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Agenda and Reports
for the meeting of
THE COUNTY COUNCIL
to be held on
20 MARCH 2018

(i)

County Hall
Kingston upon Thames
Surrey

Friday, 09 March 2018

TO THE MEMBERS OF SURREY COUNTY COUNCIL

SUMMONS TO MEETING

You are hereby summoned to attend the meeting of the Council to be held in the Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN, on Tuesday, 20 March 2018, beginning at 10.00 am, for the purpose of transacting the business specified in the Agenda set out overleaf.

JOANNA KILLIAN
Chief Executive

Note 1: *For those Members wishing to participate, Prayers will be said at 9.50am. Reverend Andrew Cowie from St Nicholas Church, Thames Ditton has kindly consented to officiate. If any Members wish to take time for reflection, meditation, alternative worship or other such practice prior to the start of the meeting, alternative space can be arranged on request by contacting Democratic Services.*

There will be a very short interval between the conclusion of Prayers and the start of the meeting to enable those Members and Officers who do not wish to take part in Prayers to enter the Council Chamber and join the meeting.

Note 2: *This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.*

Generally the public seating areas are not filmed. However by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the representative of Legal and Democratic Services at the meeting.

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call Democratic Services on 020 8541 9122, or write to Democratic Services, Surrey County Council at Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 9698, fax 020 8541 9009, or email joss.butler@surreycc.gov.uk

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Democratic Services on 0208 541 9122

1 APOLOGIES FOR ABSENCE

The Chairman to report apologies for absence.

2 MINUTES

(Pages 9
- 20)

To confirm the minutes of the meeting of the Council held on 6 February 2018.

(Note: the Minutes, including the appendices, will be laid on the table half an hour before the start of the meeting).

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 CHAIRMAN'S ANNOUNCEMENTS

The Chairman to report.

5 LEADER'S STATEMENT

The Leader to make a statement.

There will be an opportunity for Members to ask questions.

6 MEMBERS' QUESTION TIME

1. The Leader of the Council or the appropriate Member of the Cabinet or the Chairman of a Committee to answer any questions on any matter relating to the powers and duties of the County Council, or which affects the county.

(Note: Notice of questions in respect of the above item on the agenda must be given in writing, preferably by e-mail to Democratic Services by 12 noon on Wednesday 14 March 2018).

2. Cabinet Member Briefings on their portfolios.

These will be circulated by email to all Members prior to the County Council meeting, together with the Members' questions and responses.

There will be an opportunity for Members to ask questions.

7 STATEMENTS BY MEMBERS

Any Member may make a statement at the meeting on a local issue of current or future concern.

(Note: Notice of statements must be given in writing, preferably by e-mail, to Democratic Services by 12 noon on Monday 19 March 2018).

8 ORIGINAL MOTIONS

Item 8(i)

Mr Stephen Cooksey (Dorking South and the Holmwoods) to move under Standing Order 11 as follows:

This Council welcomes DEFRA's "*A consultation on proposals to tackle crime and poor performance in the waste sector & introduce a new fixed penalty for the waste duty of care*" document, published in January 2018.

This Council notes the Government's view, stated in the consultation, that "residents should be able to dispose of household DIY waste free of charge" and "The Government will consider clarifying the law if councils continue to charge for disposal of reasonable amounts of DIY waste".

This Council resolves to immediately implement the Conservative Government's proposals to cease charging for DIY household waste and to avoid forcing the Government to enact legislation to compel charges to be withdrawn.

Item 8(ii)

Mr Will Forster (Woking South) to move under Standing Order 11 as follows:

This Council notes that:

1. Last year 170 young people (aged 16 or over) left the care of Surrey County Council and began the difficult transition out of care and into adulthood.
2. Research from The Centre for Social Justice found that over half (57%) of young people leaving care have difficulty managing their money and avoiding debt when leaving care.
3. This Council has statutory corporate parenting responsibilities towards young people who have left care up until the age of 25.
4. The Children and Social Work Act 2017 places corporate parenting responsibilities on district and borough councils for the first time, requiring them to have regard to children in care and care leavers when carrying out their functions.

This Council believes that:

1. To ensure that the transition from care to adult life is as smooth as possible, and to mitigate the chances of care leavers falling into debt as they begin to manage their own finances, the burden of council tax should be relieved until they are 25.
2. Care leavers are a particularly vulnerable group for council tax debt.

This Council, therefore, resolves to use the County Council's convening powers and expertise in corporate parenting to work with all district and borough councils in Surrey to explore the options for relieving the council tax burden for all care leavers in the County up to the age of 25, sharing any arising costs proportionately.

Item 8 (iii)

Mr Jonathan Essex (Redhill East) to move under Standing Order 11 as follows:

Council notes that according to recent research, eight million metric tons of plastic waste ends up in the world's oceans each year, endangering marine life, and that there is a growing understanding of the risks posed to human health by toxic chemicals present in plastics.

Council further notes that six months after the introduction of the 5p bag charge, use of single-use plastic bags had already dropped by 85%, while the TV programme Blue Planet II has raised public awareness of the problems of our throwaway culture. Norwich, Brighton and other councils in the UK have already passed motions committing to phase out the use of single-use plastic products where it is reasonable to do so and to encourage local businesses and other local public agencies to do the same

Council resolves to:

1. Develop a robust strategy to make Surrey County Council a 'single-use-plastic-free' authority by the end of 2018 and encourage the County's institutions, businesses and citizens to adopt similar measures by the end of 2018;
2. End the sale and provision of single-use plastic products such as bottles, cups, cutlery and drinking straws in Council buildings;
3. Investigate the possibility of requiring pop-up food and drink vendors at large council events to avoid SUP's as a condition of their contract and work with tenants in commercial properties owned by Surrey County Council to encourage the phasing out of SUP cups, bottles, cutlery and straws.
4. Write to the Secretary of State for the Environment to request that the Government commits to phasing out single-use plastics across the UK.

9 SURREY COUNTY COUNCIL PROGRESS REPORT

(Pages
21 - 90)

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

- 10 ANNUAL REPORT TO COUNCIL - MEMBER DEVELOPMENT** (Pages 91 - 94)
- This report provides an annual overview of the Council's approach to Member development, so that Members can be assured that the current approach is sufficient, equitable and effective.
- 11 SURREY PAY POLICY STATEMENT 2018/19**
- Report to follow.
- 12 REPORT OF THE CABINET** (Pages 95 - 96)
- To receive the report of the meeting of the Cabinet held on 27 February 2018 and to agree one recommendation in respect of the Early Help Strategy.
- 13 MINUTES OF CABINET MEETINGS** (Pages 97 - 106)
- Any matters within the minutes of the Cabinet's meetings, and not otherwise brought to the Council's attention in the Cabinet's report, may be the subject of questions and statements by Members upon notice being given to Democratic Services by 12 noon on 19 March 2018.

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

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MINUTES OF THE MEETING OF THE COUNTY COUNCIL HELD AT THE COUNCIL CHAMBER, COUNTY HALL, KINGSTON UPON THAMES, KT1 2DN ON 6 FEBRUARY 2018 COMMENCING AT 10.00 AM, THE COUNCIL BEING CONSTITUTED AS FOLLOWS:

Peter Martin (Chairman)
Tony Samuels (Vice-Chairman)

Mary Angell		Julie Iles
Ayesha Azad	*	Naz Islam
John Beckett		Colin Kemp
Mike Bennison		Eber Kington
Chris Botten		Graham Knight
Liz Bowes		Rachael I Lake
Natalie Bramhall		Yvonna Lay
Mark Brett-Warburton		David Lee
Ben Carasco		Mary Lewis
Bill Chapman		Andy MacLeod
Helyn Clack		Ernest Mallett MBE
Stephen Cooksey		David Mansfield
Clare Curran	*	Jan Mason
Nick Darby		Cameron McIntosh
Paul Deach		Sinead Mooney
Graham Ellwood		Charlotte Morley
Jonathan Essex	*	Marsha Moseley
* Robert Evans	*	Tina Mountain
Tim Evans		Bernie Muir
Mel Few		Mark Nuti
Will Forster		John O'Reilly
John Furey		Tim Oliver
Matt Furniss		Andrew Povey
Bob Gardner		Wyatt Ramsdale
Mike Goodman		Mrs Penny Rivers
Angela Goodwin		Stephen Spence
David Goodwin		Lesley Steeds
Zully Grant-Duff		Peter Szanto
* Alison Griffiths		Keith Taylor
Ken Gulati		Barbara Thomson
Tim Hall		Rose Thorn
Kay Hammond		Chris Townsend
Richard Hampson		Denise Turner-Stewart
David Harmer		Richard Walsh
Jeffrey Harris		Hazel Watson
Nick Harrison	*	Fiona White
Edward Hawkins		Richard Wilson
Marisa Heath		Keith Witham
* David Hodge CBE		Victoria Young
* Saj Hussain		

*absent

82/17 APOLOGIES FOR ABSENCE [Item 1]

Apologies for absence were received from Mr Robert Evans, Mr Hussain, Mrs Mason, Mrs Moseley, Mrs Mountain and Mrs White.

83/17 MINUTES [Item 2]

The minutes of the meeting of the County Council held on 5 December 2017 were submitted, confirmed and signed.

84/17 CHAIRMAN'S ANNOUNCEMENTS [Item 3]

The Chairman made the following announcements:

i. Her Majesty the Queen's New Year Honours List:

A list was included within the agenda and this included 31 Surrey residents. In addition, Members were informed that Russell Pearson, the Chief Fire Officer for Surrey Fire and Rescue Service, had been awarded the Queen's Fire Service Medal. Members were invited to congratulate all those that received awards.

ii. British Association of Social Workers – Lifetime Achievement Award:

A presentation was made to Andy Butler, the Principle Social Worker in Adult Social Care for a Lifetime Achievement Award from the British Association of Social Workers. Members congratulated him for this significant achievement.

iii. Related Party Disclosures:

Members were reminded that it was a legal requirement to complete their forms and return them to Finance by the 31 March 2018 deadline.

iv. Julie Fisher:

Members were informed that Julie Fisher, Acting Chief Executive, would be leaving the Council at the end of March.

v. Budget meeting:

The Chairman reminded Members that the budget meeting was different to regular Council meetings and that there would be no original motions. He referred Members to email guidance that he had circulated prior to the meeting setting out rules around voting on the Budget.

85/17 DECLARATIONS OF INTEREST [Item 4]

There were none.

86/17 REVENUE AND CAPITAL BUDGET 2018/19 TO 2020/21, CORPORATE STRATEGY AND KEY FINANCIAL STRATEGIES [Item 5]

The Leader presented the Report of the Cabinet on the Revenue and Capital Budget 2018/19 to 2020/21, the Council Tax Requirement for 2018/19, the

Corporate Strategy and other key financial strategies. A copy of the Leader's statement is attached as Appendix A.

The Director of Finance presented her report to Council. A copy of her statement is attached as Appendix B.

Each of the Minority Group Leaders (Mrs Watson and Mr Harrison), were then invited to speak on the budget proposals.

Key points made by Mrs Watson were:

- That she would be voting against the proposed budget.
- That it set out drastic cuts to libraries, road maintenance and services for people with learning disabilities on top of cuts already made to services such as community recycling centres.
- It was a failure of central government and the administration.
- She was pleased that the council tax proposal was not a 15% increase but not pleased that there was still a 6% rise proposed.
- That there were four Cabinet Ministers that were Surrey MPs.
- She had written to all Surrey MPs asking them to vote against the local government settlement and urged residents to do so too.
- That the business rates pilot should be extended beyond one year.
- The situation would worsen when the adult social care precept ended.
- In December 2016 a CIPFA (Chartered Institute of Public Finance and Accountancy) report on the Council's finances referred to the organisation as 'at risk of being financially unsustainable'.
- She welcomed the plans around capital receipts however these rules had been in place since 2016 and should have been introduced sooner.
- That the Council had spent a significant amount of money on maintaining empty buildings.
- She felt that during the financial crisis the Council should not spend £200m of council tax payers' money on properties outside of Surrey.
- That the government had reminded councils that their prime duty was to provide statutory service.
- Residents were being asked to pay more for less, which did not provide value for money.

Key points made by Mr Harrison were:

- The Council was facing increasing demands and had lost £200m in core funding and the gap was being met by increasing council tax.
- That 90% of the Council's income came from council tax compared to 60% for the rest of the country.
- He referred to the events of the 2017 Budget meeting and promise of increased funding from central government.
- That there had been an adult social care green paper promised and that the fairer funding review had been delayed.
- Central government could have a deficit that contributed to national debt however local government had to balance the books.
- Northamptonshire County Council was now in special measures.
- That a one year business rates retention pilot would not solve the issue.
- He welcomed appendix 6 of the papers and the involvement of the select committees in the budget setting process.

- A further £66m of savings would be harder to achieve.
- That the pace of transformation had not been enough and that a council tax rise was inevitable.
- The Council was being asked to approve a financial strategy without a credible plan in place.
- That Surrey MPs were either not listening or not interested in tackling the issue.
- There was a need to work constructively and review the headcount, review management and IT.
- If a 15% rise was necessary last year how had the council managed without this.
- The CIPFA (Chartered Institute of Public Finance and Accountancy) report on the Council's finances had been issued in the run up to the elections and the record needed to be put straight.

Twenty Members spoke on the Budget proposals and the following key points were made:

- That Members were pleased to see the increase in local member allocations and highways funding.
- There was concern regarding the use of reserves to balance the budget.
- That Surrey residents contribute more money to the Exchequer than anywhere other than the City of London.
- Demands were increasing and there needed to be plans for the future.
- Surrey MPs should stand up for Surrey and show leadership.
- Resident priorities needed to be recognised and funded accordingly.
- Local government was in crisis.
- Concerns that the Children, Schools and Families budget had £26m of savings to make and this would be challenging.
- Transformation was essential along with place based services and funding.
- Concerns that there was 'smoke and mirrors' regarding transformation programmes and that 41% of the Council's budget had been removed since 2010.
- That the report told the truth and that the Council would continue to deliver statutory services.
- The Council would invest to save, earn and grow and do this at a good pace.
- The Conservatives did not want to raise taxes but there was no alternative.
- Budget figures were available far earlier than in previous years and select committees had been able to scrutinise the budget earlier.
- That the budget lacked a long term plan and more information was required to understand what the cuts would mean to residents.
- The opposition did not make their own budget proposals.
- Concerns for a balanced budget in 2019/20.
- A great deal of partnership working had taken place between the County Council and District and Boroughs.
- Non-traditional methods of income would need to be considered going forward.
- The numbers of children in transition that would require Adult Social Care support was increasing.

- That it had been right for the Council not to accept the council tax freeze grant.

The Leader responded to the points made by Members during the budget debate and made the following points:

- The budget papers were honest and represented the facts.
- The Council had made £540m of savings in the past eight years and that it would be difficult to name another organisation that had done this.
- It was important for Members to recognise the demand pressures that were set out in the papers and that the opposition were not listening to these.
- That he had no issue with national taxation however local taxation should be fair.
- The Cabinet were aware that it was important to do local things in local places and that this had been recognised in the proposals to provide more money to member allocations.
- Transformation had begun in 2009 and this would need to be looked at again.
- That there had been no suggestions of alternative ways to balance the budget.
- He was prepared to stand up and be accountable and take responsibility for his decisions.
- The work undertaken with District and Boroughs regarding the business rates retention pilot had been really successful.
- That Members should be 'game changers' for local people and not for political groups.
- The 2019/20 Budget would not be easy and that the decision not to accept the council tax freeze grant had been the right thing to do.
- That the future was what mattered and it was important to recognise the demand pressures.
- He encouraged all residents to write to their MPs regarding fairer funding, as 3% of services would be lost each year.
- It was important to work with Districts and Boroughs and parish councils on transformation.
- That he was proud to be a Conservative and that he would continue to lobby MPs and government and stand up for Surrey.
- He closed by recommending that Members vote in favour of the proposed budget.

After the debate the Chairman called the recommendations, which were taken in three parts.

- Recommendation 1
- Recommendations 2 to 22 (which included the council tax precept proposals, and a recorded vote was taken)
- Recommendations 23 to 25

The results were as follows:

Recommendation 1:

60 votes for, 11 votes against and 1 abstention.

Recommendations 2 to 22:

A recorded vote was taken. The following Members voted for it:

Mrs Angell, Ms Azad, Mr Bennison, Mrs Bowes, Mrs Bramhall, Mrs Brett-Warburton, Mr Carasco, Mr Chapman, Mrs Clack, Mrs Curran, Mr Deach, Mr Ellwood, Mr Tim Evans, Mr Few, Mr Furey, Mr Furniss, Mr Gardner, Mr Goodman, Dr Grant-Duff, Mr Gulati, Mr Hall, Mrs Hammond, Mr Hampson, Mr Harmer, Mr Harris, Mr Hawkins, Miss Heath, Mr Hodge, Mrs Iles, Mr Kemp, Mr Knight, Mrs Lake, Mrs Lay, Mrs Lewis, Mr McIntosh, Mr Mansfield, Mr Martin, Mrs Mooney, Ms Morley, Mrs Muir, Mr Nuti, Mr Oliver, Mr O'Reilly, Dr Povey, Mr Ramsdale, Mr Samuels, Mrs Steeds, Dr Szanto, Mr Taylor, Ms Thomson, Mrs Thorn, Ms Turner-Stewart, Mr Walsh, Mr Wilson, Mr Witham and Mrs Young.

And the following Members voted against it:

Mr Botten, Mr Cooksey, Mr Essex, Mr Forster, Mr Goodwin, Mrs Goodwin, Mr Lee, Mrs Rivers, Mr Spence, Mr Townsend and Mrs Watson.

The following Members abstained:

Mr Beckett, Mr Darby, Mr Harrison, Mr Kington, Mr MacLeod and Mr Mallett.

Recommendations 23 to 25:

63 votes for, 9 against and 1 abstention.

Therefore, it was:

RESOLVED:

County Council noted the following important features of the revenue and capital budget.

1. The Director of Finance's statutory conclusions that the council's budget was balanced for 2018/19 and it was developing a major transformation programme to be able to set a balanced budget for 2019/20 and become sustainable over the medium to long term (Annex 1 of the submitted report).

Proposed budget: County Council approved the following revenue and capital budget decisions.

2. Increased the level of the general Council Tax by 2.99% (paragraphs 101 and 102 of the submitted report).
3. Increased Council Tax by a further 3% for the adult social care precept, which would provide a further £20m to support the growth in demand for services (paragraph 102 of the submitted report).
4. Set the County Council precept for band D Council Tax at £1,411.29 which represented a 5.99% up-lift. This was a rise of £1.53 a week from 2017/18's precept of £1,331.55.

5. The Council Tax for each category of dwelling to be as set out in Annex 3 of the submitted report.
6. The payment for each billing authority, including any balances on the collection fund, would be as set out in Annex 3 of the submitted report.
7. Agreed to maintain the Council Tax rate set out after the Final Local Government Financial Settlement.
8. Delegated powers to the Leader and the Director of Finance to finalise budget proposals and recommendations to County Council updated to take into account new information in the Final Local Government Financial Settlement.
9. Approved the County Council's £1,705m gross revenue expenditure budget for 2018/19 (Table 9 of the submitted report).
10. Approved the application of up to £15m capital receipts to fund the revenue costs associated with transformation projects (paragraphs 33 to 36 and Appendix 3 of the submitted report)
11. Approved the use of up to £24m of earmarked reserves to support the revenue budget (paragraph 109 of the submitted report).
12. Approved the £316m three year capital programme, with £139m capital investment in 2018/19 (paragraph 124 and Appendix 7 of the submitted report).
13. Agreed to support only capital schemes that did not require borrowing, unless the scheme had a compelling business case developed that demonstrated best value and a sustainable basis for funding borrowing costs (paragraph 135 of the submitted report).
14. Noted that the detailed programme of schemes would be agreed ahead of implementation of the detailed budget (if necessary).
15. Required a robust business case to be prepared (and taken to the Investment Panel for review) before committing expenditure for the use of:
 - all revenue 'invest to save' proposals, and
 - capital schemes (paragraph 120 of the submitted report).
16. To help ensure the council achieves its savings programme, required the Chief Executive and the Director of Finance to:
 - continue to ensure delivery of existing MTFP efficiencies and service reductions for the remaining years of the MTFP 2018-21; and
 - continue to ensure services monitor their demand and cost pressures and develop plans to mitigate the impact of those pressures (paragraph 95 of the submitted report).

17. Required the Chief Executive and the Director of Finance to lead the development of a transformation programme to move the council to a sustainable position in 2019/20.

Corporate and key financial strategies: County Council approved the following.

18. the refreshed Corporate Strategy for 2018/19 that Cabinet had endorsed (paragraphs 18 to 24 and Appendix 1 of the submitted report);
19. the refreshed Financial Strategy for 2018/19 (paragraphs 29 to 31 and Appendix 2 of the submitted report);
20. the Capital Strategy for 2018-22 (paragraphs 117 and 118 of the submitted report); and
21. the Flexible Use of Capital Receipts Strategy for 2018/19 (paragraphs 33 to 36 of the submitted report).

Treasury management and borrowing: County Council approved the following.

22. Approved with immediate effect, the Treasury Management Strategy for 2018/19 (Annex 2 of the submitted report), which included:
 - the investment strategy for short term cash balances;
 - the borrowing strategy for funding the capital programme;
 - the treasury management policy (Appendix 10 of the submitted report);
 - the prudential indicators (Appendix 11 of the submitted report);
 - the treasury management scheme of delegation (Appendix 12 of the submitted report);
 - the minimum revenue provision policy (Appendix 13 of the submitted report).

County Council noted the following Cabinet decisions.

23. That services would develop final detailed budgets and savings within budget for review by the council's Scrutiny function, ahead of approval by Cabinet on 27 March 2018 when the final MTFP 2018-21 would be presented.
24. That Cabinet approved allocation of a part of the additional funding from the additional 1% increase in the Council Tax, and a change to the funding for the Member Allocations to provide the following to support members' work in their local communities (paragraphs 104 and 105 of the submitted report):
 - a new Member Local Highways Fund;
 - a Revenue Highways Fund shared among Local Committees; and
 - revised Members Community Allocation.

25. That Cabinet approved the draft MTFP for the financial years 2018-21, which included:

- the Total Schools Budget of £505.8m (paragraphs 110 to 115 of the submitted report);
- overall cash limits for individual services for the 2018/19 budget (Table 9 of the submitted report).

87/17 MEMBERS' QUESTION TIME [Item 6]

Notice of 11 questions had been received. The questions and replies are attached as Appendix C.

A number of supplementary questions were asked and a summary of the main points is set out below:

(Q2) Mr Eber Kington asked whether the new Chief Executive would be prioritising the key issues identified in the staff survey. The Leader stated that there would be a further report to the People, Performance and Development Committee regarding the staff survey results and that the new Chief Executive would attend that meeting.

Mr Matt Furniss asked Council to consider the staff survey results in relation to the culture of team working and asked the Leader to endorse the value of team work across the organisation. The Leader congratulated staff on the work that they do, particularly in times of austerity and commended them for their 'one team' approach.

(Q3) Mr Stephen Cooksey asked the Cabinet Member to explain the Conservative policy in relation to DIY waste. The Cabinet Member for Environment and Transport explained that the law was very clear and that the Council were able to charge for the disposal of DIY waste.

Mr Bob Gardner asked the Cabinet Member to explain what was being done about prosecuting people for fly-tipping. **Mrs Bernie Muir** also asked the Cabinet Member to comment on fly-tipping. The Cabinet Member stated that there was a strategy in place to prevent fly-tipping and that work was being undertaken with District and Boroughs to tackle this problem. He went on to say that there had been a successful campaign on fly-tipping and that residents have informed knowledge in this area.

Mr Wyatt Ramsdale requested an explanation on how fixed penalty notices are benefiting Surrey. The Cabinet Member stated that Epsom and Ewell Borough Council had the highest number of fly-tipping convictions with a large monetary value.

(Q4) Mr Matt Furniss thanked the Cabinet Member for the work that had been done on the Ash Bridge scheme and asked whether he would consider making this one of his key priorities. The Cabinet Member for Highways confirmed that local schemes are always a priority.

(Q5) Mrs Hazel Watson asked whether the Leader would be equally sympathetic to non-Cabinet Members in relation to the use of IT to enable

paperless meetings. The Leader stated that leadership roles were very important and that there were occasions when paper would be necessary.

(Q7) Mr Chris Townsend asked for confirmation that no children's centres would close as part of the Early Help review.

Mr Mark Brett-Warburton asked what links existed between the Early Help work and the Improvement Board.

The Cabinet Member for Children responded by confirming that the Improvement Notice had made the Early Help offer a mandatory area of work. She said that many Members had been involved in their local areas and that work around children's centres was a part of this. She explained that the ambition was to work with partners to join up services at children's centres and other community venues.

(Q8) Mrs Kay Hammond asked the Cabinet Member to confirm that only eight members of fire service staff had moved out of the Surrey Fire and Rescue Service and would she agree that it was an outstanding, well run and high performing service. The Cabinet Member for Communities responded by stating that the Fire Service was an efficient service being led by a nationally recognised leader and she gave her thanks to the officers in the service.

Mr Bob Gardner asked for an update on the initial response vehicle trial. The Cabinet Member confirmed that the trial had started on 8 January 2018 and that there would be a familiarisation session for Members.

(Q9) Mr Will Forster paid tribute to the fire service and the youth workers affected by the recent fire and asked whether all local Members would be consulted on the future of the building. The Cabinet Member for Education said that it was important to note that the youth workers had been able to deliver the service despite the fire and that there had been no disruption to the service with young people not being disadvantaged. The Cabinet Member for Property and Business Services confirmed that individual Members would be consulted on plans for the building going forward.

(Q11) Miss Marisa Heath referred to the ongoing consultation on the Heathrow expansion and asked for reassurance that the Council would be robust in its response to protect residents and their wellbeing. The Cabinet Member for Environment and Transport confirmed that the flightpath and noise consultation would end on 8 March 2018 and then the responses to this would be considered before further information would be provided next year. He informed Members that the Council had a place on the strategic board and would make sure that the safety of residents was represented.

Dr Peter Szanto asked the Cabinet Member to confirm whether he agreed that a Heathrow rail link was vital to minimise the transport impact of expansion on Surrey residents and queried what the Council was doing to support the evaluation of alternative rail link proposals. The Cabinet Member said that there must be better links to access the airport and that he had met with Network Rail regarding this matter.

88/17 STATEMENTS BY MEMBERS [Item 7]

There were none.

89/17 REPORT OF THE CABINET [Item 8]

The Leader presented the report of the Cabinet meetings held on 14 December 2017 and 30 January 2018.

Recommendations on Policy Framework Documents

A – School Organisation Plan 2018 to 2027

RESOLVED:

That the County Council approved the School Organisation Plan 2018 to 2027 (as set out in the submitted Cabinet paper from 30 January 2018).

B – Admission Arrangements for Community and Voluntary Controlled Schools and Co-ordinated Schemes for September 2019

Members were informed that this item set out the admission arrangements for community and voluntary controlled schools and co-ordinated schemes for September 2019 and it was recommended that these were approved by Council.

RESOLVED:

That the County Council approved the admission arrangements for community and voluntary controlled schools and co-ordinated schemes for September 2018 (as set out in the submitted Cabinet report from 30 January 2018).

C – Revenue and Capital Budget 2018/19 to 2020/21, Corporate Strategy and Key Financial Strategies

The Chairman explained that this item was for Council to note the recommendations that the Cabinet had put forward for Council to approve.

RESOLVED:

That the County Council noted the recommendations that had been debated under item 5 of this meeting.

Reports for Information/ Discussion

D – Quarterly Report on Decisions taken under Special Urgency Arrangements: 1 October – 31 December 2017

Following a vote, with 52 in favour, 4 voting against and 7 abstaining, Council noted that one urgent decision had been taken by the Cabinet on 30 November 2017.

RESOLVED:

That the report of the meetings of the Cabinet held on 14 December 2017 and 30 January 2018 be adopted.

90/17 REPORT OF THE AUDIT & GOVERNANCE COMMITTEE [Item 9]

The Chairman of the Audit & Governance Committee introduced the report setting out the revised Counter Fraud Strategy and Framework and stated that this had been debated at length and approved by the Committee at its meeting on 4 December 2017.

RESOLVED:

That the revised Counter Fraud Strategy and Framework be included within the Council's Constitution.

91/17 MINUTES OF CABINET MEETINGS [Item 10]

No notification had been received by the deadline from Members wishing to raise a question or make a statement on any matters in the minutes.

92/17 APPOINTMENT OF A CABINET ASSOCIATE [Item 11]

The Leader confirmed that he wished to appoint Ms Charlotte Morley as Cabinet Associate for Property and Business Services and confirmed that this post would not receive any remuneration. He also informed Members that John O'Reilly would replace Ms Morley on the Overview and Budget Scrutiny Committee.

RESOLVED:

1. That the Council noted the appointment of Charlotte Morley as Cabinet Associate for Property and Business Services.
2. That John O'Reilly be appointed to serve on the Overview and Budget Scrutiny Committee for the remainder of the 2017/18 Council year.

[Meeting ended at:12:45pm]

Chairman



LEADER REPORT TO COUNCIL

SURREY COUNTY COUNCIL PROGRESS REPORT

KEY ISSUE/DECISION:

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

BACKGROUND:

1. This is the seventeenth of the Chief Executive's progress report to Members, and the first from Julie Fisher, who served as our Acting Chief Executive from October 2017-February 2018, and is now Deputy Chief Executive until the end of March 2018. It provides an **overview of the council's progress** over the past six months and the challenges ahead.
2. The report serves as a useful resource for wider discussions with Members, staff and partners.
3. Julie Fisher highlights the **pressures the council faces**. There is an increasing demand for our services and communities have changing needs and expectations – at the same time, the council's financial resources continue to be stretched.
4. Given this context we know **we have to continue working differently and learning from our experiences** in order to keep pace with rising pressures. The report highlights the **People and Places** work that we have started over the last four months to enable us to meet residents' needs in the best way possible with the money that we have available.
5. The case studies and awards and recognition in this report demonstrate the **shared goals and values in our Corporate Strategy**, working as "**one team**" with our partners and residents to ensure wellbeing, strengthen economic prosperity, and improve resident experience.
6. I look forward to working with all Members over the coming months as **we continue to improve services and value for our residents**.

RECOMMENDATIONS:

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

Contact: David Hodge, Leader of the Council, Tel: 020 8541 8003

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DRAFT

**Acting Chief
Executive's
progress
report
March 2018**



SURREY

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Part 1

Introduction



Introduction

It is difficult to believe that it's six months since I took up the role of Acting Chief Executive. There's a huge amount of great work going on around the organisation and many examples of colleagues making a difference to the lives of Surrey residents - including colleagues pulling together in January following a fire at Lakers youth centre in Woking; during the recent snow when social workers and reablement colleagues took treacherous journeys so they could still visit clients; and gritting lorries working around the clock to ensure that our roads were kept safe.

You can read more about the work colleagues have been doing in sections three and four of this report.

Services for children

We have made significant progress against our Special Educational Needs and Disabilities (SEND) action plan priorities and are now well placed to continue to improve services for children with SEND and their families and ensure our school provision is both inclusive and improving.

Our refreshed early help approach has recently been reported to Cabinet and sets out a clear call to action for all Surrey partners to work together so that children receive the right help at the right time, increasing their resilience and ensuring they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood.

Ofsted is currently inspecting our services and support for children in need of help, protection and care. The inspection ends on Thursday 22 March and their report will be published approximately seven weeks later. We prepared and shared widely with colleagues and partners our self-evaluation that provides an overview of the whole system. It is an honest self-evaluation that identifies signs of improvement and those areas that still require further work.

We need to make sure that children are at the centre of our culture, practice and partnership and that we make best practice consistent for them. Our improvement approach has been focused on embedding core practice; listening and acting on feedback from children, colleagues and partners; developing more productive partnerships in our work with children; using data to help inform and drive practice; and making sure we learn from what is and isn't working well for children across the whole system.

People and place

The council is not alone in facing challenges. Our public sector partners across Surrey, including the districts and boroughs, police and NHS also face similar challenges. With funding pressures and demand increasing, the scale of the challenge for public services in Surrey will only become greater. To improve the financial sustainability of public services in Surrey and deliver improved outcomes for residents, it will require a step-change in collaboration between partners and will need greater focus on a 'whole-systems' approach in delivering services.

Such change will be significant and noticeable for residents so it is essential that they are fully involved in service design. This means having a different kind of conversation, with greater resident participation in shaping the services they need and how they are delivered.

It also provides an opportunity to take a more place-based approach, working closely with our partners (particularly the districts and boroughs) to understand local need and how services are delivered in a particular place. This will enable us all to make the best use of our combined resources (including our buildings) and bring services together for communities wherever possible, including delivering preventative services more effectively.

The Leader spoke about this 'People and Places approach' in his speech to Full Council last December saying: *"We need to look at serving communities in a new way that achieves the best for each place and for every resident. When a resident goes into a public building they don't care if it is run by the county or the borough or district. When an elderly person receives care they want it designed around them, for them, in their home, in their place."*

The People and Places work that we have started will be central to how we work in the future and our district and borough partners are supportive of this closer working. Cabinet has looked at new ways of engaging residents, building on what we have learnt through work with Surrey Heartlands. We also anticipate making more use of digital technology to give residents more and easier options for accessing services.

Working together

Working in collaboration with partners underpins everything the council does and it is important that we spend time in continuing to develop trust and positive relationships beyond the council itself. Some of the most notable examples of successful partnership working during the last six months can be found in section three of this report.

Health and social care integration continues to be one of the top priorities for the council, as we work together with health partners to make the best use of our collective resources to meet residents' needs.

As we all know, the health service has been under unprecedented pressure this winter and we have worked closely with the NHS to ensure effective discharge from hospital, freeing up essential capacity in local hospitals. A pilot programme put a GP and an emergency nurse practitioner in all three Surrey Heartlands hospitals to support the A&E departments, and our 'Stay Well This Winter' campaign encouraged people to prepare for the cold temperatures.

The devolution agreement between Surrey County Council, three Clinical Commissioning Groups, NHS England and NHS Improvement will bring further opportunities to work differently with our partners in driving the integration of health and social care. Surrey Heartlands will publish its final commissioning intentions in April once the findings of the recent patient and public engagement exercise have been analysed, and will outline key priorities. You can read more about Surrey Heartlands in section three.

It is important that we make it easier for our vulnerable older residents to access our services and let us know about the support they need. So we have developed a portal that enables residents to complete a self-assessment online and provides a new way to access information about our support services. This new portal, now up and running, has been designed with residents and provides the option for them to complete a checklist to find out whether they are eligible for funded support. In the coming months it will be extended to residents with an existing support plan allowing them to access key documents. Over 100

self-assessments have been completed since this portal was launched. I expect we will see more developments like this over the coming year.

Partnership working has also enabled us to reduce the cost of our support services across the council - our shared services venture with East Sussex County Council and Brighton & Hove City Council continues to deliver efficiencies. Orbis includes 2,000 staff across the three councils and drives savings by sharing business services across areas such as property, finance and human resources. Orbis has saved money for Surrey and through the benefits of scale it has enabled us to keep expertise in areas that are vital in supporting the council's change programmes.

The partnership has been recognised nationally and strategic aspirations are in place to continue the integration of staff across the three councils whilst strengthening those areas where support is required for the council's future transformation programme. You can read more about Orbis in section three.

Listening to colleagues

We received the latest staff survey feedback in January. We have seen an increase each year in the number of colleagues completing the survey, and it is important to hear about how colleagues feel about working here.

It was great to hear about how colleagues value their own teams and the relationships they have with other colleagues. However, colleagues also told us that we need to have a clearer picture of how we will navigate the challenges the council continues to face and how we are going to evolve services so that we can still meet residents' needs.

The wider leadership team has taken the time to understand the results and explore their personal roles in creating the environment in which colleagues can flourish. The culture and environment within which staff work will be ever more important in ensuring we transform services that meet residents' needs.

Our financial context

On Tuesday 6 February Full Council agreed the budget for 2017/18 and refreshed our Corporate Strategy for 2018-2021. A council tax increase of 5.99% was approved for 2018/19, which included a 3% ring-fenced precept to fund adult social care services – providing an essential £20m to support the growth in demand that we continue to see for adult services. The decision to increase council tax was a difficult one, but members felt this was absolutely necessary to continue to deliver the services that our residents need.

Colleagues continue to do all they can to reduce costs in their service areas and I am pleased that the overspend projected at the end of January has been reduced significantly, with colleagues working hard to try and deliver a balanced budget for 2017/18.

Members continue to lobby Ministers and Surrey MPs for fairer funding for Surrey. So we were pleased when the provisional financial settlement, published in December, announced a number of consultations, including a long awaited Fair Funding Review. This review will help us to influence government policy on the future of local government funding and give us the opportunity to promote the issues that affect Surrey most. We will be submitting a strong response to the consultation.

The provisional financial settlement also named Surrey as a pilot authority for 100% retention of business rates for the upcoming financial year, benefiting both the council and Surrey districts and boroughs. Surrey was one of eleven authorities chosen for the pilot from 27 applicants and we estimate a one-off gain of £20m from our participation. This will go some way to helping us balance our books for 2018/19 and we will be making the case to central government to extend this pilot beyond the one-year plan.

Although there was some good news for Surrey within the settlement, overall it was disappointing. The sustained reductions in funding that we have faced over the last seven years are set to continue. At the same time, we also face continued increases in demand for our services, particularly care and support for children, older people and people with learning disabilities.

There are opportunities for us to work together differently to meet the needs of Surrey residents which is evidenced throughout this report.

Moving forward

Joanna Killian, our new Chief Executive, joined us on Monday 5 March and I have been working with her to ensure a smooth handover.

I'd like to thank every colleague, member and partner that I have worked with in my time at the council. It has been an enormous privilege to work for Surrey and I've thoroughly enjoyed working with so many of you. I wish you all the best for the future.

With thanks,



Julie Fisher

Part 2

Our budget position



Our budget position

We set the budget for the current 2017/18 financial year in the face of rising demand for our services, especially in adult social care, and continuing reductions in Central Government funding. The council used £12m of reserves to support this year's budget and targeted £104m of savings to be delivered so that we could achieve a balanced budget.

Targeted savings of £104m

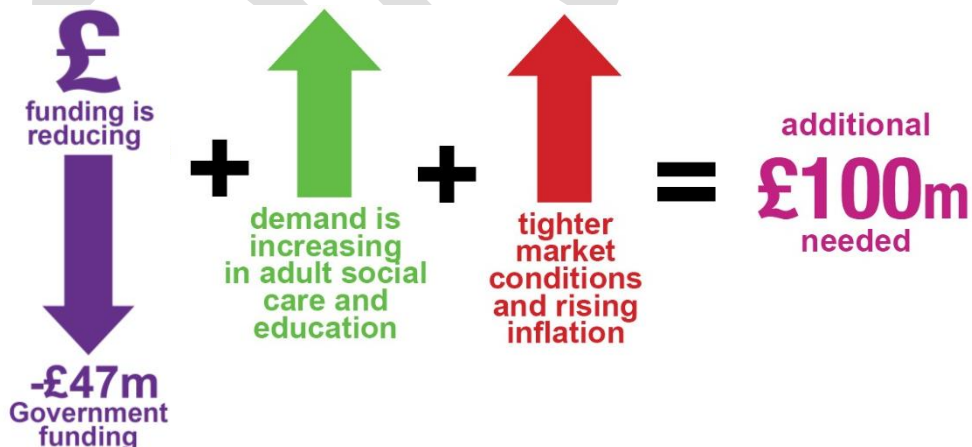
Savings forecast £79m

By the end the third quarter we faced additional pressures on our budget, particularly in the area of children with special educational needs and disabilities and in adult social care. These increased pressures have made achieving the already challenging savings even more difficult. We now expect to achieve savings of £79m this year, which is a significant achievement, but is still short of our target. Despite service managers finding alternative savings and delaying expenditure, we still face a £6m overspend this year.

Budget £1.7bn

**Budget
overspend
£6m**

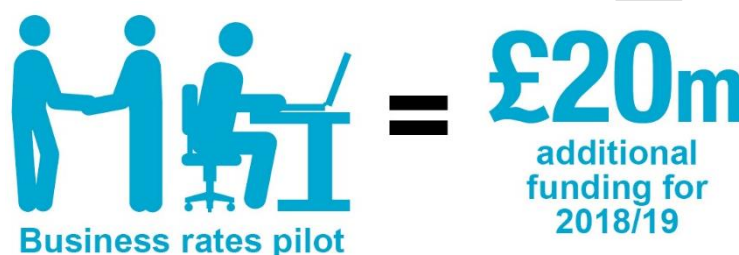
In the context of increasing pressures and the need for savings in the current financial year, we have been preparing the budget for 2018/19. We expect the pressures on social care and education to continue as well as increased costs due to tighter market conditions and rising inflation. We expect these pressures to require an additional £100m next year.



The Government will cut our funding next year by a further £47m. On top of the increase in demand and cost of our services, this makes it a significant challenge to create a balanced and sustainable budget for the future. Increasing the council tax (including the adult social care precept) by 5.99% will go some way to off-set the cut in funding from central government but it will not address how we cover additional costs due to increased pressures. This means that we need to plan for further savings totalling £66m next year.



Working closely with our district and borough partners, we have successfully applied to become a pilot area for the 100% retention of business rates. Although this is only for one year, this will provide £20m in additional funding for 2018/19.



This still provides us with a shortfall, so we will need to make use of one-off measures including the use of £24m of reserves.

We continue working hard to ensure Government and others understand the key facts about our financial constraints. In particular, we will continue to play a full role in the Government's fairer funding review to ensure that the disproportionate costs we face due to the very high number of people with learning difficulties and the road usage are properly funded.

Part 3

Our work in context

Children's Services improvement journey

In November 2017 we reviewed our improvement work progress and the impact we are making for children. We received important feedback about the quality of our practice for children – from Ofsted who completed a two-day monitoring visit, peer colleagues in East Sussex who reviewed some of our services, our own audits, partners, and practitioners across the county.

Last year we made a number of important improvements to our infrastructure and approach, but we know from feedback that our practice is still variable: we've got some better and growing practice which is making a real difference for children, but we've also got too much poorer practice with some children waiting too long to get the help they need.

We have heard and acted on this feedback, drawing lessons from what has worked well to date and what hasn't had the impact for children that we wanted. In the last few months we have adapted our approach and are making progress for children by:

- Embedding clear practice, management and leadership expectations.
- Strengthening our 'front door' decision-making at the Multi-Agency Safeguarding Hub.
- Routinely and systematically identifying and tracking children at risk and taking action.
- Creating the conditions to enable better practice, responding to practitioners' requests for clarity about expectations, and the support and tools to do their job well – and recruiting and retaining staff so that workloads are manageable.
- Implementing focused assurance arrangements so we are actively assuring ourselves what is and isn't working for children.

It is critical that we continue to respond to what we hear with passion and purpose, and work better together to keep our children seen, safe and heard - not just some of the time, but all of the time. We can achieve this by ensuring our best practice - demonstrated through some of the positive feedback we hear - becomes consistent practice for children and families in Surrey.

"They [my personal advisor] are the best person in my life, supporting, caring and guiding me."

"I'm in a supportive environment [placement] and they help me to achieve my goals."

"It means so much knowing that someone is listening to what I am saying and making a change because of it."

"Our family support worker and the referral to the freedom programme has made such a difference to our family."

The partnership-wide [Surrey Children's Improvement Board](#) will continue to drive the delivery of our shared [Improvement Plan](#) and oversee progress and impact for children. The Children and Education Select Committee, Surrey Safeguarding Children Board, Corporate Parenting Board and all Members – particularly in the role of Corporate Parents - will continue to play a vital role to ensure we are making a difference for children.

Digital Surrey

During 2017/18 we monitored and extended the use of digital technology to provide access to council services and address some of the demand pressures we are facing. Throughout this period we have seen a number of initiatives that demonstrate the benefit of adopting the processes, culture and technology of an internet era and a growing demand from residents to access council services through digital channels.

Changing trends

Across the council we see peaks in demand for digital channels. These peaks are particularly noticeable at the start of the new academic year in September. Despite this rise and fall, use of Surrey County Council's online services has shown an encouraging trend and resident satisfaction has increased by 7% during the year.

Although telephoning the council is still a popular way to contact us, there has been an increase in the use of online services in comparison to telephone calls. In September 2017 we reported that over 50% of registration service bookings were made online compared to 42% for the same period in 2016. And thanks to a targeted promotional campaign, 72% of all birth registration bookings are now being made online.

Better information

Earlier in 2017 we released ['Report a highway problem'](#) - a new online service for residents to tell us about potholes and other problems with the highways in the county. For the first time, residents could view other local reports of these problems via an online map. Between November 2017 and January 2018 there was a 15% reduction in the number of potholes reported compared to the same period the year before, which is likely to be a direct impact of residents being able to see what has already been reported. By minimising the effort needed to identify duplicate issues or in some instances inspecting the location twice due to subtle differences in reports, this has also reduced the work for our customer services and highways teams.

Managing demand

A growth in the demand for adult social care services is both a local and national trend. By 2021, there will be nearly 240,000 people aged over 65 in Surrey and managing these increasing demands is a key concern for the council. In November we launched a new online service for adult social care targeting both residents and social care providers. The [Adult Social Care Portal](#) allows residents and carers to complete a self-assessment about their needs and whether they will need to contribute to this support or find other relevant local support services. Without promotion, between November and December, the new Adult Social Care Portal received 481 separate visits from residents. Since promoting the availability of the portal, there have been 2,124 separate visits and over 100 online self-assessments have been submitted.

Expanding our approach

The positive effects of improved digital technology are clear across a range of services. We are working on plans to expand our approach and use new and emerging technologies to tackle the council priorities in 2018/19 and pressures from increased demand for local services.

Health and social care integration

Health and care integration continues to be one of the top priorities for the council, as we continue working together with health partners to make the best use of available health and care resources to meet the needs of local communities .

A key priority over the past six months for the Surrey health and care system, and its three Sustainability and Transformation Partnerships (STPs) has been winter preparedness. Together we made improvements to the number of individuals who were delayed in being discharged from hospital, freeing up essential capacity in local hospitals. Preparations for winter also included a surrey-wide flu jab campaign, with all Surrey health and care organisations making these available to residents and eligible staff.

STPs have also prioritised citizen engagement. The Surrey Heartlands [website](#) was launched, and the partnership has been working with Healthwatch Surrey to recruit citizen ambassadors to make sure the voice of residents and officers at the council are heard. Clinical Commissioning Groups (CCGs) and Surrey County Council have been working together to run workshops, surveys and consultations with residents and staff to better understand the views of these groups. And Surrey Heartlands' engagement approach was recognised nationally as an exemplar model and has received funding from NHS England as a result.

Through our whole system carers commissioning partnership we have implemented 'Together for Carers' – an integrated approach (agreed by the council, CCGs and carers) to identifying, assessing and meeting carers' health and wellbeing needs. We are actively promoting carer and young carer awareness with the Sustainability and Transformation Partnerships (STPs). Surrey Heartlands has been selected as one of four exemplar areas working with NHS England to demonstrate how identification and support for carers can be improved via STPs.

We reached a milestone in the latter part of 2017 when our submission to NHS England for Surrey's third Better Care Fund plan (2017-19) was approved, and we also agreed all the Section 75 contracts. The Better Care Fund is a national programme that aims to bring health and social care partners together. In Surrey our plans focus on the Health and Wellbeing strategic priority to improve adult health, promote emotional health and wellbeing, and develop a preventative approach.

Learning disability services update

We continue to face a growing and complex need for our learning disability services. We know it's important to improve ways of working to manage these increasing demands, and to enable better outcomes with a more limited budget. We know that key to achieving this is more joined up working between Adult Social Care (ASC), Children, Schools and Families (CSF) and health. At the moment, varied guidelines, procedures and legal obligations make delivering efficient, person-centred provision challenging when supporting children and adults with health or social care needs. While we will rightly continue to adhere to these legal obligations, closer working between ASC, CSF and our health partners will ensure a more holistic approach is taken to supporting someone throughout their lifetime.

Surrey's Transforming Care Partnership Board is an example of how we can successfully work in partnership to improve our offer to people with learning disabilities, autism and/or challenging behaviour. We are confident we can expand the benefits of working collaboratively across our wider learning disability population. We have now appointed a programme lead to work across the three service areas - ASC, CSF and health - to build closer working relationships and bring together specialist expertise across our health and social care teams. We will share data with each other to help us make better commissioning decisions, including accommodation and transport requirements for the future.

The Adult's Leadership Team has already approved planning to pool together their learning disability specialists across commissioning and front line services. By summer 2018, adults with learning disabilities and their families will be able access support from a single county-wide team. Clearly we are already thinking creatively around Surrey's learning disability offer. Our work across the three service areas will enable us to better support our residents in the future.

DRAFT

Looked after children

Colleagues across Surrey continue to support a number of children and young people in the care system.

Foster carers

Surrey has around 400 foster carers who look after children with a wide range of needs. Foster carers are carefully recruited to deliver the highest standards of practice and care to look after children. As a result, children have benefitted from a number of foster carers who have supported them by delivering exceptional care. Below are three examples that represent some of the fantastic fostering work that goes on within the county.

One foster carer started caring for a child who was only a few days old. The child had profound disabilities and it was expected that she would die in early childhood. The child is now in her late teens. The increased length in her life is not only attributed to the health care she received, but also the high standard of care provided by the foster carer. The child still has to have regular operations and the foster carer never leaves her side even if it means sleeping on a mattress on the floor by her bed.

Another foster carer started to care for a young boy who had a very traumatic start to life, and spent a lot of time supporting him through many challenges. The carer recognised that the child was very able and strongly supported his education – he has recently won awards for his poetry. At the same time, this carer has looked after another child with severe learning disabilities and has managed to meet this child's needs with them succeeding to a level beyond what was expected. This carer has also been actively supporting the Fostering Service by helping recruit new foster carers.

A foster carer has taken on the responsibility of providing emergency support to children who are placed into the system over the Christmas period, and has done so for a number of years. Preparation begins for this foster carer months earlier they buy presents for all age groups so that whoever arrives will feel welcomed in stressful circumstances. Extra tickets for trips to the cinema and pantomime are bought and plans for a meal out are made - all done so that a difficult time can be made slightly easier for whoever turns up, reassuring them that someone has thought of them at Christmas.

The fostering service is looking at ways to recognise the outstanding work undertaken by many foster carers – they are hoping to hold an annual awards ceremony.

The Oscarz

The Care Council – made up of young people in care aged 13+, who meet monthly to discuss things affecting them in care - requested the return of a celebration event for young people's achievements. We worked with young people to find out what they wanted the event to be like and as a result created 'The Oscarz'. Held on 20 October, over 100 children, young people and carers attended and received awards for their achievements over the past twelve months. The awards were presented in a number of categories: personal achievement, educational achievement, sports achievement, arts and music achievement and life skills.

Education in Partnership

We have much to celebrate about education in Surrey. 95% of our schools provide good or outstanding education, and most of Surrey's 287,600 children and young people aged 0-19 achieve good educational outcomes. In 2017, more than two-thirds of Surrey children achieved the expected levels in reading, writing and mathematics at Key Stages 1 and 2, which is above the national average. More than three-quarters of children achieved a good level of development at the early years foundation stage, placing Surrey top among the statistical neighbours it is assigned, based on shared socio-economic characteristics, to benchmark progress.

However, children with disadvantages - such as those who live in poverty or those with a disability - often do less well than their non-disadvantaged peers. Despite some significant improvements in 2017, the overall progress of our vulnerable learners remains below the national average.

Addressing inequality remains a shared priority in Surrey, with the council, schools and other key partners continuing their work together to reduce the gap in education, health and wellbeing outcomes for disadvantaged and vulnerable children compared with their peers. With one in three pupils in state-funded education having additional needs, it is crucial that education in Surrey is inclusive and meets the needs of all learners enabling all children and young people to achieve their potential.

Surrey's education system is large and diverse. Academies and free schools now constitute 34% of the Surrey's 389 publicly-funded education settings - 75% of secondary schools have converted to academy status, 28% of primary schools and 27% of special schools.

As we continue the transition towards a schools-led system, schools will increasingly draw on peer-to-peer support to maintain and improve standards. The [Primary Purpose website – recently created by Surrey's Primary Phase Council – provides an example of how schools will be able to access support in future. Similarly, the schools-led](#) Special Educational Needs and Disabilities (SEND) Review Framework is designed to encourage schools to work together to share expertise and improve the educational offer for children with special educational needs.

Within the schools-led system, the council will continue to hold a key role: championing and challenging on behalf of children and families, and working closely with education settings to monitor, risk assess and quality assure education provision, particularly with respect to vulnerable learners.

As the transition to a schools-led system continues, the council is also preparing to exit from its current contract with Babcock 4S, scheduled to end in March 2019. Since 2004, the joint venture with Babcock 4S has helped the council to discharge a number of statutory duties and deliver key support services to schools. This preparatory work will ensure a smooth transition as we consider our options for services currently commissioned and provided through the service delivery agreement.

Our education system is constantly changing; not only is every child different, but so are our schools. As we move forward, sharing good practice and being open about our challenges and help needed will become even more important.

Schools and special educational needs and disabilities (SEND)

Over the past six months our Schools and Learning service has been working on a number of programmes to improve the support we offer children and young people in Surrey with their learning and the outcomes they achieve.

SEND Development

During the past six months we have been making progress on the Special Educational Needs and disabilities (SEND) Written Statement of Action following the 2016 Ofsted and Care Quality Commission inspection of SEND services in Surrey. In November 2017 the Department of Education and NHS England did a monitoring visit to assess how far we have come since the inspection. Their analysis of our efforts to improve SEND services was a positive and highlighted 'substantial' progress in the last 12 months. The Minister of State for Children and Families acknowledged some of the key areas of improvement we've made:

- The partnership work underway to improve identification of SEND.
- Reduction of permanent exclusions for children receiving SEN support or on statutory plans.
- The progress made to ensure the voice of children and their families is embedded into Education Health and Care Plans (EHCP).
- Improvements in the timeliness of assessments of new EHCPs.

The Minister's report also reflected what we already know about our ongoing challenges. We are continuing to work at pace to ensure we meet this year's national deadline to transfer Statements of Education to Education Health and Care Plans. We need to do more work to improve the timeliness of EHCP assessments and make progress on our ability to measure the quality of our plans for children and young people.

The SEND Joint Commissioning Plan completed in November 2017 highlighted some key opportunities for improving outcomes for children while securing sustainable services. We are focussing on identifying and responding to identified need at the earliest opportunity and increasing the opportunities for children to receive their education close to home. We are continuing to work closely with families, young people and our partners in health and education to prioritise activity that will have the biggest impact - for example, working together to define a common set of outcomes that will provide better consistency of assessments and support across services.

We recognise that while we have achieved a lot, we still have a lot to do on our improvement journey. We are prioritising the commitments in the Written Statement of Action and pursuing improvement activity with families, young people and partners across the SEND system. For more information about these initiatives visit the Surrey Local Offer Website.

Culture and staff survey

In October 2017 we asked nearly 11,000 colleagues to tell us what it's like to work at Surrey County Council by completing the Best Companies staff survey.

The response was fantastic with 54% of colleagues completing the survey, letting us know what works well and what needs to improve to ensure we can provide the services we all want for our residents.

The data has now been shared and we've been taking the time in our teams to really understand the feedback before reaching any decisions on action plans and things to improve. Making sure colleagues have the opportunity to get involved in the conversations at this stage is as important as actually making improvements.

The feedback tells us that we have areas to celebrate and others where we need to improve. One of our strengths continues to be team work – with colleagues' support playing a huge part in what colleagues enjoy about working for Surrey. Similarly, many speak positively about their line manager and feel they act as strong role models and provide the appreciation we all need when we have done a good job.

We have seen improvements in wellbeing scores which is really positive. Many of our roles are demanding and it's important that we all focus on wellbeing, including our more senior managers.

I think we all recognise the challenges that public services continue to face. The survey feedback tells us we need to have a much clearer picture about how we will navigate those challenges and how we're going to change services so that we can still meet residents' needs.

We've all got a role to play in making sure the organisation is the best that it can be, and this includes leaders and managers listening and acting on your feedback.

Orbis

Our shared services partnership with East Sussex Council and Brighton & Hove City Council has been going from strength to strength. After surpassing its initial financial targets by achieving £4.5m savings in 2016/17 against a target of £1.1m, Orbis is currently on target to deliver £3.9m efficiencies in 2017/18 plus a further £0.9m of early 2018/19 savings.

Recent successes

Teams from across the three councils have been working together to improve the way Orbis delivers services to its customers. Successful initiatives include launching an online pension portal, procuring a new e-recruitment system, developing a contract management framework, and transferring East Sussex's data to Surrey's data centre to enable cross-sharing council information in a secure environment.

The partnership has also demonstrated commercial success with nine schools from the London Borough of Redbridge transferring over to Surrey's payroll services.

Orbis has also achieved some industry recognition, winning an award for 'Innovation in Collaboration' in October from the Society of Information Technology Management, and being currently shortlisted for an LGC award for efficiency.

Next steps

Orbis has developed a business plan that sets out its aspirations for the next three years. As part of this process, the partnership was benchmarked against other councils (unitary and county). Assessing the partnership in key performance areas such as customer, technology, process and controls, people, data, performance management and organisational leaders helped to shape Orbis' future ambitions.

Key strategic priorities are:

- Placing the customer at the heart of everything we do.
- Having a workforce who are proud and passionate, and given the opportunity to succeed and flourish.
- Embedding a partnership culture empowering our people to make decisions based on the right thing for our business and customers.

Volunteering

Volunteers continue to play a huge role in our communities, working alongside us and partners to deliver essential services and support for Surrey's residents.

In October 2017 we carried out a survey with our voluntary, community and faith sector (VCFS) organisations and asked them to record the number of volunteer hours they had benefitted from in 2016-17. There were just over one hundred responses, with a staggering 800,000 volunteer hours recorded. Volunteers supported with a broad range of activities including befriending, teaching, administrative support, looking after the environment and wider social care support.

Obtaining this data is just one way we can demonstrate the huge value volunteers bring and it gives us some insight as to the significance of their contribution to both the economy and wellbeing of Surrey residents.

Our commitment to volunteering starts within the council. We encourage and support colleagues to volunteer through the employee volunteering scheme. I was really pleased that last year approximately 3,000 volunteering hours were recorded by colleagues. And this is something we are always looking to increase. There are many ways colleagues can get involved in volunteering – in addition to using the two days individual volunteering, they can also arrange a day to do team volunteering day or search the [micro volunteering opportunities, which allow individuals to volunteer in bite-sized chunks around their schedules](#). It's great that colleagues use specialist skills or expertise to support our communities and I know that many colleagues volunteer outside our scheme on a longer term basis too.

Thank you to everyone who gives their time to volunteer, whether it's for a short period or an ongoing basis.

[You can find out more about different volunteering opportunities on our website.](#)

Part 4

Case studies & Awards and recognition



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Wellbeing

**Everyone in Surrey has
a great start to life and
can live and age well**

Jennifer Smith,
Senior Public
Health Lead talks
about how we are
tackling obesity in
Surrey.

“Reducing obesity
is a priority for us
and we need to
work with Surrey
residents to
address it and
make it as easy as
possible for
families to make
healthy choices.”

Jennifer Smith

Directorate: ASC&PH

Case study title: Tackling obesity in Surrey

The challenge

In the UK, around one in four adults and one in every five children aged 10 to 11 are classed as overweight or obese. Obesity can lead to a number of serious and potentially life-threatening conditions, such as type 2 diabetes, stroke, coronary heart disease and some types of cancer.

Reducing obesity is therefore a priority for us and we need to work with Surrey residents to address it and make it as easy as possible for families to make healthy choices.

What have we done?

Public Health Surrey has developed a healthy weight strategy for children, young people and families using the ‘whole systems’ approach. Taking a whole systems approach is a government-led initiative that encourages local authorities to work with local stakeholders and ‘make obesity everybody’s problem’. Our strategy for Surrey was signed off by the Health and Wellbeing Board in November 2017.

A Healthy Weight Alliance was established with a range of partners, including Planning, Trading Standards, Surrey Heartlands Sustainability and Transformation Partnership, district and borough councils, Active Surrey, Countryside and Parks. Together we are developing an action plan to encourage Surrey’s residents to maintain a healthy weight.

The ‘Eat Out Eat Well’ award has been developed to reward caterers who make it easier for their customers to make healthy choices when eating out. We’ve been working with Trading Standards and Public Health Surrey to adapt the established ‘Eat Out Eat Well’ award for early years settings, such as in nurseries and at childminders. We are working with a dietician on this version of the award, making sure we develop it in line with the Children’s Food Trust recommendations. We will provide training for our trading standards officers who will assess the award which we will be piloting initially at three Surrey sites.

What’s next?

We will monitor the pilot of the ‘Eat Out Eat Well’ award for early years settings and, following an evaluation of its success, we’ll roll it out to other early years settings across Surrey.

We hope it will encourage early years settings to provide food that is healthy for children. Achieving the award will give parents and families confidence

that their children are eating healthy food recommended by the Children's Food Trust.

Find out more

You can find out more about the [Eat Out Eat Well](#) award on our website or you can visit the [Children's Food Trust](#) website.

DRAFT

Rachel Davis,
Public Health
Lead, shares how
we are helping
Surrey become
smokefree.

“We must help
young people to be
tobacco free and
aim for
‘smokefree’ to be
the norm in
homes,
organisations and
businesses.”

Rachael Davis
Directorate: Adult Social Care
Case study title: Getting Surrey smokefree

Background

Tobacco use has devastating effects on health. Smoking is the main cause of preventable illness and premature deaths in England, accounting for more than 80,000 deaths each year. One in two smokers will die from a smoking-related disease.

Smoking also represents a huge cost to the NHS, social care and the local economy, and it has a negative impact on our environment through littering.

The harmful effects of smoking also impact families. Loved ones can be lost to smoking-related illnesses and children who grow up in smoky homes are more likely to become smokers themselves. And it tends to be people who are the worst off that experience poorer health and shorter lives due to smoking, as it is the single biggest cause of health inequalities.

What are the challenges?

We need to do more to help tobacco users quit and prioritise groups with higher use rates. We must help young people to be tobacco free and aim for ‘smokefree’ to be the norm in homes, organisations and businesses.

Counterfeit and smuggled (illicit) tobacco undermines the work we do to tackle smoking in the county, as it makes cigarettes and tobacco more affordable to young people and is linked to crime into local areas.

What did you do?

We developed the Surrey Tobacco Control Strategy 2016-21 with the aim of effective and coordinated action across Surrey. Working with the Tobacco Control Alliance, the strategy brings together a number of partners, including Public Health, Trading Standards, HR, Facilities and Maintenance teams, districts and boroughs, the NHS and Prison Service.

We’ve run a smokefree homes campaign encouraging families to keep their homes smokefree, and created an online quiz to help residents test their knowledge on second-hand smoke.

Public Health, Trading Standards and Quit 51 (Surrey’s stop smoking service) ran a series of roadshows about illicit tobacco. Tobacco sniffer dogs, Phoebe and Ralph, joined the team to raise awareness with residents about illegal tobacco in Surrey, referring smokers to Quit 51.

“We will continue to support groups who tend to find it harder to quit and are more likely to suffer from smoking-related disease and premature death.”

As well as raising awareness with residents, another aim of the strategy is to make Surrey’s sites and grounds smokefree. Last summer, we launched a one-year countdown for all our sites to go totally smokefree by June 2018, with most of our sites choosing to go smokefree straight away. There are just a few sites left to go smokefree.

What’s next?

The latest data shows a low percentage of people in Surrey smoke (12.4%) compared with rest of the South East (14.6%) and England (15.5%). However smoking remains higher than the national average for some groups in Surrey, including nearly 24% of those in routine and manual occupations. We will continue to support these groups, who tend to find it harder to quit and are more likely to suffer from smoking-related disease and premature death.

Local NHS partners, and the NHS nationally, have taken steps to become smokefree too. To support these partners and set a positive example we will continue with our smokefree sites countdown. We are committed to making sure all Surrey’s sites are completely smokefree so that we have a healthy environment for all colleagues, contractors and visitors.

DRAFT

Sandie Bolger,
Senior Practitioner
for Family
Services, shares
how colleagues
pulled together
after a fire at a
youth centre to
continue to
provide support
for young people.

“Some colleagues
worked with
Surrey’s fire
officers until late
at night retrieving
items of value
from the building,
such as computers
and petty cash.”

Sandie Bolger

Directorate: Children, Schools & Families

Title: Pulling together after a crisis to support young people

Background

On Tuesday 2 January 2018 there was a fire at Lakers Youth Centre in Woking. It was badly damaged, but thankfully there wasn't anyone there at the time and no-one was injured.

The youth centre had been a free club for young people aged between 11 and 19 (or up to 25 for those with special educational needs and disabilities). It was somewhere they could go to meet friends in a safe place with the opportunity for them to take part in a wide range of activities including karate and fitness classes.

The centre also offered personal support and helped them to develop key life skills. It was an open access Duke of Edinburgh's Award centre for targeted and vulnerable young people and had run both the bronze and silver awards successfully. It also offered short courses through ASDAN, the educational charity.

In 2016 the centre achieved the highest accredited outcomes, through the National Youth Agency Quality Mark accreditation, receiving a 4 for Quality of Youth Work Practice and a 4 for Young People's Achievements.

What did you do?

The loss of the premises meant that we needed to find suitable venues for activity sessions to continue as well as alternative ways for young people to access support.

Surrey Family Services showed great resilience in their response to seeing the service they'd worked so hard to create destroyed so quickly by fire. Some colleagues worked with Surrey's fire officers until late at night retrieving items of value from the building, such as computers and petty cash.

Marie Gostage (operational property), Trevor Davis (Property Facilities Manager) and Anthony Durno (Surrey Family Services Team Manager) worked together to come up with speedy solutions for keeping things going for the young people and other groups who used the centre.

They worked with many partners who offered their support to find new venues for the activities that would normally take place at the centre. The local church and Waitrose provided support on the night of the fire with refreshments for colleagues and firefighters.

“We’ve been keeping local young people up to date about what’s happening where and when by using the Lakers Youth Centre Facebook page.”

What impact have you had?

We’ve been keeping local young people up to date about what’s happening where and when by using the Lakers Youth Centre Facebook page.

- We’ve worked with the A2 Youth Space and St Andrew’s Church to relocate Dance Woking and Active Surrey activities so that young people can continue with the healthy lifestyle choices they had started at the youth centre.
- The young carer’s project also now uses the A2 Youth Space. The project was set up two years ago following consultation with young people that identified it as a need for the Woking area. Relocating it means that young carers still have a safe place to meet and socialise away from their caring duties and can continue with the activities that help them learn skills for employability and support them with the transition into adulthood.
- The young leader’s project is being run from several youth centres across the west of Surrey. This was quite tricky to organise as young people from four different boroughs needed to be transported to the venues. However, together with senior practitioners from the west Surrey area, Gemma Rutter and Jo Tiernan, we have worked hard to keep the project going. The young people have enjoyed visiting the different youth centres, continuing work on their Accreditation Award in Youth Work.
- The Open Access service for young people is now using the Eikon Youth Bus, staffed by Eikon and Surrey Family Service youth workers. Young people are turning up regularly to seek support, have somewhere to meet and take part in activities. With the cold weather and dark evenings the hot chocolate and shelter provided has been really welcome!

What’s next?

A consultation is taking place about the future plans for the centre.

Waitrose has approached youth workers about us being part of their green token scheme where customers vote to support various causes in the community. The money could be used to replace things that were lost in the fire, such as awareness resources, games, karaoke equipment, and arts and crafts equipment.

Rowan Roberts,
Watch
Commander and
Firewise Advisor
tells us how
Surrey Fire and
Rescue are
working with
parents and carers
to stop children
playing with fire.

“The scheme has
made quite an
impact and we
have lots of
success stories.
Since it started, we
have worked with
1,240 children and
young people, with
96% of these
children not
repeating their fire
setting behaviour.”

Rowan Roberts

Directorate: Environment & Infrastructure

Title of case study: Stopping children from playing with fire

Background

Twenty years ago we developed our Firewise scheme. It was set up because firefighters were becoming increasingly aware that some children were playing with fire, including playing with matches or lighters out of curiosity or, in some cases, deliberately setting fires.

Parents, carers, schools, police, social services, youth support workers and other professionals can make referrals to Firewisers advisors. Then, with the consent of parents or carers, we work with the child or young person who has shown an unhealthy interest in fire, to make them aware of the potential consequences of their actions.

Firewise advisors work in pairs alongside parents or carers and use our training, personal experiences, photographs and DVDs to demonstrate the dangers and longer term consequences of playing with fire.

What impact have you made?

The scheme has made quite an impact and we have lots of success stories. Since it started, we have worked with 1,240 children and young people, with 96% of these children not repeating their fire setting behaviour.

One example of how we have made a difference is with a 14-year old young person. He had Attention Deficit Hyperactivity Disorder (ADHD) and Asperger's Syndrome and had set fire to his bedroom by lighting paper and displayed an obsession with fire.

We carried out three home visits and established a rapport with him, making sure that the length of time spent on each visit was appropriate for his short attention span. During the visits we tested his knowledge of fire using DVDs and photos.

Follow up calls to his parent, one month and six months after the visits, revealed that he hadn't set any more fires.

What's next?

The Firewise scheme aims to reduce the likelihood of referred children playing with fire in the future.

Firefighters continue to work with identified children, young people and their parents and carers.

Get in touch

If you have concerns about a child setting fires contact the Firewise scheme [online](#), call us on 0800 085 0767 or email firewise@surreycc.gov.uk.

DRAFT

Jamie-Leigh Clark, Children's Rights and Participation Manager, shares how we are trying to understand the lives of looked after children in order to support them better.

"We worked with young people to develop a training course called 'Total Respect'. Total Respect focuses on the right of children and young people to be listened to and have their ideas taken seriously."

Jamie-Leigh Clark

Directorate: CSF

Case study title: Understanding young people's experience of being in care

What was the challenge?

Some of Surrey's looked after children and care leavers told us that social care colleagues sometimes didn't understand their experiences as they hadn't been in care themselves.

How have you addressed this?

We worked with young people to develop a training course called 'Total Respect'. Total Respect focuses on the right of children and young people to be listened to and have their ideas taken seriously, which is written into the United Nations Convention of the Rights of the Child and the Human Rights Act 1998.

The idea behind the course was that young people who had been in care could share their experiences in order to help colleagues understand a little bit more about how it feels to be a looked after child and how it can impact their lives. The course uses a mixture of role play and sharing real-life experiences, and is being delivered throughout the county by young people who have experience of being in care.

We developed the training for social workers and made it mandatory for all social care colleagues working directly with looked after children and young people.

We've now increased the number of courses and offer it to other groups too, including Surrey Police, NHS colleagues, social work university students, teachers, child protection chairs and independent reviewing officers. We make sure the course is tailored for each group so that we can get the best outcome for children and young people.

Total Respect sessions have proven popular. Nearly 600 Surrey police officers did the training in 2017 and we hope to provide training for more officers this year. We've already scheduled 23 training days to work with police, teachers, social care teams, staff from Royal Holloway University of London, GPs and nurses. We've also got a British Transport Police pilot, which could see further training dates added in 2018.

What's next?

The voice of the child should be at the heart of everything we do, so we plan to offer the Total Respect course to even more colleagues and services working with vulnerable children and young people living and working in Surrey, so that they can be heard and feel able to make change happen.

Julia Longrigg,
Social Care
Assistant, tells us
about supporting
carers of people
with mental health
issues.

“Participants told
us the course
helped them
realise the
importance of
looking after
themselves and
that they have
more strength and
skills than they
thought and.”

Julia Longrigg
Directorate: ASC
Title: Supporting carers of people with mental health issues

What was the challenge?

It can be stressful for carers looking after people with mental ill-health. Carers practice advisors (CPAs) who work for Surrey wanted to support carers with their wellbeing as well as making sure they are equipped in their role as carer.

There are courses to support people with their mental health and wellbeing but we felt there was a gap in provision for carers.

What did you do?

While carers are able to enrol on a number of other courses we have developed two specifically for carers of people with mental health conditions. 'Wellbeing for Carers' and 'Communication Skills for Carers'.

The 'Wellbeing for Carers' course is made up of four sessions running every two weeks. It aims to help carers manage their own anxieties and wellbeing in order to support their loved ones more effectively.

'Communications Skills for Carers' is a one-off workshop to give carers the opportunity to engage with people who have had similar experiences. These sessions are run by CPAs and a carer who has trained as a recovery coach at a specialist college called the Recovery College.

What was the impact?

The 'Wellbeing for Carers' course has been well received by carers who say that they have found the sessions helpful and informative. Participants told us that the course helped them realise the importance of looking after themselves and that they have more strength and skills than they thought. Feedback from carers is that they are more aware that they don't have to 'get it right' all the time and are learning not to feel guilty.

There is an optional fifth session for reflection and learning to put the skills learned into practise. They said that it was reassuring to meet people in similar situations and some are in the process of forming their own peer support groups and networks. This promotes community resilience by focusing on friends, family and community initiatives.

Carers found the group discussions and practical exercises were helpful and made them challenge themselves to look at situations differently. They felt equipped to find better ways of managing difficult situations.

“Carers have first-hand experience of supporting someone with mental health conditions and are well placed to support others through the course.”

What’s next?

Carers have first-hand experience of supporting someone with mental health conditions and are well placed to support others through the course. We want to encourage them to use their experience and train as coaches.

We'll continue to support carers through the courses we offer, working with them to continue to improve the training we offer to other carers.

More information

If you are interested in finding out about the free courses available please check out the website www.sabp.nhs.uk/recovery/recovery-college or email recovery.college@sabp.nhs.uk or phone 01276 454150.

You can find more information about mental health, including where to get help on the Surrey and Borders Partnership website <http://www.sabp.nhs.uk/advice/mental-illness>.

To find out more about support for carers visit our website <https://www.surreycc.gov.uk/social-care-and-health/care-and-support-for-adults/looking-after-someone/your-role-as-a-carer>.

DRAFT

Will McCarthy, Senior Social Worker, tells us about a cafe that was created as a supportive space for recovering addicts.

“We wanted to create a positive social network where people could share their experiences of support services and benefit from peer support as well as support from professionals.”

Will McCarthy

Directorate: ASC

Case study title: A supportive space for recovering addicts

Background

In Surrey, residents recovering from alcohol and drug addiction have access to a number of well-established statutory services to support them as well as mutual aid groups such as Narcotics Anonymous and Alcoholics Anonymous. There is also a service run by Surrey and Borders Partnership (SABP) called i-access. They support residents who want help with drug and alcohol addiction.

The challenge

Feedback from those suffering with addiction tells us that recovering addicts who access multiple support services benefit from stronger recovery and reduced relapse rates.

We wanted to create a positive social network where people could share their experiences of support services and benefit from peer support as well as support from professionals.

What did you do?

We set up a recovery cafe in Guildford for people to take part in activities in a setting where there is no alcohol or drug use.

We worked with residents recovering from addiction to develop the cafe and they told us they didn't want 'layers of bureaucracy'. They set the ground rules, with particular emphasis placed on the importance of 'respecting recovery' so not allowing people in to the cafes intoxicated or exhibiting drug-orientated behaviour.

What has the impact been?

Many of the people visiting the café have expressed an interest in 'giving something back' and have formed a group called 'Surrey Spring Project'. They meet and plan community-based projects, including running an allotment, day trips and barbecues. A strong core of regular attendees have taken responsibility for fundraising, developing and managing activities. So far, they have raised money through car boot sales, charity runs and sponsored walks. Last year they ran a 'Come Dine with Me' competition, where teams of cafe attendees were given a budget to cook a meal for other teams. The winning team received a £100 restaurant voucher.

Those attending the cafe are enthusiastic about the support they've had and are keen to share their experiences with others recovering from substance misuse. The rules set by the cafe users have been successful, with no issues being reported.

“One resident who suffered with life-long social phobia said attending the cafe has helped him gain confidence. He has now completed an NVQ in Peer Mentorship and wants to start a career in social care.”

The ‘i-access’ service and voluntary sector group ‘Catalyst’ are working on increasing participation in the social activities at the cafe. Both organisations have ‘peer mentorship’ schemes to train mentors, some of whom go on to help out in the cafe. They also encourage people who visit the cafe to get support for their addictions and for some this means going on to volunteer themselves. So far eight regular attendees have become peer mentors.

The cafe has opened up new experiences, with many regular attendees telling us that they had never been into a coffee shop before the recovery café opened.

One resident who suffered with life-long social phobia said attending the cafe has helped him gain confidence. He has now completed an NVQ in Peer Mentorship and wants to start a career in social care.

Another regular customer at the cafe was surprised on her birthday when several people from the cafe turned up at her house with a cake and presents. This was a special treat for her as she had never received wrapped presents before.

What next?

As a result of the success of the Guildford cafe we want to open more cafes in other areas over the coming year, including Woking and Reigate.

We have a venue in Farnham that was used last year as a recovery cafe that is currently on hold until peer mentors have been trained and registered to help run it – it will relaunch on Thursday afternoons from April 2018.

Find out more

If you’re interested in hearing more about recovery cafes, contact Will McCarthy, Senior Social Worker, at i-access.

Charlotte Pavitt,
Public Health
Trainee Registrar,
Social Prescribing,
talks about
improving health
and wellbeing
through social
prescribing.

“Social prescribing
schemes aim to
promote and
support self-care
and empower
residents to take
more control over
their own health
and wellbeing.”

Charlotte Pavitt

Directorate: Adult Social Care

Title: Improving health and wellbeing through social prescribing

Background

A wide range of factors influence a person's health and wellbeing - personal characteristics (such as age, gender and ethnicity), lifestyle (including someone's diet, whether they exercise or smoke) and wider socio-economic factors (such as someone's living environment, social networks, education and financial situation).

The health and wellbeing of Surrey residents is a major priority for the council.

One in five GP appointments is for a problem that stems from wider socio-economic factors. For example, someone could be suffering from depression because they live in an isolated area or feel stressed about their financial situation.

It is essential that we take all these factors into account when we consider ways to improve wellbeing, making sure people can access support to avoid unnecessary poor health and preventable crises such as a hospital admission or resident social care placement.

What was the challenge?

We already have lots of resources available to help residents stay independent and well. The challenge is in connecting people to the right resources at the right time. We need a much more consistent and coordinated approach to providing people with the support they need.

What did you do?

Social prescribing schemes aim to promote and support self-care and empower residents to take more control over their own health and wellbeing. With a social prescribing scheme, GPs and primary care services can refer patients to services that provide non-medical options to address broader social, environmental and economic problems and improve their health and wellbeing.

Services are often provided by the voluntary and community sector and include things like healthy eating advice, group learning and volunteering activities.

We have started work on a social prescribing scheme for Surrey. So far, we have:

- run a series of local workshops to co-design what Surrey's social prescribing approach might look like, building on existing services and assets within the local community and identifying where the gaps may lie

“We aim to have a social prescribing scheme in Surrey so that residents can access support as soon as they need it and before their problems escalate into poor health and preventable crises.”

- addressed the improvement required to our IT infrastructure, which is key to improving access to these services - we've secured local funding to support this work
- submitted a bid to the Department of Health and NHS England to help us develop, coordinate and support this work and we are working with local commissioners to identify a sustainable approach to how we commission services.

What's next?

We aim to have a social prescribing scheme in Surrey so that residents can access support as soon as they need it and before their problems escalate into poor health and preventable crises, such as hospital admissions or residential social care placements.

We will continue to run workshops across the county so that we can understand the local needs of residents and how we can develop social prescribing to meet the needs.

DRAFT

Mandy Gore, Social Care Assistant, tells us about integrated health and social care for older residents in East Elmbridge.

“We are able to provide additional personalised care to local older residents at home or in the community. We can also help them relearn the skills they need to keep them safe and independent at home following an illness or injury.”

Mandy Gore
Directorate: Adult Social Care
Title: An integrated approach to health and social care

Background

We have rising demands for health care and adult social care services. With an ageing population, that will continue to grow, and an increasing number of people with complex conditions, there's a lot of pressure on our services.

We have six community hubs in Surrey that provide integrated healthcare for residents who are over the age of 65. A hub offers a range of services in one place, with improved coordination, communication and support between the services and settings (e.g. hospital and home). This means residents only need to be assessed once instead of several times by various teams.

What's different about the East Elmbridge Hub?

When we set up the East Elmbridge Hub in Molesey it became the first hub to include social care and reablement support. This means that we are able to provide additional personalised care to local older residents at home or in the community. We can also help them relearn the skills they need to keep them safe and independent at home following an illness or injury.

The East Elmbridge Hub focuses on residents with long-term conditions, such as dementia, chest infections and heart failure, and who are at risk of being admitted to hospital when what they actually need is intensive support rather than hospital care.

The hub provides additional services including seven-day-a-week support for Molesey Hospital in-patients and home-based hub patients, and urgent and non-urgent home visits to patients referred to the hub by GPs or Kingston Hospital clinicians.

What impact have you had?

We have received lots of great feedback. This story demonstrates how residents can benefit from the hub.

Tom* is an elderly patient who lives alone. He has been living with a serious lung disease for several years and his physical capacity has steadily declined. His daughter was providing significant daily support, including help with washing and dressing, shopping, preparing meals and other domestic tasks. She works full time and lives some distance away.

Tom was offered support from social care in the past but has always declined as he didn't feel comfortable with 'strangers' coming into his home.

Following a fall and brief hospital admission, Tom's GP referred him to the hub. A community matron and social care worker visited him at home and did a medical assessment, as well referring him for physiotherapy.

“Over the coming months we will work with partners to add social care and reablement support to the offer at the Epsom and Dorking hubs.”

The assessment provided valuable information for the social care worker who went on to do a social case assessment without the need to ask Tom the same questions again.

He was assessed as eligible for care and support services which included an occupational therapy assessment of his bathing arrangements, the stairs and kitchen area. His daughter was given information on local services including carer’s services.

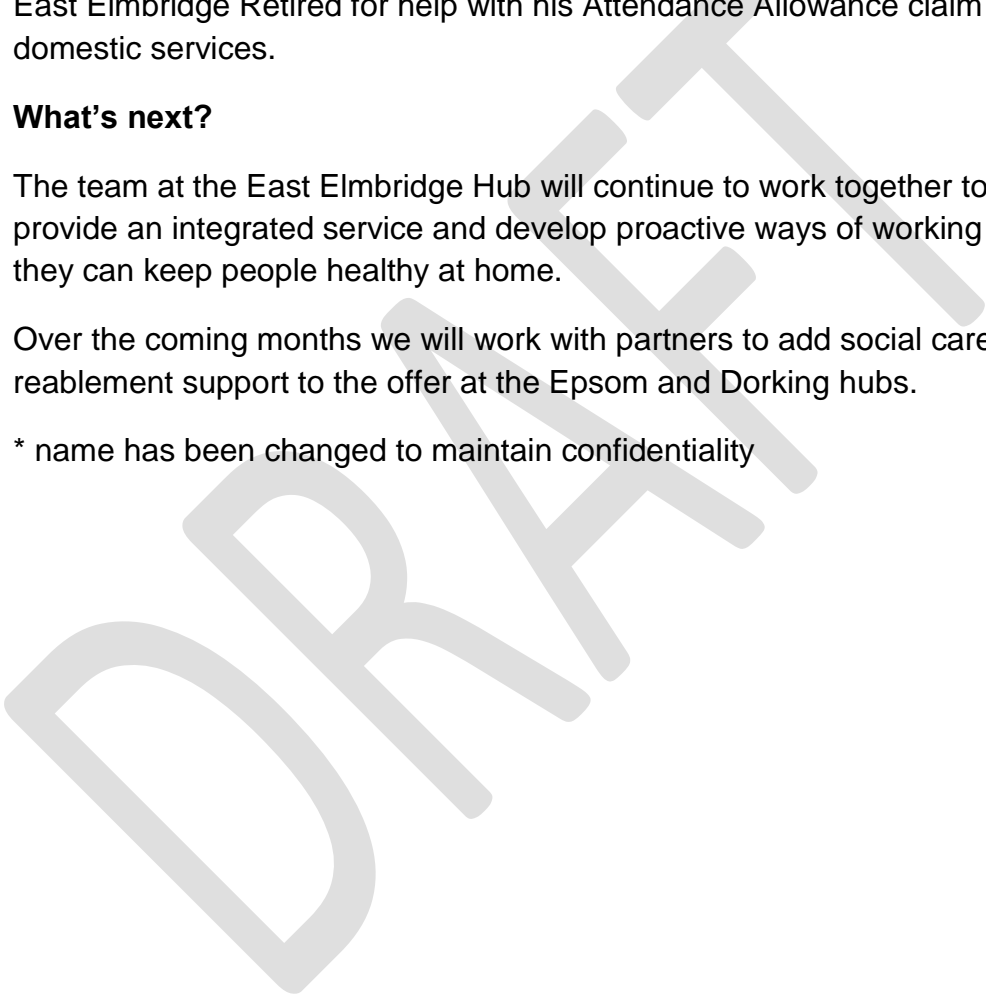
The occupational therapist recommended some kitchen aids to help Tom prepare his own food and chatted to him about how the caring duties were affecting his daughter. Tom then agreed to accept support and was referred to the local community alarms service and the charity Concern and Help for East Elmbridge Retired for help with his Attendance Allowance claim to fund domestic services.

What’s next?

The team at the East Elmbridge Hub will continue to work together to provide an integrated service and develop proactive ways of working so that they can keep people healthy at home.

Over the coming months we will work with partners to add social care and reablement support to the offer at the Epsom and Dorking hubs.

* name has been changed to maintain confidentiality



Mary Ogunlayi-Bambade, Senior Occupational Therapist Manager, talks about how Surrey is supporting newly qualified occupational therapists.

“From our research with our newly qualified occupational therapists, it was clear that they felt a structured preceptorship scheme would mean a more positive transition into their chosen career.”

Mary Ogunlayi Bamgbade

Directorate: Adult Social Care and Public Health

Title: Giving new occupational therapists a structured start to their career.

What was the challenge?

Starting a new career as a healthcare professional can be a challenging time.

To help newly qualified healthcare professionals find their feet, preceptorship programmes are used as a way to help them develop their skills, knowledge and professional confidence during their first year of practice.

Since 2012, we've offered newly qualified social workers to Surrey a preceptorship programme referred to as the assessed and supported year in employment (ASYE).

From our research with our newly qualified occupational therapists, it was clear that they felt a structured preceptorship scheme would mean a more positive transition into their chosen career. They thought the support from a mentor, known as a preceptor, with access to further knowledge and skills would help them to build their confidence and speed up the process of them becoming an excellent practitioner.

We wanted to understand the experience of our newly qualified occupational therapists (NQOTs) when moving into their first professional role – the only organisation who offered something specific for occupational therapists was the NHS.

What did you do?

The Practice Development Team looked at various models of preceptorship, including the AYSE for social workers, and designed a one-year scheme for newly qualified occupational therapists in a social care setting. The scheme follows standards set by the Health and Care Professions Council (the registering body for occupational therapy), and the Royal College of Occupational Therapists' career development framework.

We ran a pilot programme in 2016 with a small group of NQOTs in adult social care that included work shadowing, reflective discussions, peer support, case work and regular supervision.

“There’s been a lot of interest nationally about how we implemented the scheme and some authorities are now looking to adopt a similar approach.”

Due to the success of the pilot, the scheme is now used to support all newly qualified occupational therapists joining Adult Social Care and Public Health in Surrey.

Following a review of our pilot by the Royal College of Occupational Therapists, we received professional recognition for our work and we gave a presentation about it at the annual National Royal College of Occupational Therapy Conference in June 2017.

There’s been a lot of interest nationally about how we implemented the scheme and some authorities are now looking to adopt a similar approach. Graduates and recruitment agencies have also shown an increased interest in our occupational therapist roles. We’re pleased that Surrey County Council is being recognised more widely as a supportive and nurturing organisation, proactively developing occupational therapist professionals.

What’s next?

We will continue to monitor the preceptorship programme and will carry out a review at the end of the year to check the difference it’s made to the colleagues who’ve taken part. We will also gather information on the residents’ experience, as well as the impact on staff recruitment and retention and will use this feedback to make any changes that can improve the offer.

Find out more

For more information on this work, please contact [Mary Ogunlayi Bamgbade](#), Senior Occupational Therapist Manager.

Economic prosperity

**Surrey's economy remains
strong and sustainable**



SURREY

Cindy Nadesan, Contract Supplier and Specialist tells us about a new tool that allows the three councils in Orbis to manage procurement contracts in the same way.

“We created a new contract management framework with numerous tools and templates to support and teach new skills to contract managers and improve the user experience.”

Cindy Nadesan

Directorate: Business Services

Title: New procurement contact management framework

What was the challenge?

Orbis is a public sector shared services partnership, consisting of approximately 2,000 employees working across three councils: Surrey County Council, East Sussex County Council and Brighton and Hove City Council.

The process of managing procurement contracts was handled differently across the three councils. There was no easy or logical way to assess the complexity of a contract, consider the broader needs of a service or team, or allocate suitable resources.

It was important to look at how resources could be allocated across Orbis, where they were needed most, and how budgets could be combined to develop a system that worked for all councils' requirements in a cost effective way.

What did you do?

We created a new contract management framework with numerous tools and templates to support and teach new skills to contract managers and improve the user experience. The new contract management framework and segmentation tool creates a systematic approach to the classification and management of contracts. It has been developed through consultation with recognised industry leaders and after extensive market research.

We are piloting this new tool in the HR and Children, Schools and Families teams in Surrey.

There is nothing else like this on the market, so it's a ground-breaking initiative. The product has been created in collaboration with Cranfield University and has commercial potential in the UK market.

The new approach takes four key areas into account - value, complexity, risk and opportunity. It classifies each contract into one of six 'levels' ranging from level 1 contracts - the most strategic, complex, and/or high risk ones - to level 6 contracts - the short term, low value and low risk ones.

The classification of a contract helps us:

- establish the appropriate level of contract management resources to be committed by a service to ensure value is delivered
- define the roles and responsibilities of contract managers for each level of contract
- identify the appropriate level of support and training offered to contract managers by procurement

“We will be training all contract managers through a new suite of training material that will teach them how to adopt a consultancy approach.”

- agree the type of legal contract documentation used (standard or bespoke).

What is next?

We will be training all contract managers through a new suite of training material that will teach them how to adopt a consultancy approach.

Using feedback from the teams piloting this approach we will make final adjustments to it before rolling it out across Surrey and East Sussex councils and then Brighton and Hove City Council.

The contract management framework and segmentation tool are based on the principle of ‘continuous improvement’ so we plan to use feedback to help develop and shape the tool over time. This means contract managers and suppliers must commit to continually challenging the way things are being done and investigate the potential benefits of doing things differently.

DRAFT

Steve Strickland, Waste Contract Team Manager, tells us about shops opened at recycling centre, which aim to reduce the amount of landfill waste.

“Since having the shops, we have been able to reduce the amount we’ve spent on waste management as we are diverting 50 tonnes of items a month away from landfill to the reuse shops.”

Steve Strickland
Directorate: Environment & Infrastructure
Case study title: Waste not want not

The challenge

We accept nearly 100,000 tonnes of waste every year at our Community Recycling Centres (CRCs) and aim to recycle as much of it as possible, because sending waste to landfill is costly and not sustainable.

Many items taken to our CRCs are still useable even though people no longer want them, so we were keen to look at selling these items. In the past we have been reluctant to do this because of concerns around the safety of items. We needed a practical and safe way for residents to browse for items as well as a process for testing electrical equipment.

What did you do?

We’ve worked closely with our contractor, Suez, to set up reuse shops at CRCs in Earlswood, Leatherhead, Witley and Woking, and to make sure the correct procedures are in place. We now have the facilities for testing the safety of electrical items onsite and a way for residents to easily browse what’s available, reserve items and pay for them.

Residents can visit the reuse shops during CRC opening hours to buy all sorts of items at reasonable prices. Items so far have included furniture, bikes, golf clubs, skis, tennis rackets, lawn mowers, garden equipment, TVs, lamps, board games, DVDs and books.

Feedback shows that residents are really enjoying the experience of browsing for items and buying things in the shops.

Since having the shops, we have been able to reduce the amount we’ve spent on waste management as we are diverting 50 tonnes of items a month away from landfill to the reuse shops. The shops are also generating income for the council.

What’s next?

- We are going to improve the facilities for testing electrical goods at Earlswood CRC using funding we have received from DEFRA (the Department for Environment, Food and Rural Affairs).
- We are planning to open a reuse shop in Shepperton later this year.
- We are increasing the number of items we rescue from landfill to sell in our shops and widening the range of items available, especially electrical equipment.
- We are introducing testing of electrical items to make sure they are fully functioning to complement our safety testing.
- We are improving our pricing system to make sure things are priced fairly.

Find out more

You can find out more about our [community recycling centres on our website.](#)

DRAFT

David Ligertwood,
Passenger
Transport Projects
Team Manager,
talks about
working with
South West Trains
to make train
travel easier for
residents.

“We wanted to
encourage
residents to use
trains more so as
to reduce road
traffic. We also
wanted to support
and encourage
them to use
sustainable
transport options
when they
travelled to and
from stations.”

David Ligertwood

Directorate: Environment & Infrastructure

Title of case study: Making train travel more attractive for residents

Background

The train services in Surrey are very well used and play a vital role in many people's lives. There are 84 train stations in Surrey and our residents and other passengers make over 75 million journeys a year across the county's rail network.

What was the challenge?

We wanted to encourage residents to use trains more so as to reduce road traffic. We also wanted to support and encourage them to use sustainable transport options when they travelled to and from stations. The challenge was that we don't have responsibility for train stations.

What did you do?

We established a strong working relationship with South West Trains and shared our respective strategic aims and ambitions. We agreed how we could help each other deliver these and, working collaboratively, we developed and agreed a programme of improvements across a number of stations in Surrey to make the facilities more appealing.

Surrey also provided an initial financial contribution towards a range of schemes on a match-funding basis to encourage other stakeholders to contribute the same amount. As a result, South West Trains was able to attract further funding from rail industry partners and prioritise their own investment towards the schemes with a final total commitment of around £1.5 million.

Working in a positive and collaborative way with the rail industry has been the key to the success of this project which has improved the whole journey experience for rail passengers.

How did your work impact residents?

As a result of this work there have been improvements to facilities at stations and some bus stops.

There is a new station forecourt at Haslemere Station that provides better waiting areas for buses, new cycle parking and improved pedestrian routes across and through this busy environment.

Hinchley Wood Station has been reconfigured to include a new ticket office, a bigger platform with a passenger waiting room and additional parking for bikes.

“We aim to carry forward the successful relationship we had with South West Trains to the new franchise holder, South Western Railway and are about to share and agree our respective priorities for the next seven years.”

Ten more stations have benefited from extra cycle parking, better lighting and CCTV to improve security.

We have moved some bus stops to more convenient locations and introduced better more comfortable areas for people to wait along with real time passenger information displays.

What is next for your work?

We aim to carry forward the successful relationship we had with South West Trains to the new franchise holder, South Western Railway and are about to share and agree our respective priorities for the next seven years.

We have plans in the pipeline to improve and redevelop the stations at Longcross, Hampton Court and Effingham Junction, while Guildford Station has recently received planning permission for major works that include a new station building and passenger concourse.

DRAFT

Resident experience

Residents in Surrey
experience public services
that are easy to use,
responsive and value
for money

Laurie James, Bus Service Planning Team Manager, tells us how his team maintained and improved bus routes in Surrey.

“We worked with Abellio to delay the reduction to their services to give us more time to plan alternative arrangements, find extra funding and give residents advance notice of the changes.”

Laurie James

Directorate: Environment & Infrastructure

Title: Protecting and improving bus routes for residents

What was the challenge?

For eight years, Abellio was a major provider of bus services in north Surrey, Elmbridge, Runnymede, Spelthorne and part of Woking. For financial and operational reasons Abellio wanted to reduce some of the 28 bus services that they were running in Surrey - eight services and part of a ninth one.

The services affected had been carrying over 2m passengers a year, so we knew we'd have to put alternative arrangements in place.

What did you do?

We worked with Abellio to delay the reduction to their services to give us more time to plan alternative arrangements, find extra funding and give residents advance notice of the changes.

We made sure stakeholders knew about the changes, we listened to their concerns, and reassured them that the bus routes wouldn't disappear. This involved us engaging with regular bus users, districts & boroughs, county and local members, the North West Surrey Bus Users Group, groups representing specific sectors of the community (elderly people, residents' associations and the NHS for surgeries and hospitals).

We sent letters and emails to residents and members, posted messages on the website and worked closely with the North West Surrey Bus Users Group so that they were kept informed.

Once we knew about the new arrangements, we briefed all the stakeholders and produced information and timetables.

During the process for managing the changes to these services we considered whether the Abellio service was profitable, sustainable and robust enough. We searched for other bus companies interested in taking on some of our bus services and worked with colleagues in procurement to secure a bid for each of the services.

Since September 2017, Abellio no longer runs contracted services for us, due to being out-bid, but they do run two services in north Surrey which are not under our control.

The new contracts mean that we've been able to keep all of our services and also improve coverage in some areas. There are new evening and Sunday buses to and from Whiteley Homes Retirement Villiage in Hersham. And an extension of the 555 route gives residents of Whiteley

“In a relatively short period of time we were able to continue to serve Surrey residents and other users of these bus services who potentially could have seen their travel options severely reduced.”

Village access to Walton Station, Shepperton, Ashford Hospital and Heathrow seven days a week.

We’ve also restored a direct service to the Heathrow central area and Terminal 4 from some areas in Elmbridge and Spelthorne.

How did the work impact residents?

In a relatively short period of time we were able to continue to serve Surrey residents and other users of these bus services who potentially could have seen their travel options severely reduced.

Securing these services means that for many residents they are still able to live independently, make essential journeys and get out and about to socialise with others.

DRAFT

Tricia Francis, Senior SSIASS Advisor, shares how we are supporting families of children with special educational needs or disabilities prepare for the transition to secondary school.

“The families felt that the children had been supported at primary school but were worried about the change of environment, everyday routines, what the secondary school could offer, how support could be provided and who to turn to for information and answers.”

Tricia Francis

Directorate: CSF

Title: Helping parents of children with special educational needs make informed choices about schools

Background

The Surrey SEND Information Advice and Support Service (SSIASS) provides information, advice and support in relation to children and young people with special educational needs or disabilities (SEND). The service, which is impartial, confidential and free, supports children and young people from birth to 25 years of age, as well as their parents and carers.

The SSIASS team has lots of experience listening to residents' concerns and discussing any issues they have.

What was the challenge?

From our work with families preparing to find a suitable secondary school for their children with SEND, we knew that there were concerns about the transition. In most cases the families felt that the children had been supported at primary school but were worried about the change of environment, everyday routines, what the secondary school could offer, how support could be provided and who to turn to for information and answers.

Many children with special educational needs and disabilities have an Education, Health and Care Plan (EHCP). And having one of these plans comes with statutory checks and regular reviews to keep the family informed about what their child needs and what is in place to support them.

Other children had identified special educational needs and didn't have an Education, Health and Care Plan (EHCP). This meant that their parents weren't clear about their child's entitlements or where to go for information.

We realised there was an information gap that we could fill to reassure families with SEND children about preparing for this transition in their children's education.

What did we do?

We wanted to reassure worried parents and give them information on finding schools and applying for a places as well as understanding their rights in relation to admissions. We also wanted to advise them about what schools need to provide in the way of support and communication with families.

We worked with the Confederation Manager for schools in the Spelthorne area, who arranged for us to meet with a number of parents from several

“Following the success of the sessions, we’re planning to run more each year for parents who are looking for secondary schools for their child with SEND.”

local schools. SSIASS advisors led the sessions and explained the way secondary schools work and how they differ from primary schools. We outlined the statutory processes for supporting children with SEND and the options according to different children’s needs. We also talked about what to look for when visiting a school, how to get relevant information and what questions to ask.

What was the impact?

Parents and carers gave us positive feedback about the sessions, telling us they felt more confident, knew more about the process and how to make a school application. They welcomed the opportunity to ask questions and talk about their children’s specific needs in a supportive and confidential setting. They also said that getting information and advice first hand from us meant they knew who to contact for future help if needed.

Having had a good explanation of the range of support available in schools, many parents also said they no longer felt pressured to apply for an EHCP. They said they would otherwise have pursued this as the way to ensure their child was supported to deal with all the changes involved and to engage with learning.

What’s next?

Following the success of the sessions, we’re planning to run more each year for parents who are looking for secondary schools for their child with SEND. We would also like to extend the sessions to other areas in the county, ideally in the summer term (June-July) so that families can make informed choices when they make their applications in the following school term.

For more information

If you would like to find out more about this work, please contact [Tricia Francis, Senior SIASS Advisor](#).

Claire White, Lead Project Manager, talks about the new online adult social care assessments.

“The new online tools provide more flexibility as they can be accessed at a time that suits them (residents), and as they are self-assessments, they can be completed in their own words.”

Claire White

Directorate: ASC&PH

Title of case study: New online adult social care assessments

Background

With the number of people requiring social care increasing - 20,000 individuals and 4,000 carers currently use our services meaning that we have just over 24,000 open cases - it's important that we find ways to enable us to work as efficiently as possible and also make it as easy as possible for residents to access information and advice about our services.

Until recently most contact for adult social care came by phone or letter, usually via the contact centre. A resident would request an assessment from us, and it was only at the point that we visited and carried out the assessment that they would know of their eligibility for support and any related funding.

Research also showed us that it is usually the family, friends and carers of older people who source care and support on behalf of their older relative or friend, but we were only providing them with access to information and advice during office hours.

The two most frequently-asked questions by residents are 'am I eligible for support from adult social care?' and 'will I need to pay for any support that I get?' We wanted to provide an extra way into the social care system, and a fast-track way for residents to find the answers.

What have we done?

Adult Social Care Online is an important step in making it easier for residents to contact us and tell us what support they need. While residents can still use traditional methods to contact us, the new online tools provide more flexibility as they can be accessed at a time that suits them, and as they are self-assessments, they can be completed in their own words.

While other local authorities do offer this service, Surrey's Adult Social Care Online has been designed as an enhanced version with the two quick checklists that answer the likelihood of eligibility and paying for care questions, but in addition, the option to complete a full assessment online.

Adult Social Care Online is now live for new residents and provides a comprehensive alternative route into adult social care. Residents already known to us will be offered secure client accounts later this year, which will allow them to access key documents about the support they are receiving.

The self-assessments are secure and quick to complete and can be accessed at any time. They can be completed by the person who needs support or by family and friends on their behalf. There is also a checklist

“The completion of self-assessments online gives us a good idea of a person’s perception of their own situation prior to our visit to them.”

and full assessment option to help carers find support, and a financial assessment.

There are many benefits to online self-assessments. They:

- Offer residents additional ways to access our services.
- Allow people to assess themselves online any time, rather than just during office hours.
- Give people the opportunity to see if they are eligible for services and what their likely financial contribution may be.
- Allow residents to use their own words to describe the areas they would like support with.
- Provide the resident with targeted advice and information should they choose to arrange their own support.

The financial assessment is a quick and simple way for people to get an early indication as to whether they are likely to have to pay for their support.

The completion of self-assessments online gives us a good idea of a person’s perception of their own situation prior to our visit to them. The information from a self-assessment is uploaded directly into our system, saving our staff data entry time.

What’s next?

We’ve focused initially on providing self-assessment tools for new residents looking for information and advice about adult social care. Over the coming months we’ll be looking into how these tools can support residents and carers with existing support plans, and also allowing them to access their key documents.

Find out more

You can take a look at [adult social care online](#), available via our website.

Jon Walker,
Advanced Public
Health Analyst,
talks about an
assessment of the
current and future
health and social
care needs of local
communities in
Surrey.

“Our residents will
benefit as a result
of those who are
responsible for
commissioning
health and
wellbeing
initiatives now
having access to
more relevant and
up-to-date
information.”

Jon Walker
Directorate: ASC&PH
Case study title: Bringing wellbeing data to life

Background

The Surrey Health and Wellbeing Board is for colleagues from Adult Social Care & Public Health, the NHS, local councillors and user representatives to work together to improve the health and wellbeing of Surrey residents.

The Board has a statutory duty to produce a joint strategic needs assessment (JSNA) - an assessment of the current and future health and social care needs of the local community. It pulls together lots of information about people in Surrey - how they live, where they live and their health and wellbeing needs. The document is used to set the priorities for health and wellbeing in the county.

What was the challenge?

The content for the JSNA is vast as well as diverse, and comes from a number of sources including from Adult Social Care & Public Health, Children, Schools and Families, other local authorities and clinical commissioning groups.

It was challenging to bring such a variety of content together in a cohesive and engaging way, so that it was a useful and informative document for us and also for commissioners and other stakeholders involved in supporting our health and wellbeing agenda.

Our data analysts and writers worked together to organise the information and create interactive visualisations using a platform called Tableau.

How does this work impact residents?

Our residents will benefit as a result of those who are responsible for commissioning health and wellbeing initiatives now having access to more relevant and up-to-date information.

Information is now available in a much more user-friendly way with the option of drilling down into specific health and wellbeing areas.

Information will need to be reviewed regularly so that it is always up to date.

Find out more

You can take a look at Surrey's JSNA at www.surreyi.gov.uk

Awards and recognition

Andy Butler wins Lifetime Achievement Award

Andy Butler, Principal Social Worker and Senior Practice Development Manager for Adult Social Care, received the Lifetime Achievement Award at the Social Worker of the Year awards ceremony in November 2017. The award recognised Andy's hard work and determination to make improvements in social care over the past 43 years in the profession and the last 27 working for Surrey County Council.

The awards recognise and celebrate the important and often challenging work those in the sector undertake as part of their role.

In his current role at the council, Andy is part of the senior management team in Adult Social Care and has led on responses to new government legislation and been the policy lead on implementing legislation such as the Mental Capacity Act and the Deprivation of Liberty Safeguards. He also acted as host at the inaugural adult social care social work conference in Surrey, which was a huge success and attracted input from social workers from across the county.

Andy has fulfilled a variety of roles alongside his social work, including developing church community groups, lecturing at universities and conferences on legislation, safeguarding and best practice around mental health and volunteering for nearly 30 years as a local magistrate.

Helen Atkinson, Strategic Director for Adult Social Care and Public Health, commended Andy on his long service saying: "I recognise Andy as a person who is able to shape and influence change, as well as inspire and motivate others."

These qualities, as well as decades of experience and knowledge learned on the job, made Andy the perfect choice for the Lifetime Achievement Award.



Andy Butler receives his award from Maris Stratulis, England Manager from award sponsor the British Association of Social Workers.

Successful Anti-Bullying Charter Mark

Surrey County Council set up the Anti-Bullying Charter Mark (ABCM) in 2012 with the aim of giving accredited recognition to the work of Surrey schools in effectively responding to, and managing incidents of, bullying and peer conflict. It is an opportunity for schools and academies to demonstrate their commendable anti-bullying strategies and strong commitment to their safeguarding responsibilities.

The ABCM has three levels of accreditation: bronze, silver and gold. Each level builds on good practice that is already in place, supporting the development and implementation of progressively robust anti-bullying practice.

Since we launched the ABCM, there have been five gold awards - the most recent of these have been awarded to The Park School in Woking and St Peter's CofE Infant School in Oxted.

Lenia Greenaway, Headteacher of St Peter's CofE Infant School, explained how the Charter Mark has supported the school's ethos and vision: "Pupils of St Peter's CofE have always been very proud of the way they treat each other and respect each other as special, unique and different individuals in their own right. In 2015 the school decided to set up an anti-bullying team and bring on board stakeholders from the whole school community. This gave the children the opportunity to teach each other about bullying and friendship fallouts so they would be able to understand the differences and, importantly, teach others about this very vital issue.

Over the past few years the school has worked tirelessly, as a team, to ensure they embedded this understanding and practice into all areas of school life and beyond. The ABCM has allowed us to build these solid foundations of understanding that are sustainable and lifelong. Children have been trained as anti-bullying buddies to mentor others, and every member of the school regardless of age can explain and give examples of a friendship fallout or bullying incident. It has been an empowering experience for the whole school community and in October 2017 we were assessed and achieved the Gold ABCM award."

Christmas party for looked after children

Last December, more than a hundred of Surrey's looked after children, care leavers and care workers attended a Christmas party that was hosted at Woking Football Club by the Children's Rights and Participation Team, the Care Leavers Service and the Fostering Team.

Looked after children can sometimes find the festive season a difficult time and the aim of the party was to bring children and young people together alongside professionals and carers to celebrate.

The party provided the young people with the opportunity to meet others in a similar situation to themselves and make new friends. It was also a chance for carers to network and for professionals to build relationships with their young people outside of the formal work setting.

Throughout the evening there was plenty to eat with a tasty buffet as well as candy floss and popcorn.

There were lots of activities, including a disco and face painting, as well as a special pantomime created and performed by the Children's Rights & Participation Team. The pantomime performance, which encouraged audience participation, subtly outlined a wide range of support services that are open to children and young people.

There was also a very special visit from Father Christmas and his elves, who made sure that all the children and young people left with a gift.

Another Christmas party is planned for this year, on Thursday 20 December, hopefully at a larger venue so that even more children and young people are able to attend.



Top row: Jamie-Leigh Clark, Joanna Lang, David Lowe, Sheila Jones, Lewis Mead, Jessica Brooke, Linde Webber, Linda Goodman, Jenny Rowe, Lisa Tott, Sarah Dore.

Bottom: Christina Ketzer, Holly Yorston, Sarah Foreman, Corinne Evans, Caroline Phillips, Devon Cox

Extended Hope service wins Crisis Award

Less than a year after being established, Surrey and Borders Partnership NHS Foundation Trust's Extended Hope service has been recognised at a national level for the support it provides to young people in emotional or mental health crisis situations. The Extended Hope team won the Crisis Award at the first ever Children and Young People's Mental Health Positive Practice Awards, which took place at Manchester Town Hall on Saturday 6 January.

The judges were looking for a service or team that provided exceptional support and intervention to children, young people and their families at a time of crisis. Clare Curran, Surrey County Council's Cabinet Member for Children, agreed that the work of the Extended Hope service certainly meets these expectations, saying: "Not only does this ground-breaking service reduce the need for young people to be admitted to hospital, it also keeps them close to their families and helps ensure stable placements for children in care."

The Extended Hope service is a joint partnership between Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust. The service provides emergency telephone support during times when traditional practices are usually closed and outreach work to young people in hospitals or in their homes and, in some situations, short-term respite care at a residential facility.

The service was launched with the aim of providing young people with the support they need and alleviating strain on existing services, such as psychiatric hospital clinics. In its first nine months of operation, the Extended Hope service's seven-day-a-week telephone support has prevented a high number of admissions to psychiatric wards and A&E saving money in the process. It's estimated that for every £1 invested in the service a further £3 is saved through this type of preventative care.



From left to right: Christine Gee – Team Manager, Extended Hope Service, Samantha Heighes – Assistant Team Manager, Extended Hope Service, Georgia Jesty – Lead Nurse, Extended Hope Service, Nicola Sharp – Lead Nurse, Extended Hope Service

New Merstham Library

After months of planning and building work, the new Merstham Library opened on Monday 16 October 2017 in its new home, the Merstham Community Hub. The library now boasts new stock and furniture as well as a collection of toys for younger residents to enjoy.

Surrey County Council and Reigate & Banstead Borough Council worked together to modernise and redesign the service. They introduced a pilot scheme which used an innovative model of staffing, with volunteers working alongside paid Surrey employees to provide a high quality service to the community.

The staffing model allows the library to open longer – 33 hours a week instead of 17 – which makes it more convenient for residents. Volunteers and staff have also helped residents get the most from the library through a range of events and activities, including the ever popular ‘rhymetime’ for pre-school children.

The community-based approach and extended hours have already proved a huge success. Visits were up 189% in November and 234% in December compared with the same period the previous year, and resulted in an increase of over 50% in book borrowing and nearly 300 new members. This achievement is due in large part to the hard work and dedication of the staff who cared so passionately about the success of the project.

The library is now a go-to place for information, events and activities. It shares the hub premises with a café and local community trust. The youth and early years services will be moving in to the building in the future.



The new children's area of Merstham Library.

Surrey's food development team recognised at catering awards

Surrey's Commercial Services Food Development Team were proud recipients of the Procurement Team of the Year Award at 'The Cateys' in October. Organised by industry magazine, The Caterer, the annual event celebrates those who help shape the catering industry through innovation and best practice.

The team was recognised for continually improving its service to pupils across Surrey. The judges were full of praise for their commitment to procuring sustainable and organic ingredients where possible while also reducing costs to the council, which is evidenced by year-on-year savings.

The team makes sure that over 70,000 meals are provided on over three hundred sites for pupils in Surrey each day, with over 90% of meals being cooked from scratch. After the universal infant free school meals programme was introduced in 2014, the team came up with a robust plan to meet the increase in demand and implemented it across the county.

They work in partnership with Pelican Procurement Services to source local and regional produce. Gabrielle Efford, Supply Chain Manager at Pelican, said: "we are delighted to work with Surrey, supporting their team in achieving their goals".

The team has previously won the 'good egg award', which recognises compassion in the food business and a gold accreditation from the Soil Association for 'food for life served here'. All in all quite a haul and a testament to the success of the approach they have adopted.



Left – Josephine Caulfield, British actress, writer and comedian. Centre Left – Mark Capper, Development Manager, Food and Marketing, Centre Right – Sophy Cox, Senior National Account Manager, Bunzl Catering, Right – James Stagg, Deputy Editor of The Caterer

Remembrance poppies projected onto County Hall

County Hall was lit up with a moving light show of cascading poppies on Friday 10 November 2017, in advance of Remembrance Sunday. The light show was part of the Royal British Legion's annual poppy appeal and a crowd of Surrey County Council colleagues and members of the public gathered to watch and pay their respects.

The light show was set off with two life-size silhouettes, known as "silent soldiers", which have been installed on either side of the main entrance of County Hall and will stay in place throughout 2018.

The silhouettes represent the soldiers who served in the First World War, known at the time as "Tommies", and are a reminder of the sacrifices they made during that conflict. They were created by Surrey's Royal British Legion, who asked businesses and organisations around the county to display them to mark 100 years since the end of the First World War.

Chairman of Surrey County Council, Peter Martin, said: "It is important to remember the sacrifices made by those who lost their lives in our name as well as those who risk their lives for us now. The falling poppies display was a fitting way to do that".



Poppies projected onto the front of County Hall

Chief Fire Officer Russell Pearson awarded Queen's Fire Service Medal

Surrey's Chief Fire Officer, Russell Pearson, was awarded the Queen's Fire Service Medal in the 2018 New Year's Honours list. He was honoured for outstanding service to the emergency services and the public.

The medal is awarded for "exhibition of conspicuous devotion to duty" and Russell was one of only five people to receive the honour this year.

Russell joined the Surrey Fire and Rescue Service in 1992 and was appointed Chief Fire Officer in 2007. He currently oversees 24 fire stations in the county, employing approximately a thousand staff and providing emergency services to over a million people. Alongside this response service, Surrey Fire and Rescue also focuses its efforts on education and awareness campaigns around fire safety and road traffic collisions. It also holds an open day each year for members of the public.

David Hodge, Leader of the council, said: "We're delighted that Russell's outstanding contribution over 25 years, including 10 years as Chief Fire Officer, has been recognised and rewarded with the Queen's Fire Service Medal. We'd like to thank him for his dedicated leadership of the service and congratulate him on this honour which is a tribute to his hard work and that of the firefighters who support him in serving Surrey's communities."

Nick Hurd, Minister of State for Policing and the Fire Service, paid tribute to Russell's career and commitment to public service saying: "Over his ten-year tenure as Chief Fire Officer at Surrey Fire and Rescue Service, Russell Pearson has shown outstanding leadership and dedication to the fire service. In both his professional and voluntary service, Russell has introduced innovation and growth, and I thank him for his professionalism and service."



Russel Pearson, Chief Fire Officer

Surrey farm project recognised at Children and Young People Now Awards

A project to help vulnerable young people learn life skills on a farm was named as one of the best in the country at the annual Children and Young People Now Awards in November 2017. The awards celebrate the work of charities and other organisations in helping disadvantaged young people.

'The Farm' is a 12-week commissioned project which runs from an arable farm in Outwood, Tandridge. Its aim is to give young people who have been referred to Surrey's Youth Support Service the opportunity for some hands-on work experience with animals and farming. The initiative is targeted at young people who have a variety of issues including poor mental health, substance misuse, offending behaviours and homelessness.

The success of the project lies within its unique and nurturing environment. Young people develop social and general life skills as well as valuable practical skills including animal care, environmental and conservation work, carpentry, painting, gardening and landscaping, power-washing, vehicle maintenance, and growing herbs and vegetables.

By the end of the 12 weeks they leave the farm with improved behaviours and a more positive outlook. The project also helps young people to attain part of their Duke of Edinburgh Bronze Award.

Many of them enter education and training or successfully find employment after taking part in the project. When we asked them for feedback, they said they appreciated the experience and over 90% of them would recommend it to their peers.

One young person said: "It's a great opportunity for personal development and work experience. It's drawn me out of myself. It has improved my anxiety and makes me feel better about getting out of bed in the morning. I feel ready to try college now."

The project began in 2013 and has supported 25 young people. There is a cost for each young person which Surrey's county councillors for Tandridge provide through a member allocation award.

The team running the project has seen young people's confidence and self-esteem grow as they learn how to solve problems, communicate, work in a team, take responsibility for themselves and organise their time.

To find out more about 'The Farm', contact Jan Smith on jan.smith@surreycc.gov.uk.



Eve Turner (front row, left) with some of the Farm Project team and the young people they help.



OFFICER REPORT TO COUNCIL

ANNUAL REPORT TO COUNCIL – MEMBER DEVELOPMENT

KEY ISSUE/DECISION:

1. Members play an essential role in setting, and maintaining, the strategic direction of the Council. They also act as community leaders and provide an essential interface between the Council and Surrey residents.
2. It is therefore important that the Council invests in the development of its Members, to enable them to perform their roles as effectively as possible.
3. This report provides an annual overview of the Council's approach to Member development, so that Members can be assured that the current approach is sufficient, equitable and effective.

MEMBER DEVELOPMENT STEERING GROUP:

4. All Member development activity is monitored by the Member Development Steering Group (MDSG). The MDSG is cross political and the current membership is Tim Oliver (Chairman), Nick Darby, Robert Evans, Chris Townsend and Hazel Watson.
5. The group meets informally, four to six times a year, overseeing the delivery of the Member Development Programme and other support issues.

INDUCTION

6. The successful delivery of the induction programme was a key priority of the MDSG in 2017/18. A survey was circulated to assess Members' experience of the induction programme, with 97% of Members rating it as good or excellent. The full results have been circulated to all members and are available on the Member Portal.

MEMBER DEVELOPMENT PROGRAMME

7. 2017/18 has seen the introduction of a planned Member Development Programme, published three times a year. This has enabled a more strategic approach to scheduling Member development events, as well as giving Members greater notice of briefings and training, so that they can plan to attend. There has also been a greater emphasis on involving partners in the delivery of training events, with recent sessions including guest speakers from the Police and Crime Commissioner's Office and the Environment Agency.

MEMBER PORTAL

8. 2017/18 also saw the introduction of a new Member Portal, designed to provide an online resource for Member information and training. One of the key benefits of the Portal is the ability to upload videos of briefings and training events, improving the accessibility of training for those Members who may have work or caring responsibilities. Site analytics show us that there is a spike in page views whenever a training video is uploaded to the portal, with over 20 unique visitors accessing the recent budget and business planning briefing after it was uploaded. However, accessibility remains a barrier to realising the full benefits of the portal and addressing this issue will be a priority for the next year.

DEVELOPMENT OF IN-HOUSE TRAINING COURSES

9. In line with the Council's efforts to reduce unnecessary expenditure, there has also been a greater focus on developing training interventions in-house. For example, a number of Members have attended (and provided positive feedback for) our in-house 'Chairing Skills' course – something that we would have previously commissioned for delivery by an external provider.

CHARTER PLUS ACCREDITATION

10. The Local Government Association (LGA) assesses the support and development that councils offer their Members through what is known as the 'Charter' scheme. In order to achieve Charter accreditation, councils have to prove that their Member development and support offer meets a required standard. Surrey County Council first became a Charter Council in 2011, and was re-assessed as meeting the standard in 2015. On March 5 2018, the Council was assessed as meeting the Charter **Plus** standard for member development and support. Surrey is one of only a handful of councils in the country that has met this higher level of accreditation.

PRIORITIES FOR 2018/19

11. The MDSG has a number of priorities for 2018/19. These include:
12. **IT Device Refresh Project.** The MDSG have been overseeing this project, designed to find an IT offer than enables Members to perform their roles easily and effectively. The MDSG have been testing possible devices and will oversee the deployment of an improved IT offer from May 2018. They will also scrutinise the results of the annual Member IT survey, due to take place in October 2018. This will enable the MDSG to assess the effectiveness of the new offer and any further interventions that are required to improve Members IT experience.
13. **Development of the Member Portal.** Although the portal has improved the accessibility of the development programme, through offering sessions online, there is still opportunity to improve the site and increase its use by Members.
14. **Continued roll out of Member 1-1s.** In September 2017, Democratic Services introduced Member 1-1s in order to enable a tailored approach to supporting individual development needs. So far, 29 Members have participated in these sessions and the feedback has been extremely positive.

The intention is to offer Member 1-1s on an annual basis with a target of 60% of Members having participated in a session by the 2020.

15. Delivering Member Development activities in partnership with District and Boroughs. In line with the Council's People and Places approach, the MDSG will explore opportunities to deliver development events jointly with District and Boroughs. Doing so will enable a greater variety of training interventions and locations, whilst at the same time reducing costs and supporting greater partnership working.

RECOMMENDATIONS:

16. That Council endorses the current approach to Member development and agrees that it is sufficient, equitable and effective.

Lead/Contact Officer:

Rachel Basham, Senior Manager – Leadership and Member Support

rachel.basham@surreycc.gov.uk

020 8541 9133

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*County Council Meeting – 20 March 2018***REPORT OF THE CABINET**

The Cabinet met on 27 February 2018.

In accordance with the Constitution, Members can ask questions of the appropriate Cabinet Member, seek clarification or make a statement on any of these issues without giving notice.

The minutes containing the individual decisions for 27 February meeting is included within the agenda at item 13. Any Cabinet responses to Committee reports are included in or appended to the minutes. If any Member wishes to raise a question or make a statement on any of the matters in the minutes, notice must be given to Democratic Services by 12 noon on the last working day before the County Council meeting (Monday 19 March 2018).

For members of the public all non-confidential reports are available on the web site (www.surreycc.gov.uk) or on request from Democratic Services.

REPORTS FOR INFORMATION / DISCUSSION

A EARLY HELP STRATEGY

The Cabinet was asked to agree the draft Early Help Strategy to address: 'Preventing problems escalated by identifying issues early and ensuring children, young people and families needing extra help receive timely, preventative support'.

The report set out that Surrey County Council had been working together with partners to plan and deliver a transformation of Surrey's Early Help offer. Much progress had been achieved including: co-production of a joint vision; formation of an Early Help Transformation Board, chaired by Lead Member for Children; introduction of Local Early Help Advisory Boards; and development of SCC's Family Service, bringing together professionals across a range of services. This report sets out a new Early Help Strategy, building on the previous strategy which ran from 2013 to 2017.

The Early Help Strategy 2018-22 sets out a clear call to action for all Surrey partners to work together to ensure children receive the right help at the right time, to increase their resilience and ensure they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood. The Council's financial challenge, which demands £9.7 million savings from Early Help by 2020, presents a real opportunity to re-focus resources on those children who are in greatest need.

The Early Help Strategy 2018 - 2022 can be found within Item 6 of the 27 February 2018 Cabinet agenda.

Link: <https://mycouncil.surreycc.gov.uk/mgChooseDocPack.aspx?ID=5813>

The Cabinet AGREED:

1. That the proposed Early Help Strategy and development of the place-based Local Family Partnership model across Surrey be agreed.

2. To delegate to the Assistant Director, Commissioning and Prevention, in consultation with the Cabinet Member for Children, decision making on any minor changes to the Early Help Strategy arising from discussions at the Early Help Transformation Board and Children and Young People's Partnership.
3. That the specific high-level Early Help commitments for Surrey County Council set out below, be endorsed:
 - Transform SCC services through integration with others at a local level;
 - Coordinate partners at county and local levels to implement the Early Help Strategy;
 - Identify children who need Early Help through the Multi-Agency Safeguarding Hub and provide case management and coordination (with others) for children and families with multiple needs;
 - Commission local, place-based preventative services with our partners; and
 - Maintain a robust joint-understanding with partners of the needs of children and families in Surrey and the impact of Early Help.

Reasons for Decisions

The proposed new Early Help Strategy and system model, with Local Family Partnerships at its heart, will put children first, ensuring they receive the integrated Early Help they need, as soon as it is required. In this model, as partner and Council services are increasingly having to focus on families with higher levels of need, an integrated offer will be developed with other community partners taking an increasing role in meeting the more common and less acute needs. The new strategy will enable us to respond to the challenges of reduced public funding and increased demand by more effectively aligning Council resources with those of partners. This will support the longer-term financial sustainability of the Council and partners, as well as improving outcomes for children.

The Cabinet RECOMMENDS that the County Council notes the draft Early Help Strategy.

**Mr David Hodge, Leader of the Council
27 February 2018**

**MINUTES OF THE MEETING OF THE CABINET
HELD ON 27 FEBRUARY 2018 AT 2.00 PM
AT ASHCOMBE SUITE, COUNTY HALL, KINGSTON UPON THAMES,
SURREY KT1 2DN.**

These minutes are subject to confirmation by the Cabinet at its next meeting.

Members:

*Mr David Hodge CBE (Chairman)	*Mr Mike Goodman
*Mr John Furey (Vice-Chairman)	*Mrs Mary Lewis
*Mrs Helyn Clack	*Mr Colin Kemp
*Mrs Clare Curran	*Mr Tim Oliver
*Mr Mel Few	*Ms Denise Turner-Stewart

Associate Member:

* Ms Charlotte Morley

* = Present

Members in attendance:

Mr Jonathan Essex

PART ONE
IN PUBLIC

255/18 APOLOGIES FOR ABSENCE [Item 1]

There were no apologies.

256/18 MINUTES OF PREVIOUS MEETING: [Item 2]

The minutes of the meeting held on 30 January 2018 were agreed.

Further to Minute 246/18 – Pay and Conserve Car Parking – the Cabinet Member for Children stated that she had reported that residents were unable to pay by cash on the M36 relief road; this was incorrect and she apologised for the mistake.

257/18 DECLARATIONS OF INTEREST [Item 3]

None received.

258/18 PROCEDURAL MATTERS [Item 4]

1 MEMBERS' QUESTIONS [Item 4a]

There were three questions received from one Member. The questions and responses were published as a supplement to the agenda.

Question 1 – Mr Essex requested confirmation that there would not be any closures of children’s centres and the number of places to be approved by Ofsted.

The Cabinet Member for Children responded that the council, with partners, were seeking to work in a more integrated and joined up way and that she could not say that no children centre would ever close. She also recognised the valuable service provided by children’s centres but the capacity of resources was unable to meet the demand.

Question 2 – Mr Essex asked when the results of the staff consultation would be made public as well as the full impact of those results.

The Cabinet Member for Children responded that the results would definitely be made public but would have to let him know when following the meeting.

259/18 PUBLIC QUESTIONS [Item 4b]

There were no questions from members of the public.

260/18 PETITIONS [Item 4c]

No petitions were submitted.

261/18 REPRESENTATIONS RECEIVED ON REPORTS TO BE CONSIDERED IN PRIVATE [Item 4d]

There were none.

262/18 REPORTS FROM SCRUTINY BOARDS, TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL [Item 5]

There were none.

263/18 EARLY HELP STRATEGY [Item 6]

The Cabinet Member for Children introduced the report which described the vision of partners in Surrey being: Children First and that they should be ‘Seen, Safe and Heard’. There was a need to achieve this at a time when Surrey County Council was facing unprecedented funding pressures from rising demand and reductions in central government funding. Early Help, which means providing support as soon as a problem emerges to prevent issues escalating, at any point in a child’s life from early years through to teenage years, had a pivotal role to play in this.

She explained that given the challenging context, to achieve that vision there was a need to work with partners to transform Surrey’s Early Help system, through new integrated approaches to delivering and commissioning services. The Early Help Strategy 2018-22 was a clear call to action for all Surrey partners to work together to ensure Surrey’s children received the right help at the right time, increasing their resilience and ensuring they had safe, nurturing relationships that enabled them to thrive and build the skills they needed for adulthood.

Although Surrey was an affluent county and many children achieved good outcomes, there remained some children who faced significant disadvantage and did less well. The Council's financial challenge, which demanded £9.7 million savings from Early Help by 2020, presented a real opportunity to re-focus resources on these children who were in greatest need. Through this bold, joint-approach, set out in our Early Help Strategy, the Council could turn-around rising demand for statutory services across public agencies and achieve a sustainable future for Surrey.

Members were informed that this was a draft strategy which would be final once signed off by the Early Help Transformation Programme Board and District/Borough Early Help Advisory Boards.

It was noted that Table 1 under paragraph 33 of the report should indicate the figures as thousands of pounds (£000's).

RESOLVED:

1. That the proposed Early Help Strategy and development of the place-based Local Family Partnership model across Surrey be agreed.
2. To delegate to the Assistant Director, Commissioning and Prevention, in consultation with the Cabinet Member for Children, decision making on any minor changes to the Early Help Strategy arising from discussions at the Early Help Transformation Board and Children and Young People's Partnership.
3. That the specific high-level Early Help commitments for Surrey County Council set out below, be endorsed:
 - Transform SCC services through integration with others at a local level;
 - Coordinate partners at county and local levels to implement the Early Help Strategy;
 - Identify children who need Early Help through the Multi-Agency Safeguarding Hub and provide case management and coordination (with others) for children and families with multiple needs;
 - Commission local, place-based preventative services with our partners; and
 - Maintain a robust joint-understanding with partners of the needs of children and families in Surrey and the impact of Early Help.

Reasons for Decisions

The proposed new Early Help Strategy and system model, with Local Family Partnerships at its heart, will put children first, ensuring they receive the integrated Early Help they need, as soon as it is required. In this model, as partner and Council services are increasingly having to focus on families with higher levels of need, an integrated offer will be developed with other community partners taking an increasing role in meeting the more common and less acute needs. The new strategy will enable us to respond to the challenges of reduced public funding and increased demand by more effectively aligning Council resources with

those of partners. This will support the longer-term financial sustainability of the Council and partners, as well as improving outcomes for children.

264/18 OAKWOOD SECONDARY SCHOOL, HORLEY - SCHOOLS BASIC NEED EXPANSION PROJECT [Item 7]

The Cabinet Member for Education introduced the report that set out the Business Case for the expansion of Oakwood School from an 8 Form of Entry secondary (1,200 places) to a 10 Form of Entry secondary (1,500 places), thereby creating 300 additional places, to support delivery of the basic need requirements in the Horley area. Members were reminded that it was the council's statutory duty to provide enough places in the county.

RESOLVED:

That, subject to the agreement of the detailed financial information for the expansion set out in Part 2 of this report, the business case for the provision of an additional 2 Forms of Entry worth of secondary places in Horley be approved.

Reason for Decision

The proposal supports the Authority's statutory obligation to provide sufficient school places, relative to demand.

265/18 MONTHLY BUDGET MONITORING REPORT [Item 8]

The Leader of the Council presented the budget monitoring report for period ten of 2017/18, up to 31 January 2018.

He stated that the report's headline was that persistent hard work by the council's staff, partners and members had once again reduced the forecast overspend. As at 31 January the forecast overspend was £6m. This was a £5m improvement on last month, £13m over two months and £18m since the end of June. The Leader was confident that with continued efforts, this could be brought down further by the year end. The action in reducing the Council's overall spending in 2017/18 was important because any overspends needed to be met from reserves. It was planned to use £24m reserves to balance 2018/19 budget, which the Director of Finance advised left reserves at the minimum safe level.

The Leader went on to say that last February the council set its budget for 2017/18 in the face of: significant rising demand pressures (particularly in social care); falling Government funding and continuing restraint on ability to raise funds locally. To balance 2017/18's budget the council had to make plans to deliver an unprecedented £104m of savings. This significant challenge for the council came on top of already having made over £450m savings since 2010. To add to this challenge, the council's 2017/18 budget included significant, additional demand and cost pressures, mostly in social care. For example, in Children's Services, demand continued to increase and was adding a £10m pressure by the end of the financial year. Partially offsetting these pressures, there were forecast underspends, including elsewhere in Children Schools & Families, Adult Social Care, Orbis, Highways & Transport, Waste and Central Income & Expenditure.

He went on to explain that services had continued to take action as part of the recovery plan to reduce costs and bring forecast overspend down. However, all services needed to keep up this work and take all appropriate action to manage spending within available resources by keeping costs down, managing vacancies, optimising income and being aware of the current financial position before committing to additional future expenditure. Lastly, he drew Members attention to the benefits accrued from long term investments, both within the investment fund and in the contribution to overall financial costs.

Other Cabinet Members were given the opportunity to highlight key points and issues from their portfolios.

RESOLVED:

That the Cabinet noted the following:

1. Forecast revenue budget outturn for 2017/18 is £6m overspend (Annex 1, paragraphs 1 and 7 to 42 of the submitted report). This included:
£9m savings to be identified,
£16m net savings considered unachievable in 2017/18,
£13m service demand and cost pressures
less
£32m net underspends, additional savings and income.
2. Forecast planned savings for 2017/18 total £79m against £95m agreed savings and £104m target (Annex 1, paragraph 43 of the submitted report).
3. All services continue to take all appropriate action to keep costs down and optimise income (e.g. minimising spending, managing vacancies wherever possible etc.).
4. The Section 151 Officer's commentary and the Monitoring Officer's Legal Implications commentary in paragraphs 16 to 19 of the submitted report state that the council has a duty to ensure its expenditure does not exceed resources available and move towards a sustainable budget for future years.

The Cabinet approved the following:

5. That the Waste underspend, currently estimated at £1.8m, be transferred to the Waste Sinking Fund at financial year end to meet future costs (Annex 1, paragraph 26 of the submitted report).
6. That £3.9m be transferred to the Budget Equalisation Reserve in respect of additional Business Rates income (Annex 1, paragraph 38 of the submitted report).
7. That £0.9m be drawn down to fund Place Development & Waste capital schemes (Annex 1, paragraph 58 of the submitted report).
8. That the Leader of the Council write to the Secretary of State for Health and the Secretary of State for Communities and Local Government to

request fairer funding for public health and to seek assurance that business rate retention would not affect the Government grant funding.

Reasons for Decisions

This report is presented to comply with the agreed policy of providing a monthly budget monitoring report to Cabinet for approval and action as necessary.

266/18 PROVISION OF COMMERCIAL AND INDUSTRIAL PROPERTIES INSURANCE SERVICES [Item 9]

The Cabinet Member for Property and Business Services introduced the report that sought approval to award a contract for the provision of Commercial and Industrial Properties Insurance Cover for Surrey County Council. This provision was to commence on 1 April 2018, following the expiration of the current arrangement with Zurich Municipal on 31 March 2018. By awarding a new contract to the recommended provider, the Council would meet its obligations to provide insurance cover for the Council and ensure best value for money for this service. The report set out details of the procurement process, including the results of the evaluation process and why the recommended contract award delivered best value for money.

Due to the commercial sensitivity involved in the contract award process, all financial details had been circulated as a Part 2 report.

RESOLVED:

That a contract be awarded for the provision of Commercial and Industrial Properties Insurance Service to Protector Insurance, starting from 1 April 2018, for a period of three years with the option to extend for up to a further two years. The estimated annual value of the contract was £115,285, plus 12% insurance premium tax.

Reasons for Decision

The current contract for commercial properties was expiring on 31 March 2018 and putting a new contract in place ensures there is appropriate insurance cover for the commercial property portfolio owned by the Council and its subsidiary, Halsey Garton Property Ltd.

This recommendation provides best value for money for Commercial & Industrial Properties insurance for the Council following a thorough evaluation process.

267/18 REFURBISHMENT OF HOUSES [Item 10]

The Cabinet Member for Property and Business Services introduced this report that considered and made recommendations for the refurbishment of nine residential properties to either increase rental income and bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

RESOLVED:

That the business case for an initial investment in nine residential properties in order to bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market be approved. This was subject to a further review by the Cabinet Member for Property and Business Services, the Head of Property and the Local Member(s) to ascertain whether there was any more development potential to be had.

Reason for Decision

Property Services recommended the refurbishment of nine residential properties to either increase rental income and bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

**268/18 LEADER / DEPUTY LEADER / CABINET MEMBER DECISIONS/
INVESTMENT BOARD TAKEN SINCE THE LAST CABINET MEETING
[Item 11]**

There were none.

269/18 EXCLUSION OF THE PUBLIC [Item 12]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

**270/18 OAKWOOD SECONDARY SCHOOL, HORLEY - SCHOOLS BASIC NEED
EXPANSION PROJECT [Item 13]**

This Part 2 report contained information which was exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

The information contained in this report may not be published or circulated beyond this report and will remain sensitive until contract award in April 2018.

RESOLVED:

1. That the business case for the project to expand The Oakwood School by 300 additional places, at a total cost as set out in the submitted report, be approved.
2. That the arrangements by which a variation of up to a percentage of the total value, as set out in the report, may be agreed by the Deputy Chief Executive and Strategic Director for Children, Schools and Families in consultation with the Cabinet Member for Education, the Cabinet Member for Property and Business Services and the Leader of the Council be agreed.

3. That the authority to approve the award of contracts for works be delegated to the Chief Property Officer in consultation with the Leader of the Council, Cabinet Member for Education, Head of Procurement and Section 151 Officer when a competitive tender was procured through the new Orbis Construction Framework be agreed.
4. That the Cabinet Member for Education write a letter of thanks, from the Cabinet, to the Leader of Reigate and Banstead Council.

Reason for Decision

The proposal delivers and supports the Authority's statutory obligation to provide necessary school places to meet the needs of the population in Reigate and Banstead Borough.

271/18 PROVISION OF COMMERCIAL AND INDUSTRIAL PROPERTIES INSURANCE SERVICES [Item 14]

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

The information contained in this report may not be published or circulated beyond this report and will remain sensitive for the length of the contract.

RESOLVED:

That a contract be awarded for the provision of Commercial and Industrial Properties Insurance Service to Protector Insurance, starting from 1 April 2018, for a period of three years with the option to extend for up to a further two years. The estimated annual value of the contract was set out in the report.

Reason for Decision

The existing contract for Commercial Properties will expire on 31 March 2018 and putting a new contract in place ensures there is appropriate insurance cover for the commercial property portfolio owned by the Council and its subsidiary, Halsey Garton Property Ltd.

The recommendation provides best value for money for Commercial & Industrial Properties insurance for the Council following a thorough evaluation process and also supports Business Services ability to provide insurance cover for Surrey County Council.

272/18 REFURBISHMENT OF HOUSES [Item 15]

This Part 2 report contained information which is exempt from Access to Information requirements by virtue of paragraph 3 – Information relating to the financial or business affairs of any particular person (including commercially sensitive information to the bidding companies).

The nine properties under consideration were vacant. The proposal was in line with the Council's ambition to reduce the number of properties in vacant management to reduce costs and increase income.

RESOLVED:

That the business case for an initial investment, as set out in the report, in nine residential properties in order to bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market be agreed.

Reason for Decision

Property Services recommended the refurbishment of nine residential properties to either increase rental income and bring the property up to modern day standards or increase the capital valuation in preparation of disposal of the asset in the market.

273/18 PUBLICITY FOR PART 2 ITEMS [Item 16]

It was agreed that non-exempt information may be made available to the press and public, where appropriate.

Meeting closed at 3.20 pm

Chairman

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