

CHIEF EXECUTIVE'S PROGRESS REPORT JANUARY- JUNE 2012

Introduction

1. This is the sixth of my half yearly progress reports to Members. I am again using it to provide an overview of the Council's progress over the period and to look forward to the challenges ahead. The report is structured around the six themes in the *One County One Team 2012-2017 Corporate Strategy*, which the Council approved on 7 February 2012. It sets out early achievements and the key steps already taken to realise our vision "**to be the most effective Council in England by 2017**".
2. Some Members welcomed the comprehensive nature of my previous half yearly reports. Others asked that I provide a shorter assessment of progress. I have designed this report to attempt to do both these things.
3. The Overview section (pages 1-7) gives readers a description of what we have achieved and the challenges that lie ahead. For those who would like more detail the remaining pages (pages 8 -28) provide examples for each of the six Corporate Strategy themes, followed by some short case studies in Annex A (pages 29 –36).
4. My previous progress reports have prompted insightful discussions with Members, staff and partners. I'm keen this report does the same and have included a handful of key discussion points throughout. I look forward to the debates they stimulate.
5. Before moving to the main report I want to put on the record again my appreciation of colleagues right across the council. I am very fortunate to work with such a talented group of people. The quality and commitment of our staff remains our strongest asset. I hope this report helps draw attention to their achievements and the significant and lasting impact they have on people's lives.
6. The progress we have made as an organisation is a direct result of the individual efforts of our staff day in, day out. It is also testament to the excellent work of our partners. Strong and effective partnerships now lie at the heart of our success. I am also grateful to Members for their continued leadership, input as "critical friends" and commitment to improving outcomes and value for money for Surrey residents.

Overview

The national picture

7. Over the past six months the true depth and nature of the **economic challenges** facing the UK economy have become stark. The task of economic stabilisation and recovery has got even tougher. The eurozone crisis brings yet further uncertainty. We are still at the start of a prolonged period of economic recovery and re-building.

8. The worst case predictions about **public finances** that were made in the immediate aftermath of the 2008 financial crisis now feel somewhat optimistic. Respected economists predict that local government could face cuts of seven to eight per cent a year for at least the next four years and probably longer.
9. Meanwhile the **policy landscape** continues to evolve. It is two years since the Coalition Government was formed. Significant policy changes introduced during that time are now taking effect: the Health and Social Care Act, including the return of Public Health as a local government responsibility, is being implemented; schools are being encouraged to become Academies and the Free Schools programme is taking hold; the first locally elected Police and Crime Commissioners will be nominated later this year; new freedoms, rights and powers stemming from the Localism Act are being realised; and welfare reform is underway. At the same time we are seeing significant **changes to the way local government is funded** through the Local Government Finance Bill.
10. The **Queen's Speech** on 9 May 2012 signalled a series of further changes relevant to local government. These included a Children and Families Bill, a Draft Bill to Modernise Adult Care and Support, a Draft Local Audit Bill, and reform of public sector pensions.
11. **Population changes** continue to present serious challenges to national and local policy-makers. Nationally the population aged 65 and over is projected to rise from 8.6 million in 2010 to 14.2 million in 2035. The increase in the very oldest age group will be even steeper, with those aged 85 or over expected to increase from 1.2 million to 2.9 million over the same period. In Surrey this trend is slightly more marked; the number of people aged 85 or above will more than double from 30,400 to over 75,000 by 2035.
12. With this in mind it is disappointing that the Dilnot recommendations on the **funding of adult social care** will not be pursued by the Government as quickly as many in local government hoped. This is probably the largest single issue facing us in Surrey. Some real progress on this crucial issue is required sooner rather than later if we are to find a sustainable way of supporting all our ageing population to live independently and with dignity.
13. At the other end of the age spectrum the number of 5 to 15 year olds nationally is expected to climb from 6.5 million in 2010 up to 7.6 million by 2035. In Surrey there is a projected increase from 146,700 to 170,600, with significant implications for the **provision of school places** and other key services.

Our strategic response

14. We are facing a hugely complex and significant set of challenges and uncertainties. It will not be easy but I believe we are now well positioned and equipped to navigate them successfully.
15. Shortly after the last county council elections in May 2009 a four-year plan was agreed to improve our performance, stabilise our finances and recover the council's status. Following another six months of strong progress we have achieved our aims. Our **first phase of recovery and improvement is complete** and we are recognised again as a high performer. The many achievements in this report confirm this and build on the excellent set of results

we recorded in our 2011/12 end of year performance and budget monitoring reports.

Results from the 2011/12 end of year performance and budget monitoring reports

- 69% of residents are satisfied with the way Surrey County Council runs things – the highest result ever recorded by the council in the survey and above the national average for councils of 42.5%.
- 50% of residents perceived Surrey County Council as giving good value for money – the highest result ever recorded by the council in the survey and above the national average for councils of 32.7%.
- 94% of residents are satisfied with their neighbourhood as a place to live – this is above the national average for councils of 83%.
- 42% of residents believed they could influence decisions affecting their neighbourhood – the highest result ever recorded by the council in the survey and above the national average for councils of 28.2%.
- 57% of residents said Surrey County Council keeps them well informed about the services and benefits it provides - the highest result ever recorded by the council in the survey and above the national average of 39.7%.
- Improved complaints performance achieved the year-end target of 90%.
- Continuing high levels of customer satisfaction with the Contact Centre, with a satisfaction rate of 95% - this is 20% above the national standard.
- The creation of over 200 additional apprenticeships across Surrey in 100 days.
- 52.3% of household waste being recycled, achieving the Government's 50% target eight years ahead of schedule. The rate of improvement in recycling and waste reduction is twice the national average.
- An increase in the number of people receiving personal budgets, up to 4,731 from 1,383 in April 2011.
- A 50% reduction over the last year in the number of young people who are involved in the criminal justice system – this rate is below the national average and no looked after child entered the criminal justice system.
- £61.4 million savings delivered.

Sources: Q4 Business Report to Cabinet 24 April 2012; Financial Outturn 2011-12, report to Cabinet 29 May 2012

Note: the resident survey comparisons are based on the last available set of recorded national benchmarks in the Place Survey

16. These are strong results and our staff deserve enormous credit for them. Now there is more to do and we have already begun the next phase of the council's development. The council has a refreshed **One County One Team Corporate Strategy** and accompanying Medium Term Financial Plan (MTFP) which run through the 2013 county council elections and beyond to 2017. High level strategies have also been agreed for each directorate for 2012-17, setting out how they will support delivery of the Corporate Strategy.
17. The Corporate Strategy and MTFP were developed through detailed discussions about **future scenarios**. Precise predictions are tough in any circumstances and the uncertainty over national finances and political direction makes them

tougher still. We have focussed on responding effectively to the changes we are certain will happen whilst also reinforcing the strength of our organisation to cope with the range of scenarios that may face us.

18. The Corporate Strategy and MTFP will help **guide our long term efforts** to: invest smartly to support future economic growth and protect those residents who need us most; transform the way we work with residents, businesses and partners; and conserve and build on our strengths and capabilities so we work effectively as one team.
19. We are bucking the local government trend and **investing significantly in our IT kit and staff development**. Our coaching programme for managers will help them support their teams and lead improved performance. We are also unusual in growing our apprenticeship programme and maintaining our graduate management trainee scheme, helping us to attract and retain fresh talent. I am clear that such investment makes us stronger and more effective; it will enable us to navigate the challenges ahead and improve outcomes and value for money for Surrey residents.

Immediate challenges

20. Looking ahead there are some very immediate challenges to tackle, things we know will happen that require close attention and careful management in the coming months.
21. In a few weeks time the Olympic Torch will pass through our county. Shortly after that the eyes of the world will be on Surrey as it plays host to the much anticipated Olympic cycling events. The council's 2012 team has done a great job working with colleagues across the organisation and partners to prepare us for **a successful and safe Olympics and Paralympics** that will bring long term benefits to the county. There will be a final concerted push in coming weeks to help make sure the event is a success and that services to residents are sustained during the period. It will be very demanding but the sound planning undertaken puts us in good stead.
22. Within five or six months we could find ourselves again dealing with **extreme winter conditions**. This is another area where effective planning has paid dividends. Although there was less snow and ice this winter compared to last, it was clear that our improved preparations meant things were smoother for Surrey residents and businesses. This is a really good example of how Members can drive improvements as Member task groups have helped to improve our response to winter conditions. Their work has deservedly been shortlisted by the Centre for Public Scrutiny for a **2012 Good Scrutiny Award**.
23. Another challenge is ensuring the right number of **school places** are provided in the right places for the start of the next school year in September. At the same time a robust process needs to be developed to manage increased demand over the next five years and beyond. Demand for school places is spiking following the 20% increase in births over the last nine years. The MTFP sets out an investment of £244 million to provide additional school places over the next five years and we have embarked on the biggest expansion of schools in the history of the county.

24. We have made a start on realising some of the £72 million savings planned in the **MTFP** for this financial year and will need to continue tracking this very closely and robustly in the coming weeks and months. Agreeing the planned savings was tough; delivering them is inevitably even tougher. I will be focussing on this regularly with colleagues and I welcome the key role Members will play in this as well. At the same time as achieving planned savings we need to prepare for the likely impact of imminent changes to our funding arrangements. For example, the proposed localisation of council tax benefits could result in us facing an additional £4.5 million financial pressure.
25. Alongside these challenges there is the very significant task of continuing to provide a huge range of **high quality services** to our residents. In recent months I have visited a number of teams across the county with the Leader. We are continually struck by the impact the day to day work of our staff has on residents' lives.
26. Ongoing work to **support and safeguard Surrey families and individuals** who need our help is particularly vital. In the coming months we will accelerate work with partners to establish a more coordinated system of support for those families that experience multiple problems. Elsewhere we will, among many other things, be: ensuring the new highways contract delivers expected improvements; taking forward the Eco Park plans and further increasing recycling; helping young people into employment, education or training; shifting more council spending to local businesses; and working to make super-fast broadband more widely available across the county.
27. Calling this work "business as usual" does not really do it full justice. Put simply, getting our day to day work with residents right is our duty as public servants and one we must never lose sight of whatever else is going on.

Looking further ahead

28. At the same time we must maintain a clear focus on the medium and long-term horizon. A reduction of funding in real terms, coupled with growing demands, means we cannot continue to deliver services in the same way we have in the past. We also know we need to create the conditions for individuals, families and communities to find local solutions that work for them.
29. Our response to these long-term challenges has two elements. Firstly, we will do everything possible to identify and implement innovative solutions. Secondly, we will press the Government hard for greater powers and investment in Surrey that will enable us to achieve even more.
30. There are some excellent examples in this report where we are at the leading edge of how services can be designed and provided differently. Examples such as the 'Citizen's Hubs' – which are run by and for disabled people – demonstrate how we can work with our partners and residents to deliver **innovative services** that help residents to lead more independent and fulfilled lives. These models of service design will become increasingly common in the coming years.
31. We can exploit **technological advances** to find better ways of doing things. Again, we have some great examples where we are doing this, such as telecare and the online youth worker mobile 'app'. We need to realise technology's

benefits as quickly and widely as possible and in time the use of today's 'new' technologies will become routine. We also need to be ready to utilise the next wave of technological developments.

32. Stronger **collaboration with partners** is another crucial part of our response to future challenges. I believe our partnership working is now as strong as anywhere in the country. The South East 7 (SE7) has developed into a powerful regional group. We are working better with districts and boroughs than we ever have. Our joint work with health partners has come on a long way. Our relationship with Surrey Police remains strong. And there are numerous other examples in this report of effective collaboration with a huge range of different partners.
33. These relationships represent a great start. There is much more we need to do over the coming months and years to accelerate and deepen our partnership working. Effective collaboration will help us find savings but it also underpins our efforts to **improve outcomes for residents**. Designing services with residents and communities at their heart requires us to set aside organisational boundaries. We will need to challenge ourselves and think beyond our traditional roles in order to develop genuinely holistic and preventative services across the county. Initiatives such as co-location, pooled resources, and shared management will become increasingly common. And we will continue to develop Memoranda of Understanding with key partners to govern our joint efforts.
34. As we strive to change the way we do things we will need to strike a careful balance between enabling innovation and maintaining sound governance. We need to think about how we adapt the tools and approaches that helped us complete our recovery so they can help us with more **systematic innovation**. Staff have told me about barriers that can make innovation hard. For example, a limited appetite to take risks, short term pressures, lack of time and difficulties working across organisational structures. To remain successful I believe we need to become an organisation where all staff can innovate *because* of the climate they work in and the support they receive, not *in spite* of it. Members have a leading role in helping to develop that climate.
35. In parallel with applying innovative solutions to long-term challenges we will continue to press the Government hard for **greater powers and investment in Surrey**, which will enable us to achieve even more. The Localism Act and other reforms have brought some welcome changes but the financial and policy framework we operate in continues to place limits on what we can do.
36. For example, it is interesting to consider the fact that England's eight largest cities have been offered the chance to take on new powers and access more **flexible long-term funding** through bespoke "city deals" designed to stimulate growth. Extending these opportunities is logical as the characteristics behind city regions' economic potential apply equally to Surrey; numerous economic centres offering productive capacity, knowledge, talent, and infrastructure. Surrey adds £28 billion worth of gross value to the UK economy – more than Birmingham (£20.1 billion) and that of Liverpool and Leeds combined (£8.6 billion and £17.8 billion respectively).

37. Our financial modelling shows that investment in Surrey’s economy would deliver a **significant return on investment** for the whole UK. Surrey currently contributes almost £6 billion in tax revenue to the UK Exchequer (second only to London) and is the South East region’s largest contributor. Greater freedoms and investment in Surrey would enable the county to increase its net contribution to the Exchequer, while adding £35 billion worth of gross value to the UK economy.
38. Without greater freedoms and investment we will continue to face the very difficult challenge of maintaining the historically underfunded and over-burdened infrastructure that underpins the county’s competitive advantage, while also responding to the many other **pressures facing the county**. An additional 1,500 elderly people aged over 80 years come into care in Surrey each year; Surrey has seen a 20% increase in births over the last nine years; and we have a relatively large and growing number of people with learning disabilities. We need the whole of local government in Surrey to make this case to our MPs and the Government.

*Discussion point (1):
Based on the evidence available, what are the key long term challenges facing the county?*

Building on our achievements

39. Despite the many uncertainties ahead I remain confident we will put our long-term strategy into action and successfully navigate the challenges we will face. My confidence is rooted in the evidence of what we have already achieved.
40. We have demonstrated a willingness to ask ourselves tough questions, have honest conversations, and to learn from both the things we have got right and the things we could have done better. By continuing to work together as one team we can achieve our current ambitions and secure a strong and lasting legacy for the people that come after us.
41. The report will now look in more detail at each of the six themes in the Corporate Strategy.

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Value	pages 14 - 17
Partnerships	pages 17 - 21
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RESIDENTS

Individuals, families and communities will have more influence, control and responsibility

A strong and competitive economy

42. Residents understandably remain concerned about the challenging economic situation facing the country. We have continued to take action to secure the council's financial position (see Value section page 14 onwards) while also supporting the economic recovery and strengthening the prospects for future growth across Surrey.
43. The Leader is keen to achieve greater coordination with our district and borough council colleagues to develop a **shared economic vision for the county**. In March the Surrey Leaders Group agreed to begin work on this. The co-ordinated approach will build on local strategies and set out how strategic infrastructure and services can help our partners to achieve their aims. Different boroughs and districts have very different circumstances, including their own views on the balance to be struck between issues such as growth, the environment, congestion and tourism. This work complements the already established shared project to develop infrastructure schedules for the community infrastructure levy.
44. We have also continued to work constructively with the three **Local Economic Partnerships** (LEPs) in the area - Surrey Connects, Enterprise M3 and Coast to Capital - in order to explore funding opportunities for the county. The Deputy Leader is on the board of each LEP.
45. Investing in the **county's infrastructure**, particularly roads, is essential if Surrey is to retain its position as a national economic powerhouse and key strategic location for businesses. We have continued to invest additional resources and have implemented improved approaches, such as the new highways contract, to ensure maximum value.
46. The **Walton Bridge** construction project remains on track. In March work began to lay the foundations of the bridge, which will connect major employers, shopping centres and several schools on either side of the river
47. Over recent months the first wave of £4 million funding secured by our '**Surrey Travel Smart**' programme has been used to deliver improved facilities at 75 bus stops, including easier access for pushchairs and disabled users at a third of the stops. The funding has also been used to improve cycling facilities and support cycle training. The Department of Transport are due to make a final decision on our further bids for investment shortly. If successful these will enable additional sustainable transport projects in Guildford, Redhill/Reigate and Woking, helping to stimulate sustainable economic growth in these key towns.



Find out more about how our new highways contract is delivering better value in Annex A (page 32).

48. We are also investing to make **superfast broadband** available to all premises in Surrey. This is a significant commitment that responds directly to business concerns about the infrastructure they need. In May we issued our invitation to submit final tender to three short-listed bidders. Members will have the opportunity to find out more about our preferred bidder at a Members' seminar on 9 July 2012 before Cabinet chooses a named bidder on 24 July 2012.

The Secretary of State for Culture, Olympics, Media and Sport has commended Surrey's broadband plans. You can read more about his comments in Annex A (page 29).

49. We continue to support Surrey businesses by aiming to shift **60% of our spending to local firms**. While we will of course judge all bids on their quality and value for money, we are providing local businesses with advice on how to apply to give them a better chance of being successful. A recent example of this approach was the creation of a pool of more than 30 local firms we can call on to carry out work on our buildings. Work up to a value of £150,000 will be offered to these firms over the next four years.



Scottish and Southern Energy were found guilty of mis-selling. See Annex A (page 29).

50. Trading Standards continue to protect consumers from **rogue traders and mis-selling**. In March the Court of Appeal rejected Scottish and Southern Energy's appeal against a conviction, brought by Surrey County Council Trading Standards, for misleading potential customers in order to persuade them to switch energy supplier. The landmark conviction was the first of its kind brought by a local authority.

51. We also influence the local economy by virtue of being a large employer, a power we are utilising through our **commitment to apprenticeships**. In 2011/12, we created 75 apprenticeships within the Council and supported a further 32 staff to register for an apprenticeship qualification. We have also been successful in encouraging our partners and local businesses to open their doors to apprentices. Thanks to their support, in February we fulfilled our pledge to fill **200 apprentice places in 100 days** across Surrey with time to spare.

Zephyr Fowler secured a permanent job with the council in March following her 15-month apprenticeship with Internal Audit. She tells us more about her experience in Annex A (page 29).

52. The apprenticeships scheme is helping to grow future skills and talent for the county. It also forms part of our drive to increase the **number of young people participating in education, employment or training**. The innovative transformation of young people's services taking place continues to give young people and local communities more control over services so they can be designed to meet their needs. Our work has helped to ensure that, despite the economic climate, the percentage of 16 to 18 year olds participating in education, employment and training is 95.5%, which is above the national average and that of our statistical neighbours.

Discussion point (2):

What does the evidence tell us about the future of Surrey's economy?

Supporting people to live independently

53. Our Corporate Strategy includes the goal of ensuring that every child or adult in need of support is protected and supported to lead an **independent life**. There are many examples of excellent services and projects that are enabling this to happen and the council has invested additional funds to support this.
54. The Adult Social Care Directorate has worked with residents and partners to successfully increase the number of people receiving **personal budgets** to 4,731 - a significant rise from 1,383 in April 2011. The number of older people in nursing and residential homes has decreased by nearly 8% since 2010. Over the same period the number of vulnerable adults aged 16-64 in residential and nursing homes reduced by 11%. Our approach responds directly to calls from service users and their carers, many of whom want to remain in their own home for as long as possible.

The PVR of services for people with learning disabilities reported in March. It is a good example of how to engage service users in reviews. You can read about this review in Annex A (page 32).

55. The shift to more personalised services will also help make our services more efficient. The **Public Value Review of services for people with learning disabilities** found that by 2015 we can deliver £2.4 million savings by giving residents more personalised community accommodation options.

56. Telecare is an important tool that can help us support residents who want to live independently in their own homes. It can delay or reduce the need for more intense, costly interventions. More than 110 people have visited the county's first **Telecare demonstrator site**, which opened at the end of 2011. The site in Cobham Community Centre allows residents to see over 25 pieces of equipment in action. In May, we launched a month-long drive to **increase awareness of Telecare** in partnership with borough and district councils.

57. An important part of giving people greater choice is ensuring they have adequate information about those choices and how to access different services. '**Citizen Hubs**', which are run for and by disabled people, are an excellent example of what can be achieved when service users are in the driving seat. Plans are in place to expand this approach across the county, with an ambition to have a hub located in each borough and district.



A new hub opened in Woking in March. Read the views of one of the hub's volunteers in Annex A (page 30).

58. Services to **children and young people** continue to improve. There are some good examples of this in other sections of the report, such as youth services (page 12), youth justice (page 19), the integrated children's system (page 36) and support for social workers (page 23).

59. One of the most important things the council does is act as the corporate parent to **children in the council's care**. In my last report I highlighted the improvements in looked after children's exam results. Similarly it is fantastic news that not one looked after child entered the criminal justice system in the last year (see page 19). There have also been continued improvements in placement stability and an increasing number of children have been placed in foster care within Surrey.
60. Building on these achievements, a new **savings scheme for all looked after children** was launched in April. It is one of the first of its kind in the country. All of Surrey's looked after children will have an account opened by the time they are 12, with the savings being kept until the child's eighteenth birthday. The idea originated from Surrey's Children in Care Council, which asked for help in making long-term savings. The innovative scheme will help these young people to develop personal financial skills and savings for when they become adults, helping them to learn the skills required for independence.
61. In December 2011, the Government announced it will spend £448 million over three years on turning around the lives of 120,000 **families who experience multiple** problems and are a high cost to public finances. At a meeting I attended in March the Prime Minister told local authority Chief Executives that – after tackling the national financial deficit – this was his Government's second most important domestic priority.
62. Surrey is supporting this **national initiative** by turning around the lives of 1,050 families by March 2015. We are working with the Police, NHS and Borough and District Council partners on establishing a multi-agency Family Support Team in each borough. The teams will provide intensive support for these families and better coordinate the work of the professionals and agencies who work with them. The approach is being piloted in Waverley and will be rolled out in the autumn.
63. We have also continued to develop our approach to '**Community Budgets**' with partners. We are supporting Reigate and Banstead and Spelthorne Borough Councils to develop the potential of the community budget approach in Surrey. Recent events in Merstham and Stanwell brought together residents, the voluntary, community and faith sector and public services to explore how each area can become better places in which to '**age well**'. The events identified the potential for more coordinated delivery including what local people can contribute. We will now focus on the practical steps required to realise this potential.
64. Community budgets are one way that we are supporting residents to find solutions for their communities. We are encouraging residents to approach us when they have ideas that need our support to get off the ground. Surrey's **Community Covenant** and **Community Improvements Fund** are two initiatives that will enable residents to access the funding they need to deliver solutions in their community.



The Chairman signed Surrey's Community Covenant on behalf of the county council in March. The Covenant will allow communities to access a £30million Government funding pot. You can find out more about the funding in Annex A (page 30).

Annex A (page 31) also contains more information about the first round of projects awarded funding by the Leader from the Community Improvements Fund.

Strengthening communities

65. We have continued to move some decision making powers to more local levels to ensure services are responsive to local needs. For example, in February the Cabinet agreed to extend local councils' control to manage **highways horticultural services**. Borough, districts and parish councils now have a stronger role in local services including highway verge grass cutting and hedge trimming.
66. In February we agreed an arrangement that gives Epsom and Ewell Borough Council a much stronger role in running **local services for young people**. This is part of the wider transformation of youth services which will also see two community groups – Surrey Youth Consortium and Raven Housing Trust – taking over the running of activities at the county council's 31 youth centres.
67. As well as moving powers closer to communities, we are committed to strengthening our engagement with residents. In March the Cabinet approved a short document that sets out our intent; **One County One Team - our commitment to public involvement**. This is not just about sending out more surveys. We want to ensure the Council is **listening and learning**, involving residents in decision making and providing opportunities to influence the design and delivery of services. The 'Citizens Hubs' already featured in this report are a good example of how this can be done (see page 10).
68. More and more of our interaction with residents takes place through our Contact Centre and website. The award-winning **Contact Centre** continues to perform very well and has a customer satisfaction rating of 95%, which is 20% above the national standard. Our channel migration work continues to shift contact towards lower cost self-service on the **website** where appropriate. There were over 8 million visits to the website between April 2011 and the end of February 2012, an increase of 10% compared to the same period in 2010/11. In March the website was awarded the highest possible four-star rating by the Society of IT Managers.
69. We have continued to expand our use of **online communication channels** and new media to engage effectively with residents. The Surrey Matters and Surrey News Twitter accounts now have more than 8,000 followers between them. The **Digital Press Office** has had more than 30,000 visits since it was launched in late 2011. Another example is the **Tell Us Once** partnership project which is

using smarter IT to remove the need for residents to inform multiple agencies of changes to their personal circumstances

70. Strong engagement with residents is crucial to understanding the full mix of views and needs across the county. **Surrey is diverse**; there is a mixture of urban and rural communities and people from different backgrounds and cultures. We are committed to improving outcomes for all residents and in March the Cabinet formalised our approach by approving the **One County One Team – Fairness and Respect Strategy 2012-2017**.
71. The **Localism Act** has introduced new ways for residents to tell councils what they want, including powers for local referendums and council tax vetoes. Teams across the Council ensured we were well prepared for the additional provisions that came in to force in April.
72. A **Community Right to Challenge** was introduced as part of the Act; provisions that give voluntary, community and faith sector bodies, parish councils and council employees the right to express an interest in running local authority services. A cross-directorate working group have developed a **One County One Team: Community Right to Challenge policy** that sets out how the Council will assess the bids in a fair and transparent manner. The draft policy was considered by Communities Select Committee in May and will be submitted to Cabinet for approval on 19 June 2012, in advance of the Right to Challenge coming into force on 26 June 2012.
73. The Localism Act promotes and facilitates ways for **services to be run in innovative ways** by different groups or individuals. Our plans for community-run libraries are one example of how services may differ in future. At a time when other councils are closing libraries, we developed a fresh approach that would make the most of the skills in the local community while providing appropriate ongoing support from the council.
74. The Cabinet will reconsider plans for **community-run libraries** in July 2012. This follows the recent judicial review, in which the High Court ruled that the council did not give due regard to its equality duties when making its decision to proceed in September 2011, and that decision was therefore revoked. The judicial review did not comment on the policy itself. The Libraries service is undertaking an additional consultation exercise before a further report is brought to Cabinet.
75. Meanwhile we have continued work to revitalise libraries by installing **WiFi** and by refurbishing or relocating them to provide facilities fit for modern demands. The **new Dorking library** is an excellent example of a modern, purpose-built facility. Within the first six weeks of opening book issues were up 38% compared with the same period last year. Residents have also responded warmly to plans for **Woking library**, which are part of the wider redevelopment of the town.

Maximising the long-term benefits of the 2012 Games

76. The council's 2012 team has done a great job working with colleagues across the organisation and partners to prepare us for a successful and safe Olympics and Paralympics that will bring long term benefits to the county.

77. Our success at helping **Surrey businesses to benefit from 2012 Games** contracts was commended by the Chief Executive of the British Olympic Authority, Andy Hunt. Speaking at an event at County Hall in February, he commended Surrey businesses for making the most of the Games. So far Surrey businesses have won £740million worth of contracts – an impressive 90% of the value of Olympic related contracts in the South East – which is a significant boost to the local economy. Our success in attracting teams to train in Surrey is also estimated to bring an additional £2 million spend to the local economy.

78. We are also **supporting businesses and residents to plan ahead** to ensure they can make the most of the Games and minimise disruption. Our communications team has organised a comprehensive programme to help preparations. Premises within 100 metres of the Olympic cycling road race and time trial routes were sent tailored newsletters to ensure they had all the information needed to prepare for the events.

79. Our efforts to secure a lasting **legacy to the Games** have also been commended. In April Deputy Chairman of LOCOG, Sir Keith Mills, described how he has been hugely impressed with Surrey’s Olympic preparations. He said: “*Surrey is one of the best counties in the country. It gets the big tick on pretty much every front, such as engagement with schools.*” Our 2012 team has developed great relationships with schools, youth groups and nurseries to help ensure Surrey’s young people benefit from the excitement surrounding the Games.



Children perform a dance to celebrate the launch of the 2012 P&G Surrey School Games. You can find out more in Annex A (page 31).

80. We have also worked with partners to make the most of the **cultural Olympiad**. The Council has worked with schools to coordinate art and creative writing competitions with medals awarded to the most impressive entries across different age groups.

81. A “**Go Surrey**” **concert** was staged by Surrey Arts at the Royal Albert Hall on 29 May 2012. The concert celebrated the 2012 Olympics and the Queen’s Diamond Jubilee and showcased the brightest and best musical talent in Surrey. It featured the talented youngsters of the Surrey County Youth Orchestra, Wind Orchestra, Jazz Orchestra, Percussion and Brass Ensembles and Youth Choir, plus a massed choir of junior school children drawn from over 40 Surrey schools.

VALUE

We will create public value by improving outcomes for residents

82. At the same time as improving outcomes for residents we have continued to deliver significant savings, strengthen our financial planning and management, and find innovative solutions to deliver more with less.

Delivering savings

83. The council has saved the considerable total of £130 million over the past two years and has ended the historic trend of annual budget overspends. For the 2011/12 financial year we set ourselves the challenging target of reducing expenditure by £59 million from the previous year. The 2011/12 **year end financial report**, considered by the Cabinet on 29 May 2012, confirmed that this was exceeded and a £61.4 million saving was achieved. Effective forward planning and careful financial management meant £4.5 million of the funded budget was also not spent. These significant savings were achieved whilst continuing to meet the needs of residents and deliver performance improvements.
84. A significant proportion of savings have been achieved by striking better deals with our suppliers. The **Procurement Team** continues to work closely with Services on this and helped achieve savings of £34 million 2011/12. They continue to deliver a programme with our major suppliers and providers to identify further opportunities for improvements and savings.

Planning for the future

85. In March the Cabinet agreed a new **Medium-Term Financial Plan (MTFP)** for 2012-2017. It was published on the council's website in a new **interactive format** that is accessible and informative. The MTFP sets out in detail how we will target our resources to deliver our objectives and priorities while also dealing with the significant financial challenges we face. The plan was the product of detailed discussions with a huge range of stakeholders about future scenarios. It provides us with a sound platform and set of strategic financial principles that will help us tackle reductions in funding, inflationary pressures, and increased demands.
86. In setting the budget the council decided to decline the one-off grant offer to freeze council tax and instead raised council tax by 2.99% for 2012/13. Cabinet Members explained several key reasons for this decision at the **Cabinet meeting on 31 January 2012** and the full **Council meeting on 7 February 2012**. The most significant was that the one-off grant would create a further large gap in our finances when we are already committed to funding a further £200 million savings over the next five years, taking the council's savings total since 2010/11 up to £330 million.
87. Having strengthened financial planning and management in recent years the council was able to set a MTFP that has a **strong focus on investment** in Surrey's long term future. Over the next five years £244 million will be invested to provide additional school places and we have embarked on the biggest **expansion of schools** in the history of the county. £149 million will be invested to **improve roads** and tackle congestion. This will support the improvements being driven through our contract with May Gurney (see Annex A, page 32).
88. An additional £189 million will be invested to help ensure **children and adults** in need of support can live independent lives. A key part of our strategy is to invest more in preventative services that give people real choice and control over their lives and deal with issues before they arise. For example, the Leader announced at the Council meeting on 8 May 2012 that a further £2 million will be

invested each year until 2017 to fund joint work with partners that will support people with dementia, physical and learning disabilities, and mental health problems. This followed his earlier announcement in March of additional funding for telecare and dementia wellbeing centres.

89. Carefully targeted investment is crucial to improving value. It can improve services and **unlock significant future savings**. We will continue to select and monitor investment projects very carefully to ensure they deliver a significant social and financial return.
90. We have also continued to **invest in the council's staff and Members** so they are able to provide excellent service. This investment will improve productivity and the quality of work we do for residents. There are more details on this in the People section of the report (page 22).
91. The significant improvements made to our business planning and budget process stemmed from a **Rapid Improvement Event** last summer that involved staff from across the council. The group has continued to work together and will be making further improvements to this year's process, including earlier select committee involvement, and an earlier and more accurate forecast outturn for revenue and capital.
92. This year's planning process will also incorporate ongoing work to reduce the council's reliance on council tax and government grant income. These sources of funding are gradually eroding yet the council is currently heavily dependent on them. We therefore need an approach that **sustains future funding** for services, ensuring it can keep pace with residents' and businesses' expectations and needs.
93. The Government is making a number of **changes to the way that local government is funded**, notably through a business rates retention scheme and the localisation of council tax benefits. Any moves towards greater localism are to be welcomed. But, the devil is in the detail and it looks like the rules and technicalities around the changes could heavily restrict the amount of financial autonomy granted in practice.
94. More worryingly **the localisation of council tax benefits** presents an immediate issue. The combination of strict centrally imposed eligibility criteria and a 10 percent reduction in grant means the county council, Surrey Police and Surrey's district and borough councils are faced with tough decisions about how to best manage this. The changes could result in an additional £5.75 million financial pressure throughout Surrey, with nearly £4.5 million falling on the county council.
95. We will continue to analyse the implications of these and other funding changes closely so we can factor them into our next round of budget discussions and planning. We will also work with the whole of local government in Surrey to make the case to our MPs and the Government for **greater powers and investment in Surrey** for the long term benefit of the county and UK as a whole (see Overview page 6 for more on this).

Discussion point (3):

What impact do you think changes to the way local government is funded will have?

96. Improved budget planning is one part of a wider set of improvements we continue to implement following the **Financial Management Public Value Review**. Other developments have included rolling out new financial management training for managers, investing in financial management and reporting systems, and applying a risk based approach to budget monitoring.

Finding innovative solutions

97. The **Public Value Review (PVR) programme** continues to help us to find innovative solutions to deliver more with less. To date, 25 reviews have been completed identifying cumulative savings of more than £270 million which will be delivered by the end of 2015/16. Of this, more than £36 million had been delivered by the end of March 2012. A further six reviews are currently underway and the programme is on track to meet the commitment made in 2009 to have examined all service areas / functions within three years. A fuller report on the overall achievements and learning from the PVR programme will be compiled in the autumn.
98. The council continues to use **Rapid Improvement Events (RIEs)** to drive improvements in the way our services work and identify efficiencies. Nearly 200 staff have taken part in one of the 10 RIEs completed to date and 45 staff have taken part in specially-designed one and a half day RIE workshops. Members, district and borough councils and other partners have also been involved. A recent **update report** to the Council Overview and Scrutiny Committee detailed achievements to date. For example, the RIE on developer contributions identified an improved approach that will also deliver efficiencies and cost savings of £150,000 per year rising to £250,000 from 2014.
99. Our drive for value for money also involves exploiting **technological advances** to find better ways of doing things. There are some great examples where we are doing this, such as telecare and the online youth worker mobile 'app'.

IMT are using technology to solve problems. The team has developed new 'apps' for smart phones. They are designed to help staff be more efficient with their time and over the longer-term will deliver significant savings. Find out more in Annex A (page 32).

PARTNERSHIPS

We will work with our partners in the interests of Surrey

100. The Leader of the Council strongly champions the idea of **'One Team'**. It is something we discuss when we meet staff and partners. 'One Team' means we are committed to working with whoever is best placed to improve outcomes for residents. This means putting aside organisational boundaries and broadening our horizons to work with a wider range of partners.
101. The council has continued to play a key role in developing the **South East 7 (SE7)** group of councils¹. It is now a powerful regional group. Joint working across the authorities could save over £100 million over four years and further

¹ The seven local authorities involved in SE7 cover Surrey, East Sussex, West Sussex, Kent, Hampshire, Brighton and Hove, and Medway

areas for potential collaboration are being explored. Good progress has been made on the six current SE7 workstreams: highways (led by Surrey County Council); waste; IMT; special educational needs; commodities; and property.

102. I am excited to have been asked to lead the SE7's **workstream on waste management**. We are confident there are big opportunities for future savings here. A key idea is that we stop thinking of waste as a problem and start seeing it as a range of commodities that have a value if we process them correctly. The council has already achieved a lot in this area (see Stewardship section page 26) so we are in a strong position to help shape and develop these new innovative approaches.

103. The **Surrey First** collaboration with Surrey's 11 districts and boroughs, Surrey Police, and NHS Surrey continues to make good progress. The joint approach has identified significant savings to be gained by working jointly on HR and payroll systems. We are also expecting to make significant savings on waste removal which could save as much as £40 million in future years. By co-locating county council staff in partners' offices we are strengthening partnership working and are generating about £5 million in capital receipts and reducing our costs for leasing buildings by around £3 million.



Spelthorne's voluntary sector is impressed with the improvements since county council staff moved in to the Borough's offices. Spelthorne Borough Council's Chief Executive explains why in Annex A (page 33).

104. We have completed a comprehensive asset mapping exercise through close consultation with Members and partner organisations. The work is helping us identify opportunities to **maximise benefits from our assets** and support regeneration. In March the Cabinet signed a statement of intent with Reigate and Banstead Borough Council to pursue regeneration plans for the Preston estate. The plans will make the estate a more desirable, healthier and safer place to live and work. Tony Samuels, Cabinet Member for Assets and Regeneration Programmes, will continue to take this work forward.

105. We continue to work with public sector partners in Surrey to establish a single, secure **Public Sector ICT network for Surrey**. Currently Surrey public services use around 40 separate networks. We have started a project called UNICORN (unified communities over regional network) that will replace all these networks with a more efficient and effective single Public Sector Network. It will allow authorised public sector employees access to our computer systems securely from anywhere in Surrey. The success of the project encouraged Berkshire boroughs and districts and Kingston University to join the initiative. The Cabinet is due to consider proposals for the single secure Surrey and Berkshire Public Service Network in July, ready for implementation from March 2013.

106. Our work with health partners continues to develop well. Surrey's **Health and Wellbeing Board**, which is jointly chaired by Michael Gosling, Cabinet Member for Adult Social Care and Health, and Dr Joe McGilligan, a Redhill GP, has been highlighted as good practice. In April it was profiled in a **publication by**

influential health think tank the King's Fund – the report recognised the considerable effort invested to ensure that Surrey's Board was a true partnership, working with over 20 statutory bodies including the 11 borough and district councils.

107. The transfer of **public health** responsibilities to the council from NHS Surrey continues. We completed a 'soft transfer' in April 2012, which saw 65 public health staff physically relocating to our offices. The formal transfer of staff from NHS Surrey to the council will be completed in 2013, when we will become responsible for public health work relating to issues such as smoking, alcohol and obesity. Surrey's public health transfer is in the first wave taking place nationally as part of a reorganisation of the NHS.
108. Our relationship with Surrey Police remains strong. The award winning **Drive SMART** campaign run jointly with Surrey Police continues to have a positive impact. An awareness campaign over the festive period helped to ensure the percentage of drivers testing positive fell by six per cent compared with three years ago. A total of 1,663 roadside breath tests were carried out with 51 people testing positive for alcohol (just over three per cent). The Drive SMART activity has contributed to wider efforts to improve road safety. In the last year there were 62 fewer people killed or seriously injured on Surrey's roads.
109. In the spring, the project team launched a new campaign – **Cycle SMART** – targetting the increasing numbers of cyclists in Surrey. Cycle SMART aims to encourage cyclists and motorists to be aware of each other, cycle and drive safely and share Surrey's roads in harmony.
110. The Fire and Rescue Service is also part of an award winning road safety partnership with Surrey Police. **'Safe Drive, Stay Alive'** is a live stage show aimed at older teenagers that delivers hard-hitting messages about the dangers associated with driving. The total number of young people who have now participated is over 60,000. A pupil who recently viewed the performance said: *"I guarantee you have probably saved my life. I own a 1.8 Golf as my first car but will definitely not be driving how I planned, that is thanks to you."*
111. The **Youth Support Service** continues to win recognition for its excellent work with Surrey Police to help support young people at risk of entering the criminal justice system. By the end of last year, the teams had halved the number of young people in Surrey entering the criminal justice system for the first time. Inspector Ailsa Quinlan of Surrey Police is rightly proud of the progress made: *"In Surrey a 'looked after child' (child in care) is 10 times more likely to be in the criminal justice system than other young people. In the last year not a single looked after child living in Surrey entered the criminal justice system."*
- I recently visited HOPE, a truly inspiring joint service. HOPE works with young people that have mental health, emotional and social care needs where these needs cannot be met by one service alone. You can read more about its work in Annex A (page 33).
112. Our **relationship with local schools** is one of our most important partnerships. We must work to shared priorities if we are to deliver our commitment that every child has a great start to life. In March, the Leader outlined his vision for working in partnership with primary schools: *The brilliance of every child*. This included

his challenge that Surrey schools should be among the top five performing local authorities in the country and ultimately the top performing local authority.

113. There are a number of examples in this report of the excellent work done by **voluntary, community and faith sector** (VCFS) organisations across the county. We recognise that the current financial conditions, including reductions in the Council's budget, present significant challenges to VCFS organisations. In this context effective and focussed joint working with the VCFS is imperative.
114. As part of this, in April we launched a consultation on an **outcomes based commissioning** approach to supporting **VCFS infrastructure organisations** in Surrey. Infrastructure organisations provide direct advice and guidance, training and access to volunteers for the 5,700 voluntary groups across the county, enabling them to run effectively. The proposals were developed through a co-design process that involved infrastructure organisations, frontline voluntary groups, district and borough councils, health colleagues, and the Surrey Compact. As we develop further new approaches with the VCFS we will continue to assess the balance we are striking between larger commissioning agreements and smaller grants.
115. At May's Council meeting, Cabinet Member for Community Services and the 2012 Games, Helyn Clack, delivered a statement reaffirming our **commitment to volunteering**. We want to encourage all Surrey residents to take responsibility for improving their community by giving back in some way and are using the unique opportunity presented by the 2012 Games and the Jubilee to help people who have not previously volunteered to get involved.
116. A fantastic example of the huge contribution volunteers can make is the **Surrey Olympic Ambassadors scheme**. 450 Surrey residents are volunteering as Ambassadors and will play a crucial role ensuring the anticipated million spectators who are expected to visit Surrey during the cycling races receive a warm welcome and helpful information.
117. We also launched a new **Staff Volunteering Scheme** in February. As the largest employer in Surrey we are committed to supporting our staff to get involved in Surrey community life outside of their professional roles. The scheme allows staff to contribute a small amount of their working time each year as a volunteer. The scheme is a positive commitment to our staff that may help to improve morale and provide opportunities for personal development.



Eight staff from the Children, Schools and Families Transformation Team made use of the new volunteering policy to help out 'Your Sanctuary' women's refuge in Surrey.

You can read more about their day in Annex A (page 34).

118. We continue to develop arrangements to share expertise with partners. One example is the Council's **HR and Organisational Development** team who are

providing strategic and operational expertise to several borough and district councils. Some staff have been seconded while in other cases we have arranged Service Level Agreements, which allow us to lend the services of an officer and charge the receiving council for the cost. As well as arrangements with four borough and district councils in Surrey, we have also provided support to Westminster City Council and Lewes District Council.

119. Developing strong leadership is essential to ensure that we improve our performance in our complex and changing environment. We are joining forces with Hampshire, East Sussex and West Sussex County Councils to develop a pilot **development programme for senior leaders** that will challenge and support those aspiring to Director-level positions.

Discussion point (4):

Which partnerships will most help the Council achieve its future goals for residents?

PEOPLE

We will develop and equip our officers and Members to provide excellent service

120. One of the council's strongest assets is the people who work for it. I am consistently struck by their commitment and the quality of work they deliver during what is a challenging and uncertain time. We want to enable staff to do their job well so we are investing significantly in training, development and equipment to support them. Our investment is improving productivity and the quality of work we do for residents.
121. Our new **One County One Team People Strategy 2012-2017** will help us deliver these ambitions. Its priorities were developed in consultation with Members, directorates and unions. The **People Strategy** will continue and build on our journey of improvement to develop a strong culture of support, responsibility and training. It will also help us to continue strengthening areas such as "managing change" where the results in the last Employee Survey were lower than I would have wished.
122. Regular workforce monitoring reports highlight areas where we are doing well and those that need more attention. The latest **sickness absence figures** are encouraging. Non-schools sickness absence in quarter three was 7.81 days per full time equivalent employee, which compares well with the local government average of 10.9 days. Sickness absence data for all staff, including schools staff, is improving. The latest full quarter results (quarter two 2011/12) show the number of days that were lost to sickness as 6.71 per full time equivalent member of staff, an improvement compared to 6.94 days at the end of quarter two in 2010/11.
123. I am disappointed that our monitoring showed not all staff had an **appraisal discussion** this year. Appraisals are very important and it is critical that all staff have the opportunity to discuss their objectives, wellbeing and development with their line manager. Improving this is a key priority and senior and middle managers will be supported to promote appraisals and lead by example.

124. At the end of March the Council approved a **two-year pay deal** following discussions with UNISON and the GMB. It demonstrates that the council and the unions are working towards providing a clear and fair pay package, which supports lower paid colleagues while continuing further pay restraint. The deal reflects our commitment to minimise redundancies despite the need to reduce our staffing costs.

Investing in technology

125. Our programme of investment in **new IT infrastructure** responds directly to one of the key frustrations of staff and is enabling them to take a more flexible approach. By mid-May, the PC Laptop Upgrade project had rolled out 3,015 laptops (over 80% of the estimated total final laptop total), over 480 Windows 7 desktops and nearly 2,000 IGEL thin client desktops (about 45% of the estimated final desktop total). Over 4,400 new monitors have been installed, as part of efforts to equip all desks in the estate with a monitor, keyboard and mouse for laptop users.

Jane McNicholas works for Cultural Services in Esher Green. Earlier this year she received her new IT equipment, which she's extremely pleased with.

She tells us about the difference it is making to her work in Annex A (page 34).



126. The new electronic system for completing CRB checks has made the process much more efficient - it has **cut the average processing time** from 45.6 days down to 4.4 days and external organisations are signing up to use our service. Another example is the pilot of a new Schools Portal system which enables schools to submit information to our payroll team securely and efficiently over the internet, rather than via paper forms

127. It is important that Members also benefit from investment in IT. I am pleased to have joined Members on a small trial set up by IMT as part of the Smarter Working and **Modern Member programmes**. We are exploring the advantages of using iPads for county council work. Initially, Members will be using the iPads to access their email accounts and the internal S:Net but it is intended that further applications will be added in due course. In particular, it is hoped that the trial will enable a test of accessing committee papers on the iPad.

128. We hope these new tools will help Members get the most out of their time. The project indicates the service that IMT aspire to provide in the future, with a much more personal approach to each Member's need. Equipment will be tailored, rather than provided as part of a one-size-fits-all solution. IMT want to enable **flexible provision for Members** in all settings; at home, in county council offices or while out and about meeting constituents. We recognise that the modern Member should be able to access and share information securely in ways that suits how they choose to work.

Discussion point (5):

What aspects of new technology do you think will most improve services?

Investing in skills

129. The **STARS training and development programme** continues to develop and take up remains high. In the year April 2011 to March 2012, there were over 22,000 training episodes, amounting to around three courses per full-time member of staff. We are also benefiting from bringing training in-house and sharing training with partners. This not only helps to reduce costs but provides an excellent networking opportunity and helps to embed the 'one team' ethos.
130. We have focused resources on creating a **coaching culture** among our managers, which will help them support their teams and lead improved performance. By the end of March 2012, over 380 people had attended one of our coaching training programmes. Since January we have piloted a coaching pool to enable our trained coaches to support colleagues across the organisation. The pilot has gone well and will be extended to other areas of the organisation from July 2012.
131. Following our successful accreditation under Local Government Improvement and Development's **Charter for Elected Member Development**, Democratic Services have developed an action plan for achievement of Charter Plus. We will work with Members over the next year to deliver this action plan with the aim of seeking accreditation by April 2013. The action plan will help us to ensure Members have better access to development opportunities and are able to track their personal development. The Members' Survey will be an important tool in helping us to understand Members' views and improve in those areas Members want us to prioritise.

Supporting staff

132. Responding to concerns raised by new social workers about levels of accountability and stress, Children's Services set up an **innovative programme with Kingston University** for first year social workers. Research conducted by HR in 2010 found that 72% of newly qualified social workers found the level of stress and accountability were higher than expected. To address this the programme provides the opportunity for peer learning and support through a combination of individual and group based activities including practice workshops with experienced practitioners, peer review and quality assurance for portfolios.
133. This improved support meant only one newly qualified social worker left Surrey in 2011 and over the year the council attracted 15 part-time and agency locums to become permanent staff. Tackling the issue of **social worker vacancies** is an ongoing challenge. The latest vacancy rate of 15% is below that of 26% recorded in 2009. However, we know there is more to do and this will remain a key area of focus.
134. The Employee Survey identified that we have more to do to tackle **bullying and harassment** within the council. HR have implemented a number of schemes that aim to create a culture where staff feel safe, supported and empowered to address challenges. The **Internal Mediation Service** offers an early and effective opportunity to resolve conflict and quickly restore working relationships.

Over 25 positive mediations sessions have been completed, including sessions in boroughs and districts which complement our partnership approach.

135. The new **Fairness Champions Network** – a peer-to-peer support scheme – continues to develop. The Champions are equipped to support staff facing a number of challenges, such as domestic abuse, bullying and stress and can provide advice on reasonable adjustments, flexible working and wellbeing. Over 60 staff based in 24 different locations across Surrey have now been trained to provide confidential support to their colleagues. The target is to have over 100 Fairness Champions in over 40 locations.
136. Our *One County, One Team: Fairness and Respect Strategy 2012-2017*, which was approved by Cabinet in March, includes a **workforce priority**. The council aims to ‘attract, recruit and retain a highly skilled and high performing workforce that reflects the diversity of Surrey’. HR has developed detailed performance measures to monitor the representation of protected characteristics among senior management and team leader roles.
137. We have made a commitment to continue the **New Start project** which aims to remove barriers and create employment opportunities within the council for people with severe mental health conditions. At the core of this project is a series of unpaid placements and competitively gained roles through Manpower (the council’s agency worker provider). Excellent progress has been made to date, with 23 unpaid placements underway and four paid positions achieved through Manpower.

QUALITY

We will ensure the highest quality and encourage innovation

138. Although the way services are delivered and who delivers them is changing, we have continued to fulfil our responsibility for ensuring the quality of services. The **Quality Board** have continued lead and oversee our approach, which is set out in the refreshed ***One County One Team: Quality Management Framework*** approved by Cabinet on 24 April 2012.
139. There are lots of areas where we are delivering high quality work. For example, in March the Shared Service Centre was reaccredited with the prestigious **Customer Service Excellence Standard**. This recognises the high quality of service provided across the Service. The assessor said to the team “*you are a great and rare example of a team fully dedicated to deliver the best and to continuously improve*”. I agree, but would argue that such teams are not “*rare*” within our organisation – they can be found right across our family of services.
140. A critical part of our approach to quality is **enabling residents to define and design services** so they are responsive to their needs and aspirations. An example where this has been put into practice is work by colleagues in Adult Social Care with NHS Surrey and other partners to support the growing number of people with **dementia** and their families.

Work done to support people with dementia shows how high quality services can be designed by involving users, working with partners, using evidence, and focussing on improved outcomes. See Annex A (page 31) for details.

141. The **feedback and complaints** we receive from our residents provides us with valuable opportunities to learn and improve the quality of what we do. I'm pleased we have improved the timeliness of responses to complaints. We hit our year 2011/12 year-end target of resolving 90% within agreed timescales, but there is more to do.

142. The quality of our responses to complaints is arguably a litmus test of the culture of our organisation and it is crucial we get this right. Staff in the **customer service network** have identified some excellent examples where teams have used complaints positively to help them identify and make improvements.

Annex A (page 35) includes examples that show how we are learning lessons from complaints.

143. To support our work on quality we are increasingly networking with other organisations and utilising **peer support**. For example, the Fire and Rescue Service have worked with the LGA to develop a new sector-led approach to improvement. In January they invited the Chief Fire Officer from Cornwall to lead a peer review of the service. The outcomes report, which was considered by the Communities Select Committee on 22 May 2012, identified some useful learning and concluded that "*Surrey Fire and Rescue Service is moving into a new phase and there is enthusiasm and commitment to drive the service forward. The peer team believe that by harnessing this enthusiasm and commitment SFRS can continue on its improvement journey*".

144. Meanwhile our own officers have contributed to reviews of fire services in Cornwall and London and Kay Hammond, Cabinet Member for Community Safety, took part in a peer review of Dorset Fire and Rescue in May.

The implementation of the Integrated Children's System is a good example where technology has been harnessed to strengthen quality assurance. See Annex A (page 36).

145. Looking ahead, a **peer review of services for children** is scheduled for 11-12 June 2012. It will assess leadership of the children's system in the county with a focus on safeguarding. In February 2013 we will undertake an LGA organised **corporate peer review** – the small review team visiting us will be led by a council Chief Executive and will include the Leader of a peer council.

146. The challenge now on quality is to continue learning from our best examples so quality becomes systematic. To help drive this forward the Quality Board has agreed to focus on **five key themes** over the next year: celebrating examples of innovation; speed and responsiveness; engagement and involvement; trends in information such as complaints; and enhancing our understanding of how Surrey is changing over time.

*Discussion point (6):
In your view what do high quality services look like?*

STEWARDSHIP

We will look after Surrey's resources responsibly

147. While fulfilling our most pressing duties it is critical we use resources responsibly and ensure they are protected for future generations. We have continued to do this by strengthening our governance arrangements, maintaining rigorous financial and risk management, and conserving Surrey's rich environment.

Governance

148. The 2011/12 **Annual Governance Statement**, which was considered by the Audit and Governance Committee on 21 May 2012, reflects the solid progress we have made in this area. I'd like to thank the Members of the **Audit and Governance Committee** who have continued to challenge and test our arrangements in a robust manner. The Statement highlights a small number of governance issues that we will need to address in the coming months and the Governance Panel, Quality Board and Audit and Governance Committee will track progress on these.

149. The **Internal Audit Team** completed 68 audits in 2011/12. Of these 15% concluded with an "effective" judgement (up from 11% last year) and only 7% with "major improvement needed" (down from 17% last year). Importantly the council's key financial systems were given the highest "effective" assurance rating reflecting the improvements made in processes and controls following previous audit recommendations. It is crucial we continue to utilise the expertise of our Internal Audit team to help us tackle issues and make improvements.

Annex A (page 36) highlights some recent examples of the excellent contribution our Internal Audit Team makes to safeguarding Surrey's resources.

Finances

150. As well as ensuring the council has robust financial systems and a balanced and sustainable budget we have made adequate **provision to cover for financial risks**. The MTFP 2012-17 set a prudent level of reserves and balances for the council that reflect the economic uncertainties we face. Earmarked reserves are in place for those risks that are known.

The environment

151. In March, the Planning Committee approved SITA's planning application for Surrey's **Eco Park**. The development at Charlton Lane in Shepperton, will help minimise the use of landfill, which costs Surrey taxpayers £600,000 a month in taxes and is damaging to the environment. The Eco Park will deal with 40,000 tonnes of food waste and 60,000 tonnes of household rubbish a year in a more environmentally friendly way, as well as generating enough electricity to power thousands of homes.

152. Residents' efforts to produce less waste and recycle more have continued to pay off. In March Surrey's household **recycling rate** reached 52%. This meant we surpassed the Government's target of 50% household recycling almost a decade ahead of schedule. Meanwhile the total amount of waste being

produced has continued to drop. We will continue to work with residents, district and borough councils and other partners to meet our ambitious target of achieving 70% household recycling by 2014.

153. We have continued to do a huge range of work with residents and partners to **manage and enhance Surrey's countryside** so it can be enjoyed today and is conserved for future generations. A good example is the **Lower Mole Countryside Management Project** to improve nature conservation, landscape and public access to the countryside in Elmbridge, Epsom and Ewell and the northern Mole Valley. The partnership project benefits from a large and enthusiastic volunteer group; in 2011 they contributed an impressive 12,500 hours of work, a 38% increase on the previous year.

Discussion point (7):

What must we focus on if we are to leave a strong legacy for future generations?

Conclusion

154. The county council has had another six months of strong progress and has completed the phase of recovery and improvement that started in 2009. I hope this report has captured a flavour of the impressive work carried out by staff and Members. I am immensely proud of what the people who work for the council have achieved.
155. There is no option of pausing to rest. The council has set out the objectives and themes for its next phase of development in the *One County One Team 2012-2017 Corporate Strategy*. We have rightly set ambitious goals and we know we can only achieve these by successfully navigating the biggest set of challenges and uncertainties public services have faced in 80 years.
156. When I visit teams around the county a question I am often asked is "what are you most worried about"? It would be a lie to say nothing. My answer has varied slightly depending on the challenges thrown up that week or day, but the ones that endure are:
- *Delivering the Medium Term Financial Plan* – we simply cannot underestimate how tough it will be to reduce our annual costs by more than £200 million over the next five years having already saved £130 million over the last two years. We are only four years into what is effectively a decade long cash freeze.
 - *Meeting ever growing demands for services* – population changes and the effects of the economic downturn have triggered increasing demands, especially for schools and care services.
 - *Finding new ways of tackling long standing problems* – we know we need to design more joined up, personalised and preventative services; making this real means working through the challenge of re-shaping well engrained relationships between us, our partners and our residents.
 - *Protecting those that need us most* – safeguarding those people in our communities who most need our support is critical and requires constant attention and vigilance.
 - *Events outside our control* – we live in uncertain times and there is no way of being entirely sure what challenges the next day will bring.

155. There is no doubt that the next six month period will be especially difficult given the uncertainties, unique events and things outside our control that could impact on us. It will test our resilience and we will find it much harder to maintain the pace of improvement we have achieved in recent years.
156. Despite these worries and uncertainties I am confident we can put our long-term strategy into action and successfully navigate both the known and unexpected challenges we will face. My confidence is sustained by the fantastic work I hear about every day. The evidence of what we have already achieved is very impressive and the examples of leading edge work our staff are doing with residents, business and partners signal what we can achieve next.
157. The council's work is vital to the long-term wellbeing of Surrey, its residents and businesses. This is why we must protect and enhance our capacity and capability by investing in technology and staff development. The quality and commitment of our staff remains our strongest asset and I am committed to continuing to remove obstacles that limit their ability to do the best possible job. We have made good progress on this but it is an ongoing task. Our new People Strategy is focussed on ensuring all staff have the right skills, competence, capacity and support to deliver high quality services through a period of rapid change and uncertainty.
158. I also thank Members for their continued leadership and the knowledge and enthusiasm they bring to tackling difficult issues. As previously, I anticipate and welcome the constructive comments Members will make on this report. By the time of my next report in December 2012 we will have got through a very tough and testing six month period. I look forward to using that report to reflect on how we did.
-

Lead/Contact Officer:

David McNulty, Chief Executive, 020 8541 8018

Sources/background papers:

One County One Team Corporate Strategy 2012-17 report to Council, 7 February 2012

Medium Term Financial Plan and Directorate Strategies 2012-17 report to Cabinet, 27 March 2012

Q4 2011/12 business report to Cabinet, 24 April 2012

Provisional Budget Outturn 2011-12, report to Cabinet, 24 April 2012

Financial Outturn 2011-12, report to Cabinet, 29 May 2012

ANNEX A – CASE STUDIES

CULTURE SECRETARY URGES COUNCILS TO FOLLOW SURREY’S BROADBAND LEAD

Culture Secretary Jeremy Hunt has urged other local authorities to follow Surrey County Council’s lead on superfast broadband. The Cabinet Minister said Surrey’s aim of ensuring every business and home has access to superfast broadband in two years would be a “fantastic achievement”.

His comments came after a meeting with the council’s deputy leader Peter Martin to discuss Surrey’s drive to ensure businesses and residents in the county are not left behind in the superfast broadband roll-out.

The county council is months away from selecting a company to provide superfast broadband for up to 20% of Surrey residents and businesses – around 100,000 premises – not included in BT’s current plans to roll out the service nationally.

A recent county council survey showed that connection speeds in nearly nine out of 10 premises fall short of the national average. In the same survey 98% of businesses said that superfast broadband would improve their trading prospects.



Jeremy Hunt with Deputy Leader, Peter Martin.

SPOTLIGHT ON AN AWARD-WINNING APPRENTICE

Zephyr Fowler joined the council at the start of 2011 as a business and administration apprentice. Her 15-month placement in Internal Audit saw her win two prizes in the Skills Development Team’s Apprentice Awards: one for consistently good work and another for an outstanding piece of work.

In 2012, Zephyr secured a full-time job with the training administration team. Zephyr was pleased to be able to stay at the council and put her new-found knowledge to use: “I think doing the apprenticeship gave me a good understanding of the county council which really helped me in getting the job.”

Zephyr tells us: “When I applied for the apprenticeship with Surrey, I was working in a café but keen to get experience in an office environment.” The apprenticeship scheme provided a foot in the door to start a new career direction.

She was attracted to the apprenticeship scheme as it provided practical experience as well as a formal qualification. “I was really encouraged to see that when I was applying for full-time jobs I had the experience and qualification that many employers were looking for.”

TRADING STANDARDS PROTECTING CUSTOMERS

Trading Standards succeeded in securing a conviction against energy giant Scottish and Southern for misleading residents whilst doorstep selling energy. In May, a judge confirmed a fine of £1.25million for the activity. The prosecution, the first time a local authority has successfully brought such a case, will protect local residents from energy mis-selling.

The prosecution has prompted more action from Ofgem on this issue and five of the big six energy providers have now suspended doorstep selling.

Scottish and Southern issued its doorstep sales staff with a misleading script. It led householders to believe the salesperson knew they were overpaying with their current energy supplier, when in fact the salesperson did not have such information.

NEW RELATIONSHIP WITH THE ARMED FORCES

In March, the Chairman signed the Surrey Community Covenant, a public promise of support to serving soldiers, sailors, air force personnel and veterans.

A Surrey Civilian Military Partnership Board is in place to deliver the commitments in the Covenant. Chaired by Lavinia Sealy, the Board will help to address the unique issues facing the military community.

In May the Board convened a meeting with the Head Teacher of Brookwood School. When the Yorkshire Regiment relocates later this year, around 300 children are expected to join the school. The meeting aimed to help families through the application process and to support the school to manage the practical issues.

The Covenant also allows Surrey communities to access Government grants from a £30 million pot of Ministry of Defence cash. The Board reviewed the first community bids in May, assessing which applications will best further the aims of the Covenant. The most promising bids will be submitted to the Ministry of Defence for consideration.



Chairman Lavinia Sealy with Brigadier Wolesey at the signing of the Covenant.

THIRD INFORMATION CENTRE OPENS IN WOKING

A third advice centre run for and by disabled people has opened in Woking. The Hub is staffed entirely by volunteers from the Surrey Disabled People's Partnership (SDPP).

Clive Wood, Chief Executive of SDPP, said: "This new chapter in the way disabled people access support has only been possible through SDPP, Surrey County Council and Woking Borough Council working together."

Sarah Davies, one of the volunteers in the Hub, tells us why she got involved: "I started volunteering for The Hub and SDPP because I had been helped by the organisation in the past and knew personally what a difference it could make to people's lives."

As well as helping others, Sarah tells us she gets a lot out of working in the Hub: "I had never worked in an office before, and having previously been housebound since my early teens, it has really opened up my world. I love the sense of shared purpose gained from working together with other staff and volunteers and it's great to feel that my experience of living with disability can be harnessed to help others in similar situations".



Cliff Bush, Surrey Coalition of Disabled People; Sarah Davies, a Surrey Disabled People's Partnership trustee and volunteer; Woking MP Jonathan Lord; with Michael Gosling at the opening.

COMMUNITY FUND IMPROVING LOCAL AREAS

A community cafe, a meals on wheels service and a scout hall were among the first 17 projects that the Leader awarded funding to from the council's new £750,000 Community Improvements Fund.

Strood Green Shop Association won £50,000 for its shop and cafe set up and run by the community. First Weybridge Scout Group received £21,280 to help renovate its hall and the Friends of St Andrew's Box Hill Jubilee Kitchen Extension got £12,675 towards delivering more meals to older people at home.

Other schemes awarded funding included a skate park, an outdoor gym and a basketball court.

Heather Rhoden, a fundraising co-ordinator for First Weybridge Scouts, said: "It's amazing news. We'd raised 40% of the money we needed for the refurbishment and this means we can accelerate it. It would have taken years, now it'll take months. Once it's up and running we can welcome the community."

Schemes were recommended by a panel chaired by Nick Skellett.



Cabinet Member Michael Gosling at the opening of a new dementia centre in Egham

SUPPORTING PEOPLE WITH DEMENTIA

Surrey's partnership approach to supporting the 14,500 people in the county with dementia is recognised nationally as leading practice. The approach centres on close work with those with the condition and their families to identify their priorities.

In recent months specialist dementia advisors have been deployed by the council, NHS Surrey and the Alzheimer's Society to help people with the

illness live independently in their own homes. The advisors visit individuals and their families to help them navigate the system.

The advisors will help residents to access other services such as Surrey's new local advice and information centres for people with dementia. A specially designed **local reporting tool** has been designed to tracks the impact of these various initiatives on the quality of life of people with dementia.

SURREY SCHOOL GAMES SECURING A LEGACY

Surrey's P&G School Games have been recognised for creating a sporting legacy for the 2012 Games by world cycling champion Mark Cavendish.

The 2012 hopeful said: "2012 is going to be the most exciting year of sport this country has ever seen and it is fantastic that in Surrey there are opportunities for young people to try out new sports including cycling."

The P&G Surrey School Games aim to get more young people involved in sport and create a lasting enthusiasm among young people. The Games involved contests in over 20 sports including athletics, golf and cycling with a host of events for young people with disabilities. More than 3,000 young people took part in the events with an estimated 20,000 young people taking part in competitions leading up to the final. This year the programme also includes art contests such as creative writing and illustration competitions.



Children from Woolmer Hill School perform a dance to celebrate the launch of the 2012 P&G Surrey School Games.

DRIVING VALUE IN HIGHWAYS

Our new highways maintenance contract with May Gurney is already helping to improve resident satisfaction. The latest Residents' Survey, which covers quarter four of 2011/12, found that residents' satisfaction with road maintenance had increased by 22% compared to the same period last year.

The new contract with May Gurney offers taxpayers a stronger deal, delivering nearly £750,000 of savings while demanding better service: 107 extra miles of road now being gritted regularly in severe weather.



A new fleet of gritters helped us to keep on top of winter weather.

Highways remains one of the most visible and important services to many Surrey residents. We will continue to monitor performance closely to ensure the contract delivers to the standards expected.

LISTENING TO SERVICE USERS

The Public Value Review of services for people with learning disabilities aimed to deliver a personalised model of care and support for every client. The PVR was keen to find out the views of people who use services and their families.

Over 500 people attended engagement events with key messages helping to shape the direction of the review. A **dedicated accessible web page** was created on the Surrey Learning Disabilities Partnership Board's website to keep people updated and a four-page easy read bulletin was distributed to 3,000 stakeholders each month.

People with learning disabilities also visited councils as "secret shoppers" to find out what housing information was available and giving feedback. A group is continuing to work with Surrey Police to promote keeping safe and how to report hate crime.

External challenge was provided by NHS South of England. Its learning disability lead concluded: "Engagement with people with learning disabilities, family carers, health, voluntary sector providers and the wider community has been very good. The way the team has responded to the engagement has also been very good, demonstrating the ability to adapt to ensure all views have been incorporated."

YOUTH WORKER APP TO SAVE UP TO £100,000 A YEAR

An online application developed by IT staff for youth workers is set to cut bureaucracy and save up to £100,000 a year. The technology, which will work on tablets and smartphones, will give youth workers secure access to young people's records, allowing them to update personal details while on the move.

Cutting down on the time spent on paperwork could save between £75,000 and £100,000 annually while also improving our service to young people. Cabinet Member for Community Safety Kay Hammond said: "The app will lighten the paperwork load, freeing

youth workers to spend more time with the young people they're supporting."

Head of Information Technology and Management Paul Brocklehurst said: "The beauty of apps is that they are secure. Nothing is stored on the phone or tablet so staff can use them safely on the go."

The development comes after the council created an app for BlackBerry smartphones to monitor trade waste being dumped at recycling centres for free to stop residents forking out £1 million a year to dispose of it. It allows staff at the council's 15 recycling centres to immediately check registered vehicles on a secure database of vans, pick up trucks and vehicles with large trailers.



David Hodge at the launch of the SE7 MSc at Brighton University

STUDENTS START UK'S FIRST HIGHWAY ENGINEERING DEGREE COURSE

Sixteen students have started the UK's first masters degree course to train the next generation of public sector highways managers. The MSc in highway engineering was launched by South East 7 with Brighton University.

Surrey County Council has been leading the highways workstream since the South East 7 partnership was launched.

Helen Currie, one of Surrey's highways inspection team leaders and among the first cohort of students, says the course is perfect for her. In the long term, the course will attract graduates who might have otherwise been attracted to other engineering degrees, helping to build skills in the sector. Leader David Hodge said: "Only by having the best staff can we provide residents with the best services. This course means we'll have highways engineers ready and able to go the extra mile."

MAKING A DIFFERENCE FOR YOUNG PEOPLE

The Hope service works with young people aged 11 to 18 with complex mental health and emotional needs that require the involvement of more than one organisation. The service is jointly funded by NHS Surrey and Surrey County Council and provides a multi-agency service including health, education and social care.

The service has succeeded in preventing three-quarters of its young people who were at risk of being admitted to inpatient units for mental health issues.

COUNCILS SHARE PREMISES TO GIVE OLDER PEOPLE EFFICIENT SERVICE

Vulnerable people needing care will get a more coordinated service now our social care teams have moved in with other authorities. Social workers and other staff caring for older people are sharing premises with the borough councils in Runnymede and Spelthorne. Neighbourhood police officers are also based at Runnymede while voluntary groups helping older people work from Spelthorne.

Surrey's move means social care staff are able to work even more closely with teams providing services like dial-a-ride transport, home improvements for the disabled or meals on wheels and can link up more effectively with police checking on the vulnerable. In addition, the social care teams are much closer to the people they help, such as the old and frail and those with physical or mental disabilities.

Spelthorne Borough Council's Assistant Chief Executive Liz Borthwick said: "At Spelthorne, the voluntary sector have said how much quicker it is to resolve issues for vulnerable people."

These examples are indicative of the approach being pursued across Surrey, which will see co-location in each of Surrey's 11 boroughs and districts by the end of 2012/13.

Nearly 90% of Hope's clients were accessing education on finishing their programme of support: only 35% were when they entered the programme. Last year 12 young people were entered for GCSEs. One of the young people accessing Hope's support said: "When it comes to going into the big wide world I feel like you have prepared me in every way possible."



MAKING THE MOST OF THE IT UPGRADE

Jane McNicholas is an Assistant Curriculum Manager who works in Esher Green. Staff had been experiencing slow log in times on their old Windows 2000 PCs and have been upgraded with IGELs. Jane says: "I was really excited about getting my upgrade. I was pleasantly surprised one Monday to arrive at work to find it set up and ready to go."



Jane McNicholas received a new 'thin client' as part of the IT upgrade.

The new computers are already making a huge difference to Jane's work: "Having the IGEL has transformed my life totally. Before it would take me over an hour to login and 5 minutes just to open an email; now logging in takes a few minutes and my emails open instantly."

Jane's productivity was instantly improved, helping her to deliver a much better service: "It's stopped screen freezing altogether and

keeps up with my typing speeds so I'm no longer getting frustrated. Recently I performed a process that used to take 15 minutes per report. Now I can check 20 documents every 15 minutes!"

Many staff who are predominantly office-based will have their existing equipment upgraded to a 'thin client', which are smaller, neater, faster and cheaper to run than a desktop PC. The thin clients we are using are made by IGEL.

VOLUNTEERING SUCCESS STORY

Tuesday 12 March was not a normal day for eight members of the Children, Schools and Families Transformation Team. Making use of the council's new volunteering leave policy, staff spent the day at Your Sanctuary women's refuge.

The refuge provides a home for women and children who have fled domestic abuse. The team chose to help out the refuge as domestic abuse is one of the biggest issues facing Surrey's vulnerable children.

On the day, the team got stuck in to garden improvements and decorating. The whole team pitched in to an intense cleaning effort to brighten up the areas where clients meet with support staff.



Matthew Banks gets busy with a paint roller.

To cover the cost of the supplies, the team made cakes to sell at County Hall. As well as covering the £80 of supplies, the team raised an additional £120 in donations, which has been sent to Your Sanctuary. In return the team received a beautiful hand-made card from the children staying at the refuge.

The team said the day tested their project management skills to the full as well as helping them to put team work into practice.

INVESTING IN TALENT

Suzannah Townsend benefited from Adult Social Care's sponsorship programme, which offers full- or part-time courses at local universities. Suzannah is currently working at Epsom General Hospital while in the final year of her social work degree.



Suzannah is currently studying for a social work degree.

Suzannah was inspired to work in social care having cared for her grandparents from a young age, which helped her to understand "the importance of supporting the individual's choice. Growing up and seeing the difficulties people have to maintain their independence inspired me to apply for this degree."

The scheme was central in enabling Suzannah to fulfil her ambition of attaining professional qualifications: "I would not have been able to fulfil my desire to become qualified without sponsorship from the council. I am a single parent of two teenage children and would never have been able to fund this course myself. The council has enabled me to turn my dreams into reality."

As well as providing the council with a great source of talent, the programme is extremely rewarding for those that take part: "I am also looking forward to using all of the skills I have learnt during this course. I have now reached a stage in my life where I feel ready to commit to the challenges of a new role and have the maturity and capacity to undertake the responsibilities that this role will provide."

LEARNING FROM COMPLAINTS

The Customer Service Network brings together customer service leads from across the council. The group aims to ensure that customer feedback is routinely used to improve our services and to share learning between services.

Dilip Agarwal, Adult Social Care's Customer Relations Manager, explains how a complaint led to improved processes: "The council received a complaint concerning poor service given by an Occupational Therapy equipment provider. In this instance, the provider had not responded well to the unique situation facing the client who lived in a mobile home. Our teams investigated and found that the provider had not provided a person-centred service. As a result we have developed a new process that will ensure that all requests for adaptations and equipment are surveyed individually. This is preferable to automatic responses, which previously suggested that adaptations such as hand rails cannot be fitted to mobile homes."

The Highways Service is keen to identify patterns in complaints to help make processes simple for residents. Richard Vogan, Customer Service and Improvement Manager in Highways, describes a recent change made in response to complaints: "Residents told us that that the information we gave them about cutting back overhanging vegetation was confusing and unnecessarily bureaucratic. In March this year, we introduced a new three-stage process that we designed to be primarily customer focused. It is simpler to understand and should help bring greater consistency. It has also improved things for the council, as it will make it easier for us to prosecute those people that do cause a public nuisance."

E-SAFEGUARDING EXCELLENCE RECOGNISED

Surrey's approach to the implementation of the Integrated Children's System (ICS) won a UK Public Sector Digital Award 2011 for best project delivery. It was selected from 400 nominations and topped an impressive shortlist.



Mark Bisson, whose team managed the project, with the award.

The awards were judged by a panel of experts and recognised excellence in enabling businesses and citizens to communicate more effectively with public sector organisations. Ofsted said: "The swift and successful implementation of the Integrated Children's System recording system has enabled comprehensive quality assurance arrangements to be developed that are now improving service delivery in a number of areas including the quality of assessments."

In 2010 Liquidlogic was procured to deliver an electronic Integrated Children's System (ICS) to help improve the assessment, planning, intervention and review of our children's social care cases. This centralised system has streamlined our recording processes and enabled frontline staff to work much more efficiently and deliver an even better quality of care.

USING INTERNAL AUDITS TO DRIVE IMPROVEMENT AND EFFICIENCY

Carbon Credits

This year the council had to report on its green house gas emissions for the first time. Internal Audit provided assurance over the process used to gather the information required. This led to improvements to data management and reporting. More significantly, there was an immediate saving of £72,000 per year; some data was being duplicated, which would have resulted in the council purchasing more carbon credits than required under the statutory Carbon Reduction Energy Efficiency Scheme.

Schools Data Protection Registration

An Internal Audit check of all Surrey schools found that some did not have current Data Protection registration and few had registered CCTV with the Information Commissioner's Office. All schools were contacted to find out if they had CCTV and 131 schools were given additional information so that they could update their registration. As a result schools are more aware of their responsibilities under the Data Protection Act and are in a firmer legal position.

Fraud Awareness

Within the past twelve months Internal Audit have made progress in embedding an anti-fraud culture. The team has delivered proactive fraud prevention and awareness activities. In Adult Social Care, Internal Audit provided guidance and advice to front-line staff on how to recognise, manage and escalate concerns over the misuse of direct payments. In Children's Services, Internal Audit have provided advice about key and safe controls. Internal Audit use the schools bulletin to pass on advice from sources such as the National Anti Fraud Network, which increases the capacity of schools to recognise and be resilient to attempted fraud.

ANNEX B – EXAMPLES OF AWARDS AND PRAISE RECEIVED

- The council was shortlisted in the **most improved council** category at the **Local Government Chronicle awards 2012**. The shortlist recognised that we have successfully dealt with the issues that led to critical reports about key services and serious examples of corporate failure and commended the foundations we have laid as we strive for outstanding levels of performance.
- The council's **STARS training and development programme** was shortlisted for the **workforce award** at the **Local Government Chronicle awards 2012**. The shortlist recognised that our investment in training was empowering staff to give the best customer service.
- The council won wide-ranging recognition when the shortlist for the **MJ Awards 2012** were announced. The **Trading Standards** team was shortlisted in the **public protection category** while **Adult Social Care** was recognised in the **redefining quality in adult services** category. Two projects were also commended by the judges - 'from neighbourhood to host' and the acute medical unit. The winners will be announced in June.
- **Adult Social Care** won the **Best Commissioner category in Laing and Buisson's Annual Independent Specialist Care awards**. The awards showcase the best care services for adults with learning or physical disabilities or mental health conditions. Organisations the council commissions services from include the Surrey Association for Visual Impairment, which provides equipment to blind and partially sighted. The authority also recently teamed up with NHS Surrey and the Alzheimer's Society to give advice and support to people with dementia about living independently at home.
- **Surrey's History Centre** was awarded the **Archive of the Year Award 2012**, which was voted for by **readers of Your Family History Magazine**. Record Offices across the entire United Kingdom were eligible for the award and members of the public were asked to nominate archive services. Customers were asked to vote for the best overall archive considering service from staff, facilities, accessibility and range of services. The award was presented at *Who Do You Think You Are? Live 2012* at Olympia.
- A **social work team** based at Epsom Hospital won the **Guardian social care network 'star team' award**. The social care professionals work as part of a multidisciplinary team managing patients' discharge and were commended for their innovative use of technology and joined up working. Since their new approach was introduced, the length of time patients spend in the hospital has dropped from an average of 15 days in October 2011 to a two-day average this January.
- A number of the **Communication Team's** campaigns were recognised by the **Chartered Institute of Public Relations Awards 2011**. The Surrey Reuse Network was awarded silver in the Integrated Communications category and silver in the Use of Photography or Design category. The Drive SMART campaign, which we have developed with Surrey Police, was awarded silver in the Community Relations category.

- A **Surrey History Centre archive** charting the story of John Springfield, a Zanzibar slave and later resident of Guildford, was one of the winners in the **100 Images of Migration competition** organised by **The Guardian newspaper and The Migration Museum**. The John Springfield collection is part of the Surrey History Centre archive and his story was researched and digitised for display on the Exploring Surrey's Past and Surrey History Centre websites as part of ongoing work into Surrey's diverse communities.
- Our **Finance Team** won a bronze award at the Improvement & Efficiency Awards 2012 in the **transparency category**. The team was recognised for its work to ensure that the Council's **accounts are open to public scrutiny** on a quarterly basis.
- The **Pensions Team** was shortlisted for a Local Government Chronicle investment award.
- **Adult Social Care** also won an award from **Improvement and Efficiency South East** for helping to launch our three **information and advice hubs** run for and by disabled people.
- **Surrey Early Years and Childcare Service** won the **Playwork Local Development Team Local Authority Award**. The team was shortlisted for its work with breakfast and after school clubs and holiday playschemes including initiatives to improve access for disabled children to out of school clubs, webpages especially for playworkers and play work training.
- The **Every Child a Talker Communication Decathlon**, an innovative project helping children develop their communication skills, was awarded an **Inspire mark by Olympic and Paralympic Games** organisers. The project is available to more than 2,000 nurseries, playgroups, childminders and other children's groups who work with youngsters under five years old. It involves completing tasks based on Olympic sports that are specifically designed to help develop children's language and communication skills.
- **Members' scrutiny** of the Council's response to winter weather and Highways winter maintenance programme was shortlisted in the **Centre for Public Scrutiny's Good Scrutiny Awards**. A member-led task group worked closely with officers to conduct a holistic review of the Service and their findings underpinned a new Winter Service Policy.