“Our vision for the Chief Executive’s Office is to be a dynamic, skilled and valued resource at the heart of the organisation that ensures the Council works as one and with partners to improve outcomes and value for money for the people of Surrey”

Susie Kemp Assistant Chief Executive

Chief Executive’s Office

2011/12 Quarter Three Progress Report

Key Performance Indicators

<table>
<thead>
<tr>
<th>Percentage of Freedom of Information Act requests responded to within 20 working days</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%</td>
<td>95%</td>
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Commentary: The Information Commissioner’s Office has set a national target of 85% of Freedom of Information (FOI) requests to be responded to within 20 working days. The Chief Executive’s Office is currently on track to exceed this target, having responded to 95% of FOI requests submitted so far this year.

<table>
<thead>
<tr>
<th>Increase the proportion of CEO staff with high levels of job satisfaction</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%</td>
<td>75%</td>
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Commentary: The result of the Employee Survey 2011 shows that the proportion of CEO staff with high levels of job satisfaction at the Council (75%) has improved by one percentage point since the Employee Survey conducted in March 2010 (74%). It also demonstrates that satisfaction levels are higher than the Council-wide result (65%). However, the result falls short of the 2011/12 target by 5%.

The Staff Matters group (a body that represents the views of Directorate staff) is working on four different work themes: Communication and Representation, Employee Engagement, Learning and Development, and Health and Wellbeing. The Employee Survey results will allow the Staff Matters representatives assigned to each work theme to analyse the results and provide advice for the senior management team (SMT) so they can respond appropriately.

<table>
<thead>
<tr>
<th>Increase the proportion of CEO staff who would speak highly of the Council</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
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<tr>
<td>45%</td>
<td>36%</td>
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Commentary: The Chief Executive’s Office is committed to supporting, developing and empowering staff as they deliver their work.

The Employee Survey results were published in December 2011. The proportion of CEO staff that would speak highly of the Council is 36%, one percentage point higher than the result of the Employee Survey conducted in March 2010 (35%)

The results of the survey will be analysed and the Directorate management team will produce an action plan to address the main areas of concern that have arisen from the survey.

Progress against the activities of the Staff Matters group is regularly discussed at senior management team (SMT) meetings. Staff Matters representatives are also invited to meetings on a quarterly basis to provide updates on their work programme to SMT. This demonstrates commitment to engage and listen to staff to help the Council enhance staff experience at work.
<table>
<thead>
<tr>
<th>Deliver £1.7m cost savings</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
</tr>
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<tbody>
<tr>
<td>Green</td>
<td>Green</td>
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**Commentary:** The latest budget monitoring data (November 2011) indicates that the Chief Executive's Office is on track to deliver the full year target for this indicator. The overall projection for the Directorate is for an underspend of £127,000 against a total budget of £14.3 million. £200,000 of Superfast Broadband funding has been transferred to fund costs in 2012/13.

<table>
<thead>
<tr>
<th>Reduce Staff Sickness Levels</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.50</td>
<td>4.12</td>
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**Commentary:** The latest sickness figures (November 2011) indicate that the sickness rate remains on target. It also represents a reduction in the sickness absence level compared to the same period in 2010/11 (5.09). The CEO is on track to meet the full year Directorate sickness absence target. The Senior Management Team continues to closely monitor sickness absence across the Directorate and individual cases are managed appropriately within each Service.
<table>
<thead>
<tr>
<th>Joint Neighbourhood Survey Indicators</th>
<th>Latest Target</th>
<th>Latest Performance</th>
<th>Latest RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of residents who are satisfied with the way their council runs things</td>
<td>70%</td>
<td>66%</td>
<td>A</td>
</tr>
<tr>
<td>Residents feeling that SCC keeps people informed</td>
<td>61%</td>
<td>54%</td>
<td>R</td>
</tr>
<tr>
<td>Percentage of residents who think their council provides good value for money for Surrey</td>
<td>46%</td>
<td>46%</td>
<td>G</td>
</tr>
<tr>
<td>Residents feeling they can influence decisions</td>
<td>45%</td>
<td>39%</td>
<td>A</td>
</tr>
<tr>
<td>Residents satisfaction with their neighbourhood as a place to live</td>
<td>94%</td>
<td>94%</td>
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</table>

**Commentary:** Quarter three has seen encouraging progress for the Council to meet its performance targets on resident feedback. Two of the indicators are now on target to meet the full year targets set at the start of the year. Due to the scores that will be required to achieve the full year targets, it is unlikely that the Council will meet all of the full year targets set, however the CEO will continue to support the work going on to improve the feedback the Council receives.

- The percentage of residents that are satisfied with the way the Council runs things was measured at 69% this quarter. This has had a positive impact on the Year to Date figure, increasing the overall positive response rate to 66%, an increase of two percentage points from the previous quarter. The score will need to be achieved in quarter four to meet the full year target is 82%.

- The extent to which residents say that Surrey County Council keeps them informed is 53%. This represents a one percentage point decline from the previous quarter. The Year to Date performance currently stands at 54%. The score required in quarter four to meet the full year target is 77%.

- Residents that believe the Council provides good value for money was measured at 49% this quarter. Strong performance for this indicator has aligned the Year to Date performance to the full year target of 46%.

- Residents that felt they had an influence in what happens in their neighbourhood remained at 39% this quarter. The same score was achieved in the first two quarters of 2011/12; however, it demonstrates a one percentage point decline from the score in quarter three 2010/11 (40%). This means there was also no change to the Year to Date performance (39%). The score required in quarter three to meet the full year target is 61%.

- Resident satisfaction with their neighbourhood as a place to live was measured at 94% this quarter. This represents a one percentage point increase this quarter and increases the Year to Date performance to 94%. It also meets the full year target for this indicator (94%).
## Key Commitments

### Delivering the Council's Fit for the Future Change Programme and programme of Public Value Reviews

**Commentary:** The three year programme of Public Value Reviews (PVRs) that started in 2009 has so far identified cumulative savings of around £104.5 million to be delivered by 2015/16. £5 million was successfully “banked” in 2010/11. As part of the overall Change Programme, the Council is on track to deliver £62 million efficiencies in 2011/12, which will exceed the year-end target of £59.3 million.

Following a series of workshops, online surveys and desktop research, work has been ongoing to increase staff knowledge of how innovations across the Council link into, and support, the main Council wide Change Programme. A communications strategy and action plan will be used to build understanding of how we are moving ahead as an organisation, particularly around promoting and sharing Future Surrey – a programme that combines the latest thinking on service design and social media to promote organisational change - and building personal responsibility.

The Council has worked to produce a new-style presentation for all staff. It contains video footage of positive changes taking place across the authority, and challenges managers and their teams to think how they can do things differently as individuals and at team level to support the Council's wider objectives.

### Working with and supporting the voluntary, community and faith sector

**Commentary:** The Council has continued to work with voluntary, community and faith sector (VCFS) infrastructure groups and statutory partners to manage the impact of funding reductions for infrastructure support from 2012/13. The infrastructure organisations provide support to over 5,500 frontline VCFS groups in the County. They enable these frontline groups to run effectively by providing advice, support and facilities.

The Council has worked with the VCFS infrastructure groups over the last three months to jointly agree funding arrangements for next year, and to propose a new system of funding from 2013. The Communities Select Committee endorsed a report that proposed new funding systems for Surrey’s VCFS on 1 December. The groups were concerned to minimise the impact of funding reductions on services but they gave positive feedback on how the Council has reduced bureaucracy and increased flexibility so that their organisations can manage their resources more effectively.

A Surrey volunteering prospectus was launched on the Council’s website in October as part of the ‘Everyone a volunteer project’. The Council has also run shared activities and publicity for the national annual ‘Making a Difference’ day, which this year highlighted how volunteers can help to combat loneliness and isolation. In November the Council helped put on a Surrey Compact event to enhance partnership working and communications between the public and voluntary sectors. Over 120 people, from over 70 organisations, attended the event and it was a valuable opportunity to discuss the latest priorities and explore how the sectors can best work together over the next few years.
Commentary: Eleven Audit reports have been issued this quarter in line with the Internal Audit Plan 2011/12. In all cases where Internal Audit recommendations were made, an improvement plan has been agreed with the Service area. The Internal Audit Half Year Report was presented to Audit and Governance Committee on 8 December 2011. This report included a management action plan progress update giving an assessment of progress made in implementing recommendations for audits completed since January 2011.

A separate report to Audit and Governance Committee on 8 December 2011 set out Internal Audit’s involvement in Rapid Improvement Events and Public Value Reviews (PVR’s). This report highlighted where Internal Audit has added intelligence and insight to help drive improvements in outcomes for residents and value for money, for example, reviewing the performance indicators for the new Highways contract during the Highways PVR.

Commentary: This quarter has seen continued progress on upgrading the existing systems used by the Council’s Legal Services for managing casework and task monitoring to increase the Service’s efficiency and effectiveness. New IT equipment has been issued to each member of Legal Services staff to be able to use the new systems to maximum effect. In preparation for the new systems going live, a training programme has been run for the staff that will have administration rights for the new systems.

There have been issues with implementation of the new systems, but they should not delay the second phase of the project commencing in January 2012.

Commentary: The 2012 Olympics continues to be the main focus of the Emergency Management Team’s work. Progress is being made towards the development of arrangements for an emergency situation, scrutinising these arrangements, and providing support through implementing resilience measures to support planning ahead of the Games.

There have been a number of tests for the 2012 arrangements, including the London-Surrey Cycle Classic, which was very successful. 80% of residents surveyed said that the event and promotional materials had prepared them for the disruption.

Any issues identified have been escalated to the London Organising Committee for the Olympic Games, (LOCOG), the Government Olympic Executive and the Civil Contingencies Secretariat. It is expected that the issues will be addressed as part of the debrief process.
The Council is continuing to develop new online platforms to support public engagement and to disseminate key Council messages. The Surrey News Twitter account currently has more than 3,000 followers, up from 2,450 in quarter two.

October saw the launch of the Digital Press Office, a web-based tool for journalists and other interested parties that provides options to select and access information, such as words, pictures, and Twitter feeds. Google News is also available via the site, allowing access to comprehensive media coverage of the Council.

The Digital Press Office also extends public access to the Council by enabling viewers to watch video footage of certain speeches and announcements as well as providing written transcripts of speeches, such as the Leader's address to Full Council. In a pioneering deal with the BBC, all interviews their journalists conduct with Council Cabinet Members are also now freely available to anyone through the Digital Press Office. There have been 12,000 views on the site in two months, with more than 1,000 views alone on the launch day that carried the news of David Hodge as the new Leader.

To help keep people informed directly of the Council's activities and services, the monthly Surrey Matters e-newsletter has continued to be produced throughout the quarter. The current number of subscribers to this service is 1,223. Preparations are under way for the next printed edition of the Surrey Matters residents' magazine, which will be delivered to residents in January 2012. The next edition includes budget information and updates on issues of importance to local communities, such as libraries and the 2012 Olympics. Surrey Matters also has a Twitter page that to date has attracted 3,200 followers, up from 2,500 in quarter two.
Commentary: The combined Select Committees work programme has been published on the website and in the papers for Overview and Scrutiny Committee. All new task groups being scoped include consideration of how to involve relevant partners and the public.

There are a number of examples of this being put into practice:

Relevant partners including Districts and Boroughs, the voluntary sector and local business representatives are being involved in the work of the Localism Task Group via a focus group event on 8 December.

The Communities Select Committee is looking at involving a wider range of witnesses in future, starting with three voluntary, community and faith sector organisations attending the next meeting on 1 December.

The Libraries Call in on 18 October included 11 public questions as well as attendance by 15 members of the public.

An information pamphlet is made available at committee meetings for members of the public and the Council seeks feedback from attendees to ensure that the process is as accessible as possible.

E-petitions are a popular method for residents to get involved in the democratic process. The Council has developed an e-petitions database that records electronic and paper petitions that have been submitted to meetings.

A seminar and follow up training sessions have been held for Members to use Surrey-i to increase their use of local data and information to help inform their committee work.

Commentary: Surrey-i, the Council’s local information system for sharing data and analysis of the County, was launched to the public on 21 November.

It provides Members the opportunity to access data and information relating to the communities they represent. As part of the task of raising awareness of what Surrey-i could do for Members, a media and Twitter campaign ran throughout the launch week, resulting in over 3,000 visits to the Surrey-i website in four days.

The Council continues to inform Members weekly via the e-bulletin, Communicate, advising them on running campaigns and media coverage. Members also have access to the Digital Press Office where they can view media coverage of the Council and find out key information, for example, school closures during national strike action. They can also sign up for email alerts and RSS (news) feeds on topics of interest to them.
The County Council was awarded the Charter for Elected Member Development by South East Employers on 25 October. By achieving the Charter, the authority has demonstrated:

- a strategic approach and commitment to Member development;
- that a Member learning and development plan is in place;
- that learning and development is effective in building capacity; and
- that Members are supported.

Areas of strength identified in the assessment included: clear leadership commitment to Member development; a supportive culture of Member learning; strong citizenship activities; the adoption of a coaching culture; the use of exit interviews for non-returning Members; and positive Member/officer relationships.

The Council is committed to ongoing improvement in Member learning and the assessment panel suggested the following areas where further Member development would be beneficial: budget monitoring; succession planning; flexible timetabling; evaluation; and the introduction of individual annual reports for Members.

The authority will retain Charter status for three years and will be aiming for the advanced award, 'Charter Plus', which provides a more rigorous challenge of Member development arrangements for Councils that have already achieved Charter status.