

Chief Executive's Six Month Progress Report

January – July 2014

Introduction

1. When I joined the council in 2009 Members asked for better sight of the key issues we faced and the steps being taken to deal with them. We agreed it would be helpful for me to **bring my views together in a report to the Council every six months**. My first report genuinely doesn't feel long enough ago for me to now be presenting the tenth of these. The time has flown.
2. The format of the report has evolved over time in response to feedback from Members and staff – and I have made some adjustments this time too. The **overview section** (p2-8) gives readers a summary of my thoughts in response to three key questions:
 - How have we performed over the last six months?
 - What are the key challenges we face?
 - What must we focus on next?
3. I have kept my answers to these questions brief. I will be using them to **prompt a wider discussion** with Members, staff, and partners over the coming weeks through my visits to teams and locations across the county. I will share the different perspectives and key points from these discussions on my **s-net chat zone blog**. And I encourage others to discuss and share their views with colleagues, be it in one-to-ones, team meetings or via chat zone.
4. The **case study section** of the report (Annex A, p9-24) again includes inspiring examples of the positive difference being made to people's lives. The online campaign promoting the case studies in my last report attracted over 12,000 views. Sharing our experiences and learning from each other makes us a stronger organisation. The stories featured in this report will again be added to our online [Improvement Toolkit](#) and shared through an online campaign. I encourage staff and Members to share further examples.
5. Also attached to the report is a list of the latest **awards and recognition** the council has received (Annex B, p25). I'm proud that the hard work of Members and staff continues to be **widely recognised on the national and international stage**. For example, our shared services team was recently named the best in Europe by a major industry body, beating off competition from hundreds of leading organisations. We can take confidence from this and the other recognition we have received.
6. Readers who want **more detail** will find this in a number of other recent reports:
 - Annual report 2013/14 (published 12 July 2014)
 - [Budget](#) and [performance outturn](#) 2013/14
 - [More than 50 ways Surrey County Council adds value](#)
 - [Council priorities web pages](#)
7. I have not sought to repeat all of this information in this report, but instead to **summarise my conclusions** on the council's recent progress and the next set of challenges.

How have we performed over the last six months?

8. The last six months have reinforced two key points. Firstly, the council continues to perform strongly and is without doubt **making a positive difference to people's lives day in, day out** - not least when pulling together with partners and residents to deal with crises such as the floods. Secondly, **there remains no room for complacency** - it is crucial we continue to learn, and that means being honest about the areas where we can do better.
9. I'll now expand on these conclusions by sharing **six examples** from the last six months.

We worked with communities and partners right across the county to respond to persistent flooding, demonstrating "one team" in action

10. The floods were a devastating blow to thousands of residents and businesses. The **determined response by communities**, working alongside staff from numerous agencies, was impressive. I'd like to re-iterate my thanks to our colleagues in emergency planning, fire and rescue, social care, communications and facilities who were at the sharp end of the response. And to all of those who made adjustments to keep our important services going elsewhere in Surrey during the period.
11. Work continues to support individuals, families, businesses and communities to **get back to normality as quickly as possible**. Given the scale of damage it will be a long hard task in some cases. There is also the ongoing task of assessing and repairing where we can the damage to roads, bridges, embankments and footpaths across Surrey.
12. We have been reviewing our response to the crisis with partners and communities so we can capture the lessons and strengthen our preparedness for future incidents. As always there are things that can be done better. There is also a broader lesson. During the crisis **people worked together incredibly effectively, as one team for Surrey**. It reminds us how important it is to have effective partnerships in place so we can bring our collective skills and resources to bear, organising around an issue (or opportunity), rather than our team or organisational boundaries.

We continued to fulfil all our key responsibilities

13. Our day-to-day work with the many residents we support is of critical importance. Over the last six months we continued to **make progress on the quality of safeguarding work with adults and children**, focussing on the areas where we need to improve.
14. Fostering Fortnight at the end May helped to draw attention to the dedicated work of the 250 or so **foster carers across Surrey who provide a loving and supportive home for children**. Our efforts to recruit more foster carers continue. And I'm excited we are helping to lead the Fostering Networks' (a UK charity) [Head, Heart, Hands](#) programme. This is introducing social pedagogy practices (holistic education and care) to support foster carers and help improve the lives of the children they foster.

15. In March a team of experienced and respected peers visited us to **review our adult safeguarding practices**. They did a thorough job, interviewing colleagues, partners and users and reviewing our key documentation. The feedback they shared in April was positive, especially about the **quality and motivation of colleagues** in this area. They also made some constructive suggestions to help us improve further and we are following these up.
16. Our work to deliver the **biggest school expansion programme in Surrey's history** helped ensure that in March and April **most children were offered a place at their preferred school for September**. For primary schools, 85% got their first preference and 94% got one of their top three preferences. The figures were 83% and 94% respectively for secondary schools. Meanwhile in April Ofsted released the latest statistics showing that of the 384 schools the council is responsible for, 100 are rated "outstanding" and another 213 "good". We'll continue to focus on raising performance in all our schools.

We created public value, for example reaching our target to fill 500 apprentice places two months ahead of schedule

17. When Jack Cole secured his apprentice role in digital media with *Iceberg Vision* in Egham he became the **500th young person to be successfully recruited through our scheme**. This was a landmark moment for the scheme which has seen local businesses, the council, and contractors take on apprentices. We are now aiming to fill 500 more apprentice roles by next April following the Cabinet decision to invest another £750,000 in boosting young people's job prospects.
18. I've picked this because it is a good example of how **we have invested to create public value**. The three key components for public value are met. Firstly, there is a **measurable benefit** to the young people we are supporting – and over time to the wider economy. Secondly, we have a **strong commitment** from the Cabinet and Council, which in turn has harnessed support from local partners and businesses. Thirdly we have the **skills and resources in place to deliver** the scheme effectively.

We accelerated our partnership work, working together through initiatives like the Surrey Family Support Programme to improve outcomes

19. In my last report I highlighted the importance of accelerating our transformation work with partners. This has started to happen. The **Public Service Transformation Network (PSTN)** work is building real momentum. In February the Cabinet signed off a set of [key propositions](#), enabling more detailed work on the design and implementation of changes to get underway.
20. A leading example is our work to develop a **Surrey Family Support Programme**. In its first year, the Programme completed 957 early help assessments (EHAs) for Surrey families. This has seen different practitioners including health, education, housing professionals work together with the police and other agencies where appropriate as a team around the family to assess their needs in the round and deliver a joined up support package, with intensive support where necessary. Our approach has attracted praise from Central Government and we are pushing ahead with plans to scale up to cover between 4,000 and 7,000 families over three years.

21. Good progress has been made across the other PSTN strands, including **health and social care integration**, and the **emergency services collaboration**. Strategic partnership work on whole systems requires careful attention over a prolonged period. We will need to retain a sharp focus on the PSTN work - and our other regional and local strategic partnerships - over the coming months.

We put innovative proposals into action, for example establishing Surrey Choices Ltd

22. Following the Cabinet decision in December 2013, Surrey Choices Ltd - a Local Authority Trading Company wholly owned by the council – was incorporated in March. The creativity and commitment I've already seen from the staff and users involved gives me confidence the **new arrangements are the best way to secure a sustainable and responsive offer** for Surrey residents.
23. This development, stemming from our work looking at **innovation and new delivery models**, builds on other initiatives such as our schools support partnership with Babcock 4S and the First Point Community Interest Company for hard of hearing services. It reflects the careful balance we are striking with our time and resources - making sure we are improving the quality of the work we do today, while also putting in place the best arrangements to ensure sustainable and innovative services for the future.

We continued to manage our finances responsibly, delivering £62m savings in 2013/14 and setting a refreshed budget for 2014/15

24. The **£62m savings delivered through 2013/14** took the total saved since 2010 to almost £260m. A significant achievement whilst maintaining or improving the quality of what we do. I'm pleased with the continued progress we've made over the last six months on productivity. There is though of course much more still to do. Looking ahead, the Council agreed a budget for 2014/15 and a refreshed Medium Term Plan following a thorough planning process.
25. It is becoming more and more challenging to deliver year-on-year savings and it makes the **quality and robustness of our planning process crucial**. Our external auditors, Grant Thornton recognised the strength of our arrangements in their [recent national report](#). And we have **further strengthened our approach for the current planning round**. In March the Cabinet asked that - given the size of the challenge - I work with the Director of Finance to establish some additional arrangements for analysing progress on medium term savings plans. The results of this analysis will feed into the planning process, which again features a programme of regular seminars for all Members alongside wider stakeholder engagement.

We continued to share our experiences to help us learn and improve what we do for residents

26. Over the last six months I have visited lots of teams across the county, often alongside the Leader. We have, as ever, been hugely impressed. **The council's strongest asset is the people who work for it**. A highlight for me was seeing so many staff, Members and partners come together to share their experiences and achievements at the Working for a Better Surrey event at the start of April.

27. It is crucial we continue to find effective ways **to support and learn from each other**. This includes ensuring staff and Members have the training, support, equipment, and working environments needed to work productively. We have already made important investments and improvements, but **I'm very aware there is more to be done**.
28. One area that we must improve on urgently is appraisals. Appraisals are an important part of how we support the wellbeing, development and effective performance of every single member of staff. **I'm very disappointed that significant numbers of colleagues are still not receiving an annual appraisal**. Actions are underway to address this.
29. I encourage staff to **continue raising any concerns** where there is a problem with the level of support, or where frustrations are getting in the way of what we have to do for residents. The Leader and I remain personally committed to making sure we improve in any areas where concerns are raised.
30. I hope the examples I have shared reflect **the scale and range of what we have achieved over the last six months**. I'll now go on to summarise the key challenges we face.

What are the key challenges we face?

31. Our strategic challenges stem from two significant and persisting trends. Firstly, there are an increasing **number of things we need to do** in order to meet the needs of Surrey and its residents and fulfil our purpose as a council. Secondly, the total **resource available to do these things continues to reduce** in real terms.
32. We know that **demographic changes** at both ends of the age spectrum will continue to **drive up demand**, in particular for school places and services for older people. In addition, the range of **new responsibilities and duties** we have taken on following national policy reforms have not consistently been accompanied by the funding and/or freedoms required to deliver them effectively. Indeed, taken as a whole, national policy reforms sometimes place contradictory and conflicting demands on us.
33. Surrey's residents rightly demand that the quality of our work meets their **high expectations**. This includes ensuring our customer service and responsiveness match up to their very best experiences with other companies and organisations they deal with.
34. At the same time there will continue to be a **real terms reduction in available resources**. It is sobering that around 60% of the spending reductions planned in public services are yet to take effect. And **austerity is very much here to stay**. The legacy of unfinanced commitments already made by the current Government and the further efforts required to address the structural deficit mean that - whatever the make-up of the Government following the May 2015 General Election - Local Government will continue to be squeezed through to at least 2020. This will be the case should the OBR's (Office for Budget Responsibility) positive growth forecasts be met. If they are not, it will be even tougher.

35. These challenges are not surprising – they have loomed large for the last few years. But their **scale, prolonged nature**, and the fact **we cannot control them**, mean it is critical we regularly re-assess them. I'll now go on to describe how we can continue to respond effectively to these difficult and uncertain conditions.

What must we focus on next?

36. **I remain confident we can successfully navigate the significant challenges we face.** The evidence of our continued progress over the last six months confirms to me that **we have the right overarching strategy in place**: a constant focus on building strong relationships within and outside of the council; taking a long term strategic view; prioritising support to our most vulnerable residents; and finding innovative ways to work with residents to co-design and co-deliver services.
37. Crucially our strategy is purposefully **strengthening our capability and capacity to respond quickly and nimbly to any new challenges that are presented to us.** The significant level of uncertainty we face in both the immediate and long term necessitates this.
38. There are **four particular areas I believe we must focus on** over the remainder of 2014 in order to continue the successful implementation of our Corporate Strategy. I will be paying careful attention to each of these, and I welcome the important contributions Members will also make in each of these areas.

We must keep checking we are meeting the needs and expectation of residents

39. The **needs and expectations of residents are dynamic and constantly changing.** It is our duty to respond to these. There is no single simple way of doing this. There is also inherent complexity given the many different individuals, groups and communities that we serve. There are two important elements we must improve on to help us manage this.
40. Firstly, it is critical that we involve users in any work to improve or change what we do. This means **strengthening our understanding of residents' experiences and our capability to co-design and co-deliver solutions** with them. Members will of course continue to play a vital role through community leadership and by feeding information from local areas into the Council. Secondly, we must make **full use of the data and facts** that can – and should always – help guide our decisions and policies. This includes fully understanding the long term impacts of any decisions we make now.

We must push ahead with our partners on whole system transformation

41. A **deep understanding of residents' needs and experiences**, and careful assessment of what drives positive outcomes and value must shape our transformation efforts: not organisational boundaries. As I described earlier we're starting to see some of the benefits of a shift of emphasis from multiple high cost responses by different organisations towards co-ordinated prevention, earlier intervention, and a stronger focus on how communities and individuals can be

supported to meet their own needs rather than be seen as passive recipients of services.

42. We need to **deepen this work with partners** so we can consistently design what we do around the concepts of “one place, one budget” and “one person, one budget”. This systems change is complex. And putting changes in place is always harder than writing them down. To help facilitate progress we will be developing some joint work over the coming months with key partners on our organisational practices, cultures and skills.

We must realise the opportunities identified by our work on innovation

43. Having made significant efficiency savings over recent years, we are now entering a phase where balancing our budget rests increasingly on our ability to successfully **execute our more innovative and transformative ideas**.
44. In addition to the areas of significant system transformation with partners described above, we must move quickly over the coming months to seize the **opportunities opened up by latest technology and digital developments**. And we must bring forward the next set of proposals from our work on **new models of delivery**.

We must put strong leadership in place which can release the full energy and potential of staff

45. Finally, to enable us to achieve these things we need to **strengthen our ability to operate as “one team”**, to direct our resources and skills nimbly onto the most important tasks, and to balance the day-to-day delivery of current services with work to design and implement new models of public services.
46. This requires **a more widely distributed – and therefore stronger - leadership model** so that our senior officer leaders are organised to make an optimal contribution. We have started to develop these arrangements and they will be properly established over the next six months. It will mean moving away from a purely functional and directorate/service centred set of arrangements and supplementing these with networks focussed on cross-cutting goals. The Cabinet Member portfolios have already been adapted to reflect this approach.
47. The wider leadership group will also give added focus to our efforts to **release the full energy and potential of staff**. An essential role of leaders is to create the conditions in which everyone can make a positive contribution. I'm determined we make strong progress on this over the next six months.
48. Finally, I want to put on the record again **my appreciation of the colleagues – staff, Members, partners and residents - I am fortunate to work alongside**. I look forward to discussing this report with you. And I'm excited about the work will we do together for Surrey over the next six months.

Attached

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Annex A: Case Studies

Supporting vulnerable adults

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Protecting our vulnerable children

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Strengthening our economy

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Caring for our environment

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Keeping families healthy

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- Shahnaz Bano encourages carers to take a free health assessment, p.17

Helping families thrive

- Susie Campbell involves families in designing services they use, p.18
- Norah Lewis helps residents access information about care and support, p.19
- Rose Wilson reveals what over 400 volunteers have done for communities, p.20
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Investing in our schools

- Sally Hewlett-Taylor shares how we're easing pressure on school places, p.23

Creating opportunities for young people

- Patrick Tuite develops a new career through his apprenticeship, p.24

Miriam Lloyd helps a disabled resident's dream come true



Miriam Lloyd from the Employability Team (pictured left) shares the inspirational story of Anton who overcame his disability to pursue his dream career as a fitness instructor

Can you tell us about one of the people that you've helped? I wanted to share the story of one of my clients, Anton. When he was 12, Anton was diagnosed with ataxia. This means he experienced a loss of voluntary muscle control, resulting in lack of balance and coordination caused by damage to the brain and central nervous system. Anton learned that he would need to use a wheelchair for the rest of his life, which made him depressed and withdraw from everyday activities and school to stay at home.

How did you help him? When he was 18, Anton said he reached the conclusion that '*..life was too short. I needed to grow up and get a life*'. He was introduced to EmployAbility, a supported employment service for disabled people who want to work but need some additional support in achieving this. We explored Anton's passion for health and fitness, and helped him to gain relevant qualifications, including one where he could work with disabled clients, and secured him a work experience placement with his local community gym, 'Fresh'.

What impact did this have? Anton has turned his dream of becoming a personal trainer into reality. Anton has been offered paid employment with 'Fresh' and is currently piloting his own disability fitness group. He is also saving up for an off-road wheelchair with his sights set on climbing Mount Snowdon. Anton is working with 'Fresh' and the Council's Adult Social Care team to deliver exercise to local community groups, encouraging others with mobility difficulties and disabilities that gaining a healthier lifestyle can be achieved by everyone.

What did you learn from your experience with Anton? That anything and everything is achievable when you adopt a positive outlook. Our working practices allow us to focus on every individual's requirements; in this case, Anton's reading interest in the subject of Anatomy and Physiology. Don't ever overlook the smaller details, as these could be the answer to the bigger solution and in this case, Anton's inspirational achievements.

How can people find out more? Please contact me at: miriam.lloyd@surreycc.gov.uk or visit us on <http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/adults-with-learning-disabilities/employability>



Anton is now a fitness instructor at 'Fresh' gym in Shepperton, providing fitness classes for local disabled groups



Holly Case gives hope to residents experiencing domestic abuse

Holly Case from the Libraries service (pictured left) describes an award-winning partnership initiative that has strengthened the advice and support services available to domestic abuse victims

Why are libraries involved in tackling domestic abuse in Surrey? Domestic abuse is a very real problem affecting people in Surrey. It accounts for between 16 and 25% of all violent crime nationally, and data from 2012/13 showed that over 12,500 domestic incidents or crimes were reported to Surrey Police (although domestic abuse is notoriously under-reported). Our challenge was to increase the level of support which libraries can offer and to make residents aware of that support.

How have you contributed to the reduction of domestic abuse? For anyone who has survived or is still experiencing domestic abuse, it is vital to have access to free, safe and untraceable information which can be life-saving. Libraries are part of the answer to that need. By providing specialist books and free computer use, we can help individuals reach that essential, immediate local help and ongoing support. By promoting these services and sharing personal experiences through workshops, we can raise awareness within Surrey of these often hidden issues.

What difference is this making for the victims? As well as providing a safe place for people to find information and help, libraries are helping people to come to terms with their experiences, with opportunities to express their emotions creatively through writing and drawing. "Healing Words" and "Moving Forward" are e-books produced as part of our continued partnership work with Surrey's domestic abuse outreach services, and were created by local survivors of domestic abuse. The e-books with their raw emotional content have helped raise the level of awareness of domestic abuse and its consequences. We have also been running self-esteem workshops. One of the attendees at one of our workshops said, "I have lost my house, my children but not my hope – you have helped me to remember not to give up – EVER. Thank you."

What did you learn from your experience? Working in partnership is essential to the success of any work which is trying to support vulnerable people, with each part knowing what it can offer.

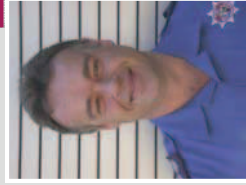
How can we find out more? See the website <http://www.surreycc.gov.uk/people-and-community/libraries/your-health-and-well-being-how-libraries-can-help/domestic-abuse-how-libraries-can-help>

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"I have lost my house, my children, but not my hope."

One of our Domestic Abuse support service users on the value of the service



Bryn Strudwick admires great teamwork between Fire and Adult Services



Bryn Strudwick from the Fire and Rescue Service (pictured left) talks about an award winning joint project with Adult Social Care to reduce the risk to older residents from fire

What was the challenge you faced? Through our research into fatal fires it was highlighted that older vulnerable people were at a higher risk from fire. “Keeping YOU Safe from Fire” was designed to highlight to the fire service those at a higher risk and allow for a fire service visit to fit or recommend the best equipment, and advice on maintaining safety. This needed a multi agency approach as Adult Social Care is aware of about 20% of this group. Part of the project looked at how we can train staff from all agencies involved in adult social care.

How did you respond? The multi-agency “Keeping YOU Safe from Fire” DVD based training package was designed and produced to meet the training required by carers, care workers, local authorities, Community alarm, Surrey County Council and Surrey Fire & Rescue Service staff. The DVD based package was developed in consultation with end users and allows for single or group staff training to deliver the required safety and referral process information.

How will this work help to support vulnerable adults? Every fatal fire costs the UK economy, on average £1.6m, but more important is the issue of supporting people to live safely and independently in their own homes, reducing the costs of residential care and reducing the pain and suffering caused by injury and death. In March 2014, Surrey Fire and Rescue Service and Adult Social Care were awarded the Improvement and Efficiency Social Enterprise (IESE) Fire Service Project of the Year Award 2014 (see Awards section on p.25).

What did you learn from your experience? That combining the skills of Adult Social Care and Surrey Fire & Rescue Service staff and working closely together with many other agencies and end users is the key to success. No one agency can achieve this alone.

How can people find out more? Please contact me at bryn.strudwick@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/social-care-and-health/adult-social-care/protecting-adults-from-harm/keeping-you-safe-from-fire>

“No one agency can achieve this alone. Working together is the key to success.”

Bryn Strudwick reflects on the ‘Keeping YOU Safe From Fire’ project



Mary Angell shares how Members pool funds to help children in care

Councillor Mary Angell, Cabinet Member for Children and Families (pictured left) tells us how Members are pooling funds together to give children in care treats or experiences they may not otherwise have access to.

What was the challenge? Looked After Children are some of the most vulnerable people in the county and can be disadvantaged in many ways including social, educational and their practical day to day needs. For various reasons, some of our children in care may not have had the same opportunities that many in the county take for granted. For example, receiving a gift from a friend or family member or being able to try out a new hobby or experience.

“I wanted to make it easier for children to have something that would make a difference to their day to day lives.”

Councillor Mary Angell on the thinking behind the Members Bursary Fund



As part of the work the Council does with Looked After Children, events, such as children’s parties, give them access to opportunities and experiences they may not otherwise have had.

What did you do? As Cabinet Member for Children and Families and with the council acting as corporate parents for these children, I wanted to make it easier for children in our care to have a simple treat or gift that would make a difference to their day to day lives. I agreed with all of Surrey County Council’s elected members to set up a bursary fund for Looked After Children that members could contribute to. The bursary funds would then be available for Looked After Children to apply to, supported by their social workers.

What effect did this have on our children in care? The bursary fund has made a real difference to children in care who come from a variety of backgrounds, giving them treats and one off experiences they might not otherwise have access to. We have awarded 149 bursaries worth over £40,000 in total since 2012 to children in our care for things including their first bicycle, cookery courses, sports equipment and school trips.

What did you learn from your experience? Sometimes the little things can make a world of difference to child in difficult circumstances and we can easily find opportunities to make this happen.

How can people find out more? Please contact me at mary.angell@surreycc.gov.uk or visit www.surreycc.gov.uk/carezone

Matthew Jezzard praises a new way to reduce traffic congestion



Matthew Jezzard (pictured left) from Environment and Infrastructure explains how a joint road permit scheme with East Sussex County Council has helped keep things moving on Surrey's roads

Why was a road permits scheme needed? Legislation imposes a 'Network Management Duty' on Highway Authorities to manage road networks effectively. By 2012, with continued utility company programmes to replace gas and water mains across Surrey, the Superfast Broadband roll-out and expansion of Surrey Highway's resurfacing programmes, it was clear that the powers used by Surrey's Streetworks Team were insufficient to meet this challenge.

So what did you do? We applied to the Department for Transport to run a Permit Scheme to give us more powers to direct the timing, duration and methodology of works on the Highway undertaken by utility companies and Surrey's own Highways contractors. We partnered East Sussex County Council in drafting and developing the South East Permit Scheme (SEPS) enabling us to operate the same set of rules. We shared consultancy, training and set up costs and four other South East Highway Authorities are considering joining the scheme.

How has this helped improve Surrey's roads? We are now able to better co-ordinate and manage all works undertaken by utility companies and our own contractors, ensuring works durations are appropriate, correct traffic management measures are deployed and that opportunities for collaborative works are maximised. In the six months since SEPS commenced over 35,000 permits to work have been granted. Of these, approximately 10% were initially refused, requiring changes and resubmission before being granted approval. The scheme has been praised by the Federation of Small Businesses who said, "*Our members do raise concerns periodically over road works causing traffic disruption near their businesses and efforts to reduce this are most welcome...*"

What did you learn from your experience? Set sensible timescales for delivery, to allow sufficient time to develop complex legislation, including extensive consultation with all stakeholders and recognise the need to clearly understand our partner authority's political pressures and operational differences.

How can people find out more? Please contact me at matthew.jezzard@surreycc.gov.uk or see <https://www.surreycc.gov.uk/highwaypermitscheme>

"We are now able to better co-ordinate and manage all works"

Matthew Jezzard on the roadworks permit scheme



Since the permit scheme was launched, more than 3,700 applications from utility companies and other organisations have been rejected for failing to limit the impact on traffic.

Michele Manson celebrates a new type of partnership to help businesses



Michele Manson from Trading Standards (pictured left) tells us about an innovative partnership to help small businesses in Surrey to make better informed choices to aid economic growth

What was the challenge you faced? Primary Authority Agreements (PAPs) create partnerships between individual Trading Standards services and individual businesses. A recent extension to include trade associations and organisations presents the challenge of establishing a single point of contact nationally for consistent business advice to a much wider range of businesses.

How did you respond? In March 2014 Surrey and the ACS (Association of Convenience Stores) launched an innovative new Assured Advice Scheme for retailers to provide business advice and guidance through a simple, common approach to key practices, including age restricted sales, training and effective record keeping. We have linked up with the national body, representing over 33,000 members (approximately 250 of them are based in Surrey), to simplify rules for local shopkeepers and encourage economic growth. The new 'coordinated primary authority partnership' is one of the first to be developed in the country.

How will this work help strengthen Surrey's economy? The ACS Scheme provides small traders with clear and consistent advice nationally but it also means that the estimated 250 traders in Surrey are served more efficiently through a single response rather than on a one to one basis, make better informed business choices and, through improvements in customer service, greater contributions to well-being and community and health.

What did you learn from your experience? The guidance and other documentation produced for the ACS PAP has adopted the simpler style – brief and pictorial – that they use themselves. Presenting information in this form has been a challenging and valuable experience.

How can people find out more? Please contact me on michele.manson@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/business-and-consumers/trading-standards>

“The ACS Scheme means...make trades...make better informed business choices and greater contributions to wellbeing, community and health”

Michele Manson explains the benefits of working with ACS



Surrey's Trading Standards service was awarded the 'Best Local Authority' stand at the Trading Standards Institute conference in 2013.

Paul Millin cuts carbon, calories and cost for our residents



Engaging with the community early was key in developing travel solutions to cut carbon, calories and costs for Surrey residents. Paul Millin from Environment & Infrastructure (pictured left) explains how this worked.

What was the challenge you faced? In July 2012 we received £16.8 million from the Department for Transport (DfT), providing funding for the Council's Travel SMART programme. Travel SMART aims to help residents and businesses cut carbon, calories and costs. Balancing the risks and requirements of organising diverse initiatives such as cycle festivals and major new infrastructure like Guildford's fourth park and ride site whilst making the programme appear seamless and coherent is challenging!

How did you respond? By co-designing elements with members, building a good governance structure and keeping communication open and honest, the team as a whole has been able to deliver a successful and high quality programme within the time and budget constraints. We have been able to engage directly with Councillors, local communities and businesses to help shape the programme and deliver the outcomes with a strong sense of ownership locally.

How did this contribute towards caring for Surrey's environment? Over 5,000 people attended our cycle festivals in summer 2013 and we are expecting them to be even more popular this summer. One resident commented that it had "*reignited my interest in cycling*". Hundreds of people are saving themselves time and money every day by using the new Onslow Park and Ride service which is taking cars out of Guildford town centre. Cyclists and pedestrians in each of the four Travel SMART towns of Redhill, Guildford, Woking and Reigate now enjoy better and safer environment allowing them to get about more easily. Not only are we seeing more people get on the bus in Surrey, but bus passengers are now enjoying better facilities and greater comfort when they travel.

What did you learn from your experience? For me, I've learnt quickly that early engagement with the community will generate project ownership and maximise positive outcomes. Don't be constrained by talking to the people you always talk to. Widening the net will help achieve better outcomes.

How can people find out more? Please contact me at paul.millin@surreycc.gov.uk or see the www.travelsmartsurrey.info

"It has reignited my interest in cycling"
A resident praises the cycling festivals held as part of the Travel SMART programme



The new Onslow Park & Ride that was delivered recently is part of the Travel SMART programme and has successfully taken cars out of Guildford town centre, reducing carbon emissions and congestion.

“We’re eating now together as a family.”

One of the parents that attended one of the training courses on the HENRY programme

Julie Nelson promotes exercise and nutrition to help cut child obesity



Child obesity rates in Surrey are a serious public health concern. Julie Nelson from Public Health (pictured left) describes the HENRY programme and the impact it’s having on the lifestyles of families in Surrey.

What was the issue you were trying to tackle? Whilst Surrey has a lower prevalence of child obesity than other parts of the country it is still a serious public health challenge. The National Child Measurement Programme for 2012/13 shows that almost one in five Surrey children aged 4 – 5 years are overweight or obese and for children aged 10 – 11 years the number rises to over one in four.

How are you addressing this? HENRY (Healthy exercise and nutrition for the really young) is a programme which has been shown to support families with children under five to have a healthier lifestyle. The early years are a key period for child obesity prevention. Public Health and the Early Years and Childcare Service have jointly commissioned the HENRY programme for several years. Children’s centre and NHS staff undergo HENRY training which enables them to work together with families. Further developments of the HENRY programme in 2013/14 are: providing cook and eat training for children’s centre and NHS staff and *A healthy start in childcare* training for early years staff in day care, nurseries and childminders.

How successful has this been so far? National and local evaluation of HENRY shows a positive improvement in the way practitioners work with families. Families attending HENRY groups have been found to have a healthier lifestyle. Over 400 staff have been trained to deliver HENRY as part of their one to one work with families and by facilitating HENRY groups. So far 336 families have attended HENRY groups. One of the parents who attended a HENRY group said: ‘*We’re eating now together as a family, rather than having child dinner and adult dinner.*’ The outcome of the new “cook and eat” training will be families with practical skills to feed their families more healthily. Training staff in day care, nurseries and childminding will increase the number of children who are cared for in an environment that promotes healthier lifestyles and obesity prevention.

What did you learn from your experience? Using national and local evidence of effectiveness is important to support commissioning and get the right outcomes for residents.

How can people find out more? Please contact Julie Nelson at Julie.Nelson@surreycc.gov.uk or for more information on HENRY, you can go to <http://surreynurturinglinks.org.uk>



Since they were established, 336 families have attended HENRY groups. They go with the aim of helping themselves to live healthier lifestyles.

Shahnaz Bano encourages carers to take a free health assessment



Health Checks have been one of the services offered to residents to identify the risk of developing health conditions such as heart disease. Shahnaz Bano from Public Health (pictured left) tells us why they want carers to take advantage of this service.

What was the challenge? The impact of caring can be detrimental to carers' health.

Research has found that those caring for others, for 50 hours a week or more, are twice as likely to be in poor health as those not caring. Using the data we had, we know that there are over 108,000 carers of all ages in Surrey.

How have the Health Checks helped? The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia. Everyone between the ages of 40 and 74, who has not already been diagnosed with one of these conditions or have certain risk factors are eligible for this service. Public Health offered free NHS Health Checks to registered carers through their carer support organisations and schemes across Surrey at the venue and time that was convenient for them.

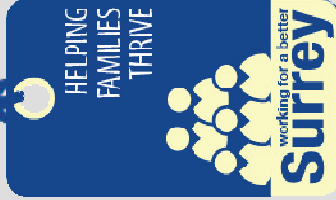
What has the impact of this initiative been? Picking up health problems at an early stage can help ensure people can live an active life as they get older. In the last two years we have offered 425 and delivered 338 health checks to carers; the uptake rate is 79.5%. Surrey is leading the way nationally in targeting eligible carers for health check delivery and has been mentioned by Public Health England as an example of good practice.

What did you learn from your experience? I have learnt that to really make a difference to carers' health, you need to provide a holistic approach to tackle their health and social care needs. By working with colleagues, in carers support organisations, and pooling together resources into one place, this makes the whole programme cost effective and convenient for carers.

How can people find out more? Contact Shahnaz.bano@surreycc.gov.uk or see <http://www.healthysurrey.org.uk/your-health/health-checks/>

“Those caring for others for 50 hours or more a week are twice as likely to be in poor health as those not caring”

Shahnaz Bano warns of the risk to carers' health in Surrey



Susie Campbell involves families in designing services they use

Susie Campbell from Surrey's Schools and Learning Service (pictured left with Helen Plank, a parent carer representative (left)) explains how they're taking part in a partnership project to meet the needs of young people with special educational needs and disabilities (SEND)



“It was really as lovely to feel heard on an equal footing!”

A Surrey family reflect on the new approach to support planning for young people with special educational needs and disabilities

What was the challenge you faced? Families have been telling us locally (and across the country) that sometimes they find it difficult to get the support they need because they often have to repeatedly tell their story and manage relationships with a range of different practitioners. The Government has introduced legislation to require us to work in a new, more co-ordinated way from September 2014. Young people aged 0-25 with SEND will be supported by a new single education, health and care plan and with their families will be more actively engaged in reviewing how they access the services available to them (the 'local offer').

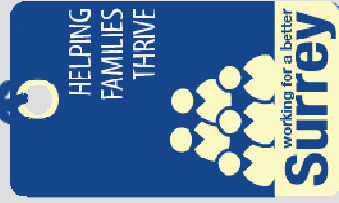
How did you respond? Surrey became part of the SE7 Pathfinder, which is trialling the new legislation ahead of September 2014 and is a champion of this work nationally. In Surrey, we have been working in partnership with all services and with families and young people to co-design the new system. For example, young people from NESCOL have taken a lead role in helping us design what our local offer should look like.

How did this help families thrive in Surrey? We have trialled the new plan with 65 families who tell us that they feel more listened to. One of the families said: *“It was really rather lovely to feel heard on an equal footing! Sometimes it used to feel as if being a parent was itself a disability. Now I feel that I am part of the team and as though there is someone on my side. Before I felt like the enemy.”*

What did you learn from your experience? Do not underestimate the importance of good communications and the value and strength of co-designing with families and young people who receive our services.

How can people find out more? Please contact me at surreypathfinder@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/learning/special-educational-needs-and-disability-send/future-changes-to-how-we-support-those-with-send>

The Family Voice Surrey conference was held to bring partners and parent-carers together to help influence decisions that affect children in Surrey with special educational needs or disabilities.



Norah Lewis helps residents access information about care and support



Providing information and advice on care and support at the right time can help people recover from a crisis and maintain their independence and wellbeing. Norah Lewis from Adult Social Care (pictured left) explains how.

What was the challenge you faced? Many residents are unaware of the care and support options available to them so when a crisis occurs, such as a diagnosis of an illness or sudden poor health, they do not know what help is available or where to go.

How did you respond? We have made easy access to information and advice a strategic priority over the last four years and helped develop local information Hubs located in high street locations. Staffed by volunteers who use care services themselves, and a paid worker, they offer support, speak from experience and help signpost people to relevant services or more specialist advice. There are now eight Hubs open with three more being planned.

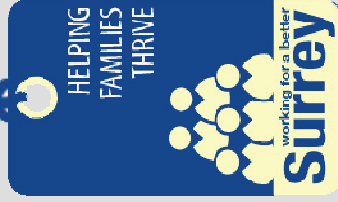
Can you give an example of how this service is helping residents? In the last year the Hubs have dealt with more than 5,000 enquiries from residents who typically walk in due to their prominent high street locations. Mrs A was one of those residents we helped through this service. Her husband had suffered a stroke and was recovering in hospital. She visited her local Hub after seeing a stroke leaflet in the window. We spoke to her about her concerns about her husband's employment and juggling a new role of being his carer with her full-time job. We referred her to a range of support services, such as an Occupational Therapist to adapt her home for her husband's return from hospital, and these have helped her to deal with the new situation she and her husband found themselves in.

What did you learn from your experience? All families can find themselves in a position at some stage in their lives where they need to find help for a parent or other family member due to illness, frailty, reduced mobility or disability. Understanding where to go for free and appropriate support is critical.

How can people find out more? You can visit www.thesurreyinfo.org.uk or www.surreyinformationpoint.org.uk

People
“We have made
easy access to
information and
advice a priority.”

Norah Lewis on the
purpose of the
Community Hubs



Rose Wilson reveals what over 400 volunteers have done for communities

Since the start of the roll-out of the Community Partnered Libraries scheme, book issues and visitor numbers have gone up, and the volunteers that run them are having a positive experience. Rose Wilson from the Libraries service (pictured left) shares the successes.

What was the challenge you faced? The libraries Public Value Review in 2011 identified that savings needed to be made. We also thought that empowering communities to run their libraries and tailor them for their local community would give them a new lease of life. Byfleet was the first community partnered library (CPL) to open in September 2012.

How did you get the scheme off the ground? Three months of community information and discussion were carried out. A number of volunteers stepped forward and we developed a support team for them and link libraries which would help them when they had done their initial training and were flying solo running their library. We needed to re-engineer working practices so they were robust and straightforward for the volunteers to deliver but still made all library services available locally. This was aimed at empowering the volunteers to run their own libraries without the need to rely on the County Council.

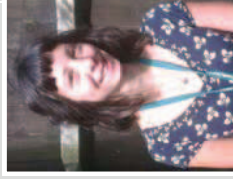
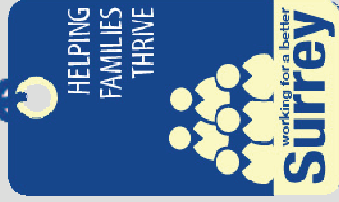
What impact has this had on local communities? Volunteers across the county are taking up the opportunity to run their own libraries. Eight of the planned ten CPLs are up and running, the most recent being Ewell Court which launched on Saturday 24th May 2014. Book issues and library members are up overall just over 6% each. There are over 400 volunteers across all CPLs, and in libraries such as Virginia Water volunteer numbers are still increasing. There has been an upturn in visitor figures in some CPLs, for example, up 7% at Byfleet and 9% at Bagshot. The volunteers have really enjoyed the experience. One volunteer said, *“thank you for creating such a positive enjoyable volunteering environment- it’s a great addition to my life.”*

What did you learn from your experience? Volunteers bring great energy and commitment and thrive on good quality support. Working together on how and why you run your services the way you do, and helping them develop their library services in the way they want provides healthy and useful challenges and understanding which help improve how services are run for local residents across the library service.

How can people find out more? Please contact me at Rose.wilson@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/people-and-community/libraries/volunteering-in-libraries>

“There are over 400 volunteers and numbers are still increasing”

Rose Wilson on the impact of Community Partnered Libraries



Maria Michaelides helps a mother, daughter and son get back to work

Maria Michaelides from the Department of Work and Pensions (pictured left) joined the Council on secondment to help those families with multiple and complex needs to get the support they needed to get back to work. She explains how she helped three members of one Surrey family get back into work.

What was the challenge you faced? The Surrey Family Support Programme works with families with multiple and complex needs by bringing together the agencies and professionals who work with each family to work as a ‘team around the family’ using a single assessment and single action plan.

How did you respond? I was seconded from the Department for Work and Pensions to the Surrey Family Support Programme to support unemployed adults and young people from these families into work. As a consequence of these new arrangements, I now sit on the Surrey multi agency panels and attend regular ‘team around the family’ meetings. When I work with a family, I am part of a team around the family with professionals from other agencies, which will often include education welfare officers, health visitors, police officers, housing officers and any other professionals that can support the family’s needs.

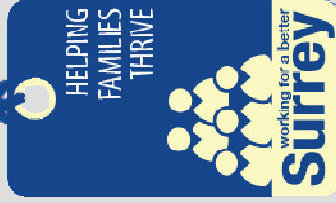
How is the programme helping Surrey families? This programme supports families to gain employment in lots of different ways. For example, through my work with one family I have helped them to consolidate their finances, referred the mother to ‘Progress!’(a back to work programme) supported the daughter into part time employment and encouraged the son, who was long term unemployed, to attend a Prince’s Trust course. Following successful completion of this course he has started full time work.

What did you learn from your experience? It is important to challenge perceptions of worklessness for families with multiple and complex needs. We need to listen to and value the whole families’ aspirations and values around employability. Then ensure that we take a multi agency approach to help them achieve those aspirations. Then ensure that we take a multi agency approach to overcome the barriers to work and help them achieve their aspirations.

How can they find out more? Please contact me at maria.michaelides@surreycc.gov.uk or see www.surreycc.gov.uk/familysupportprogramme

“It’s important to challenge perceptions of worklessness for families”

Maria Michaelides sums up what she has learned from the Family Support Programme



Rubina Bhatti shares how Family Learning has changed life for her and her family



When Rubina Bhatti (pictured left), a Surrey resident, first arrived in the UK, she felt isolated as she spoke very little English. She tells us how going on a Family Learning course helped to change her life.

What was the challenge you faced? My son was struggling at school and his teacher thought that we both could benefit from the opportunity of learning together. My first language is Urdu. I was very isolated so, I jumped at the chance to join a Family Learning class held in my child’s school.

How did you respond? I was very keen to attend the course as I had not had the chance to do any formal learning since I arrived in the UK 12 years before. I had been busy raising children and looking after a rather large family where my own needs were not always given priority. I wanted also to help my children develop their skills.

How has this helped you and your family? Family Learning courses have helped me to understand how English and maths are taught at school. This helped increase my ability and confidence to support my child and improve my skills at the same time. The Service works with 900 families across Surrey in partnership with schools and children centres. The courses offer parents a chance to gain and work towards qualifications (pre-GCSE) and to receive guidance on how to access further learning or employment. I gained the confidence to volunteer at school three days a week, helping children with maths and English, and I hope to train as a teaching assistant in the future. I was recognised for the work I had done by receiving the Adult Learners Week Individual Award for ‘Learning in Families and Communities’ from the National Institute of Adult Continuing Education on 10 June.

What did you learn from your experience? Without the opportunity to attend a Family Learning course, I may have never had the confidence to learn with my child, start volunteering and pursue a career in education. The experience has been life changing.

How can they find out more? Please contact Cheryl.brown@surreycc.gov.uk or see the web site www.surreycc.gov.uk/adultlearning/familylearning

“I may have never had the confidence to learn with my child. The experience has been life-changing.”

Rubina Bhatti on the benefits of Family Learning courses

“Our commitment to the future education of local children has been made possible by Surrey’s substantial investment in the buildings and grounds”

Sally Hewlett-Taylor on Burhill school’s expansion

Sally Hewlett-Taylor shares how we’re easing pressure on school places



Sally Hewlett-Taylor (pictured left), Headteacher at Burhill Primary School, explains the benefits of expanding the school to accommodate pupils of primary school age

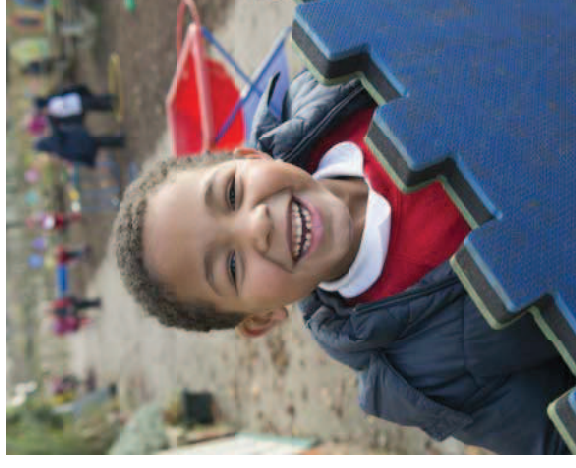
What was the challenge you faced? We are seeing increasing pressure on school places in Elmbridge following an increase in population. Births in Elmbridge have fluctuated around 1,500 per year for a number of years and this rise is expected to continue.

How did you respond? Together with Surrey County Council, Burhill agreed to provide an additional 30 school places in 2011, 2012 and again in 2014. Alongside this we agreed to expand from an infant school (year 2) to a primary school (year 6). Over the last six months, rapid progress has been made to develop a new building and facilities.

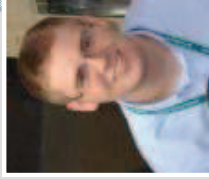
How have the pupils benefited from this? We are able to use the extra space and facilities the new building offers to accommodate more children from local families. There are 12 brand new classrooms, a specialist science/technology room and a roof garden for experimental learning outdoors. Two new sports courts are also being put to good use and combined with sports premium funding more local children are receiving specialist sports coaching. Improved indoor facilities include a dance/drama studio and the parent teacher association provided specialist lighting and theatrical backdrops to enhance the exciting opportunities this space affords the children. We are taking the opportunity to source furnishings and equipment, which will carry the school into the future. We are confident this will help secure a unique learning environment.

What did you learn from your experience? Our commitment to the future education of local children has been made possible by Surrey’s substantial investment into the buildings and grounds. Eventually, local families will be able to see their children’s primary education from three through to 11 years old in modern, light and spacious classrooms. We are delighted with the outcome of this ambitious project to extend and refurbish Burhill School.

How can they find out more? Please contact me at head@burhill.surrey.sch.uk or find out more online at <http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/our-priorities/investing-in-our-schools2>



Pupils at Burhill school will benefit from the Council’s investment programme to expand the county’s schools to meet demand for places. The Council has pledged to invest £327m for over 13,000 additional school places over the next five years.



Patrick Tuite develops a new career through his apprenticeship

Patrick Tuite (pictured left) wanted a career change. Now an apprentice with the Council, he explains how he took the opportunity to strengthen his career prospects while delivering value for money for Surrey residents through our procurement partnership with East Sussex County Council.

What appealed to you most about the apprenticeship role at Surrey? I had spent the last six years in catering. Up until last September I was assistant manager at a National Trust property in Surrey but wanted a career change, Surrey County Council was one of the few organisations offering apprenticeships for people up to the ages of 24. What appealed to me most about the apprenticeship was the chance to work for Local Government and develop a career within procurement. Having not gone to university the idea of further qualifications is always appealing so I was pleased to discover that with the apprenticeship I would be doing an NVQ level 3 in Business Administration.

What have you been working on since you started at the Council? Since I joined the council I have worked on developing a new project performance tracker for the procurement department, this has involved developing a system from scratch and working closely with our colleagues in East Sussex County Council. I also attend a weekly procurement review group which has offered me exposure to work carried out by all the services within the council.

What do you plan on doing once your placement finishes? I have just begun a three month acting up opportunity as projects officer, in this time we will be rolling out the new system across the department as well as East Sussex. Before my contract ends I hope to find a permanent role within the Surrey procurement department.

What advice would you give to other apprentices just starting out on their placement? The apprenticeship is what you make of it, the more you put in the more beneficial your time will be. Enjoy it.

How can people find out more? Please contact me at Patrick.tuite@surreycc.gov.uk or visit <http://www.surreycc.gov.uk/learning/14-19-education-and-training/young-people-and-apprenticeships> to learn more about the Council's scheme

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“The more you put in, the more beneficial your time will be. Enjoy it.”

Patrick Tuite’s advice to new apprentices



Working with ‘Fulham FC Foundation’ and the ‘Barclays Spaces for Sports’, the Council helped Surrey teenager Lou Nappin to secure a youth coaching role with Fulham Football Club. Lou was formerly not in education, employment or training.

Annex B: Awards & Recognition

The Council's Shared Services team has been named the best in Europe by a major industry body. The Shared Services and Outsourcing Network praised the team for their innovative use of technology and social media, winning "**Best Shared Service Centre or Outsourcer in Europe for Customer Service**". It was competing with organisations such as Coca Cola Hellenic, Siemens and Bank of Ireland for the award. They have also retained the **Customer Service Excellence Award**.

The **Highways Service** was recommended for a Customer Service Excellence Award in April. This award reflected the Service's principle of putting the customer at the heart of everything they do.

The new **Walton Bridge** was among the winners at a ceremony held in May by the Institution of Civil Engineers to celebrate the best projects in the industry. The bridge received the Community Award at the ceremony and was praised by the panel as being "... a great example of engineering giving real value to the community."

Surrey's Fire and Rescue Service won the **Fire & Rescue Project of the Year** at the annual Improvement and Efficiency Awards together with the adult social care team. The project aims to provide fire safety training to people who care for older residents and those with disabilities and health problems. (See **Bryn Strudwick's case study, page 11**)

A first-aid booklet that the Council helped to create to make it easier for disabled people to communicate in emergencies has won a **Red Cross award for excellence** at the charity's annual conference.

Surrey Performing Arts Library has won a **national award for excellence for a third time**. It was handed the accolade by the UK branch of the International Association of Music Libraries. The council was also awarded this in 2010 and 2012.

Ofsted have rated **more than 80% of Surrey schools** as being either 'good' or 'outstanding'. They judged 100 schools to be 'outstanding' and 213 as 'good'.

The Council's website was awarded the highest possible four-star rating while also being one of a handful labelled a "favourite site" in a report by the **Society of Information Technology Management**. The report rates the performance of council websites each year, and Surrey's site was among 31 out of 400 to get the top rating.

The Guardian published an article in April about the successful launch by Surrey social workers of an independent organisation to provide care for deaf people and the hard of hearing. **First Point** was created with the help of the county council to give people greater control over their support.