



## LEADER REPORT TO COUNCIL

### SURREY COUNTY COUNCIL PROGRESS REPORT JULY - DECEMBER 2011

#### **KEY ISSUE/DECISION:**

To consider the attached report and the matters to which the Chief Executive draws attention.

#### **BACKGROUND:**

1. This is the fifth of the Chief Executive's six-monthly reports to Members. It provides an overview of the Council's progress over the past six months. It supplements the suite of strategies and plans approved by Members for 2011-2015. These documents can be found on the Council's website ([www.surreycc.gov.uk/ourperformance](http://www.surreycc.gov.uk/ourperformance)).
2. The report shows the Council has had another six months of strong progress, with some outstanding examples of excellent work. Members and officers continue to address areas in need of attention and establish strong foundations for continuous improvement.
3. The next phase of the Council's development will be even more challenging as we strive to deliver more with much less. We will continue to drive all of the efficiencies we can, while also seeking not just to do the same things better, but to develop the new approaches and models of service delivery that are required in key areas of our responsibility. We will set out our approach in our new Corporate Strategy that will be brought to the Council for final approval on 7 February 2012.

#### **RECOMMENDATIONS:**

That Council notes the report of the Chief Executive, thanks the staff of the Council for the progress made during the last six months, and confirms its support for the direction of travel.

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David Hodge, Leader of the Council, 020 8541 8003

#### **Sources/background papers:**

Q2 2011/12 business report to Cabinet, 1 November 2011  
Leader report to Council, 14 June 2011

## CHIEF EXECUTIVE'S PROGRESS REPORT JULY- DECEMBER 2011

### Introduction

1. This is the fifth of my six-monthly reports to Members. Following positive feedback on my last report I am again using it to provide an overview of the Council's progress over the past six months and to look forward to the challenges ahead.
2. The report is structured around our corporate objectives as set out in the Making a Difference Corporate Strategy 2011-15, which the Council approved in May 2011. It sets out our aim to **"become a world class Council by providing excellent value for money and low costs for our residents and businesses, delivered by highly skilled employees and offering exceptional levels of performance"**.
3. The Corporate Strategy identifies four key objectives that guide the whole Council (see below). We report progress on delivery against them quarterly to the Cabinet. I will amplify on that in this report.

<b>Residents</b> To provide excellent value for money	<b>Costs</b> To have costs as low as the most efficient of other Councils
<b>Staff</b> To have highly skilled people who are proud to work for Surrey County Council	<b>Performance</b> To outperform other Councils

### Overview

4. The challenges facing the UK economy have increased during the past six months and it is clear that our economic recovery is going to be more prolonged and difficult than in previous recessions. This has serious implications for public finances and thereby for local government. There is a huge degree of uncertainty but I feel I can say with certainty that our financial position will not get any easier for the foreseeable future.
5. At the same time the pace and scale of technological improvement continues to be strong and that offers a genuine opportunity to sustain or enhance quality whilst reducing costs.
6. The Coalition government has introduced a series of significant policy changes that affect local government, in particular: a review of how we are funded; an Open Services White Paper; a Health and Adult Social Care bill; the return of Public Health as a local government responsibility; and the encouragement for all schools to become Academies.
7. We have made remarkable progress as an organisation over the past 30 months. This reflects enormous credit on the staff of Surrey County Council. The quality and commitment of our staff remains our strongest asset. I cannot speak too highly of what they have achieved despite the very daunting situation

they have faced. You will read many examples of their achievements over these pages and I could have included many more.

8. I am also grateful for the consistent focus that Members have had on performance, value for money, quality and effective partnership working. This clear leadership from Members has supported staff to be innovative and creative in tackling complex problems.
9. Members are also the key to ensuring that we have the right balance between the drive for speed and innovation and the requirement for good governance. Ensuring that our PVR and other processes are robust is essential when there are difficult decisions to be made.
10. We have reached a point where we are a high performing council. We have completed the first set of tasks that we had to do and we've made an excellent start on the change of culture that we all recognised was required. We will now set out what we need to do over the next five years. Our refreshed corporate strategy will be published in February 2012 with the budget and refreshed medium term financial plan.
11. Members will recognise sensible continuity in our refreshed strategy. We will continue to do the things that have been so important to our progress so far. We will strengthen our emphasis on investing in the skills of our staff and the equipment that they have. We will leverage our size and scale by acting more effectively as one team. We will focus more intently on where partnerships can deliver better value for us.
12. The report will now look at each of the four Corporate Strategy objectives in turn, in each case drawing on the Quarter 2 business report that was approved by the Cabinet on 1 November 2011 and assessing our progress:
  - Residents – pages 3-19
  - Costs - pages 19-23
  - Performance - pages 23-25
  - Staff – pages 26-29

### **CORPORATE OBJECTIVE: RESIDENTS**

*Objective: To provide excellent value for money  
Measured by – % of residents consider us to be good value for money*

**Q2 result – 44% against a 2011/12 target of 46%**  
(2010/11 end of year result 43%)

### **SUPPORTING LOCAL ECONOMIC GROWTH**

13. As I have previously reported, although Surrey remains a powerhouse of the national economy its level of competitiveness has slipped in European and global terms and we need to work hard to secure our longer-term prosperity.
14. We continue to take action to secure the Council's financial position – see the "Costs" section (pg 19) for more details – while supporting the economic recovery and strengthening prospects for future growth across Surrey.

15. Innovation is essential for driving economic growth. We have stepped in to support **Connect 2 innovation** (a not for profit organisation that helps local businesses grow) following the cessation of funding from the former South East England Development Agency (SEEDA). So far it has helped businesses to bring 300 products or services to the market and created around 230 new jobs.
16. The **South East Strategic Leaders (SESL)**<sup>1</sup> Group has continued to lead the argument for increased government investment in Surrey's infrastructure and the South East given its high return to the national economy. It has also championed calls for business rates income to be retained locally.
17. The Government is consulting on a range of possible changes as part of its **Local Government Finance Review**. We view the prospect of increased self-funding and self-determination for local government positively. However, there are major risks especially whether the ability to raise funding will keep pace with residents' and businesses' expectations and needs; and whether the proposals will provide adequate growth incentives.

### Skills for business

18. A skilled workforce is pivotal to the success of both individual businesses and the economy as a whole. **Apprenticeships** offer a way of growing the future talent needed, and form part of our drive to ensure that all 16 to 24 year olds in Surrey are in education, employment or training by 2015.
19. We are committed to recruiting apprentices and young people not in employment, education or training (NEETs). Since May 2009, a total of 68 apprentices have been recruited onto our **apprenticeship scheme**.
20. In partnership with Surrey Chambers of Commerce, young people's charity SATRO, the Association of Learning Providers and the National Apprenticeship Service (NAS), we are delivering a targeted campaign to urge businesses to **create 200 additional apprentice places in Surrey in 100 days**. Local businesses have already promised to create 64 apprenticeships, and the Council has pledged to create 10 places as part of our own apprenticeship scheme.
21. Local authority Chief Executives and Leaders in Surrey have recognised the importance of apprenticeships. Through **Surrey First** we are developing a strategy to increase the number of apprenticeships within all Surrey authorities to 200 by October 2012.
22. We are also working through our supply chain to increase the employment of **apprentices by our contractors**. Building on the success of the *Surrey Future Jobs Fund*<sup>2</sup> the Council is leading the development of proposals for a successor programme, **Surrey Step Forward**. This aims to develop the skills and employability of 500 young people aged 16-24 by providing job opportunities in which they can gain experience to progress onto an apprenticeship, sustained employment or vocationally related training.

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<sup>1</sup> The South East Strategic Leaders (SESL) are drawn from County Councils and unitary authorities, who work together to deliver an ambitious programme of joint policy development and lobbying.

<sup>2</sup> The Surrey Future Jobs Fund created 350 jobs between April 2010 and March 2011, all of which were filled by 18-24 year olds who had been out of work for six-12 months. Organisations offered a range of jobs in a range of different areas; young people also took part in a seven-day training programme to build transferrable skills.

## MEET AN APPRENTICE



Picture: Business Administrator Apprentice, Dan Clark with Manager, Samia Manson

Dan Clark joined the Council last year as a Business and Administration Apprentice in Information Management & Technology (IMT). He has just achieved a Level 2 and 3 NVQ in Business Administration. Dan recently shared his experience with *Surrey Matters*:

*"I really enjoy my current role because every day brings something different and challenging. This keeps me on my toes and makes me stay motivated. I decided to do an apprenticeship to increase my job prospects and gain valuable experience within an office environment. I also get a qualification at the end of it all."*

23. Other initiatives to improve skills include the **Surrey Countryside Heritage Skills Project**, funded by the Heritage Lottery Fund *Skills for the Future* programme. Trainees are given the opportunity to acquire the skills required to manage some of Surrey's key heritage habitats. The Environment and Infrastructure Directorate has also **recruited interns** from the University of Surrey to work on a range of projects to boost their CVs and chances of a job following graduation. The design of the **Highways Engineering MSc** that aims to develop skills for the future managers of SE7 (South East 7 partnership) organisations is progressing well and due to start in February 2012. This is part of a wider plan to ensure we have access to the right mix of skills needed to deliver highways services, including ensuring our contractors are investing in apprentices and local employment.

## INTERNS ON LEARNING CURVE



Picture: Career planning - E&I Manager Deborah Fox (far left) with the interns from the University of Surrey, and Paysani Wickramaratna, Change and Efficiency.

The Environment & Infrastructure (E&I) Directorate Strategy Group hosted three interns over the summer: Ronald Odeke, Victor Akintilo and Lina Yim. They were involved in some important work.

Ronald explained: *"My task involved partaking in producing Surrey's Flood Risk Management Strategy. The task included analysing reports, attending Member seminars, site visits, and collaborating with other key stakeholders such as the Environment Agency and the Council's Emergency Management Team. The experience was invaluable, as it made me understand the severity of the consequences that flooding imposes, and appreciate the work needed to produce a strategy."*

Strategy and Commissioning Team Manager, Deborah Fox, said that the Group has benefited from having the interns around: *"The interns have brought us a fresh perspective, and delivered highly*

*professional work to help us achieve our aims. At the same time, they have gained experience of the requirements of a Council officer and honed their workplace skills.”*

24. In its **Children’s Services Assessment 2011**, education watchdog OFSTED confirmed that the majority of education provision across Surrey is “good” or “outstanding”. The following are highlights from the assessment:
- Five-year-olds show above average achievement at the end of the Early Years Foundation Stage that continues to improve steadily;
  - Children make the progress expected at primary schools and by the age of 11 reach average standards, as do Looked After Children;
  - Most secondary schools have good or outstanding standards of behaviour and poor attendance by some young people is reducing steadily;
  - At the age of 16, above average standards for five or more A\* to C grades at GCSE, including English and mathematics, show steady improvement.

### **LOOKED AFTER CHILDREN CELEBRATE EXAM SUCCESS**

The provisional 2011 GCSE results for Surrey's **Looked After Children (LAC)** were encouraging. Some of our children in care passed eight or nine GCSEs each, which is a great achievement for any young person and truly remarkable given the challenges they have faced.

One young person, who has been in care since the age of ten, worked hard to sit public exams one year earlier than her contemporaries and gained 9 GCSEs at grade C or above, including one grade A in English Literature. She then progressed onto gaining two AS Levels while still a Year 11 student, along with an A grade in GCSE Psychology. She is currently intending to follow her brother into University.

Another young person, who has been in Surrey’s care since the age of 8 ½ years old, surprised herself with stunning results in Year 11 by attaining eight GCSEs, six with grades A-C. She is now attending College studying for a B-Tech in Customer Service.

25. The large majority of **provision after the age of 16** remains good or outstanding. Out of 152 local authorities in England, Surrey has the joint eleventh lowest proportion of young people not in education, employment or training (NEET), and the joint lowest NEET figures among similar local authorities. Both positions are shared with Buckinghamshire. Based on most recent data (November 2010 to January 2011), Surrey had 3.9% NEET down from 4.1% for the same period a year before. Local data for 2011 show improvement with most 17-year-olds in education or training and numbers continuing to rise.
26. Following the **2010 Academies Act** a number of Surrey schools (at present 17 out of 396) have converted to academy status. These schools have indicated their desire to maintain close working partnerships with other Surrey schools and with the Council. It is our aim to work with all these schools as key partners within the “Surrey Family of Schools” and I am pleased that cooperative working is continuing through the Head teacher and Governor Groups, School Forum and in a range of other settings.
27. A challenge for the year ahead will be preparing for the **raising of the compulsory participation age in education and training** to 17 in 2013 and

18 in 2015, including local planning of provision and improving the way we identify and support young people who are at risk of becoming NEET.

## Tourism and 2012

28. On 12 September Culture Secretary Jeremy Hunt announced that £3 million from the national Olympics budget will be used to **boost domestic tourism in 2012 and beyond**, ensuring that Surrey and the rest of Britain maximises the potential to grow this important part of our economy.
29. The number of **2012 Games-related contracts** won in Surrey currently stands at 199, up from 89 last year. Tourism will be a key sector to benefit in the coming months and years, with over a million visitors expected to watch the road cycling races alone. We have been working to ensure Surrey businesses are able to make full use of the opportunities available. This includes teaming up with **Business Link and Visit Surrey** to stage free events offering training and advice.
30. Tens of thousands of spectators lined Surrey's streets in August to watch the **London-Surrey cycle classic**. The race acted as a rehearsal for next year's men's and women's Olympic cycling road races. A major international event taking place over such a large area takes a great deal of hard work to stage and all our partners, particularly Surrey Police, Surrey Fire and Rescue Service and the District and Borough Councils, did an excellent job of making it run so well. Double Olympic gold medalist Seb Coe thanked Surrey for being "*fantastically helpful*" in preparing for the 2012 Games.
31. Large numbers of spectators are also expected to turn out to celebrate as the **Olympic torch relay** passes through 11 towns and villages in Surrey during its nationwide tour.
32. Jeremy Hunt has praised Surrey for "*having probably done better*" than any authority outside London in terms of **attracting Olympic athletes to train in the county**. Antigua, Barbuda, the Cayman Islands, Nigeria, China, and more recently the Australian, USA and Canadian Olympic road cycling teams have already decided to train here, as well as the Croatian and Nigerian Paralympic teams. Each with £25,000 to spend on their training for the Games that will benefit the local economy. We expect to announce others shortly.



### OLYMPIC DEAL SPARKS BUSINESS TALKS

On the back of its decision to train its athletes in the county, Nigeria is keen to build on its relationship with Surrey. Working with Guildford Borough Council, Surrey Chambers of Commerce and the University of Surrey, we hosted a delegation of Nigerian business leaders. They were particularly interested in exploring ways of working with Surrey's manufacturing industry and in forming mutually beneficial partnerships with businesses in the county.

*Picture: A Nigerian Olympic representative meets Cabinet Member with responsibility for 2012, Denise Saliagopoulos.*

33. A collection of more than 300 never-before seen in the UK pieces from the acclaimed **Zibo Ceramics Museum** in northern China were displayed at [The Lightbox](#) in Woking. As well as attracting visitors to the county (the opening weekend alone attracted twice the amount of visitors than a typical opening weekend), it also provided an opportunity to build cultural and trade links with a fascinating and economically booming part of the world. The start of the exhibition coincided with a visit by a Chinese delegation of business leaders from Zibo City keen to develop trade opportunities with Surrey. Jeremy Hunt once again praised Surrey for developing a relationship of trust, key to doing business with China.

### Investing in Infrastructure

34. Investing in the county's infrastructure, particularly our roads, directly benefits businesses because delays caused by congestion can be costly. Major projects are essential in helping the economy lay the foundations for future growth.
35. **Highways and road maintenance** has seen a significant boost with the advent of our new contract with May Gurney. More than 100 road surface dressing schemes were completed in the first 100 days of the contract. There are more than 400 sites in the surface treatment programme for the year. In the latest report covering the first three months of the contract, the highways team also attended more than 1,500 emergency calls and made more than 7,000 priority and 2,500 routine repairs. They also completed 300 small road schemes and cleaned 35,000 gullies. The contract brings a £4.1 million saving to our residents, as well as improved quality standards.
36. A new **pothole reporting service** allows customers to report and track the progress of their pothole repair request online.
37. Resident satisfaction with highways has improved. The **Joint Neighbourhood Survey** indicates net satisfaction with road maintenance has risen by 17% in the last six months and is 4% better than this point last year.
38. Former Transport Secretary, Philip Hammond (now Defence Secretary) and Culture Secretary, Jeremy Hunt opened the £371 million **Hindhead Tunnel** in July. The 1.2 mile tunnel – the longest of its type in the UK – benefits road users by reducing traffic and congestion at the notorious bottleneck in Hindhead and restoring peace and tranquillity to a highly valued part of the Surrey Hills Area of Outstanding Natural Beauty. The road transforms journeys on the A3 – improving journey times by around 20 minutes or more at busy periods – and will deliver a threefold return on investment for the economy. Over 40,000 vehicles use this route each day, alleviating major congestion on the busy A3.
39. The **Walton Bridge** construction project is progressing well and all agreed milestones have been met within budget. Construction is scheduled to begin in January 2012 and will be completed in 2013. The new Bridge will tackle traffic congestion and also open up the riverside, improve river navigation, help protect the environment, and improve road safety.



40. More **buses will be added to popular routes** in Surrey to ensure services operate where they are most used, while saving taxpayers £800,000 this year. This forms part of the second wave of the [bus review](#), covering Tandridge, Surrey Heath and west Woking. Two years ago it cost taxpayers more than £11 million to subsidise bus routes in the county. This figure would have risen to £13 million by 2012 if action had not been taken.

### KEEPING SURREY MOVING

We are securing better value from transport spending, particularly on roads, while also meeting the challenge of **extreme weather conditions**. Efforts to tackle ice and snow are being stepped up by investing nearly £750,000 of savings made through a better deal with new contractor May Gurney. Nearly 107 extra miles of road will be gritted regularly in severe weather, with more hills covered. Other new measures agreed for this winter include:

- increasing the amount of salt ordered to 16,800 tonnes from last winter's 13,000 (50% more than the previous year);
- using quad bikes to treat roads leading to rural communities and in built-up areas that larger grit lorries cannot reach;
- enlisting the help of an extra 15 farmers with ploughs to clear snow, taking the total to 50 across Surrey;
- doubling the amount of grit given to Borough and District Councils to spread in town centres to 40 tonnes; and
- all 1,743 grit bins will be refilled before winter, with Surrey Fire and Rescue Service providing an additional 51 near its fire stations.

We have also fixed 180,000 squares metres of highway after winning £4.17 million in March 2011 to fix roads damaged by snow and ice last winter. Damage has been tackled on 59 stretches of road, with the additional money being used to lay new surfaces and carry out repairs.



*Picture: Highways worker grits Surrey's roads during the severe weather earlier this year*

41. We are to receive almost £4 million to help Guildford and Woking become two of the most pedestrian, cycle and bus friendly places in the country. Electric cars and a network of charging points were part of the [Surrey Travel Smart](#) bid to the Department for Transport to improve sustainable travel in towns. We concentrated on measures to reduce carbon emissions and stimulate economic growth while building on the success of existing schemes such as *Cycle Woking*.
42. A second larger **Surrey Travel Smart** bid for sustainable transport improvements to Guildford, Woking and Redhill will be submitted by 20 December 2011. If our bid is successful, we will receive between £5 million and £16 million, depending on the final number of projects agreed by the Department for Transport. A final decision on funding is expected by June 2012.

43. Culture Secretary, Jeremy Hunt, described the Council as being “*ahead of the game*” nationally with our [Superfast Broadband](#) plans. The aim is for all Surrey homes and businesses to have access to Superfast broadband. Up to 20% of the county is unlikely to be served by the current plans of commercial broadband suppliers. It is right to support rural parts of our county to enjoy the benefits of high-speed broadband and promote smarter economic growth.
44. We have secured £1.3 million of funding from **Broadband Delivery UK**, and launched a survey for residents and businesses to gauge the current levels of broadband provision and the likely demand for high-speed services. We are currently in the middle of a competitive tendering process. Conversations with the successful bidders to develop the best solutions for Surrey will last until January 2012, with the final contract for expected to be awarded in July 2012.

## PROTECTING OUR ENVIRONMENT

45. Residents’ efforts to **recycle** more have paid off – Surrey has already achieved the Government’s target to recycle at least half of household waste by 2020. In the last year Surrey residents recycled: 61,474 tonnes of garden waste, 21,000 tonnes of paper (saving over half a million trees) and 16,694 tonnes of wood, which was turned into woodchip to provide sustainable fuel to power biomass facilities and generate electricity.
46. We are now focused on reaching a challenging 70% household **waste-recycling** rate by 2014. This will be achieved in a number of ways, including further improving Community Recycling Centres, working to identify more materials that can be recycled and educating people about the benefits of recycling.
47. Plans to create an **Eco Park** to deal with some of Surrey’s waste and generate green electricity have been given planning permission<sup>3</sup>. The development will help eliminate the use of landfill, which costs Surrey taxpayers £600,000 every month in taxes and is damaging to the environment; deal with 40,000 tonnes of food and waste and 60,000 tonnes of household rubbish a year in a more environmentally friendly way; and generate enough electricity to power thousands of homes.
48. The county's new [minerals plan](#) was approved after an independent government inspector concluded it was 'sound'. It includes a target to increase the amount of construction and demolition aggregates (including concrete, bricks and masonry) recycled in Surrey from 370,000 tonnes to 800,000 tonnes a year by 2016, and to 900,000 tonnes a year by 2026. Using more recycled materials will help reduce the construction industry’s dependence on quarrying for raw materials. Residents were asked to comment on the recycling plans, prior to their submission to government for independent examination in spring next year.

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<sup>3</sup> Subject to it being referred to the Secretary of State for Communities and Local Government. The referral is a routine requirement for applications that are a departure from the development plan, which is the planning policy document for this area of Surrey.

## SUPPORTING ADULTS AND CHILDREN

### Adult Social Care

49. There are many examples of excellent services and projects that are enabling residents to make choices and take control of their lives.



Picture: Staff volunteers attend the launch of the Redhill Hub information centre

### SECOND INFORMATION CENTRE RUN FOR AND BY DISABLED PEOPLE OPENS

A second citizens' hub run for and by disabled people was opened in Redhill in July. Staffed entirely by volunteers, supported by the Hub Coordinator, it follows the opening of a similar award-winning centre in Epsom last year – the first of its kind in the country. Both citizens' hubs promote disabled people's independence by helping them make more informed choices about the care and support available to them.

The volunteers are on hand to give valuable guidance, information and support on a range of issues including direct payments, the blue badge scheme and mobility equipment – often drawing on their own experiences.

Hub Co-ordinator, Sarah Lynch, said: *"All of our volunteers surprise me everyday. They have made the vision of hubs a reality. It's still early days and I'm looking forward to seeing the Redhill Hub grow and for the volunteers to be kept very busy."*

Volunteer, Catherine Maumo, said: *"It makes me feel really good when I am able to help someone. It is important people realise what services there are out there and how they can get help. I have also learnt a great deal myself."*

Volunteer, Jen Fookes, said: *"The potential the Hub has is very exciting. Not only are we empowering customers but our volunteers too. I am learning new skills and meeting new people every day."*

50. The **Learning Disabilities Public Value Review (PVR)** reported its initial findings in November, and consultation on the recommendations has begun. We will agree a new Joint Strategy for the Commissioning of Services for People with Learning Disabilities. Its key objectives are to seek to improve the quality and breadth of services and the outcomes they deliver for individuals, their families and carers.
51. As part of our continued work with District and Borough Councils, we have jointly developed a day opportunities service called **Cobham Link** for people with a learning disability based at the Cobham Centre. We have expanded the Supported Living Service to offer support across the county and complemented much of the capital investment programme into residential homes and day services.

52. Implementation of a five-year **Joint Dementia Strategy** has begun. With 14,500 people with dementia but less than 6,000 with a formal diagnosis, initiatives to address the low level of diagnosis have been taken. This includes employing 19 Dementia Navigators who will work with individuals and their carers to ensure they receive the right services and are connected to the appropriate community support groups. A DVD will raise public awareness and engage people in conversations about fading memories and a joint health promotion campaign is planned with NHS Surrey. National Clinical Director for Dementia, Professor Alistair Burns, described the Council and NHS Surrey as leading the way with their joint plans for improving Dementia care.
53. The Adult Social Care Directorate has also worked with health partners and the Alzheimer's Society to develop a **reporting tool** to track outcomes for people with Dementia and their carers in Surrey. This forms part of the Commissioning Pack for Dementia, launched by Care Services Minister, Paul Burstow in July 2011.
54. As a result of the Older People's Public Value Review (PVR) an **Older People's Commissioning Plan** has been developed that helps identify need at a Borough and District level, and the resources and support required to enable people to live at home for longer. It outlines our investment in prevention and reablement services. A **Joint Ageing Well Strategy** is also being developed with health partners to improve the wellbeing and quality of life for older people. The Adults Quality Assurance team has been working with local providers to improve care services for older people across Surrey and deliver the outcomes that are important to people and their carers.
55. Over 100 people attended the **Carers Conference** on 2 November. Carers UK commended Surrey County Council staff for their real commitment to supporting carers and their identification of carers within a whole family approach to assessment and support planning.
56. Adult Social Care has implemented a new reablement model and structure. We have successfully transformed Home Based Care into a **Reablement Service**, recruited additional capacity, and prepared a comprehensive training programme. The focus now is on embedding these changes and identifying next steps for the Out of Hours and Night Services.
57. New arrangements for the Adult Social Care teams in **Epsom Hospital and Ashford and St Peters Hospital** are having a huge impact. Attendance at multi-disciplinary ward rounds and co-location in Accident and Emergency have transformed relationships, with respect on both sides, understanding of the social work role and reduced lengths of stay in hospital for patients.
58. An Assistant Director for District and Borough Partnerships has been appointed and is leading on a wide-ranging programme of joint work with Surrey District and Boroughs, including:
- developing a service specification to deliver a universal and accessible **telecare** service from April 2012. Telehealth work has centred on participation in the Delivery Assisted Living Lifestyles at Scale (DALLAS) process, where we have been shortlisted for funding;
  - the establishment of a **wellbeing centre** in every District and Borough for people in the early stages of Dementia – a model is being developed and

- good progress made in establishing the first centre at the Manor Farm Community Centre in Runnymede; and
- implementing an agreed solution to ensure the consistent provision of **meals on wheels** across the County – at present two District and Boroughs do not provide a service.

## Children's Services

59. **Services to children and young people continue to make good progress**, with a focus on consolidating and building on improvements noted in 2010. The many improvements are summarised in the [Children, Schools and Families Annual Report 2010/11](#) to the Cabinet in September 2011.
60. The Children's Services and Education watchdog OFSTED validated our progress in its **Children's Services Assessment 2011**, published in November. The Council was judged to be "performing well", as in 2010: *"Almost all services, settings and institutions inspected by OFSTED are good or outstanding. Almost all are good at keeping children and young people safe and all help them to learn well. Good performance has been sustained and areas of strength, notably the significantly good proportion of good and outstanding provision, remain largely the same as last year."*
61. The publication of the Children's Services Assessment 2011 follows a number of individual Service inspections in the last six months:
- OFSTED rated our **adoption service as "good"** overall following an inspection in June. Provision for protecting children from harm and neglect and helping them stay safe was given a "good" rating, as was the provision for helping children make a positive contribution. Provision for helping children achieve well and enjoy what they do meanwhile, received an "outstanding" rating.
  - An **unannounced inspection of contact, referral and assessment arrangements** by OFSTED highlighted a number of key strengths, including comprehensive quality assurance arrangements that are improving service delivery in a number of areas including the quality of assessments.
62. One of the most important things the Council does is act as the corporate parent to children in the Council's care. We have formally signed up to the **Foster Carer's Charter**, part of the government's programme of reform to improve the care system and ensure that children in care experience greater stability in their lives.

## SURREY'S PLEDGE TO FOSTER CHILDREN AND CARERS



Picture: Mary Angell, Cabinet Member for Children and Families, at the celebration for young people in care.

Two young people from Surrey who helped Children's Minister Tim Loughton draw up a national Foster Care Charter were on hand to launch Surrey's version. Amzi, 17, and 18-year-old Pete joined Cabinet Member for Children and Families, Mary Angell to sign Surrey County Council's Charter at a celebration for more than 450 foster children and carers. Amzi and Pete were part of a group of 20 Looked After Young People from across the country who worked with Mr Loughton on the national Charter.

The pledge outlines how we will champion the cause of children in care and help those who look after them.

Mrs Angell said: "Our charter underlines the huge value we place on supporting children in our care to get the best possible start in life and helping the people who do such a wonderful job of providing loving homes for them. The rain poured down but it didn't dampen the spirits of the hundreds of children and young people."

63. Ofsted confirmed in its annual children's service assessment 2011 that all **arrangements for adoption and fostering** for Looked After Children remain "good" or "outstanding", as do almost all children's homes.

## CUSTOMER SERVICE

64. Nearly 24,000 people have signed up to a free **smartphone scheme** that helps to prevent Surrey spending £1 million a year to **dispose of trade waste**. The Council has developed its own BlackBerry application for a van and trailer permit scheme to stop trade waste being dumped at Community Recycling Centres for free. So far this has contributed, along with other schemes, to 20,000 less tonnes of waste per year. We are the first Council to use a smartphone to record visits in this way.
65. More than 1,000 passengers a month are using our **mobile phone web service to check bus times**. Latest figures for this year show the service has been used an average of 1,038 times a month. The number of people checking bus times this way is rising with 1,173 getting information in April this year, up from 895 in January 2011. The service lets travellers check how long a bus is away from a stop and find a selection of bus times.
66. People without mobile internet access can find out how many minutes the next three bus services are away by text by sending a unique bus stop code to 84268. Within seconds a text will be received with information on how long they have to wait. Nearly 600 **text messages** detailing bus times were sent in the months to August after the real-time information service was launched. The aim is to push that figure up to 1,000 a month as more passengers become aware it is available.
67. Research has shown that the average family contacts central and local government seven or eight times following a bereavement. **Tell Us Once** aims to ease this burden by allowing residents to tell multiple government agencies about a death at the same time. Offered by the Registration Service, it means that residents only need to inform us once and we will, on their behalf, notify organisations that participate in the service.
68. Customer satisfaction with our **Contact Centre** remains strong with a year-to-date satisfaction rate of 96%, significantly exceeding our target of 85%.
69. Our **channel migration** work continues to shift contact towards lower cost self-service on the website where appropriate, while at the same time encouraging Services to make greater use of the Contact Centre for more complex contacts. There were over 3.16 million visits to the Council's website from April to August 2011, an increase of 23% compared to the same period in 2010.

## SOCIAL MEDIA

70. We are continuing to use traditional media alongside innovative technology, especially **social media**, to communicate messages and engage with residents in imaginative and user-friendly ways.

71. We continue to increase opportunities for local people to get involved in decisions that are important to them in their local areas. Across all of the **Local Committees questions and petitions can now be submitted online**. More informal and interactive ways for residents to talk about local issues are also being developed, including “**Let’s Talk**” open evenings in Elmbridge with our Members and officers in attendance alongside colleagues from the Borough Council, and Police.
72. A highlight of our work over the past six months has been the [Future Surrey](#) work that we have undertaken with social media company, **Future Gov**, to develop social media platforms both within the Council and with partners in the public, private and voluntary, community and faith sectors.



### PUTTING LOCAL PEOPLE AT THE HEART OF DECISION-MAKING

In September we held a successful “**Digital Surrey Week**” to kick-start and develop ideas around using digital technology to deliver public services in new ways.

The event launched the [Have Your Say](#) campaign to engage residents in an online discussion about how best to involve people in the design and delivery of services.

We welcomed the Director of Institute of Ideas, Claire Fox, to the Council to deliver a thought provoking presentation to staff on whether social media can build communities online.

The week culminated in “**Surrey Camp**”, a one-day event where around 150 people, including partners from all over the county, came together to help solve some of the critical issues facing Surrey. People from the public sector, voluntary groups, charities, Members and the private sector shared ideas and design applications and other technological solutions to support service delivery. Among the ideas that will be explored further were new ways of providing meals on wheels, responding to emergencies and how services can be delivered locally. Among the speakers inspiring others to think differently was Mary Baker, founder of an interactive website for the over 60s - [DropBy.co.uk](#).

Further information about Surrey Camp, the ideas it generated and all of the work that has taken place since is available on the [Future Surrey](#) website.

## LOCALISM AND THE BIG SOCIETY IN SURREY

73. The commitment to local decision-making was reiterated following the appointment of David Hodge as Leader. In his inaugural statement as Leader, he announced a change in parking policy so that in future Local Committees, working with District and Borough Councils, will make decisions on parking in their localities according to what will work best for any particular area.
74. Our plans to work with voluntary organisations and other groups to **commission services for young people** mean that more support will be available, better suited to young people’s needs. Services will be retained but provided by a different organisation, with solutions tailored to a particular area.

Under the plans, a local organisation or business will be appointed to run activities at each of the 35 youth clubs; Further Education Colleges will run vocational courses for 16 to 19 year olds classified as not in education, employment or training (NEET); and each of Surrey's 11 Local Committees will be given up to £200,000 a year for grass-roots activities or projects agreed with young people from the area.

75. This approach to transforming youth services has **attracted both national and international attention**. The plans have been discussed at a Parliamentary Select Committee, in national professional media, by *the Guardian* online and a Government Commission into public sector reform. A number of other local authorities have been interested to learn what we are doing, including a group of 20 public sector officials from Finland who visited County Hall.
76. The Adult Social Care Commissioning Team has worked closely with people with a sensory impairment in developing a **Joint Commissioning Strategy for people with sensory impairment**. A contract has been let for people with sight impairment and people with dual sensory loss. The service specifications were developed with people who use services – this co-design approach has resulted in services that reflect what people have told us is most important in improving their wellbeing and quality of life. Extensive co-design has also been used to develop a Joint Commissioning Strategy and model for delivering advocacy.
77. **'FirstPoint – Hard of Hearing, Deaf and Interpreting Services'** was launched in November. Operating as a social enterprise, the expectation is that FirstPoint will deliver services more effectively and develop innovative practice leading to improved outcomes and better value for money. FirstPoint has been included in a two-year national pilot run by the Department of Health to test and develop the independent social work practice model in adult services.
78. We continue to work closely with District and Borough Councils to create **joined-up decision-making and local budgets** to tackle local, practical issues that would benefit from a more local approach. Our Highways Service is looking at ways to devolve highways horticulture budgets to all Districts and Boroughs for 2012/13 and 2015/16, and bids have also been invited from a group of parishes who are looking at managing highways verge grass cutting in their areas.
79. We are leading on the [Everyone a volunteer](#) project to increase volunteering activities and improve access to volunteering opportunities in Surrey. [A central prospectus of volunteering](#) in Surrey has been developed on the Council website, and mapping of volunteering projects is being used by partners to identify links between different volunteering activities. We aim to ensure everyone in Surrey is able to take part in some form of voluntary activity.
80. Council Chairman, Mrs Sealy, is hosting a **Volunteering Fair** for staff and Members on 14 December to showcase and raise awareness of the wide range of volunteering opportunities in Surrey and to recognise the contribution that staff make to the voluntary, community and faith sector in Surrey.
81. Surrey Youth Focus is working with us and other partners to broker projects with potential for **social finance funding**. One such project is HALOW, a charity that helps young people with learning and physical disabilities. Working with HALOW to provide in-county voluntary sector supported living, as opposed to the current out of county residential care arrangements, would represent a



substantial saving for the Council per person each year.

## SUPPORTING YOUNG PEOPLE WITH LEARNING DIFFICULTIES



Picture: Volunteers and young people attend HALOW

Dan Curtis is Deputy Director of the [HALOW Project](#) – a charity and social enterprise, offering services to young people, aged 16-35, with learning disabilities.

It offers young people trips and days out like bowling, theme parks and performing arts classes as well as advice and support on a range of services, including housing, benefits and personalised budgets. A course called 'Building Futures' is also available, where the young people can develop their skills.

The social enterprise part of the organisation is known as **HALOW Care** and provides paid for

one-to-one support to young people who are referred by **Surrey Social Care Service** and other agencies. The funds raised from this service help to cover the costs of the charity, so there is less reliance on grant funding.

Dan believes HALOW is an example of how the Big Society could work, *"We are innovative in the way we fund the work we do and being a young organisation, we have a modern perspective, so can respond to need quickly. We have a Youth Committee that shapes activities and feeds back on the services and support we provide. This has really helped ensure we are doing something that people want."*

Around 60 volunteers currently help HALOW by carrying out social activities and taking part in fundraising events. Dan added: *"We wouldn't be able to do what we do without them. They help us in so many ways and in return we make sure they have opportunities to develop, provide training and make them feel part of the team."*

82. Our innovative new website [Surrey-i](#) was launched to the public last month. It will help empower individuals and communities to take action by giving residents open access to public data that is held across Surrey.
83. **Surrey Community Action** has already used Surrey-i successfully to support a volunteer-led community group. The village of Holmbury St Mary, Shere, straddles two local authority boundaries. This has made it challenging to obtain meaningful information about the village. Surrey-i has provided information in a user-friendly format on population, age, religion, dwelling size and where homes are spread across the village, which has been used to inform the development of new and relevant services to meet current needs.
84. There are many other excellent examples of a vibrant and active Big Society that is flourishing across Surrey, captured in a Localis publication – **Surrey's Big Society**. This was highlighted in a recent Municipal Journal focus article, a copy of which is attached at Annex B.

## COLLABORATION

85. Putting residents' local interests first requires putting organisational boundaries and perceived self-interest to one side. We are committed to doing this and over the last six months we have made good progress in collaboration with our partners.
86. The **Surrey First** initiative continues to gain momentum. Working with the District and Borough Councils and the Police, we have identified plans to pool resources that could save between 10 and 20 per cent of our total shared back office budget (human resources, assets, use of technology, waste management and joint procurement).
87. As the reputation of South East Councils partnership **SE7** grows, both central government and the Councils involved recognise the opportunities afforded by working collaboratively. The group has been chosen to test the main proposals in the Government's **Special Educational Needs and Disabilities Green Paper**. Among the ideas SE7 will test are the development of single health and care plans from birth to the age of 25 and personal budgets for parents. Children's Minister, Sarah Teather, said the pilots chosen would make sure the Government got the biggest changes in Special Educational Needs and Disabilities in 30 years right.
88. Partners across Surrey have committed to building on the current pilot work in Waverley to improve services for families with multiple problems by joining the next phase of the **Community Budgets** programme from April 2012, run by the Department for Communities and Local Government. The approach in Waverley brings together key professionals and agencies to design a programme of tailored support. Work began on the pilot in November and it is anticipated that by February 2012 the pilot team will be fully established and working with up to 20 families in that area. The learning from the pilot is to be developed into a model and method of working across Surrey.
89. The next stage of Community Budgets programme would extend this approach to explore how Surrey residents can exert greater control in shaping services in their local area. With support from partners, Reigate and Banstead Borough Council have submitted a **bid to be a pilot area for a neighbourhood-level Community Budget** in the ward of Merstham, Reigate and Banstead. A Community Budget scheme presents a huge opportunity to bring greater clarity and coherence to activity, reduce duplication, give local residents a much stronger say in how services are planned and delivered, and most importantly allow new initiatives to come forward in response to local need. Partners across Surrey have committed to developing a Community Budget scheme irrespective of whether the bid to be an official pilot is successful. The scheme would be co-developed with the local community through 2012 and would be formally launched in April 2013.
90. The shadow **Health and Wellbeing Board** is now firmly established – Surrey has one of the only Shadow Boards to be co-chaired by a Clinical Commissioning Group (CCG) lead. The Council is supporting the CCGs through their accreditation process and the Primary Care Trust's (PCT) transition planning for Public Health. A Joint Commissioning Framework is also being developed with CCGs.

91. We are working with **voluntary, community and faith sector (VCFS)** infrastructure organisations to support them to work together in collaborative, flexible and innovative ways. The infrastructure organisations are often unsung heroes of the sector, supporting over 5,500 voluntary organisations in Surrey to run effectively by ensuring they have access to a range of targeted advice and support services. With the infrastructure organisations and partners, we are jointly developing a model for funding from 2013 onwards that will mean greater financial stability for the sector and greater flexibility to provide services in ways that best achieve the desired outcomes for Surrey.

## **CHAMPIONING SURREY'S INTERESTS**

92. Following the dissolution of the Surrey Local Government Association (SLGA), the **Surrey Leaders Group** has taken on the important role of being a strong representative body for local government in Surrey, acting as a forum for discussion on strategic issues, for relationship building and as a lobbying voice. The Group comprises Leaders (or equivalent) of all District and Borough Councils and the Leader and Deputy Leader of Surrey County Council.
93. **Regular bi-monthly meetings with Surrey MPs** have continued, and a new **Surrey MPs Bulletin** has been launched to share the latest information on key developments. The perspective that MPs bring from their parliamentary and constituency work is invaluable in terms of understanding how we can continue to make progress as a Council.
94. We have also developed a **Chief Executives' Bulletin** to keep all Surrey District and Borough Council Chief Executives informed about our work and to help maintain good working relationships.

## **CORPORATE OBJECTIVE: COSTS**

*Objective: To have costs as low as the most efficient of other Councils  
Measured by – ranked net expenditure by head of population*

**Latest result<sup>4</sup> – 11<sup>th</sup> best out of 27 Counties, against target of 12<sup>th</sup> for 2010/11**  
(2009/10 result -13<sup>th</sup> out of 27)

95. My previous report to the Council in June set out clearly the scale of the financial challenges ahead. We have hugely improved our financial management over the past two years and saved £67m in 2010/11, but we continue to face severe financial pressures.
96. As well as a reduction in government funding and inflationary pressures, demand for services is growing with demographic changes adding increased pressure. The population of Surrey is expected to increase by 20% between 2008 and 2033, and the number of households in Surrey is projected to increase even faster. The proportion of the population aged 65 and over alone is projected to increase from 16.5% (182,100) of the total in 2008 to 22.9% (300,800) in 2033.

<sup>4</sup> Reported annually. Target for 2011/12 is 7<sup>th</sup> out of 27.

97. The combination of funding changes and spending pressures means that we have to save more than £200 million over the five years to 2017.

### Planning for the future

98. The numbers are daunting and re-emphasise the need for sound financial management. We are taking every step possible to plan and manage our finances carefully and responsibly.
99. Over recent months we have analysed the impact of all the funding changes and pressures on our spending between 2012 and 2017 and shared the analysis at a Members Seminar in October. There is still some uncertainty over some of the key factors. For example, the proposed changes to funding arrangements of Adult Social Care. The report on the **Commission on Funding of Care and Support**, chaired by Andrew Dilnot, was published in July 2011. Adult Social Care has completed an initial assessment of the potential impact of the recommendations and was delighted that Andrew Dilnot accepted our invitation to be the keynote speaker at an event in October to explore the recommendations. Nearly 200 people representing a wide range of stakeholders from across Surrey attended and feedback has been shared with the Department of Health and our MPs.
100. As part of the Government's plans to reform Adult Social Care, the Department of Health has launched an engagement exercise, 'Caring for our Future'. This will help to shape the priorities within the **Social Care Reform White Paper** expected early next year. Surrey has seized the opportunity to influence the direction of the White Paper and held 2 well-attended consultation events from which a response will be made to the Department.
101. Our financial planning this year is being tackled through an improved approach to business planning. One of the recommendations from the [Financial Management Public Value Review](#) was to **streamline the budget setting process**. Following a cross-Council Rapid Improvement Event, a simpler process has been put in place with stronger collaboration between colleagues. Member involvement is also more structured, and the **Council Overview and Scrutiny Committee** is playing a key role throughout the process.
102. Engagement and involvement with stakeholders and residents has also been strengthened through [Have Your Say](#) and online tools such as the [You Choose](#) budget calculator. This is a unique opportunity for residents to tell us their priorities, suggest ideas for where savings could be made and discuss how they could get involved in keeping Surrey special.
103. The Financial Management PVR also triggered another Rapid Improvement Event to examine and implement improvements to the **budget monitoring process**. A risk-based approach to monitoring has been piloted in three areas and is now being rolled out to other Services.
104. Our in-year financial position is sound. The **2011-2015 Medium-Term Financial Plan** set a target of £59.3m savings and efficiencies for 2011/12. The current forecast is that this will be exceeded by £1.5 million, reaching £60.8m.
105. Benchmarking information from the **CIPFA Value For Money toolkit** for 2010/11 shows that Surrey is in the lowest 25% for relative cost in six out of 15 service areas including Early Years, Fire and Older People's Social Care. This

is an improvement from 2009/10 when the number was three. Out of the 15 service areas, we have improved in 13: an indication that work to manage our finances is on the right track.

106. For the second year running we have received an “unqualified” audit opinion for our financial statements – effectively a clean bill of health – from our external auditors (Audit Commission) in their **2010/11 Annual Audit Letter**: *“You have made considerable progress in streamlining the process for the preparation of your accounts and implemented all the recommendations I made in my 2009/10 Annual Audit Letter.”*
107. The Council also received an “unqualified” value for money conclusion, recognising the importance of our **Fit for the Future Change Programme** in identifying and releasing efficiency savings, and effectively managing resources (see below).

### Driving efficiencies

108. Our **Fit for the Future Change Programme** has shaped our approach to drive value from every pound we spend. Using a mix of Public Value Reviews, lean thinking and by changing the way we do things, we have delivered savings and are systematically putting all we do under the spotlight and questioning whether we are as effective or efficient as we can be. The first [Change Annual Report](#) was published in September, highlighting the success of the Programme so far.
109. To date 19 [Public Value Reviews](#) have been completed that are forecast to deliver £104 million of savings by 2016; a significant contribution to the achievement of the Council’s overall financial targets. The emphasis on “public value” ensures we focus our resources on providing or commissioning services our residents value and helps us to meet rising expectations and demands.
110. As part of the **lean thinking programme**, we have so far completed eight **Rapid Improvement Events (RIEs)** involving officers, Members, District and Borough Councils and Hampshire County Council. The success of this approach has been clear with the first four RIEs delivering a first year saving of £509,000, and an estimated return on investment of 95%.
111. More than a third of this financial year’s required savings will be made through **striking better deals with our suppliers**. The Procurement Team is working closely with Services to deliver these savings, and £25 million has been delivered so far this year with a forecast total of over £30 million for the year (a 30% increase on last year’s procurement savings of £21.5 million). This includes working with providers in Adults and Children’s Services to ensure that inflation increases are not applied to our contracts this year.
112. We are also working specifically through a **programme with our major suppliers and providers** who hold long-term contracts to identify opportunities for improvements and savings. This programme has been on-going since the start of the year and has so far provided £3.1million of savings with a further £1.5 million forecast for the remainder of this year. This covers our major suppliers in support services to schools, temporary labour, waste, social care equipment provision, independent SEN schools and high cost residential placements for adults.

### Changing the way we work

113. I am confident that we can now match best in class for efficiency, but we will have to **continue to evolve** as an organisation in order to meet the needs and expectations that Surrey's residents and businesses rightly have of us.
114. I have already mentioned examples of the work underway to re-think our services, to shift decision-making and funding to a local level and involve residents.
115. Our drive for value for money also includes partnering **with other local authorities** and **using new technology** to enable staff such as social workers to spend more time out in communities providing services. This is where residents will really see the value that we are adding, and we need to build on the good work that has been done so far.
116. A **review of our existing offices** identified opportunities for us to be able to work more effectively and save money by making better use of office space, placing employees closer to residents and the local communities we serve.
117. Closing two of our areas offices and moving people into alternative local accommodation has resulted in savings of £3.8 million in 2010/11 and ongoing annual savings of £5 million.
118. There are good examples of service integration and closer partnership working. Guildford Borough Council has provided space within their offices for 100 employees in our Adult Social Care and Children's Services. This allows local social care teams to remain close to the residents they serve.
119. Adult Social Care staff have also recently co-located with Runnymede Borough Council and will move into Spelthorne Borough Council in December. Experience at Guildford has demonstrated how co-location enables speedier responses to enquiries and services, especially multi-agency responses to safeguarding adults.
120. Working with our partners through the **Surrey First** initiative, we have also taken steps to identify further opportunities for making better use of our property portfolio. The initial phase of the **assets workstream** has been completed, identifying and mapping approximately 8,000 public buildings in Surrey. Work is now underway to determine the feasibility and benefits of using these buildings more effectively to serve residents and reduce costs.
121. This work stream has attracted national interest as a model of good practice. We have been invited to join the Department for Communities and Local Government and the Local Government Association Capital and Assets Pathfinder programme.
122. Another core piece of work for Surrey First is the implementation of a **Joint IMT Strategy** and plan for a **Surrey Public Services Network** and **Shared Datacentre**. The secondary data centre is now fully operational (see overleaf) with the primary datacentre due to go live in April 2012. The procurement for the Surrey Public Services Network is well underway and the contract is expected to be awarded in the summer of 2012. This will reduce our costs and improve IT accessibility and performance across the county. Through the **SE7** this work has been extended to a regional level so opportunities to exploit collective IMT purchasing power can be identified and used to drive down costs.

## DISASTER RECOVERY CENTRE



Picture: IMT Officers set up the new data centre in Guildford, May 2011

Earlier this year the Information Management and Technology (IMT) Service had the challenge of delivering a **new secondary data centre**, following the impending closure of the Area Office (A03) in Guildford. After a detailed search a purpose built facility was identified and secured in Guildford.

After a four-day migration from the former area office the data centre went operational on 30 May 2011 with a very smooth transition.

Paul Jennings, IMT Group Manager, commented: *"This is a very exciting moment for IMT as this data centre delivers industry standard features such as remote monitoring, a greater degree of security (including remotely monitored CCTV) and maintenance rigour. This takes Disaster Recovery and Business Continuity to the next level and provides assurance in recovery. Build of a new Primary Data Centre is currently in progress, this will be commissioned in April 2012 - again providing greater resilience, efficiencies and assurance."*

123. Through SE7 we are also working with our contractors to secure a **better deal for road surfacing materials**. By agreeing common specifications and how much of each type of material is required over the next four years, our contractors will work to secure better deals from their suppliers to deliver savings for the SE7 authorities. This review is being run as a pilot for the **National Highways Efficiency Programme**, funded by the Department for Transport. If successful we will look to extend this approach to all other highways activities.

### CORPORATE OBJECTIVE: PERFORMANCE

*Objective: To outperform other Councils  
Measured by - resident satisfaction with the way the Council runs things*

**Q2 result - 64% against a target of 70% for 2011/12**  
(2010/11 end of year result 64%)

124. The Council has continued to make tangible improvements to performance. Quantitative measures such as performance indicators, resident survey results

and efficiency savings are moving in the right direction and the Council continues to pick up a range of awards (see Annex A).

125. Many examples of improved performance have already been cited in this report and are in evidence right across the Council. The [2011/12 quarter 2 business report](#) to the Cabinet on 1 November confirmed this picture. However, there are some key measures that are not yet meeting stretch targets for the year. Remedial actions are in place to improve performance in these key areas and the Cabinet and the Corporate Leadership Team will continue to track progress throughout the remainder of 2011/12.

### **Driving performance improvement and quality assurance**

126. The Council's **Quality Board** continues to meet quarterly to lead and oversee quality management and effective self-regulation. The Board has agreed some key steps to help us manage and learn from the increasing number of **freedom of information (FOI)** requests received by the Council. Our approach was recently put to the test by the Information Commissioner's Office (ICO), which has since confirmed that our overall performance meets the required standard.
127. We are keeping abreast of national developments that will continue to **enhance our approach to self-regulation**, for example the emerging work around benchmarking and peer challenge. This has involved talking to other local authorities to share experiences and learning. We recently hosted visits from Kent and West Sussex County Councils, who were keen to learn more about the [Surrey Way](#), as well as our latest developments in performance management.
128. Ian Millar, Director of Resources and Performance at West Sussex County Council, has since commented on the benefit of this approach:

*"We believe that it is incumbent on us to put good service to the resident at the heart of what we do, and the current pressures within Local Government only emphasise the need for us to explore new, more efficient and effective ways of working. This is clearly an ambition we share with Surrey County Council, which is why we were so grateful to your colleagues within the Chief Executive's Office for their hospitality, giving us a chance to share our respective approaches to the key issue of performance management. We were particularly impressed with the transparency of material available to Members and residents online. We share the same emphasis, trying to align improved performance behind strategic priorities and improve action planning, and I hope we can continue to work together to share innovations and good practice"*

129. We believe **transparency is a powerful tool** to help reform public services, foster innovation, empower citizens and drive economic activity. Here in Surrey we are regularly publishing detailed information about our spending and how well we're performing, and Surrey-i (our local information system) is opening up data to residents and partners. We will continue to develop our approach and over the coming months will work with residents, Members, staff and partners to set out how we are responding to the transparency agenda.
130. In line with changes to enhance the **Member-led scrutiny** process, annual work programmes are in place for all Select Committees. The combined work programme is published on the website and in the papers for the Overview and Scrutiny Committee each month.





*Picture: Assistant Chief Executive, Susie Kemp, with Steve Settle, Customer Services Director at Toyota*

## IN PURSUIT OF EXCELLENCE

We are one of the first local authorities to have participated in the Chartered Quality Institute (CQI) ['World Quality Day'](#), hosting a number of activities to raise the profile and importance of quality across the organisation. We welcomed Steve Settle, Customer Services Director at Toyota, who talked to us about the importance of embedding a quality management approach across all of the company's functions, not just the production line. Although our 'business' is very different to Toyota, it was reassuring to learn that we could draw parallels with their world-class approach.

Deputy Leader, Peter Martin said: *"I'm delighted that we've taken the opportunity to share examples of how focusing on quality has made a real difference to our residents and also to hear what quality means to staff. This week has enabled us to raise awareness across the council about our approach to quality. It is something that everyone has a role in and I think we should be very proud of what we have achieved so far.*

*As budgets get tighter over the coming years, it is going to become increasingly important to ensure that we find new, innovative and smarter ways of delivering services to ensure we don't compromise the quality of service that our residents receive."*

## Governance

131. The Internal Audit team has maintained a prominent role in the financial stewardship of the Council's activities. Thirty-eight audit reports have been issued so far as part of delivering the **Internal Audit Plan 2011/12**. This has helped the Council to maintain robust financial systems, and address any potential areas of concern.
132. The **Internal Audit Half Year Report 2011/12** summarises the work of the Internal Audit team over the first six months of the year, and was presented to the Audit and Governance Committee by the Chief Internal Auditor on 8 December.
133. The **2010/11 Annual Governance Statement (AGS)** identified a number of governance issues that required action to ensure the Council meets best practice and good governance standards. An action plan has been developed to ensure responsible officers are taking appropriate steps to improve the

identified issues and actions are being regularly monitored by and reported to the Governance Panel and the Audit and Governance Committee.

134. One of the areas identified for further attention was **information governance**. We are committed to ensuring that we get this particular aspect of our work right. An internal audit review of information governance was conducted in September, with a primary focus on our email security. There is still some improvement needed in this area, and a management action plan has been developed to address the issues. The Audit and Governance Committee will continue to monitor progress.

**CORPORATE OBJECTIVE: STAFF**

*Objective: To have highly skilled people who are proud to work for SCC*  
**Measured by – percentage of staff who would speak highly of SCC as an employer**

March 2011 'dip' survey – 37% against a target of 38% for 2010/11  
(2009/10 baseline 35%)

135. Our ability to deliver more with less depends fundamentally on the passion, commitment and creativity of our staff and we have continued to invest time and energy in ensuring staff are fully engaged, motivated and equipped to do their job as well as they can.
136. The past six months have not been easy for staff, and we have had to make some very tough decisions about the way we work and adapt to new models of service delivery in some cases. We are continuing with our **cultural transformation** to create a modern, forward-thinking organisation with an empowered and passionate workforce. This is not easy and there are still difficult decisions ahead. I am keen to engage with and hear from as many staff as possible to help us move forward and have started a new round of conversations with staff to explore their views.
137. Council Leader, David Hodge, has also shown his commitment by meeting staff at various locations across the county and has already made some positive announcements with the increase in the business mileage rate to 45p, further investment in training and development and the re-introduction of an employee volunteering scheme.
138. The Council has been successfully re-accredited as an **Investor in People (IiP)**. This prestigious national accreditation is based on employee experience and therefore assesses deliverable actions, not just good policies. The Council fully met the criteria against all 10 IiP characteristics and was given a 'clear pass'. I would like to thank all staff for their hard work over recent months, and the 200 individuals who shared their views and experiences with the IiP assessors.
139. The Corporate Leadership Team has looked at the key themes in the IiP report alongside the results of the most recent **Employee Survey**, and is wholly committed to responding to the issues raised in a structured and robust way.
140. At a meeting last month, the Corporate Leadership Team discussed the headline results and determined the next steps for action planning. Members

will be invited to a workshop facilitated by Ipsos Mori in the New Year to look at the results in detail.

141. The following indicators are above the **Ipsos Mori Top 10 (UK) norm**:
  - 'Reasons for change are well communicated'
  - 'I am able to have a say in how I do my work'
  - 'People are treated with fairness and respect'
142. In respect of 'managing change', results have improved compared with last year's full survey. However, they are lower than I would wish and are a priority for further work.
143. It is our responsibility to ensure staff are supported and that we provide a high quality environment with the necessary equipment and tools to do their jobs well. Take up of our **STARS** training and development programme remains high. At the end of September 2011 a total of 7,231 staff had attended various STARS courses and events, and the Council is on target for employees to attend a minimum of three STARS courses each over the year.
144. Our **training offer for managers** is being reviewed to ensure it equips staff with the right leadership skills to manage the challenges ahead.
145. Our **E-Learning Strategy** will make it easier for staff to access training, and provides new and exciting platforms for learning such as forums, web chats and webinars hosted through **The Learning Pool**, due to go-live in 2012. By 2014 we hope to see a minimum of 76% of staff using e learning; and a minimum of 36% of classroom learning e-enabled. It is anticipated that this approach will generate a saving of 20% on our learning and development costs.
146. We continue to make significant progress in developing **coaching behaviours** to help drive improvement and embed culture change. To date 135 Senior Managers have undertaken Advanced Coaching for Change; 45 managers have completed ILM Level 3 Workplace Coaching; and 153 managers have been on the one-day introduction to coaching course. We are committed to facilitating an environment in which all staff feel empowered to take responsibility and make decisions for the benefit of residents.
147. Other development tools are also being used to support staff in different parts of the organisation. Unison has praised the Council for working with it to carry out **health checks on children's social workers**. We are believed to be the first Council nationally to complete such a review, which looked at workload, training, management and supervision for staff working with children. Although the review was originally focused on social workers, the views of all staff in Children's and related services were sought through focus groups. More than 300 people took part. Following the social worker health checks, both the Council and Unison drew up a Charter that sets out commitments made to staff and the promise to continue working together. The Charter was signed in Runnymede by the Council's Head of Children's Services, Caroline Budden and Surrey County Unison branch secretary, Paul Couchman.
148. We are committed to undertaking a similar **health check in Adult Social Care** in January 2012.

149. As well as continuing to offer a solid programme of professional social work development, progress has been made in **mapping the key learning and development requirements for support staff** such as family support workers, residential staff and home school link workers. Development for these skilled support staff will become increasingly important as we move to new models of service delivery to vulnerable children and adults.
150. We have completed the **reorganisation of the workforce** in Adult Social Care Personal Care and Support. The creation of new operational teams has meant better alignment of staff resource to the care pathway, a framework of roles across operational teams, a clearer focus on personalisation and increased flexibility of resource to meet need. Almost 400 staff were consulted on the changes and over 20,000 open cases were reviewed, and where appropriate, transferred to new operational teams and/or social care staff. We're continuing to work with staff and partners to develop accessible and flexible working practices in each of our acute hospital social care teams. This will enable us to provide services to people, their families and carers at weekends and evenings, including supporting discharges from hospital.
151. We continue to invest in **new technology** that will allow staff to "work smarter" – out in the field or from home in some cases – and save millions of pounds. To date over 1,800 new desktop and laptop devices have been refreshed and over 1,300 flat screen monitors are in place as part of the Making a Difference programme. The Contact Centre and MyHR are two Services that have already received Windows 7 desktop PC upgrades, and many priority users now have windows 7 laptops. Remaining laptops will be rolled out to colleagues by the end of February 2012, and desktops by the end of April 2012.
152. Other advances include **fitting broadband to all 430 schools**; and the successful go-live of our new **Highways Contract**, underpinned by a completely new IT system.
153. The rollout of **mobile technology** in Adult Social Care has commenced. Feedback from Epsom General Hospital demonstrates how using laptops with wireless capability on hospital wards has increased morale and productivity and helped to provide better outcomes through more timely intervention.
154. We have completed the upgrade and rollout of our case management system to the **Adults Integrated System (AIS)**, a web-based interface supporting the rollout of Self-Directed Support (SDS) and personal budgets. Between April and September 2011 we provided a total of 4,126 **personal budgets** to adults with disabilities – approximately 50% of these were via a direct payment.
155. Regular workforce monitoring reports highlight areas where we are doing well, and those that need more attention. The latest result for **days lost to sickness absence** for all staff (quarter 1 2010/11) stands at 6.69 days per FTE, compared to 7.20 days per FTE at the same point last year. We are continuing to tackle those areas where rates are higher, and seek further improvements across the Council.
156. Our focus remains on embedding a culture of fairness and respect in the workplace and across all that we do so that staff, partners and residents all have the same positive experiences working for us, with us, or using our Services. A new **Fairness and Respect Strategy** will set out our approach, and is due to go to the Cabinet for approval in the New Year.

157. A range of initiatives are in place to ensure equality and diversity in the Council's employment practices. The launch of a new **Fairness Champions Network** in August 2011 provides direct internal support for staff experiencing issues of domestic abuse, harassment, bullying, reasonable adjustments, flexible working and wellbeing (including stress). Over 70 members of staff across the Council have successfully applied to be part of the network and a second recruitment phase will take place to meet the target of 100 staff.

### **BOOSTING STAFF ENGAGEMENT**

A number of **Directorate staff support groups** exist to address various employee and directorate specific work-related issues. Within the Chief Executive's Office (CEO) for instance, representatives from each Service make up the CEO Staff Matters Group. Over the summer the representatives held focus groups with staff to hear their experiences of working in the Directorate, and find out what staff want from a Staff Matters Group. The feedback has informed the work of the group in the following key areas: staff wellbeing, employee engagement, learning and development, and communication and representation.

158. We have been awarded the **Charter for Elected Member Development**, following a visit in October by an assessment panel convened by South East Employers. The Charter is designed to provide a structured framework for authorities to follow in developing their programmes for Member learning. The assessment panel, which comprised officers and a peer Member from Kent County Council, confirmed that the Council comprehensively exceeded the required standard in its approach to Member development.

### **Conclusion**

159. The County Council has had another six months of strong progress with some outstanding examples of excellent work by our teams. We have addressed those areas that were most in need of attention and established strong foundations for continued improvement.
160. There are a worrying number of uncertainties facing us over the next few years. It is also clear that the scale and speed of change we have already undertaken has required enormous effort from staff. There is a real concern about "change fatigue" affecting our performance. Retaining the motivation and commitment of our staff as we tackle the next set of challenges is our single most important task. There are some very positive elements in our employee survey that I welcome. There are also some areas that we have yet to get completely right. The workshop with Mori in January will be an important moment for Members and senior officers to understand where we should focus our attention.
161. I remain genuinely enthused about what we are achieving and the importance of our work for the long-term wellbeing of Surrey and its residents and businesses. None of this would be possible without the support of our staff and I thank them for everything they do. I commit myself personally to working over the next six months to address those areas where staff feel the organisation has not supported them as well as it should.

162. I would also like to thank Members for their continued “critical friend” work and the expertise and energy they bring to problem solving. As previously I anticipate and welcome the constructive comments Members will make on this report. I look forward to reporting again in six months.

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**Lead/Contact Officer:**

David McNulty, Chief Executive, 020 8541 8018

**Sources/background papers:**

Q2 2011/12 business report to Cabinet, 1 November 2011

Chief Executive report to Council, 14 June 2011

**ANNEX A – EXAMPLES OF AWARDS AND PRAISE RECEIVED**

- Surrey County Council's **website has been named one of the leaders in local government** across the country. The Council's website was ranked in the top 10 for Councils by information services business Experian. The annual Experian Hitwise UK Top 10 Awards recognise excellence in online performance through public popularity. On average, the Council's website is visited more than 650,000 times a month.
- **Intensive Supervision and Surveillance (ISS) staff and New Leaf projects**, within the **Surrey Youth Justice Service**, have both won **Local Criminal Justice Board awards**. ISS won 'Outstanding Contribution to working with Offenders' while New Leaf won 'Outstanding Contribution to Reducing re-offending.' Both projects work with our most challenged and challenging young people and both have consistently demonstrated that they deliver high quality work, which prevents offending.
- The **Surrey Family Information Service** was singled out for its work in supporting families with young people up to the age of 19, and up to 25 if the young person has a disability, together with carers. It has been awarded the **Families First Quality Award** from UK charity National Association of Families Information Service (NAFIS).
- The **Community Film Unit**, set up just over a year ago through the County Council's Youth Development Service, has been awarded a **Social Enterprise Mark**. It is believed to be only the second film social enterprise in the country to get the award. The Mark confirms the Unit is an organisation that reinvests its profits into activities that benefit local neighbourhoods.
- **Four Surrey schools** are among the first in England to be given a **teacher training role** as part of a new national initiative. Esher High, George Abott, South Farnham Junior and West Hill will be responsible for leading the training and development of teachers, support staff and head teachers at a group of schools. Nationally, 100 schools have been selected for the National College for Schools Leadership scheme.
- The **Library Service** and **Recruitment** team won a prestigious **2011 Recruitment Business Award** for "Best Internal Communication" and "Best Ambient Media" (use of alternative media). The award was presented for the Prison Libraries Campaign, which directly targeted libraries with a *Find your place* bookmark placed in copies of "Running the books" - a prison librarian's memoirs. The whole campaign was run at a cost of just under £300. Winning this reflects the successful and innovative approach taken since the Recruitment Public Value Review in 2010.
- The Contact Centre has won the **Contact Centre Training Award** at the **Good Communication Awards 2011**. Surrey was recognised for delivering improved customer service with less bureaucracy and for making savings of £500,000 across the Council. They were also highly commended in the **Contact Centre of the Year** category. This was in recognition of consistently high satisfaction rates with the Contact Centre and reducing the cost per contact from 79p to 49p.
- The Council was awarded the **Best Achievement in a Local Authority and Education** award at the **Institute of Occupational Safety and Health Awards 2011**. The Council's Schools Fire Training Project was devised in partnership with Surrey Fire and Rescue Service to provide the county's schools with comprehensive training to equip them with the skills to carry out fire risk assessments and compliance checks. Since the scheme was started, 90% of Surrey schools now have fire safety as a central part of their day-to-day management.

- The **Commercial Services Team** has won a ‘**Good Egg**’ award from the animal welfare charity **Compassion in World Farming**. By using free-range eggs in their catering, they are able to ensure that their buying power is used to provide ethical, sustainable and socially responsible food to school children across the county.
- The Council is a finalist in the **2011 Tilley Awards** for its **Drive SMART campaign**. The Tilley awards are run by the Home Office and recognise innovative crime fighting projects where service providers and the public work together to identify and tackle local crime problems.
- Surrey County Council has been shortlisted for the **Partnership in Professional Services** category as part of the **Local Government Chronicle Business Partnership Awards 2011**. This is in recognition of the excellent partnership we have with Babcock International Group for the delivery of support services to 400 schools in Surrey, including facilities management and ICT support.
- The **Children, Schools and Families** Communications team has been nominated in the category ‘Best Project Delivery’ in the **UK Public Sector Digital Awards**. The Council implemented an Integrated Children’s System to record the assessment, intervention and review of children’s social care. The system has been very successful, with the number of users logged on in a typical day averaging almost 400.
- Our internal mediation service was short-listed in the national **Personnel Today Awards 2011** in a new category “**Innovation in Dispute Resolution**” which focuses on internal mediation practice.
- The **Learning and Development Team** and **East Surrey Domestic Abuse Services** were shortlisted in the **ASCC Awards 2011 (Association of Social Care Communicators)** for their ‘What did you do?’ DVD. The DVD is aimed at staff and volunteers who have infrequent contact with children and may have concerns for their welfare.



## ANNEX B – SURREY'S BIG SOCIETY, AS FEATURED IN THE MJ FOCUS, 20/10/11

# Care & Health

THE MJFocus

Vibrant community groups and innovative charities, together with a local authority which is willing to engage and listen to new ideas – the perfect combination for any successful Big Society initiative, says

**Alex Thomson**

Surrey has been actively adopting the Big Society approach, culminating in the annual publication of *Surrey's Big Society* (inset)

## The icing on the community cake

The Big Society means different things to different people. Many stress its civic activism. Others the 'nudges' the Government may have to make to facilitate its successful execution while some have concentrated on how it will play out in times of constrained financial circumstance.

Yet, for all the debate, the term has remained rather confused in the public mindset, with the focus on party political discussions over cuts, rather than honing in concrete examples of the Big Society in action.

Since the successes or failings of the Big Society must be judged on reactions in the streets of ordinary towns and villages over and above the debating chambers of Westminster, this is not a good thing.

To help rectify this, Localis – in partnership with Surrey Strategic Partnership – has published the latest in a series of Big Society publications, *Surrey's Big Society*, which outlines how various challenges have been addressed in that particular county.

Surrey has seen this time as an opportunity to deal with some of its most difficult social problems in new creative ways, and it is worthwhile flagging up some of the examples and underlining how they might serve as pointers to resolving contemporary challenges in innovative ways.

Certainly, local authorities have much to gain by considering the Big Society in practice, rather than just in theory.

Surrey has a vibrant and active third sector – or 'civil society'. There are thousands of community groups, innovative charities and thriving social enterprises,

as well as active individuals and philanthropists. Couple these with the county council – a local authority which is willing to engage and listen to new ideas, and work with those within the third sector – and we have important building blocks for any successful Big Society approach.

Big Society changes the role of the state – from being a prescriptive to a guiding force – but it does not, despite attempts to suggest otherwise, erode it completely.

The Surrey experience suggests the Big Society is not just about volunteering and individual generosity. It is also about how things can be done differently. Public services need to 'open up' to allow a healthy variety of approaches to prosper.

Doing so, as the latest pamphlet illustrates, will allow new business models, including Central Surrey Health and Surrey Community Film Unit, to flourish, and also has much to offer local charities.

The Halow is a prime example of both the Big Society in practice, and its longevity. Since 2006, the charity has enabled young people with learning and physical disabilities to live happy, independent lives.

Like many thousands of charities and social enterprises across the country, Halow was incorporating the Big Society ethos well before prime minister, David Cameron, coined the phrase. The charity supports more than 120 young people and relies on 45 active, committed and passionate volunteers.

As Halow shows, the Big Society often doesn't reinvent the wheel, but builds on existing societal bonds and structures.

On a larger scale, Central Surrey



Health has shown how not-for-profit co-operatives can reinvigorate established services. The social enterprise, run by the 750 nursing and therapy staff it employs, last year created at least £5 in 'social value' for every £1 spent by commissioners on children with complex needs.

As a social enterprise, Central Surrey Health does not distribute its profits, and any savings it makes are put back into service provision.

The Big Society is not, therefore, about cutting costs or skimming profits off the top, but providing a better, more collaborative service. With greater control certainly comes responsibility, but the staff at Central Surrey Health are showing they can thrive in this new atmosphere of empowerment.

Likewise, Surrey's Community Film Unit shows how the Big Society can have a positive impact on the younger generation.

Established by the council's youth development service – which employed more than 30 young adults and empowered them to design innovative programmes they felt would benefit the community – the Community Film Unit has helped raise issues of local concern, while giving a group of young adults useful skill sets to arm themselves in a competitive job market.

The Big Society is not about the state turning its back on communities, but about enabling them to realise their potential in ways they, rather than central or local government, instigate.

As Surrey shows, the Big Society must involve young and old, urban and rural, and skilled and unskilled residents. Its ethos unites the cake-makers of Chiddingfold – where residents bake cakes for free which are then sold in a coffee bar sponsored by local churches – with the self-funded – after a small initial council grant – Neighbourhood Watch groups of Spelthorne.

The Big Society has been much debated and sometimes misunderstood.

Yet its overarching principles of collaboration and empowerment are both concepts to which most people would subscribe in theory, and are proving effective on the ground in practice.

As these examples and many others show, the Big Society is happening in many villages, towns and cities across the UK. We only have to look, and we will find it. ■

Alex Thomson is chief executive of Localis. For details of Surrey's Big Society, see [www.localis.org.uk](http://www.localis.org.uk)