### THEMES: PURPOSE

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<td>1. High reputation and profile</td>
<td>1. Adopt a clear aim for the Council. 2. Communicate the Council’s aim and priorities a. Publish a short document for Surrey residents setting out the Council’s aim and priorities for 2005-2009 b. Ensure alignment with the Community Strategy, Corporate Plan and Local Area Agreement c. Be the basis for subsequent reporting to Surrey residents on performance and how the Council Tax is spent 3. Raise the Council’s profile and reputation with our public and partners a. Promote the new aim b. Raise the Council’s profile c. Position the Council advantageously with its stakeholders d. Achieve cohesion and consistency of message using everyday language e. Celebrate and capitalise on success</td>
<td>A new aim for the Council 2005-2009 - An outstanding Council making Surrey a better place Community priorities for the Council 2005-2009 which will be a baseline for subsequent reporting on performance Higher, positive profile for the Council locally, regionally and nationally leading to increased recognition and satisfaction – measured in customer surveys and external assessments</td>
<td>28 June 05 – Executive/County Council Management Team discussion of the aim and priorities 19 July 05 – aim and priorities to the Executive for approval Autumn 05 – issue to residents April 06 – improved media coverage Autumn 05 and 07 – improved Community Survey satisfaction ratings Ongoing – improved external assessments</td>
<td>Led by Nick Skellett supported by Louise Footner with Alison Sheard, Anne-Marie Highley, Matt Burrows and Abi Bradbeer Owned and promoted by the Executive and County Council Management Team</td>
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| 2. Values that are widely recognised and applied | Review the current values to streamline them, promote them to enhance their visibility with staff and Members and ensure they are applied in areas such as performance appraisal | Agreed values for the Council 2006-2009 | Sept 05 – work begins  
Dec 05 – CCMT discussion  
April 06 – reviewed values adopted for 2006/09  
Ongoing – values lived and embedded | Undertaken by a Working Group led by Beverley Baker and including Debra Maxwell and Anna Wright. Other members – drawn from across the Council - to be agreed |
| 3. CPA Excellence | Prepare thoroughly for the next CPA inspection according to the requirements in the 2005 guidance, acting on previously identified weaknesses and engaging all Council Services | An excellent rating for the Council in the next CPA assessment | To be agreed by the Project Board | a. Geoff Marlow  
b. Richard Shaw  
c. John Govett  
d. Adele Wilter  
e. Isaac Tunji  
The Project Board will include all County Council Management Team members |
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| 4. Excellence for children | Demonstrate Service improvement in performance and partnership integration. Specifically address those weaknesses identified by external assessments and the challenges of the *Every Child Matters* framework | CPA rating of at least 3 | June – Sept 05 – evidence gathering  
Oct 05 – external review  
Oct-Nov 05 – review and delivery planning  
Dec 05 – Dec 07 – delivery and evaluation | a. Andrew Crisp & Laurie Burrell  
b. Richard Shaw  
c. Paul Gray  
d. Ashley Ayre  
e. Nick Press  
Delivery and Improvement Adviser: Liz Lawrence  
SMN critical friends: Mike Geernaert, Dave Johnson |
| 5. Excellence for environment and transport | 1. Demonstrate Service improvement, including addressing those weaknesses identified by external assessments  
2. Ensure effective renewal of major transport contracts | CPA rating of at least 3 and effective transport contract renewal and management | July-Sept 05 – scoping  
Oct 05 – Dec 07 – delivery  
Dec 07 – completion | a. David Munro & Helyn Clack  
b. Alan Adams  
c. Chris McCarthy  
d. Ian Christie, Danielle Byrne, Roger Hargreaves, Steve Lee, Peter Denard  
e. Yvonne Rees  
Delivery and Improvement Adviser: Liz Lawrence  
SMN critical friends: Adele Wilter, Carolyn Rowe |
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| **6. Sustainable waste management** | Secure a long-term solution with the agreement of Members and other stakeholders that:  
a. Achieves an acceptable diversion from landfill  
b. Is affordable for SCC  
c. Is deliverable within accepted timescales | Delivery of a sustainable waste treatment capability for household waste that optimises the balance between the environmental impact and the cost to SCC | Sept 05 – report to the Executive on progress and the Waste Local Development Framework  
Dec 05 – recommended solution to Executive | a. David Munro *  
b. Richard Shaw  
c. Ian Boast  
d. Ian Christie/Danielle Byrne  
e. Stephen Penny  
* An Executive Member Reference Group comprises Nick Skellett, David Munro, Geoff Marlow and Jim Smith |
| **7. Improving safety in Surrey** | Help ensure people in Surrey are safe and feel safe, through closer working with the police, districts, health trusts, and other partners | Joint Surrey County Council/Surrey Police Authority Strategy, and Local Area Agreement and funding agreed with GOSE | Autumn 05 - LAA Safer and Stronger Communities proposal  
Spring 06 - Joint Strategy and Action Plan and funding | a. Jim Smith  
b. Michael Jennings  
c. Mike Abbott  
e. Graham Lindsay |
| **8. Excellence for vulnerable adults/people** | Improve the quality of life of vulnerable adults in Surrey and use this as a corporate programme to address the quality of life for vulnerable people, including better social care, health, transport, housing, community safety, social inclusion, leisure, adult education, and the involvement of the voluntary sector. | To be agreed following CCMT discussion | July 05 – CCMT discussion of the approach  
Autumn 2005 onwards – delivery planning and implementation | a. Sally Marks  
b. Alan Adams  
c. Alan Adams  
d. N/a  
e. Graham Lindsay  
Delivery and Improvement Adviser: Liz Lawrence  
SMN critical friends: Roger Hargreaves, Lynne Martin |
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| 9. Excellence in equalities and diversity | Lead and develop the implementation of a single organisation approach to equalities and diversity in employment and service delivery aligned to the needs of Surrey communities, legislative and auditing requirements | An Equalities and Diversity Strategy that meets the legislative framework and CPA requirements and links Council policies  
Delivery of an agreed programme of work  
A framework for sharing best practice and information | Dec 05 – Equalities Strategy adopted by the Executive  
Dec 06 (and subsequently) – progress against key indicators | a. Christine Stevens  
b. Debbie Ellis  
c. Jon Muller  
d. N/a  
e. Hiten Shah  
SMN critical friends: Mike Abbott, Felicity Budgen, Roger Deacon |
## THEME: RESPONSIVENESS

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| 10. Effective democratic governance | Review the roles and ways of working of Members, Committees and the Council in:  
  a. representing and engaging with the people of Surrey  
  b. taking decisions  
  c. overseeing Services  
  d. promoting Surrey’s interests  
  e. developing and improving relationships with the borough and district councils (as well as with parish and town councils) | Members with impact, Select Committees that undertake good quality scrutiny, effective Local Committees, and more productive relationships with the borough and district councils (as well as with parish and town councils) | July 05 – review of the role of local Members and Local Committees reported to the Executive and Council  
Sept 05 – review of Select Committees, Council etc. starts  
May 06 – report to the annual meeting of the Council | a. Nick Skellett  
b. Tbc  
c. Michael Jennings  
d. Peter Edwards  
e. Joanne Hargreaves |

The first part of the review to be undertaken by local Members and Committees and the Executive  

The second part to be conducted by the How the Council Manages its Business Group which will be reconvened to carry out the review from September 2005
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| 11. Citizen and customer responsiveness | 1. Efficient and effective access to services:  
   a. Transferring information and services to the web and contact centre – to free up professional staff and reduce unit costs  
   b. Improving access to local services for face to face service provision  
   c. Running a take up campaign to encourage customers to use more cost effective channels  
   2. Excellent customer service:  
   a. Improving handling complaints to improve BV3 scores  
   b. Improving customer care standards and their implementation and monitoring  
   c. Learning and development  
   3. Modern local democracy:  
   Modern local democracy where citizens can engage more easily and effectively with the Council to influence public service decisions:  
   a. Develop a clear vision with the new Council  
   b. Develop a set of projects, including  
     i. public consultation and engagement at county and local level  
     ii. ChangeLAB (Lifestyles, Attitudes and Behaviours)  
     iii. Establishing (as required by the Corporate Governance Review/Statement Of Internal Control) a published set of operational policies and procedures under the Policy Framework and a protocol and communications strategy for maintaining and making the set accessible to staff and the public via SNet and the SCC website  
   iv. Improving the democratic parts of SNet and the SCC website | Co-ordinated, efficient and high quality decisions and services that Surrey people as citizens and customers know are the responsibility of SCC and that they can easily access – how, where and when they need to | July 05 – advice to the Executive  
   Sept 05 - formal project launch including the Project Board agreeing the order in which service activity will be reviewed and re-engineered  
   31 March 08 - project implementation complete  
   31 March 09 - benefits delivered | a. Christine Stevens  
   b. Michael Jennings  
   c. Debbie Ellis  
   d. Jenny Isaac  
   e. Russell Croome  
   Overseen by Member/officer Citizen and Customer First Board. SMN Board members: Liz Lawrence, Nick Wilson, Adele Wilter |
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<td>12. Effective partnership framework</td>
<td>Develop a practical framework for effective partnership working to inform development of the Local Area Agreement</td>
<td>A practical framework</td>
<td>July 05 – guidance on partnership working produced</td>
<td>Alan Adams to produce the guidance</td>
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<td>13. Effective Surrey Strategic Partnership</td>
<td>Develop a Community Strategy medium term action plan which could also form a Local Area Agreement (LAA) with the Government that: a. helps achieve the Vision of Surrey in 2020 b. promotes partnership working through a reconstituted Surrey Strategic Partnership c. builds on the County Council’s community leadership role at the county level d. identifies a limited number of major actions building on existing partnerships where possible e. leads to the completion of the second partnership Public Service Agreement</td>
<td>The Surrey in 2020 Vision has six themes: • Communities, culture and identity • Housing • Travel, access and mobility • Lifestyles • Public services and democracy • Economic development While the LAA has four blocks: • Safer and stronger communities • Children and young people • Health and older people • Economic development Plus cross-cutting themes, which could include • Sustainable communities and transport</td>
<td>June 05 – Government announcement on LAAs July 05 – first list of possible actions Sept 05 – agree list of outcomes and submit to GOSE Oct 05 – Feb 06 – completion of action plan and negotiation with GOSE April 06 – LAA launched</td>
<td>a. Nick Skellett b. Nick Skellett c. Michael Jennings d. Michael Edley e. Claire Holloway SMN critical friends: Graham Lindsay, Adele Wilter, Anna Wright</td>
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<td>15. Procurement productivity</td>
<td>With Services design and deliver a procurement strategy that focuses particularly on: • Adult Social Care • Agency staff • Awareness training • The Children's Service • Consultancy and professional services • Contract management • ICT • Schools • Transport contract reprovisioning</td>
<td>A procurement strategy for the Council that delivers efficiency savings and improves the quality of service</td>
<td>June 05 – transport reprovisioning strategy June 05 – contract management &amp; second pilot awareness training session July 05 – updated Adult Services spec and banded price structures developed July 05 – Agency staff broker appointed Aug 05 – new Children’s buyers in place Sept 05 – Adult area-based purchasing plans Dec 05 – Agency staff rolled out and supply teaching piloted 2006-09 – benefits realisation</td>
<td>a. Geoff Marlow b. Mike Taylor c. Mike Taylor d. Andy Davies e. Clemmie Sheppard</td>
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| 16. ICT productivity | With Services design and deliver a strategy to deliver remote and mobile working in:  
- The Children’s Service  
- Adults and Community Care  
- Transportation  
- Surrey Fire and Rescue | Increased remote and mobile working that generates efficiency savings, improves the quality of service and increases staff morale and motivation | May-June 05 – project mobilisation  
May 05 – Oct 06 – Children’s & Adults implementation  
May 05 – Apr 06 Transport implementation  
May 05 – March 06 – SFRS trial  
June 08 – project closeout and review | a. Peter Langham  
b. Mike Taylor  
c. Mike Taylor  
d. John Gladman  
e. Chris Gee |
| 17. Property productivity | With Services design and deliver a strategy to:  
a. Effectively manage SCC assets on a natural community basis to ensure customer focus and value for money  
b. Transform the Property Service so that it is more customer focused – following through the Best Value review  
c. Deliver integrated facilities management  
d. Rationalise staff housing | A property strategy for the Council that delivers efficiency savings and improves the quality of service | July 05 – agree Corporate Asset Management Plan (AMP) methodology  
By April 06 – implement first Council AMP (CAMP)  
Aug 05 – review business processes  
Oct 05 – programme for management and leadership development  
April 05 – performance management systems in place  
Oct 05 – staff in post  
Apr 06 – budgets transfer, service begins  
July 05 – agree tenant decant plan  
Sept 05 – begin disposal | a. Peter Langham  
b. John Govett  
c. Mike Taylor  
d. Sandy Munn  
e. Peter Wylde |
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<td>18. Workforce savings</td>
<td>With Services design and deliver a strategy to address a. Workforce planning and development b. Organisational structure and design</td>
<td>A workforce planning strategy for the Council that delivers efficiency savings and improves job quality</td>
<td>June – July 05 preliminary review of data Subsequently – to be agreed by the Project Board</td>
<td>a. Christine Stevens b. John Govett c. Debbie Ellis d. Graham White e. Laura Smith Supported by a Working Group of Service representatives also chaired by John Govett. SMN representatives on the Working Group, Peter Denard, Peter Edwards, John Gladman, Frank Offer, Dave Sargeant, Graham White</td>
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### 19. Effective Corporate Governance

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<tr>
<td>Effective Corporate Governance</td>
<td>1. Develop a corporate strategy for governance and control.</td>
<td>Tighter management of corporate risks across SCC as specified in CPA</td>
<td>To be agreed by the Project Board</td>
<td>a. Geoff Marlow&lt;br&gt;b. Debbie Ellis&lt;br&gt;c. Ann Charlton&lt;br&gt;d. Stewart Nash&lt;br&gt;e. Richard Rowley</td>
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<td>2. Develop an accountability framework that is clearly communicated to,</td>
<td>requirements</td>
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<td>Mike Taylor and Alan Peirce, Chairman of the Audit and Governance Committee to be included on the Project Board</td>
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<td></td>
<td>understood and owned by Services.</td>
<td>Progress on issues identified in the Statement of Internal Control</td>
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<td>SMN critical friends: Roger Hargreaves, Adele Witter</td>
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<td>An SCC Health and Safety Strategy</td>
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<td>Service Business Continuity Plans</td>
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<td><strong>Specifically:</strong></td>
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<td>• the 15 issues identified in the Statement of Internal Control</td>
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<td>• risk management</td>
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<td>• business continuity management</td>
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### 20. Simplified and Embedded Performance Management

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<td>Simplified and Embedded</td>
<td>1. Simplify the existing performance management framework</td>
<td>A simplified performance management framework that is owned and used</td>
<td>14 July 05 – County Council Management Team discussion of initial work and agreement of next steps</td>
<td>a. Geoff Marlow&lt;br&gt;b. Alan Adams&lt;br&gt;c. John Govett&lt;br&gt;d. Adele Witter&lt;br&gt;e. Dan Shurlock</td>
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<td>Performance Management</td>
<td>2. Promote and embed it into day-to-day Council activities</td>
<td>proactively by Members and officers</td>
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<td>3. Ensure alignment between Council priorities and resourcing, Service</td>
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<td>priorities and Service targets and individuals’ objectives</td>
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SMN critical friends: Al Braithwaite, Guy Hall, Yvonne Rees, Liz Lawrence
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<td>21. Excellent use of resources</td>
<td>Review financial management in light of the new CIPFA guidance so: 1. The budget process is more transparent and begins earlier in the year 2. The budget is managed effectively in year 3. Resources can be matched to policy priorities and outcomes though the use of unit costing etc. 4. Robust benefits tracking and realisation for all major projects is ensured 5. We are able to assess the cost and quality of all SCC Services and demonstrate vfm (building on PPR material)</td>
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<td>A continuing CPA score of 4</td>
<td>1 Aug 05 – self assessment on use of resources to be returned to the Audit Commission Sept 05 onwards – delivery planning and implementation</td>
<td>a. Nick Skellett b. Mike Taylor c. Mike Taylor d. Phil Walker e. Daphne Fraser</td>
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| 22. Effective delivery of the Office Project | 1. Position SCC as an innovative and forward looking Council, through the provision of a new County Hall and modern/ cost efficient office accommodation  
2. Demonstrate the Council’s commitment to be closer to the communities it serves by relocating County Hall into the heart of Surrey  
3. In support of the Council’s values provide office accommodation that is fit for purpose, enabling staff to deliver excellent service, and to be consistent with SCC’s role as a responsible employer within an agreed business case  
4. Through a contracted solution and partnership with Equion meet the Council’s office accommodation requirements, whilst providing financial savings and cost certainty  
5. Transfer both the financial and construction risks to Equion  
6. With support from CICT promote and develop new ways of working to maximise the space efficiency of our office accommodation  
7. Support staff in adapting to new ways of travelling to and for work | A contractual solution that meets the accommodation requirements of the Council and Services whilst providing financial savings  
A contract that ensures the Services office requirements are consistently achieved with appropriate financial penalties enforced should sub-standard service be received  
A more efficient office portfolio measured by desk to staff ratios and office use  
A new County Hall and office accommodation for which staff, Members and the public of Surrey can be proud  
Ability to demonstrate that staff and key stakeholders have been involved and consulted on key solutions for the project  | November 05 – contract signature  
Building refurbishment complete  
Conquest House – Winter 04  
Fairmount House – Summer 05  
Quadrant Court - Early 06  
County Hall – Spring 08  
Oxted LO – Winter 05  
Epsom LO – Winter 05  
Esher LO – Winter 05  
AO3 – Winter 06  
Cedar Court – Summer 06  
AO1 – Spring 06  
AO2 – Spring 06  
ICT data Centre – Winter 06  
Runnymede LO – Winter 06  
Network Management Centre – Winter 06 | a. Portfolio Holder  
b. Chair of Project Board  
c. Project Sponsor  
d. Head of Service  
e. Project Manager |

* Peter Langham, Helyn Clack, Christine Stevens and Geoff Marlow are members of the Project Board. Nick Skellett is a member in an ex-officio capacity

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|  | a.  
* | b. Richard Shaw  
c. Debbie Ellis  
d. Sandy Munn/Graham White/John Gladman  
e. Mark Burgess |
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<td>23. Effective and motivated staff</td>
<td>Develop a strategy integrated with Service needs that addresses: a. Handling change b. Recruitment and retention c. Management development (including line management responsibilities) d. Career Development e. Skills gaps (e.g. project and contract management, listening skills) f. Recognition and reward g. Handling poor performance h. Succession planning</td>
<td>A skilled and motivated workforce equipped to deliver the SCC community priorities</td>
<td>To be agreed by the Project Board</td>
<td>a. Christine Stevens b. John Govett c. Debbie Ellis d. Graham White e. Laura Smith Supported by a Working Group of Service representatives also chaired by John Govett. SMN representatives on the Working Group, Peter Denard, Peter Edwards, John Gladman, Frank Offer, Dave Sargeant, Graham White</td>
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