One County, One Team
Quality Management Framework

April 2012

Prepared by Policy and Performance, Chief Executive's Office
Our Quality Commitment

Our Approach to Quality: Plan-Do-Review & Revise

Cross-Council Quality Activities

Governance

Embedding Quality

Version Control

v2.0: refreshed in line with the One County One Team Corporate Strategy 2012-17 and submitted to Cabinet for approval on 26 April 2012.

Additional Notes

This document is the successor to the Council’s Quality Management Framework (2010) and Performance Management Framework (2011). It streamlines the two Frameworks into a single document.

This document contains three kinds of hyperlinks i) links within the document from one page to another ii) links to external websites iii) links to the Council’s s-net intranet site (this is an internal site for Council staff and Members).
1. Our Quality Commitment

1.1 The Council’s One County, One Team Corporate Strategy 2012-17 identifies quality as one of the six key areas of focus that will help it achieve its vision to become the most effective Council in England by 2017. It also sets out the overall purpose of the Council, which is “to ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future”.

One County, One Team Corporate Strategy 2012-17

Quality
We will ensure the highest quality and encourage innovation

However services change and whoever delivers them, we will focus on ensuring the highest quality at all times. This means working relentlessly with residents, businesses, partners and staff to find improvements and develop fresh approaches. We will focus on prevention, anticipating and avoiding problems before they arise. We will respond quickly to the changing demands and the opportunities that investment in new technology can bring.
Purpose and scope of this Framework

1.2 The commitment and overall approach to quality management set out in this Framework applies to all Surrey County Council services and functions. The Council also ensures that all organisations that supply services on its behalf have appropriate quality management mechanisms in place through robust procurement and commissioning of services.

1.3 Managing quality is something everyone at the Council contributes to. This means everyone needs to understand what it is and how they play a part in maintaining and improving the quality of services for Surrey residents. This Framework is designed to provide officers and Members with an overview of the Council’s approach to quality management.

1.4 This document is deliberately strategic, sign-posting more detailed information that is available elsewhere. It reflects a risk based and proportionate approach to quality management that focuses on outcomes rather than processes. It aligns with the Council’s Code of Corporate Governance, which sets out in greater detail the policies and arrangements that ensure quality standards are met.

1.5 This Framework now incorporates elements that were previously part of the Council’s Performance Management Framework. This reflects the improvement journey the Council has made in recent years and a desire to focus on the broader concept of quality rather than just those aspects typically associated with Local Government performance regimes (e.g. performance indicators, inspections). These remain important, but are just elements within a wider set of tools and approaches that contribute to ensuring high quality services.
2. Our Approach to Quality: Plan - Do - Review & Revise

2.1 At its simplest quality management is a way for the Council to understand:

- What residents’ needs and priorities are
- How we will act on these
- What it will cost
- Whether we are on track (or not)
- Whether we succeeded (or not)
- Why we succeeded (or not)
- What things need to be done differently next time

2.2 The Council’s quality management framework is based around a cycle of three activities: Plan – Do – Review & Revise. In practice these activities overlap rather than being three linear stages in a process, but the distinctions help to draw out the various features of quality management.

2.3 The quality management cycle is about both continuously improving existing activities and innovating to develop new approaches with residents, businesses and partners. Central to this is finding ways to get things right first time so problems are anticipated and waste is avoided.

2.4 The diagram on the next page sets out some of key cross-Council quality management activities. These are supplemented by more detailed arrangements in each Directorate (see page 6). All the activities are underpinned by the Council’s values which guide the behaviour of all officers and Members:
3. Cross-Council Quality Activities

PLAN

In planning we seek to understand what residents’ needs and priorities are, how we will act on these, and what it will cost

For example:

- Setting out the Council’s overall vision, purpose, objectives and priorities (see One County One Team Corporate Strategy 2012-17) which link through Directorate Strategies, service and team plans to individual objectives
- Agreeing a balanced budget that identifies the resources to deliver the objectives and priorities within the financial constraints faced (see Medium Term Financial Plan 2012-17, Investment Panel)
- Involving and engaging residents in decision-making and service design and delivery (see Consultations, You Choose, e-petitions, public Committee meetings – more details in One County One Team, Our Commitment to Public Involvement)
- Analysing information to understand residents and issues in the county, including identifying and setting Fairness and Respect priorities (see Surrey-i, Surrey Residents’ Survey)
- Building the officer and Member skills and capacity to deliver plans effectively (see STARS programme, Member development – more details in People Strategy)
- Identifying and agreeing plans for the Council to work in partnership with other organisations (see Procurement and Commissioning, Surrey First, South East 7)
- Agreeing funding for plans that local groups and Members have to improve their communities (see Community Improvement Funds, Member Allocations, Community Pride)

DO

In doing we deliver the plans and raise awareness

For example:

- Implementing the actions agreed in the planning process.
- Adopting a professional approach by ensuring appropriately qualified and experienced staff are in place and key disciplines such as project, risk, business continuity, and contract management are applied
- Running a communications campaign to raise awareness or share progress on a key policy, project or initiative (see Communications tools)
In reviewing and revising we look at whether we are on track (or not), whether we succeeded (or not), why we succeeded (or not) and what things need to be done differently next time to improve quality management.

For example:

- Public reporting on performance and spending (see Quarterly Business Report, Monthly Budget Monitoring, Chief Executive’s 6-month progress report, Council’s Annual Report, Spending Data).
- Quarterly Cabinet Member Accountability Meetings with the Leader and Deputy Leader.
- Monthly Head of Service performance conversations with the Chief Executive.
- Regular Directorate and Service team meetings to review progress.
- Annual appraisals for staff and mid-year reviews (see Appraisal Toolkit).
- Using customer feedback, including complaints, to inform improvements in the way a service is run (see Compliments and Complaints, Surrey-i, Surrey Residents’ Survey).
- Public Value Reviews to reduce costs and improve performance.
- Rapid Improvement Events and LEAN techniques to develop customer friendly processes with no waste.
- Internal Audit function to provide independent advice on governance, performance and value for money.
- Independent and in-depth scrutiny reviews of topics and/or services by the Council’s Select Committees.
- Other forms of self-assessment and review including peer reviews and benchmarking through groups such as South East 7.
- Statutory inspections in certain areas such as adult and children’s social care (by the Care Quality Commission), education and learning (by Ofsted), and youth offending (by Her Majesty’s Inspectorate of Probation).
4. Governance

4.1 Good governance includes having a governing body that is accountable for agreeing the roles, responsibilities and standards necessary to achieve an intended purpose.

4.2 The Council has a **Quality Board** that is accountable for overseeing the implementation of the Quality Management Framework. The Board meets quarterly and membership consists of:

- Chief Executive (chair)
- Deputy Leader of the County Council
- Strategic Directors
- Chief Finance Officer and Deputy Director for Change and Efficiency
- Head of HR and Organisational Development
- Head of Policy and Performance
- A District or Borough Chief Executive representative from the Surrey Chief Executive’s Group

4.3 The Board’s role is to ensure effective self-regulation, oversight and assurance of quality management at Surrey County Council, supporting the delivery of agreed outcomes and value for money for Surrey residents. The terms of reference include the specific responsibilities to:

- provide strategic leadership, focus on and coordination of quality management activities across the Council;
- commission action on areas of quality that need further attention; and
- promote the sharing of learning and good practice on quality management.

**The role of Members**

4.4 The **Deputy Leader** is the lead Member for quality management and is a member of the Council’s Quality Board. The Deputy Leader is supported in this role by **Cabinet Members** who are accountable for the effectiveness of quality management and performance arrangements for the Services and functions within their portfolios.

4.5 The Council’s **Overview and Scrutiny Committee and Select Committees** play a vital role in developing policies that reflect the views and concerns of local residents and businesses, and in scrutinising delivery against the Council’s agreed objectives.

4.6 The **Audit and Governance Committee** provides independent assurance of the Council’s governance mechanisms, including quality and performance arrangements.
5. Embedding Quality

Directorate arrangements

5.1 To help ensure a quality approach is embedded right across the organisation, each of the Council’s Directorates has a document setting out the more detailed and specific quality arrangements that apply in their area. Links to these can be found below along with the contact details for the lead officer(s) responsible for quality management in each Directorate.

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Quality Management Document</th>
<th>Quality Management Lead(s)</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Social Care</td>
<td>ASC Quality Framework</td>
<td>Charlotte Langridge / Joelle Bevington / Kathy Saunders</td>
<td>020 8541 8781 / 8748 / 01932 795064</td>
</tr>
<tr>
<td>Children, Schools and Families</td>
<td>CSF Quality Framework</td>
<td>James Brown</td>
<td>020 8541 8745</td>
</tr>
<tr>
<td>Customers and Communities</td>
<td>C&amp;C Quality Framework</td>
<td>Chris Wiffen</td>
<td>020 8541 7410</td>
</tr>
<tr>
<td>Environment and Infrastructure</td>
<td>E&amp;I Quality Framework</td>
<td>Colin Blunden / Nick Hindes</td>
<td>020 8541 9382 / 7400</td>
</tr>
<tr>
<td>Chief Executive’s Office</td>
<td>CEO Quality Framework</td>
<td>Daniel Shurlock</td>
<td>020 8541 7681</td>
</tr>
<tr>
<td>Change and Efficiency</td>
<td>C&amp;E Quality Framework</td>
<td>Jon Savage</td>
<td>020 8541 7573</td>
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Advice and guidance

5.2 The Policy and Performance Service in the Chief Executive’s Office provides advice and guidance on the tools and methods that are used to embed quality and performance. For more information, please see the Policy and Performance s-net pages.

Celebrating and learning

5.3 Embedding quality as a habit right across the Council requires effective learning. Individuals and teams are encouraged to share their experiences of improving quality with colleagues and the Quality Board promotes the sharing of learning and good practice on quality management. For more information, please see the Policy and Performance s-net pages.
5.4 The Council aims to continuously improve its approach to quality management, prompted by new ideas from staff and Members, and the latest thinking and innovations from outside the Council. This framework will be reviewed and revised annually by the Policy and Performance Service to reflect any changes.

We would be delighted to hear from you if you have any queries or comments about our approach to quality. Please contact Daniel Shurlock, Policy and Performance, Chief Executive’s Office, 020 8541 7681, daniel.shurlock@surreycc.gov.uk

Policy and Performance
Chief Executive’s Office
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