

Quarter Two 2012/13 Business Report

Annex 4

One County, One Team: Fairness and Respect Strategy 2012 – 2017

23 October 2012

Progress Report

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Background

1. Surrey County Council approved its [One County, One Team: Fairness and Respect Strategy 2012-17](#) in March 2012. This Strategy sets out 11 priorities that seek to promote a culture of fairness and respect across the county and ensure the needs of vulnerable residents are met. The Strategy also fulfils the County Council's statutory duty¹ to publish equalities objectives for the organisation.
2. The priorities contained within the Fairness and Respect Strategy were developed by analysing a robust evidence base to identify the different needs of residents in Surrey. This evidence base used data and information contained within [Surrey-i](#) (Surrey's local information system) and the [Joint Strategic Needs Assessment](#), the findings of recent consultations with the public and other local and national sources of data. In developing the Fairness and Respect Strategy, the County Council also worked with the Cabinet Member for Community Safety; the County Council's Overview and Scrutiny Committee; public sector organisations such as NHS Surrey and voluntary and faith sector organisations. In addition, the County Council's External Equality Advisory Group played a valuable role in shaping the priorities.
3. The County Council actively sought to embed the priorities of Fairness and Respect alongside its wider strategic priorities. As such, each priority within the Fairness and Respect Strategy is linked to the outcomes in the [One County, One Team: Corporate Strategy 2012-17](#) and has been incorporated into Council Directorate Strategies.
4. This **annex provides an overview of how the County Council is embedding fairness and respect in its policy and decision making processes**. It also sets out the **progress** the County Council has made in the first two quarters of 2012/13 towards **delivering the specific priorities** within the One County, One Team: Fairness and Respect Strategy.

Embedding fairness and respect in policy and decision making

5. Since the publication of the Fairness and Respect Strategy in March 2012 the County Council has undertaken further steps to embed fairness and respect in the Council's policy and decision making processes. Significant progress was made in quarters one and two of 2012/13 in the following areas:
 - **Strengthened business planning:** Building on progress made in 2011/12, the County Council has further integrated fairness and respect into its annual business planning process. As part of the 2013/14 business planning cycle, equalities analysis will be undertaken in respect of all savings proposals. The findings of this analysis will inform the further development of these proposals and will be presented to Cabinet when it considers the Medium Term Financial Plan in March 2013.

¹ As set out in the Public Sector Equality Duty.

- **New Equality Impact Assessment (EIA) guidance and template:** Working with the External Equalities Advisory Group and Trade Unions, the County Council has developed a new EIA template and guidance. This new template incorporates lessons learnt from recent judicial reviews from across local government. It also ensures equalities analysis undertaken by the County Council focuses on the statutory protected characteristics² and the requirements of the Public Sector Equality Duty. This new guidance will underpin all future equalities analysis of proposed changes and/or amendments to a County Council policy, service or function. Both Cabinet and the Council's Corporate Leadership Team received training in September 2012 on the new EIA template and guidance, which was also promoted widely to County Council officers.
- **Improved data about Surrey's residents:** As part of the ongoing improvements to [Surreyi](#) (the County's local information system) resident data is now easier to access. Public sector organisations, community groups and businesses can now search for information about Surrey's residents by protected characteristic. This improvement makes it easier for organisations to understand the different challenges facing Surrey's residents and helps them to tailor services more effectively to meet these needs.
- **Refreshed External Equality Advisory Group:** Surrey County Council's Cabinet Member for Community Safety chairs the County Council's [External Equality Advisory Group](#) (EEAG). This Group seeks to raise awareness of equality issues in Surrey; support the Council in setting equality objectives; and enables the Council to better understand the needs of our diverse communities. In May 2012 this Group played a key role in supporting the development of the equalities analysis that underpinned Surrey County Council's work to establish Community Partnered Libraries in the county. In addition in quarter one new organisations were invited to join the EEAG, to ensure the Group continues to represent all the different communities in Surrey. New members invited to join this group include: [Action for Carers](#); [Surrey Mind](#); [Surrey Independent Living Council](#); and the [Sussex and Surrey Associations of Local Councils](#)³.
Delivering the Fairness and Respect priorities: Quarter 1 and Quarter 2 progress

6. This section details the progress made against the specific priorities contained within the Fairness and Respect Strategy in quarters one and two of 2012/13.

Priority: Invest in our support to schools to further the attainment of pupils, especially those from vulnerable groups

7. The proportion of pupils gaining five good GCSEs including English and maths has improved steadily over the last four years from 56.8% in 2008 to 63.4% in 2011. Early indications (collected from schools after results day in August 2012) suggest that results have improved once again for 2012, despite the much

² The Equality Act sets out nine protected characteristics: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; and marriage and civil partnership.

³ These organisations join Surrey Coalition of Disabled People; Diocese of Guildford; Surrey Youth Focus; Surrey Minority Ethnic Forum; Farnham Humanists; Social Information on Disability; Age UK; Surrey Community Action; Outline Surrey; Surrey Rural Partnership; and Gender Identity Research and Education Society

publicised changes that were made to the English marking scheme for selected examination boards between January and June 2012. This year's provisional results for Surrey will be released in early October 2012, with further national and regional statistics available in late October.

8. A comprehensive local authority school improvement plan remains in place to respond to the new floor standards that incorporate both pupil progress and attainment. One key priority over the last year has been the continued support for all children, but in particular Surrey's most vulnerable children such as pupils eligible for free school meals (FSM) or children looked after (CLA), to make progress at all stages of their learning.
9. In 2011 pupils falling into both the FSM/CLA groups performed better than their counterparts nationally in all three key measures at Key Stage 4. In Surrey, 34.3% of pupils gained five good GCSEs including English and maths compared with 33.9% nationally; 56.9% of pupils made expected progress in English in Surrey compared with 54.3% nationally and whilst 44.2% of pupils nationally made expected progress in maths, 47.5% made expected progress in maths in Surrey.
10. In addition in 2011, FSM pupils showed improved attainment across all key stages, narrowing the gap between pupils eligible for free school meals and their peers. At Key Stage 2, the gap between FSM pupils and their peers achieving the expected threshold in both English and maths narrowed by one percentage point from 2010 to 2011; at Key Stage 4 in 2011 the gap reduced by more than four percentage points for those achieving five good GCSEs including English and maths compared with 2010.
11. Provisional GCSE results for this cohort of pupils in Surrey will be released during the autumn term 2012; this data will then be used to inform the setting of local targets early in the spring term for this group.

Priority: Provide targeted support to low-income families to increase access to employment, training and support networks

12. Surrey County Council (in partnership with local agencies) has developed a Family Support Programme, which aims to help families that face multiple problems⁴. Families identified through this Programme are assigned a support worker who works with them to co-ordinate the support services they receive.
13. The pilot for this programme, based in Waverley, has been operational since June 2012 and will conclude in October. The learning from the pilot will inform the final proposals for this Programme and over the next 12 months Family Support teams will be established in every District and Borough across Surrey – with initial work being targeted at the four areas with the greatest number of troubled families (Elmbridge, Reigate and Banstead, Woking and Spelthorne). This scheme embodies Surrey's local approach to the national [Troubled Families](#) programme.

⁴ This includes families with children that are excluded from school, families undertaking criminal or anti-social behaviour and/or families in receipt of benefits that are struggling to cope.

Priority: Continue to support older people, the physically-disabled and those with learning-disabilities to live independently

14. This priority is being pursued in a number of different ways including: the development of direct payment support; training to conduct Support Self Assessments; a county wide deployment of Telecare/Telehealth; and the introduction of 'virtual wards'.
15. The tender for direct payment support is being developed with the aim of having a new service in place from March 2013. This will provide an external brokerage and support/advice service for service users and their carers. Additional work is taking place to streamline the direct payment policy and procedures to help increase uptake. In addition, staff have also received updated practice guidance and training.
16. Further training for staff continues to be developed to ensure the best possible support for residents. For example, a co-ordinated programme has begun to train senior practitioners to assist in the completion of Supported Self Assessments. These self assessments are led by service users to help improve choice and control over the support they require, in a way that delivers better and more outcome focused Support Plans.
17. Activities of Daily Living (ADL) is a computer programme which helps assess people's daily activities and mobility and then recommends equipment assistance. Four ADL computer assisted clinics have now been established across the county and plans have been confirmed for one in each district and borough.
18. [Telecare](#) and Telehealth provide additional support to enable people to maintain their independence and live at home longer. Both schemes provide a range of equipment to facilitate hospital discharge and prevent readmission or long term care home placements. New Telecare Champions are being appointed for each District and Borough, giving additional resource to locality teams and increasing referral levels. The Telecare relaunch will begin at the end of October and the Telehealth procurement process is progressing well, having received five tenders, and a final decision is expected in mid-October.
19. To support a preventative approach, virtual wards are being implemented by the new Clinical Commissioning Groups operating in Surrey. These are intensive case management services led by community matrons who identify those most at risk of admission to hospital and provide a high level of care and support in their own home or place of residence. This home support includes reablement/rehabilitation services and medication for long term conditions. In addition, social care services are being extended and will now be available 8am to 8pm on weekend and public holidays, working across all acute hospitals to support timely discharge, admission avoidance and seasonal pressures.

Priority: Reduce differences in life expectancy and healthy-life expectancy between communities

20. Work to reduce differences in life expectancy and healthy life expectancy has focussed on the following two groups in quarters one and two:

- **Black and Minority Ethnic (BME) Communities:** Meeting the health needs of black and minority ethnic groups is a key focus in Surrey, as a number of these groups experience a greater prevalence of some diseases. During quarter one and two of 2012/13 the Public Health Service has sought to tackle these by undertaking:
 - over 500 tailored health checks through specific BME community groups. These have resulted in the identification of 25 cases of type 2 diabetes;
 - tailored health checks to carers groups, with each carers support group being offered 25 checks;
 - dementia awareness and management including the development of a dementia quiz to raise awareness of the illness. This quiz has been adapted and introduced to BME groups; and
 - BME needs assessments with each of Surrey's Boroughs and Districts.
- **Gypsy, Roma and Traveller (GRT) Communities:** A needs assessment developed by NHS Surrey and Surrey County Council revealed a lack of local evidence about the health needs of the GRT population in Surrey. The assessment also identified a number of barriers which stop this community from accessing health services, such as a lack of cultural sensitivity by service providers.

These findings were presented to Surrey's Gypsy Roma and Traveller Forum during quarter one. Further work will be undertaken with the Forum to develop a health and wellbeing action plan at their AGM in October 2012. In addition, work is also being undertaken with Surrey Community Action to develop a greater understanding of the health needs of GRT groups. This has included the development of a questionnaire that the GRT development worker is taking out to sites.

Priority: Support carers to balance their caring role and maintain their independence and quality of life

21. Surrey County Council has established a new Carers Practice and Performance group, which meets quarterly, chaired by the Assistant Director – Personal Care and Support. This group includes representatives from: Surrey County Council Adult Social Care; Surrey & Borders Partnership Trust; the carers voluntary sector; and County Council Member, Yvonna Lay. The first tranche of performance information was reviewed by the group at their meeting on 14 September 2012 and showed positive trends including an increase in each of the following areas: the number of carers known to the County Council; carers having an assessment; and the number of carers with identified personal outcomes.

22. Plans are in place to improve support for young carers, including use of a new e-learning package "Young Carers Aware". The expectation is that all staff will complete the e-learning by the end of December 2012. Teams with an Assistant Practitioner Carer role (whose responsibility it is to oversee the practice and performance of carers services in each locality team) will undertake the identification of young carers as a priority, to help ensure their needs are taken into account as part of the assessment processes.
23. Progress has been made in recruiting 13 Assistant Practitioner Carers - with 7 appointments made and recruitment on-going as a priority.

Priority: Work with public, private and third sector partners to increase employment and training opportunities for young people (19-25)

24. The total number of Surrey young people aged 24 and under claiming JSA (job seekers allowance) increased slightly in July 2012 to 2,720, compared to 2,700 in June, and young people now account for just under a quarter (23.4%) of all JSA claimants. Actions being undertaken to address this priority are:
- Remaining on track to deliver 97% participation in education, training and employment for young people in Year 12 to 14 by March 2013.
 - Continuing to reduce the number of young people who are NEET in Years 12-14 in Surrey, reaching 964 at the end of August.
 - Continuing to reduce the number of young people entering the youth justice system to 27 in quarter 1 (compared to 77 at the same time last year and 156 in 2010).
 - Commencing new contracts with the voluntary sector which during the five months to August had engaged 548 young people in at least 12 sessions of centre based youth work and 442 young people in local preventative activities.
25. Additional projects are also underway to continue tackling this priority. These include:
- In total, more than half (55%) of all NEET young people have a learning difficulty or disability (529 young people). A Rapid Improvement Event for the Pathways Team is planned for September 2012 to increase capacity and capability of the system to meet this wide spectrum of needs, not just those with a Statement of Special Educational Needs (SEN).
 - A monthly report on young people's aspirations and opportunities has been developed and shared with College Principals, Surrey Chambers of Commerce, 14-19 Networks, Participating in Education, Training or Employment (PETE) clusters and the Youth Support Service. This report is informing commissioning of training opportunities, along with information about young people's aspirations and the requirements of the job market. In addition the County Council is also working with employers to develop the job market for young people.

- Skills Centre pilots are being rolled out to engage young people in foundation learning who would otherwise be NEET in line with the Skills Centre plan. Seven out of eleven Skills Centres contracts have been awarded and are due to go live in October 2012. The remaining four contracts were not awarded and will be retendered for award at the end of October.

26. A [Surrey Opportunities Fair](#) to promote the opportunities available to young people is planned for October 2012.

Priority: Increase volunteering rates across all of Surrey's communities

27. Surrey County Council is demonstrating its commitment to increase volunteering and unlock the contribution of volunteers to create stronger, more self-reliant communities. This commitment was reaffirmed by the Cabinet Member for Community Services and the 2012 Games at a [Council meeting in May 2012](#) and is reflected in the range of activities below.

28. In Quarter 2 the Surrey Olympic Ambassadors volunteering scheme was crucial to Surrey delivering an excellent experience for the hundreds of thousands of visitors to the Olympic cycling events in Surrey. From 750 applications to be an Ambassador, 420 Surrey residents were selected to welcome spectators and provide information. The County Council is committed to building on this hugely successful scheme and is working to understand how the Surrey Ambassadors would want to carry on volunteering locally.

29. Another example of how the County Council is enabling all communities to volunteer is the [Citizen's Hubs](#), run by and for disabled people in Surrey. These Hubs are being developed in every District and Borough and are run in partnership by the County Council, the Surrey Coalition of Disabled People and user/carer-led organisations. The Hubs are staffed entirely by disabled volunteers, with the support of a coordinator, and are the first centres of their kind in the country.

30. Initiatives such as the Citizen's Hubs reflect a shift across the County Council towards more preventative models of support for residents. For example, the County Council, in partnership with Elmbridge Borough Council, is developing a new volunteering scheme to help older residents access "day-to-day support" provided by the local community. This support will reduce their need for acute and/or professional help in the future.

31. Surrey has an existing network of volunteer centres across the county that deliver personal advice and support to residents wishing to volunteer. To complement this direct service, the County Council is developing an online information gateway that will provide information for residents on how to set up new volunteering initiatives, as well as signpost residents to existing formal and informal volunteering opportunities.

32. Working with a range of partners⁵, the County Council has made significant progress in developing a new outcomes based approach to funding VCFS infrastructure organisations. One of these outcomes will seek to increase volunteering. Therefore from 2012/13 infrastructure organisations will be funded, in part, to widen the access to volunteering, promote volunteering and provide a good volunteering experience for both the volunteer and host organisations. Performance management systems are being developed to align to the new approach which will assess both the ongoing success and longer term impact of this work.

Priority: Reduce instances of domestic abuse through strong leadership and partnership working

33. The number of overall incidents of domestic abuse increased marginally from 1,110 in July to 1,129 in August. The number (352) of repeat incidents of domestic abuse increased in line with the overall proportion of such incidents. It has been suggested that the Olympics, in line with many other major sporting events, may have had an impact on incidents during these time frame. The year-to-date position remains relatively static: 29% of domestic abuse incidents were repeat offences which matches the average trend for the previous three years. The level of reported incidents in Surrey is not thought to be higher than in other local authorities; however, it is difficult to find consistent comparable data due to differing recording practices across the country.

34. Work is being carried out to review and improve various elements of service in Surrey:

- Multi-Agency Risk Assessment Conferences (MARACs) are currently underway in Surrey. These are risk management meetings where professionals share information about cases of serious (i.e. repeat) domestic abuse and implement risk management plans. The County Council is currently auditing this process to ensure effective practice. This will explore whether MARAC arrangements are meeting the guidance of the local operating protocol.
- Undertake a “critical friend” review as part of ongoing quality assurance in agreement with the MARAC Steering Group chaired by the Head of Public Protection for Surrey Police. In November and December three of the four local MARACs will be asked to complete a self assessment with the other undertaking a more comprehensive assessment.
- Surrey have been complimented on the MARAC induction pack for attendees and supporting agencies, with the pack being recommended as an example of good practice.

35. The County Council, on behalf of partners, has also recently reviewed the service provided for victims of domestic violence and re-commissioned it to provide a single Surrey wide service that is delivered by the four providers in Surrey. This

⁵ Health partners, the Voluntary, Community and Faith Sector (VCFS) and District and Borough Councils

change will ensure greater consistency in service quality and will enable better joint working between the County Council and partner organisations. These services have new reporting targets and will be monitored on an ongoing basis as part of the contract.

36. The County Council, along with a range of external partners on the Community & Public Safety Board, commissioned a Domestic Abuse Rapid Improvement Event (RIE) that was undertaken in June. This event was intended to kick start and be the catalyst for co-ordinated change across all agencies in Surrey. Actions identified in the RIE are currently being planned and milestones for delivery will be available at the end of October. The key areas of improvement identified by the RIE are as follows:

- **Communication:** Work on domestic abuse in Surrey should fall under a single, joint, multi-agency mission statement that will drive cultural change and raise awareness. Key actions include:
 - Trail key message during domestic abuse week in October.
 - Domestic abuse communications group to develop a new communications strategy and develop suitable materials.
 - Community & Public Safety Board to agree joint agency key message for domestic abuse in December.

- **Prevention:** The County Council will move from a reactive to proactive service. This will be achieved by offering preventative programmes that provide people with the skills and abilities to prevent an incident of domestic abuse arising. Key actions include:
 - Link with schools to develop and implement suitable materials as part of Personal, Social and Health Education (PSHE) syllabus that raise awareness of domestic abuse.

- **Response and early intervention:** The County Council is aiming to improve its effectiveness through flagging up risk and intervening at the earliest opportunity; reducing duplication and the number of assessments; and placing victims at the centre of its work. Key actions include:
 - Gather learning from a GP surgery pilot, which is asking about and proactively detecting signs of domestic abuse, and encourage further roll out.
 - Looking at a pilot to routinely share information on domestic abuse cases where young people are affected.
 - Pilot, in a defined location, a multi agency morning conference call to share information on DA cases in the previous 24 hours and agree initials actions and lead responsibilities.
 - To ensure that first response/Police interventions are gathering all the relevant information to enable the development of an appropriate solution.

- **Information sharing:** Seeking to ensure that all agencies are sharing information effectively to deliver the best outcome for residents. Key actions include:

- Ensuring all relevant agencies are signed up to and implement the multi agency information sharing protocol.
- Reviewing forms to consider an opt-out principle rather than an opt-in principle for information sharing.
- **Training and development:** The County Council is reviewing and developing its training to ensure that it is effective in raising the awareness of domestic violence. Key actions include:
 - Basic training on domestic abuse across all agencies is reviewed and developed to ensure it is fit for purpose.
 - Development of specialist training for key professionals

37. The Community & Public Safety Board, at its meeting on 12 September, approved a project plan and an outline work plan for the delivery of the identified improvements. There is no single action that improves outcomes for residents. Rather there are a number of linked actions that will deliver changes to the way in which services are offered and delivered, and so improve services to those people affected by domestic abuse across Surrey.

Priority: Ensure rural communities have access to services through new technologies

38. As part of Surrey County Council's work to increase access to public services, via the internet, the Council is continuing to progress its [Superfast Broadband project](#). Once complete, this project will ensure that nearly 100% of Surrey's residents and businesses have access to broadband internet.

39. In July the County Council's Cabinet selected British Telecom (BT) to be Surrey's preferred supplier for Superfast Broadband and approved the release of £20m in capital funding to support the delivery of this project. The contract between the County Council and BT was subsequently signed in September. The County Council is now awaiting final European Union (EU) State Aid approval before this project can commence. Broadband Delivery UK (BDUK) in the Department for Culture, Media and Sport are currently working with the EU to agree an umbrella State Aid notification for all UK Local Authorities and the latest information from BDUK indicates that this is expected to be completed in autumn 2012.

40. Until State Aid approval is given, Surrey County Council and BT can only carry out preparation works. This includes: finalising the project plan; developing the Communications Strategy; joint branding and marketing; finalising governance structures; and establishing the co-located project office. Once EU approval has been secured, initial work will involve the necessary survey and planning works required before properties can be connected to the new broadband infrastructure.

Priority: Increase understanding of the needs and aspirations of Surrey's residents and their differing experiences of Council services

41. A number of research programme milestones have been achieved. These include:

- Customer analysis of residents in 'non-broadband' areas to support the [Superfast Broadband](#) project (see paragraphs 38-40). Results helped the County Council to understand demand for Superfast Broadband and informed the competitive dialogue procurement process. Headline results showed that 99% of residents would like to be able to access faster broadband speeds and 98% of businesses said that superfast broadband would benefit them.
- Customer analysis to inform a targeted approach to communications with people who may be interested in providing family based care for adults with learning disabilities.
- The refreshed Joint Strategic Needs Assessment chapters on ethnicity, sexual orientation and population will be ready for publication in October 2012.
- Commissioning [ESRO](#) to undertake a qualitative research project to gather information about the impact of welfare reform on vulnerable residents. Key groups being targeted include: disabled adults; disabled young people about to transition into adulthood; lone parents; and parents of large families. The final report from this research will be available in November and will be used to support business planning across the County Council.
- The first release for [Census 2011](#) being uploaded into Surrey to give users easy access to Surrey specific Census data. Currently, the County Council is preparing for the second release of data, which will include ethnicity information and data that allows more localised analysis. As with the first release of data the County Council will produce a series of accessible analysis summaries.
- Data analysis to inform the County Council's Family Support programme (see paragraphs 12-13). The analysis mapped the location of families with multiple problems to give an accurate understanding of their locations across the county. This analysis also compared this data with that from the Index of Multiple Deprivation and Mosaic Public Sector. This helped the County Council to build a better understanding of the challenges facing these families.

Priority: Surrey attracts, recruits and retains the best, highly skilled and high performing workforce, which reflects the diversity of the county

42. Surrey County Council's Cabinet agreed a new organisational People Strategy (2012-2017) in May 2012. This Strategy has been developed to set the direction for people, culture and performance over the next five years. The Strategy will be pivotal in helping attract and retain talent and aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It focuses on three key priorities: passion for public services; great leadership; and one team.
43. The decision has been taken to take a phased approach to ensuring the County Council achieves a representative workforce:

- **Phase 1:** Information capture and analysis to develop an in depth understanding and intelligence around the workforce, development of workforce plans to identify the future resource requirements and then mapping the workforce profile against the new Census data which is to be released in November 2012.
- **Phase 2:** Prioritisation and action planning to ensure robust plans are in place to meet the needs and requirement of the workforce, as a result of what has been identified and agreed at Phase 1.
- **Phase 3:** As a result of phases 1 and 2, phase 3 will focus on developing robust and meaningful targets to 2017.

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