance and concluded Surrey's systems, processes and behaviours around governance are robust. The work identified the following areas of possible future risk for activity</p> <ul style="list-style-type: none"> • To emphasise the importance of individual responsibility for change and improvement, as well as collective responsibility; • To set out (based on conversation and dialogue) consistent expectations around roles and responsibilities, as the council continues to improve; • To ensure that, within these roles, people are able to act with frankness and candour; • To challenge members and officers to face outwards, to the council's partners and to local people, to redefine and re-energise those relationships; • To bring a different attitude to the treatment of risk (risk relating to governance, and also risk relating to the substantive delivery of services) – including more vigorous member ownership and oversight of high risk areas; • To anchor the confidence and ambition of the organisation into a more accurate sense of where strengths and weaknesses lie; • To link and strengthen key corporate roles – around law and governance, finance, audit, communications – with those roles being more visible to councillors.

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<p>Children’s Services Improvement</p> <p>To continue to make improvements in our Children’s Services.</p>	<p>An action plan will be submitted to Ofsted by 22 June to focus improvement on</p> <ul style="list-style-type: none"> -The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children. -Partnership work to secure support for children and young people’s mental health and well-being -The provision of essential information to carers about children and viability assessments to inform placements with friends or family. -The sufficiency of suitable accommodation for young people, including care leavers. -The quality and impact of supervision to ensure that decisions are timely and support the progression of children’s plans. -The proportion of permanent staff, to reduce turnover. 	<p>The Improvement Plan arising from the Ofsted inspection was submitted to Ofsted in June 2022 in accordance with post inspection timescales. Ofsted confirmed in writing on 8 July that the plan met their requirements and its effectiveness will be tested under their future inspection activity. This Ofsted improvement plan has been implemented within a broader programme of work to improve practice, transform services and achieve efficiencies in children’s social care. Given the range of activity under way, a new Assurance Board, chaired by the Cabinet Member has been established with effect from November to oversee the work in this plan and the other work in progress in the service.</p>
<p>Surrey Fire and Rescue Service</p> <p>To continue to make improvements in SFRS.</p>	<p>Action plans will be regularly monitored and reported to the select committee against the following key actions</p> <p>Effectiveness – up to date risk information; evaluations of its prevention work; quality assurance process and audits; cross boarder learning and the adoption of national operational guidance.</p> <p>Efficiency – to monitor, review and evaluate outcomes of collaboration activity; effective</p>	<p>The Inspection Improvement Plan (IIP) was created to monitor and report on progress against the areas of improvement recommended in the 2020/2021 HMICFRS inspection report. The IIP details actions and deliverables against each area of improvement under the pillars of Effectiveness, Efficiency and People. It is updated on a quarterly basis and shared with the Service Leadership Team (SLT), the Portfolio Holder and the HMICFRS Service Liaison Lead. Progress against the IIP is reported via the Intelligence and Assurance Programme Board and</p>

Annex 1

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	<p>measures of workforce productivity to assure efficiently and effectively meet Making Surrey safer Plan priorities; analysis and challenge of scenario planning.</p> <p>People – Identify and develop aspiring leaders; visible senior managers who model service values; timely response to feedback from staff; promotion of equality, diversity and inclusion; and more to understand bullying and harassment.</p>	<p>an update on HMICFRS inspection information is also presented at our Change SLT meeting. The IIP is also scrutinised by the Communities, Highways and Environment Select Committee.</p> <p>In preparation for the next inspection which is anticipated to be Spring 2023, the service have carried out a gap analysis of our current business as usual and improvement activity against the inspection framework, in order to identify gaps and immediate priorities. There is also a self-assessment exercise scheduled for early 2023 which should give an indication of progress against the HMICFRS inspection judgement criteria.</p>