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 31st 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

This page is intentionally left blank