

CHIEF EXECUTIVE'S PROGRESS REPORT JULY - DECEMBER 2012

Introduction

1. This is the seventh of my half yearly progress reports to Members. I am again using it to provide an overview of the Council's progress over the period and to look forward to the challenges ahead. The report is structured around the six themes in the *One County One Team 2012-2017 Corporate Strategy*, which the Council approved on 7 February 2012. It sets out achievements and the key steps already taken to realise our vision "**to be the most effective Council in England by 2017**".
2. As in my previous report the **overview section** (p1-9) gives readers a summary of what we have achieved and the challenges ahead. For those who would like more detail the following pages (p10-20) provide facts, figures and case study examples for each of the six Corporate Strategy themes.
3. I encourage staff to share examples of their achievements with me so I can draw attention to them in this report. To help **bring these examples to life** they are described directly by the staff who shared them. Over the following pages you will find 16 inspiring stories from people working in different areas of the council. We will incorporate these case studies into our online **Improvement Toolkit** and encourage staff and Members to add further examples. This will become one of the ways for us to celebrate achievements and learn from each other. Given the large number of excellent examples from the Olympics and Paralympics I have also dedicated a specific section of the report to this (p21-23).
4. This report focuses on the last six months but as we approach the end of the calendar year and the end of the current Council term it is important to reflect on the **remarkable progress** that has been made over the last four years. The plans agreed following the May 2009 elections to improve performance, stabilise finances and recover the council's status have been implemented successfully.
5. The council is recognised again as a **high performer**. The council's outgoing external auditor remarked to me recently that the council's improvements mean it is now almost unrecognisable from what he observed in 2009. The council has been shortlisted in the "council of the year" category in the high profile Local Government Chronicle awards. This is well deserved recognition for everyone who has contributed to our improvements over recent years.
6. I want to put on the record again my **appreciation of colleagues** right across Surrey County Council. We have a great team in Surrey; a team made up of all our staff, Members and partners. I am fortunate to be part of such a strong team and am continually reminded of the **difference our work makes to residents** day in, day out and the lasting impact it will have.

Overview

The challenges ahead – “the outlook has got even tougher”

7. In my previous report I described the key long term challenges we face; reductions in public finances, significant policy changes (covering social care, health, education, localism, welfare, policing, and local government funding) and growing demands for services, underpinned by demographic trends. These same challenges still apply but over the last six months **the outlook has got even tougher**.
8. Those who saw Paul Johnson’s (Director of the Institute for Fiscal Studies) excellent presentation to Members and officers on 22 October will, like me, have found his analysis sobering. He set out clearly the **deep and lasting impact of the financial crises** on the UK economy, household incomes and public finances. He concluded that “*there are no sunny uplands around the corner*”.
9. Modelling the latest economic figures and forecasts, and applying current national tax and spend choices, reveals that **further significant spending cuts will be required** in 2015-18 if stated UK fiscal targets are to be met. Local government has so far delivered more savings than other parts of the public sector; most observers believe this makes it more rather than less likely it will be asked to find further significant savings.
10. Meanwhile there is no imminent prospect of reform at the scale recommended by Andrew Dilnot for the **funding of adult social care**. This remains a hugely significant issue nationally and for us in Surrey. The high number of self-funders in the county means we need to carefully assess the impact of any proposed changes and argue for solutions that are sustainable for Surrey.
11. On 1 April 2013 significant changes to **local government funding** will take effect following the introduction of the Local Government Finance Act 2012. Changes which devolve greater financial powers and freedoms to councils are to be welcomed. But, as I warned in my previous report, the devil is in the detail, much of which has yet to be formally confirmed. As things stand it looks like the rules on the localisation of business rates will dampen the intended incentive for local growth, and the localisation of Council Tax support could result in us facing an additional £3m financial pressure each year.
12. Added to these changes there is uncertainty about exactly what this year’s **local government finance settlement** will have in store. With the Chancellor’s autumn statement now scheduled for 5 December the provisional funding settlement will be delayed until just before Christmas. The council also has to consider its response to another council tax freeze grant offer, the terms of which are significantly less favourable than previous offers.
13. There will be lots to do in late December and early January to **analyse what this means for Surrey**, so that Members are ready to agree on the budget at Council in February. The delayed announcements and uncertainty make this year’s process challenging but the robustness of our current Medium Term Financial Plan (MTFP), the scenario planning work undertaken, and the discussions we have already held mean we are well prepared to deal with this.

Progress since June – “our continued achievements over the last six months demonstrate we can respond successfully to new challenges”

14. Although the outlook has got gloomier **my confidence in our ability to overcome these challenges remains strong**. Our continued achievements over the last six months demonstrate we can respond successfully to new challenges.
15. It is interesting to reflect on the key challenges I set out in my last report for July to December 2012. At the top of my list were the **Olympics and Paralympics**. The eyes of the world were on Surrey through August and September as we faced a huge and unprecedented challenge.
16. The fantastic success of the Games showcased what “Team Surrey” can do. By working closely with our residents and partners we helped ensure safe and successful events, continued to provide all our usual services, and laid the foundations for a **positive long term economic and social legacy** in Surrey (see p21-23). In September the smoothly run culmination of the Tour of Britain in Surrey attracted huge crowds and confirmed the county’s skill at hosting such events. Now we can look forward to the international cycling festival coming to the county in August 2013.
17. In July I also described the challenge of ensuring the right number of **school places** were provided ready for the start of term in September. This was done effectively with an additional 1,437 places provided to meet growing demands. This equates to providing an additional 48 classes; a big increase compared to the 575 additional places, or 19 classes, required in 2009. Robust processes are being developed to manage the long term forecasted increase in demand for school places. There are further details in the School Organisation Plan 2012-2022 which is due to be presented to Council in December.
18. The prospect of **extreme winter conditions** also featured on my list of key challenges. At the time of writing we are thankfully not suffering from any snow and ice. When it does strike we will be better prepared as a result of the continued work Members have led with partners and residents over recent months (see p11). Robust planning and an additional £2.6m investment means there are 16,000 tonnes of salt in stock (60% more than that used to keep the county moving last winter), a fleet of 39 gritting lorries equipped with GPS trackers, thermal mapping of gritting routes, off road 4x4 vehicles ready to treat hard to reach places, and 51 farmers prepared to tackle rural areas.
19. Supporting the **Surrey economy** has of course remained a key area of focus over the last six months. On 12 September we signed a £33m **superfast broadband** deal with BT which will provide high speed connections for more than 90,000 business and household premises in the county that are not included in the commercial roll-out nationally. This will make Surrey the best connected county in the country and could boost the economy by around £28m a year. We have just received European Commission State Aid approval so we can now move swiftly to implement the plans.
20. Around half our spending on goods and services is now with **local firms** in Surrey. Elsewhere we have continued to expand the successful apprenticeships scheme (see p17) as part of our wider drive to increase the **number of young people participating in education, employment or training**. It is heartening

that despite the economic climate the percentage of 16-18 year olds participating stands at 96.2%. An example scheme recently introduced to support this funds free meals for about 400 students, aged 16 to 18, who would not otherwise be eligible because they attend a college or training centre instead of a sixth form.

21. Investment in Surrey's infrastructure is crucial for the county's future economic growth. The **new highways contracts and additional investment in roads** are having a positive effect and the development of a five year capital programme will support further improvements and efficiencies. We continue to strengthen our collaborative working with regional South East 7 partners and local district, borough and parish councils – this joint working is critical to finding sustainable long term solutions for the county's roads. For example, the South East 7 Supply Chain Management Group are looking at ways to improve sustainability and reduce costs by working collaboratively with suppliers to create higher value materials from the construction waste arising from highway activities.
22. Colleagues in the Highways Service have led the design of a new national peer review system focussed on **highways transformation**. This has been developed through the Department for Transport funded Highways Maintenance Efficiency Programme and in partnership with local authorities, private sector partners and the Local Government Association. We recently hosted the first pilot of this approach, the first of its kind in the country. The review team were impressed with what we are doing and also suggested some sensible further developments which will help shape our future plans. A report on this will be presented to Cabinet in February 2013.
23. Other examples of important **ongoing work on infrastructure** include the Eco Park, Walton Bridge, Hospital Roundabout in Guildford, and the Travel Smart programme which includes a range of sustainable transport measures across the county. We are also working with district and borough councils on local regeneration schemes such as the one agreed in September with Woking Borough Council to revitalise the town centre, create nearly 1,000 new jobs and build a new state of the art fire station.
24. In parallel with finding and applying innovative solutions for Surrey we will continue to press the Government hard for **greater powers and investment in Surrey**, in particular via a county equivalent of the City Deal programme. Surrey has more economic growth potential than city regions, offering significant productive capacity, knowledge, talent and infrastructure. New powers and access to more flexible long term funding would enable us to invest in and support the strong economic growth potential in the county. As well as benefiting the county this would add significant gross value to the UK economy.
25. There is much more work to do with partners and local businesses to support the economic recovery and strengthen prospects for future sustainable growth across Surrey. The **Surrey Leaders Group** is working together to build on local aspirations and plans and develop a shared long term vision for sustainable economic growth and prosperity in the county. The Deputy Leader continues to lead our **engagement with local businesses** and partnership groups - including the Local Economic Partnerships - to ensure we focus on the right priorities and develop strong and effective relations.

26. In addition to the specific challenges described we have continued the **significant task of providing a huge range of high quality services** to our residents. Events such as the Olympics and Paralympics were in addition to our usual responsibilities and demands. They were **extra ordinary** and colleagues did a superb job to ensure services were provided throughout the period of the Games.
27. It was particularly important that our essential work to **support and safeguard Surrey families and individuals** was maintained. There have been other very difficult challenges in recent months. For example, the Ancey case and the September A3 coach crash. Colleagues in social care, schools, fire and rescue, emergency management, legal, and other teams have dealt with these difficult cases in a very sensitive and professional way, working as one team.
28. More and more of our work is focussed on effective **early intervention and prevention**. In Adult Social Care the 'prevention through partnership' programme has had a significant positive impact. Stronger partnership working, close engagement with residents, and the launch of a £10m preventative services fund has stimulated a range of innovative and sustainable joint approaches which are supporting local residents to access community support mechanisms and maintain their independence.
29. For example, following the success of the first **wellbeing centre** opened in Egham for people with dementia, a further four centres will be opened over the next six months in Caterham, Epsom, Walton-on-Thames and Shepperton. The innovative new facilities, run in partnership, will provide crucial help and advice and there are plans to open a centre in each of the 11 districts and boroughs across the county. **Telecare services** continue to be expanded through the introduction of a mainstreamed, universal telecare and telehealth service model across Surrey - a major investment in keeping people independent at home.
30. 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 weekends and public holidays, **working across all acute hospitals to support timely discharge**, admission avoidance and seasonal pressures.
31. Services have also been enhanced through **the co-location of each locality social care team into borough and district council offices** to deliver local and personalised services. This is helping to support the integration of services for and has saved £3.5m on building leases. The office-sharing programme was launched in 2011 when social care staff moved into Guildford's headquarters and was completed with the final move to Waverley's offices.
32. Other examples where we are supporting residents lead **more independent and fulfilled lives** include the shared lives scheme (see p10), the employability initiative (see p11), and work with partners to support people with dual sensory loss (p19).

33. Other examples of preventative approaches include our leading work on **restorative justice** (see p12) and the new arrangements we have recently developed and put in place with partners to help **prevent young people becoming homeless**. Following a Rapid Improvement Event with staff and partners a new homelessness prevention service has been created to offer support to young people aged 16 and 17 and their families.
34. Through our **Surrey Families Support Programme** we have started to implement new coordinated arrangements with partners to better support families that experience multiple problems. Building on the pilot in Waverley the new approaches are initially being implemented in Elmbridge, Guildford, Reigate and Banstead, Spelthorne, Woking, and Waverley. The programme will then be rolled out to the rest of the county from October 2013. We are recognised as leading the way on implementing the Government's Troubled Families programme in a two tier area. Louise Casey (Head of the Government's Troubled Families Unit) has asked that we host a dedicated counties event next year to share best practice.
35. Work with partners to strengthen the county's overall arrangements for **children and young people** has continued and is addressing the areas of feedback Ofsted shared following their unannounced inspection in September. The result confirmed that children are safer in Surrey and their lives are improved as a result of our work.
36. At the same time as continuing to meet the needs of residents and deliver performance improvements we have made further **significant savings and efficiencies**. Savings of £19.6m were delivered in the first 6 months of the current financial year. At the halfway point of the financial year we are forecasting total savings of £66m by the year end, which is slightly below the challenging target of £71m we set. We will continue to track this very closely over the coming weeks.
37. The **Public Value Programme** (PVR) we started in 2009 has played a vital role in identifying and delivering savings and improvements over the last three years. A detailed **closing report** presented to Cabinet on 27 November marks the successful completion of the Programme. The 29 reviews undertaken have achieved a range of performance improvements and identified total savings of £279m to be delivered by 2016. PVR improvements and savings will continue to be delivered and monitored through the Council's financial, performance and risk management arrangements, with Select Committees playing a vital role via their monitoring and scrutiny.
38. The remainder of the report contains many more facts and figures. For the purposes of this overview I have picked out and presented in the table overleaf some of the key results from the **quarter two business report**. The report **confirms a positive direction of travel**. However, there are some key measures that are not yet meeting stretch targets for the year. Remedial actions are in place to improve performance in these areas and the Cabinet and the Corporate Leadership Team will continue to track progress throughout the remainder of 2012/13.

Results from the 2012/13 quarter two performance and budget monitoring reports

- 68% of residents are satisfied with the way the council runs things – two percentage points higher than the same time last year.
- 96% of residents are satisfied with their neighbourhood as a place to live – the highest score recorded since the resident survey began in 2008.
- 56% of residents feel that the council keeps them informed – four percentage points higher than at quarter one of 2012/13.
- 39% of residents feel they can influence council decisions – the same as the result recorded this time last year.
- 48% of residents perceive the council as giving good value for money – two percentage points higher than the same time last year.
- Continuing high levels of customer satisfaction with the contact centre with a satisfaction rate of 93%.
- 92% of all stage one complaints were dealt with within timescale and 92% of Freedom of Information Act requests were responded to within the 20 working days target.
- 99% of road safety defects being repaired within 28 days.
- 96.2% of young people participating in education, employment or training.
- 55% of waste collected in 2012/13 recycled, but falling demand for rigid plastic from China and India presents a challenge to achieving the 70% recycling target in 2013/14.
- 50% of the council's spend on suppliers is now with Surrey-based companies as we make good progress towards the 60% target.
- £19.6m savings delivered so far this financial year.

Sources: Q2 Business Report to Cabinet 23 October 2012

Note: There are further details on finances in the latest **budget monitoring report** (period ending October 2012)

39. Our achievements confirm our strategy is working. By **working as one team**, investing in key areas, and taking brave decisions we have become a stronger organisation that is able to support a stronger Surrey. There will be moments in the coming months and years when short term answers are tempting; the risk is we weaken our capacity and capability to deliver the long term goals we have set out for Surrey in 2017. I believe our progress so far confirms that we have a strategy which can guide our responses to the challenges we face and enable us to deliver these ambitious goals.

Employee survey results – “The Leader and I are personally committed to making sure the council improves where it needs to”

40. **The council's strongest asset is the people who work for it** and we have continued to invest in the council's staff and Members so they are able to provide an excellent service. The detailed feedback we gather through our regular employee surveys helps us to identify what is working and how we can strengthen our support for staff.
41. We recently received the results from the **latest mini staff survey** which is completed by roughly one in five colleagues. The results provide a positive indication of improvements in many areas such as appraisals and communicating

change. We still need to improve in other areas such as the way we treat each other - helping and supporting colleagues and dealing with bullying and harassment. The Leader and I are personally committed to making sure the council improves where it needs to.

42. We are discussing the latest results with staff representatives so we can learn from the areas where we have improved and take practical actions in areas we need to improve. Our **fairness champions** continue to play a key role in addressing situations where colleagues do not feel supported. Current work to **improve and update our people policies** should also provide helpful clarity for managers and employees.
43. The result of one new question in this year's survey is worth highlighting; **88% of employees understand how their work supports residents of Surrey**. It gives me pride that so many colleagues appreciate how their role makes a difference to residents. Our next full employee survey will take place next year.
44. In recent weeks a number of staff and Members have suffered problems with their IT. I appreciate how serious and frustrating this is. Colleagues in IMT try to fix issues as quickly as possible when they occur. It is vital we continue to build on the investments we have already made to **bring the council's technology back up to date**. The IMT team have worked incredibly hard to drive this forward and recent achievements include opening the new data centre and advancing the project for a single public sector ICT network for Surrey.

Looking beyond 2017 – “we will have to further strengthen our capacity and capability to innovate”

45. At the same time as putting our strategy to 2017 into action it is crucial we start to **prepare the ground** for what will come after then, into the next decade and beyond. We know things are only going to get tougher and we need to think carefully about what kind of organisation we will need to be in order to flourish beyond 2017.
46. Thinking creatively about this leads to a variety of different ideas and possible scenarios. One thing is certain though; to succeed over the next decade we will have to further **strengthen our capacity and capability to innovate**.
47. There are already excellent specific examples of innovation right across the council, a number of which feature in this report. These and other examples demonstrate a **level of innovation that compares well against other local authorities**. However, the complexity and scale of the long term challenges ahead requires developing an **innovation capacity and capability that compares well not just to other local authorities, but to leading organisations from all sectors and industries**.
48. This means creating and nurturing the conditions in which widespread and regular innovation can flourish. There is **no quick or simple recipe for this**. It will require a sustained effort over the longer term, building on the foundations that are in place. Getting the conditions right will mean learning from experiences and adapting approaches over time.

49. The objective is to become an organisation where all staff and Members can innovate *because* of the climate they work in and the support they receive, not *in spite* of it. A **report** presented to Cabinet on 27 November outlines a **strategic framework for innovation** designed to help us work towards this objective.
50. Following adoption of the framework by Cabinet I will **work with Members, colleagues and other stakeholders** to refine it so that it is ready for implementation in 2013. In particular Members could have a crucial role in ensuring that the ideas of local businesses and residents feed into our thinking about innovation.
51. The council's **long term financial sustainability** is another area where we need to develop innovative solutions. The erosion of the council tax base and central government funding means we will need to find ways to use Surrey's resources better in order to fund the services and investments the county needs for its long term prosperity. This is something we will develop further with Members over the coming months.
52. We can also protect Surrey's future interests by ensuring we have a **strong voice and influence at a regional and national level**. We have made positive progress on this over the last year or so. A number of Members and officers from the council now hold influential positions with regional and national bodies. For example, the Leader has taken on the role of Deputy Chairman of SEEC (South East England Councils) and Kay Hammond, Cabinet Member for Community Safety, was recently appointed Chairman of the Local Government Association's (LGA) fire services management committee. John Woods (Assistant Director for Transformation, Adult Social Care) has been seconded to the Department of Health for two days a week to work on the Draft Care and Support Bill. Meanwhile we have continued strengthen our links with Surrey's MPs who have the potential to have a significant influence on central government.

Further details on the Corporate Strategy themes

53. The remainder of the report is focused on examples in relation to each of the six themes in the Corporate Strategy

Residents	page 10-12
Value	page 13-14
Partnerships	page 15-16
People	page 17
Quality	page 18-19
Stewardship	page 20
Olympics and Paralympics	page 21-23
Conclusion	page 24-25
Annex A: awards	page 26-27

54. There is only room for so many examples in this report. You can find many more details and information on specific services on the **council's website**. For example, the **Adult Social Care Local Account**, the **Children, Schools and Families Directorate Annual Report** (scheduled for Cabinet on 18 December 2012), and information on the **Olympics and Paralympics**.

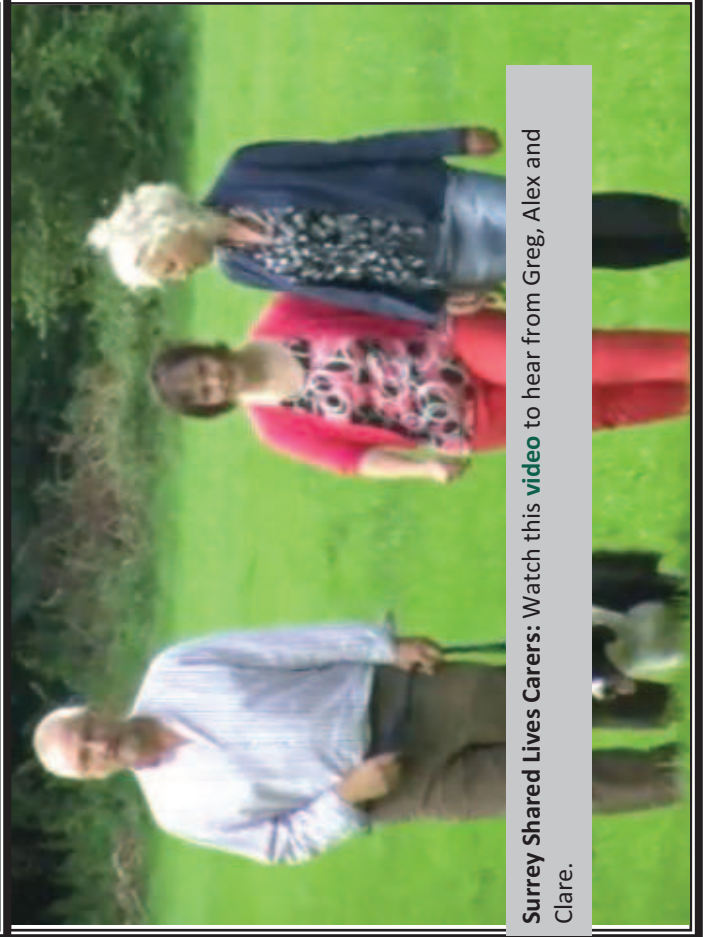
RESIDENTS

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

Key stats and facts

- ❖ 68% of residents are satisfied with the way the council runs things – two percentage points higher than the same time last year.
- ❖ 96% of residents are satisfied with their neighbourhood as a place to live – the highest score achieved for this indicator in the Resident Survey's history.
- ❖ 39% of residents feel they can influence council decisions.
- ❖ 56% of residents feel that the council keeps them informed.
- ❖ To date, 56% (£456,399) of the Leader's Community Improvement Fund has been allocated to local projects.
- ❖ We have involved residents in the development of the work programme for the county's Health and Wellbeing Board.

A picture that tells a story



Surrey Shared Lives Carers: Watch this [video](#) to hear from Greg, Alex and Clare.

Improvement example (#1): Sharing homes, improving lives

Michelle Williams (pictured right), Shared Lives Manager (Shared Lives Service, Adult Social Care) shares her experience.



Challenge: Clare, who has a learning disability was referred to the Shared Lives service needing accommodation with support when her carer was unable to continue her care. It was very important to Clare that she lived somewhere close to her family.

Solution: The Shared Lives service recruits Shared Lives carers who provide adults who may otherwise be living in a residential home the chance to become more independent, whilst participating in family and community life, in the Shared Lives carer's own home.

Alex and Greg who live in Farnham (pictured left) are Shared Lives carers. We introduced Clare to Alex and Greg and she started living with the family in April 2011.

Impact: Greg says: "Clare really has become part of our family. Since being with us she has become much more confident and independent. Clare added: "I have a job at the Sure Start centre where I do a lot of different things, like handing out the toys to the toddlers and making a drink for the mums and dads. I really enjoy it."

Key thing I learnt: Getting the right match between the Shared Lives carer and the person needing support is extremely important. It helps more vulnerable adults maintain their independence and take an active part in their community.

If you want to know more or want help with a similar challenge:

Please contact me at michelle.williams@surreycc.gov.uk or see the [Surrey Shared Lives Service](#) website.

RESIDENTS continued...

Improvement example (#2): Transforming Services through scrutiny – Winter Maintenance

Steve Renshaw (pictured right), *Chairman, Environment and Transport Select Committee.*

Challenge: In recent years, the council had not been sufficiently prepared to deal with instances of severe winter weather. As a result, the County's highway network ground to a halt whenever snow fell and the council received a huge number of complaints from residents. This was due to Surrey having no clearly defined winter maintenance budget and insufficient salt stocks.

Solution: The Environment and Transport Select Committee convened a Task Group to look at this issue. Members worked in conjunction with officers from Highways and Democratic Services to agree a clear winter maintenance policy for Surrey.

Impact: Surrey is now better prepared for winter than ever before, with a 7000 tonne increase in salt stocks, a 172km extension to gritting routes and greater clarity of the roles and responsibilities of the County Council, Boroughs and Districts and members of the public, which has resulted in much higher levels of customer satisfaction. An additional benefit was that the policy was jointly owned by officers and Members, which established greater co-operative working as a precedent for the future across the service. The Task Group's success was also recognised by the Centre for Public Scrutiny, where it was shortlisted for a Good Scrutiny Award.

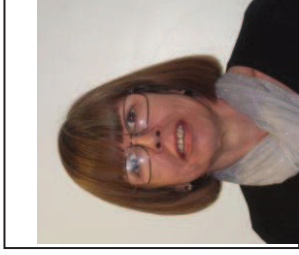
Key learning: That greater progress can be achieved when Members and officers work co-operatively, albeit from different perspectives, in order to deliver positive change for our residents.

If you want to know more please contact:
thomas.pooley@surreycc.gov.uk



Improvement example (#3): Supporting people with disabilities to find work

Rachael Walker (pictured right), *Employment Development Officer (Employability Service, Adult Social Care) shares her experience.*



Challenge: A young woman called Caroline came to us looking for opportunities to get into work. Caroline is 30, lives in Surrey and has learning difficulties and is visually impaired. She wanted to find a job which she could travel to bearing in mind the difficulties she can face using public transport.

Solution: We introduced Caroline to a voluntary role at the council. It went well and we offered her the chance to apply for a permanent job – which she got! She took part in the council's Independent Travel Training scheme which involved our travel trainers working with her each day for a week to build her confidence and independence using buses and remembering where stops are.

Impact: Working at the council and learning skills from the travel-training scheme has given Caroline extra independence and freedom. She says "I want to stay working at the council until I'm sixty-five!"

Key thing I learnt: It is really important to work closely with our clients and joining up with our colleagues in other teams (the travel team in this case) can help to make a real difference.

If you want to know more or want help with a similar challenge:
Please contact me at rachael.walker@surreycc.gov.uk or see the [Surrey Employability website](http://SurreyEmployability website)

RESIDENTS continued...

Improvement example (#4): Sustaining a passion for reading amongst local communities



Helen Leech (pictured right), Acting Virtual Content Manager (Cultural Services, Customers and Communities) shares her experience.

Challenge: When we withdrew the mobile library service as part of the Libraries Public Value Review, we identified a number of remote or deprived locations which would benefit from a static collection of books and a relationship with the Library Service.

Solution: We have worked with the local Member and the Parish Council to devise the 'Community Link' initiative. The concept allows the setting up of book collections within local community facilities, such as village halls. There's 'Community Link' opened in October, which is run by local volunteers, and supported by the Library Service. People can borrow from the collection there, use wi-fi to access online services, or use the library catalogue to reserve books.

Impact: To date, there has signed up 50 members. The volunteers are really enthusiastic and have grasped the opportunity to run the facility themselves. The space can also be used for knitting circles and book clubs and storytime sessions, so it helps to build community spirit as well. We are now at the start of planning the next 'Community Link' project.

Key thing I learnt: Partnerships with communities and the power and enthusiasm of volunteering can deliver benefits both for us and for the people we serve.

If you want to know more or want help with a similar challenge:

Please contact me at helen.leech@surreycc.gov.uk or www.surrey.gov.uk/libraries.

Improvement example (#5): Surrey's Restorative Justice process in action



Allie Taylor (pictured right), Restorative Justice Officer (Youth Support Service, Children, Schools and Families) shares her experience.

Challenge: Five Year 10 girls had assaulted a boy in their year at school. The school excluded four of the girls and all of them were arrested. The girls were feeling guilty for their actions and the victim was feeling very scared and distressed by what had happened. The young people were referred for a restorative intervention.

Solution: I met with all five girls and the victim and, following preparation, all the parties were given an opportunity to have their say and their feelings and thoughts acknowledged in a face to face mediation session. The victim was able to explain how he had been physically and emotionally hurt. It was an opportunity for the girls to appreciate the impact of their actions, to apologise and look to how they could repair the harm they had caused.

Impact: The impact for the victim was feeling relieved having had his questions answered. He knew he no longer had to be fearful of the girls and that he was able to move on with his life. The girls were able to better understand the consequences of their actions and to deal with guilt and shame they were already feeling. The girls are now much less likely to behave in this way again. They can now get on with their lives, having taken responsibility for their actions, without the blemish of a criminal record because of this restorative process.

Key thing I learnt: It is so important to offer an opportunity like this piece of restorative justice to help facilitate the rebuilding of relationships in a safe environment, which enables people to move on with their lives.

If you want to know more or want help with a similar challenge:

Please contact me at allie.taylor@surreycc.gov.uk

VALUE

We will create public value by improving outcomes for residents

Key stats and facts

- ❖ £19.6m of savings in the Medium-Term Financial Plan have been delivered so far this financial year.
- ❖ The Public Value Review programme has drawn to a close and identified £279m of savings to be delivered by 2015/16. £37m was achieved and 'banked' at the end of 2011/12.
- ❖ To date in 2012/13, 50% of the council's spend on suppliers is with Surrey-based companies.
- ❖ Through better management of our suppliers and by pooling procurement spend with partners across the South East, we have delivered £10.4m savings to date against a full year target of £25m.
- ❖ We intend to launch BuildSurrey, a construction and built environment networking site, in 2013 that provides Surrey business access to all contracting opportunities and business support to prepare businesses for working with the public sector.

A picture that tells a story



Consort House: The council purchased Consort House to better serve residents in the east of Surrey.

Improvement example (#6): Locating our staff where they are most needed

Tim Borrie (pictured right), Senior Project Manager, (Property Services, Change and Efficiency) talks about his experience



Challenge: The council's East Area office in Reigate had a lease renewal review and we took the decision not to renew and decided to purchase the freehold on Consort house in Redhill. The challenge was to move 450 staff from one building to the other over 2 weekends shortly after the London 2012 games.

Solution: As part of the Making a Difference programme of works, a multidisciplinary team with colleagues from Property, IMT, HR, Transformation, Communications and Smarter Travel, worked together to plan a streamlined move process that ensured minimum disruption to the building users. Early engagement with external stakeholders ensured that we had the required works in place before the London 2012 games started. Another key influence on the success of the project was consultation with the affected staff to ensure that all their views were being listened to and acted upon. They also played a major role in how the new building was laid out.

Impact: Being in the heart of Redhill means that our colleagues are better placed to deliver effective frontline services to residents in the east of Surrey.

Key thing I learnt: It really important to engage with staff as early as possible and work with them to help shape the environment they will be working in.

If you want to know more or want help with a similar challenge:
Please contact me at tim.borrie@surreycc.gov.uk

VALUE continued...

Improvement case study (#7): An award winning programme aimed at helping smokers quit before surgery

Dr Lisa McNally (pictured right), *Public Health Principal (Public Health)* talks about her experience



Challenge: Smokers embarking on surgical treatment have a much higher risk of post-operative complications. Aside from the impact on health, this can mean a longer stay in hospital and more time off work.

Solution: The Public Health team introduced a new referral policy and promotional system across primary and secondary care. We also developed a priority quit support service for people with upcoming surgery along with new, tailored resources and dedicated training for hospital staff. The 'Stop Before Your Op' programme was born!

Impact: Patients have shared their experiences through published case studies. For example, Jean – a 65 year old surgical patient told us about how she “immediately became defensive” when her GP advised to quit before her operation. But after successfully quitting with the Stop Smoking Service her conclusion was that “the actual habit was in my head and power was in my hands all along!”

We also won an award for the initiative from the NHS Institute for Innovation (see 'Awards' section – Annex A).

Key thing I learnt: To really make a difference you need to call the whole 'system' to action. From clinicians and managers to patients and families – everyone played their part.

If you want to know more or want help with a similar challenge: Contact the Stop Smoking Team in Public Health via www.surreyquit.net or get in touch with Lisa directly at lisa.mcnelly@surreycc.gov.uk

Improvement example (#8): Enhancing the quality of our data to improve service delivery

Simon Mitchell (pictured right), *Maintenance Plan Team Leader (Maintenance Plan Team, Environment and Infrastructure)* shares his experience



Challenge: We are refreshing a framework called the Surrey Priority Network (SPN) to plan strategies for Highway maintenance priorities and budgets for Surrey's roads and pathways. A key issue in the refresh was that over 80% of Surrey's roads are classed as lower category roads, for example, roads that link small villages together, and the data that we were getting for those roads was unreliable and meant that there were knowledge gaps of the network.

Solution: We came up with a solution following a review of our current data sources and conducting a benchmarking exercise with 19 other local authorities. We realised that by using population data and property addresses at the same time, we were able to model links between and through smaller catchment areas. This has resulted in better quality data for us to use.

Impact: Improved knowledge of the highways network will help us to make better informed investment decisions, leading to savings for the council. Enhancing our data collection techniques has also led to revisions in our maintenance programme, with activities designed around need.

Key thing I learnt: It is important to review processes and procedures from time to time to ensure they are fit for purpose. It could lead to an opportunity to improve things for residents or make savings.

If you want to know more or want help with a similar challenge: Please contact me at simon.mitchell@surreycc.gov.uk. You can read more about our work on the SPN through this [report](#).

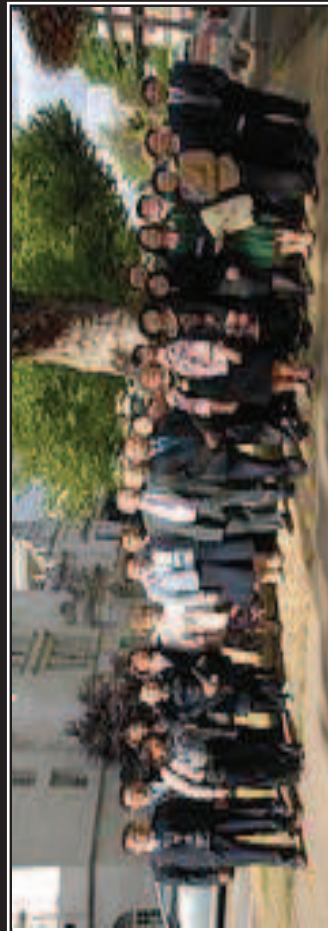
PARTNERSHIPS

We will work with our partners in the interests of Surrey

Key stats and facts

- ❖ The council is working with Elmbridge Borough Council to develop a volunteering scheme to help older residents to access “day-to-day” support by the local community.
- ❖ A single Surrey-wide domestic abuse service has been created to ensure closer joint working with partners.
- ❖ Yvonne Rees, Strategic Director of Customers and Communities has taken on the role of interim Chief Executive at Mole Valley District Council.
- ❖ The council continues to work with Isle of Wight Fire and Rescue Service to by providing facilities to host their emergency control centre operation.
- ❖ We continue to work with our counterpart authorities in the South East 7 (SE7) partnership to find further efficiencies and better ways of working.
- ❖ A partnership has been established with East Sussex to share procurement arrangements, which will deliver £2.5m savings and better value for taxpayers.

A picture that tells a story



International partnerships: Surrey hosted a delegation of education officials from China to share learning and develop partnership between schools.

Improvement example (#9): Joint working to raise children’s reading ability

Janet Thomas (pictured right), Library Programme Manager (Cultural Services, Libraries) shares her experience.



Challenge: Children’s reading skills can take a dip over the summer holiday period with so many other attractions. Our challenge is to provide something to encourage them to keep reading for the pure pleasure of it and have some fun while doing it.

Solution: The Summer Reading Challenge. We challenge 7 -12 year olds to read 6 books for fun during their school summer holiday, offering certificates and medals to keep them motivated. This year we worked with 147 schools by talking to pupils at assemblies and encouraging them to take up the challenge.

Impact: 14,668 children joined in and the fun they had was clear through the feedback. Joseph (9 yrs) felt “confident reading books ..above my age group. I really enjoyed it and it made me proud.” Max (7) looked forward to “surprising my teacher” by his reading prowess. Another boy who previously hadn’t chosen to read over summer “was keen to finish his books .. and has chosen to read with his grandparent who was transported back to his childhood”.

Key thing I learnt. Working with our school colleagues gives a huge boost to the scheme and the 64 joint medal ceremonies provide a great finish to the summer’s activities.

If you want to know more or want help with a similar challenge:
Please contact me at janet.thomas@surreycc.gov.uk or www.surreycc.gov.uk/libraries

PARTNERSHIPS continued...

Improvement example (#10): Sharing expertise for mutual benefit

Phil Mitchell (pictured right), Senior Principal Accountant (Finance, Change and Efficiency) shares his experience.

Challenge: Mole Valley had a vacancy for a Financial Services Manager. Recently, County and District have been working together increasingly on the financial aspects of several initiatives such as business rates pooling, the localisation of Council Tax support and the Troubled Families project. Here was an opportunity to take the partnership approach a stage further.

Solution: There are benefits for both councils. For Mole Valley, the vacancy is filled and I'm in a position to call on colleagues and contacts throughout Change & Efficiency to provide support and advice from SCC. In a smaller organisation where many functions are necessarily covered by one person only, this provides a measure of increased resilience. For Surrey, we develop expertise and understanding of the district's financial position and a first-hand comparison of our methods and processes with those in a smaller, slimmer organisation.

Impact: It's still early days – only 6 weeks in at the time of writing – and I'm immersed in the budget process. I've managed to import some of the techniques that were used successfully in Surrey's budget planning into Mole Valley's process.

Key thing I learnt: The size and diversity of services in the county means that Finance staff tend to specialise in particular service areas. At a District level, the scope of the role is wider and I need to know a bit about everything.

If you want to know more or want help with a similar challenge:
Please contact me at Phil.mitchell@molevalley.gov.uk



Improvement example (#11): More efficient ways of helping to protect residents from the risk of fire

Wayne Barrett (pictured right), Watch Manager (Fire Investigation and Community Risk Reduction, Fire & Rescue) shares his experience.

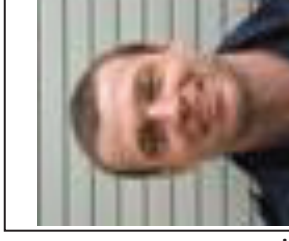
Challenge: Most home fire safety visits (HFSVs) came in the form of one-off demand from residents, which took a long time to arrange (up to six months) and often meant visits were delivered in isolation and may have missed properties at greater risk from fire.

Solution: We changed the way we worked by having teams covering a locality for a number of days consecutively and are on hand to respond quickly to residents wanting the service. Call handling was given to SFRS Joint Emergency Control Centre (JECC), which can generally pick up requests from the public and book in visits more quickly. The use of trained volunteers has enabled us to effectively 'double' our workforce and to continue with a campaign when the appliance has been called to an incident.

Impact: We have cut waiting times to between six to 14 days and are better able to identify residents who are at greater risk from fire incidents. We have had very positive feedback from the public on the benefits of the exercise. The revisions to the scheme have allowed us to work in a smarter way and better use of fire-fighter time equates to an annual efficiency saving of around £260,000.

Key thing I learnt: There is no substitute for offering the public an efficient service from their initial enquiry to receiving the service and effectively supporting staff to achieve the required objectives.

If you want to know more or want help with a similar challenge:
Please contact me at wayne.barrett@surreycc.gov.uk



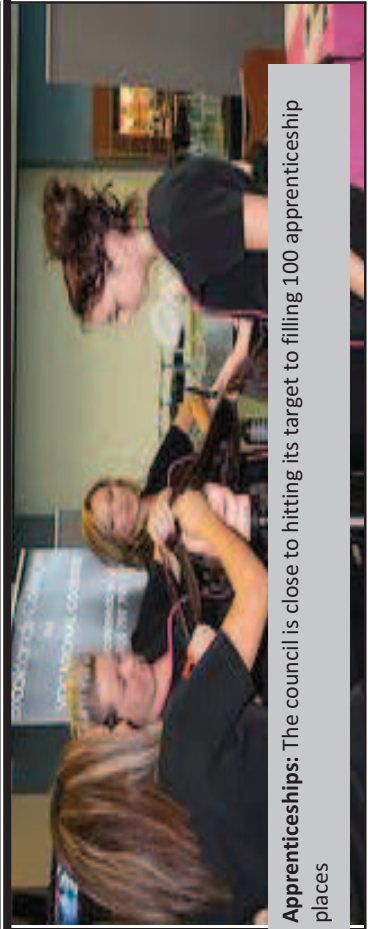
PEOPLE

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

Key stats and facts

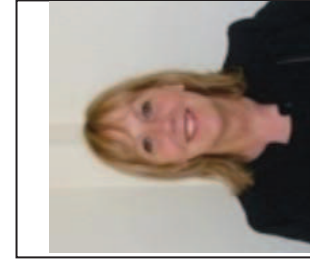
- ❖ The council is on track to fill 100 apprenticeship places at the authority, with 77 places filled to date.
- ❖ Year to Date Spend on staffing is £146.5m – approximately £5.5m under budget.
- ❖ 88% of staff understand how their work supports Surrey residents.
- ❖ 41% of staff would speak highly of the council as an employer – 5 percentage points higher than 2011 (36%).
- ❖ 7.75 days per FTE per year lost to sickness – 0.55 days above target. However, the long-term sickness trend is falling year on year, with 0.44 fewer days lost to sickness than September 2010 (8.19 days). It also represents better performance than the local government average (10.9 days sickness absence per FTE).
- ❖ Following the award in 2011 of the Charter for Elected Member Development, the council is working towards achieving the more advanced award, Charter Plus.
- ❖ October saw the launch of the Iconic Leadership Development programme – a joint venture between four councils in the South East including Surrey. Four of our most talented senior managers are participating on the scheme.

A picture that tells a story



Apprenticeships: The council is close to hitting its target to filling 100 apprenticeship places

Improvement example (#12): Developing the workforce of the future



Hannah Hamon (pictured right), HR Business Services and Training Team Manager, (HR and Organisational Development, Change and Efficiency) shares her experience.

Challenge: HR has been driving the council's apprenticeship scheme, so we wanted to support the scheme by recruiting an apprentice to join our team. We identified a number of tasks and activities including developing a system to loan out training equipment but we were keen that they would also bring fresh ideas to our processes.

Solution: While recruiting, we were conscious that many of the candidates were straight from school and may not be familiar with the interview process. We developed an in-tray exercise to give the apprentice an insight into the work we did which we hoped would make for a successful match.

Impact: The benefits for the team have been fantastic! The team has had such a buzz from seeing our apprentice grow. It's also been a great developmental opportunity for other members of the team to hone their coaching and mentoring skills and to develop in other areas, such as communication, team-work, problem-solving and IT skills.

Key thing I learnt: There is great satisfaction in helping give a young person the opportunity to grow and develop. It has been great value for our team, so it's well worth getting involved with.

If you want to know more or want help with a similar challenge: Please contact me at hannah.hamon@surreycc.gov.uk.

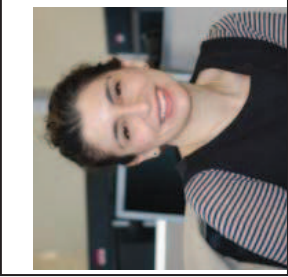
QUALITY

We will ensure the highest quality and encourage innovation

Key stats and facts

- ❖ 99% of road safety defects being repaired within 28 days.
- ❖ On track for 97% of young people in Years 12 to 14 participating in education, employment or training.
- ❖ All 1437 additional school places required for September 2012 were delivered.
- ❖ The council is ranked 9 out of 32 Waste Disposal Authorities in England for waste recycled for 2011/12.
- ❖ A contract was agreed with BT to deliver Superfast Broadband. The estimated benefit to the county economy is £28m annually.
- ❖ Technology will assist with preparations for adverse weather conditions this winter, using gritters equipped with GPS trackers and thermal maps of salting routes.

Improvement example (#13): Making it easy for customers to complain to drive better outcomes



Loulla Woods, Customer Relations Manager
(Customer Services, Customers & Communities) shares her experience.

Challenge: Securing recognition by all staff and Members that customers have the right to complain and to have things put right when we have failed in some way. Every complaint is an opportunity for us to learn and improve.

Solution: We implemented a **complaints policy** that has a clear message – we encourage complaints because they are good for business. Having a policy demonstrates the council’s commitment to listen and learn from its customers and it works because it is supported by a robust complaints procedure that ensures fair and impartial outcomes.

Impact: The council regularly exceeds its corporate target (90%) of responding to complaints within 10 working days. Our complaints procedure is considered by the Assistant Local Government Ombudsman as a model of good practice. Of all the (corporate) complaints made to the LGO last year, none led to fault being found because we had thoroughly investigated and taken appropriate action already.

Key thing I learnt: Complaints can be emotive and challenging and it’s natural for staff to feel defensive when their service or team is being complained about. So it’s really important to invest in training and support for staff so they feel empowered to be objective, impartial and fair minded in complaint investigations in order to get the right outcome.

If you want to know more or want help with a similar challenge:
Please contact me at loulla.woods@surreycc.gov.uk or go to **Surrey County Council - Comments compliments and complaints**

A picture that tells a story



Winter preparation: The Council is using the latest technology to prepare for any adverse weather conditions this year.

QUALITY continued...

Improvement example (#14): Speeding up the issue of Blue Badges

Jacquie Thompson (pictured right), Blue Badge team officer (Blue Badge Team, Customer and Communities), shares her experience



Challenge: on 1 January 2012 the Government introduced a new national Blue Badge application process in attempt to reduce fraud. Whilst the changes made the process more robust it slowed turnaround times as customers had to provide more information.

Solution: The Blue Badge team reviewed their processes and simplified the forms and online guidance for customers. The team has also begun calling customers when further information is required opposed to sending them letters. Calling customers has sped the process up and also reduced the number of unnecessary and quite time consuming reviews.

Impact: The average time to process Blue Badges has reduced from an average of 6 weeks to 6 days. The team also now rejects less people who have a genuine need but have not completed their application correctly.

Key thing I learnt: A few simple changes to processes can have a huge impact on customers. The team is now conducting a more extensive review of the process using the 'Rapid Improvement Event' methodology with the Customer and Communities Policy Team.

If you want to know more or want help with a similar challenge:
Please contact alison.wright@surreycc.gov.uk

Improvement example (#15): Supporting people with dual sensory loss to live independently

Bev Bishop (pictured right), One-to-one Support Team Manager (Surrey Association for Visual Impairment - SAVI) shares her experience.



Challenge: Miss S has a dual sensory loss (DSL). Until May 2011, when Miss S had a fall at home, she had been living independently in a first floor flat for at least 10 years. Miss S's recovery was not as quick as was hoped and after leaving hospital she remained in a residential home for over a year. During this time she experienced some additional setbacks in terms of health and emotional wellbeing. It was always Miss S intention that she would return to living independently, in the community, with a support package, as soon as she was able.

Solution: The SAVI Communicator Guide and Specialist Sensory Worker (DSL) worked with Miss S, her family, care practitioner and care provider to plan for Miss S to move to a new flat. There were lots of elements to this including agreeing and planning the specialist nature of the care support required, providing emotional support to Miss S and her family, and assisting Miss S to plan weekly routines and get out and about to the shops, medical appointments and social events.

Impact: Miss S has moved out of residential care into her new home. She is becoming more confident and independent in her new home. Miss S said "marks out of 10 for Communicator Guide Service, 9.5!"

Key thing I learnt: The importance of working in partnership to help people to manage their own support in a setting which will enable them to regain their independence.

If you want to know more or want help with a similar challenge:
Please contact me at bbihsop@sa-vi.org.uk or see the SAVI website at: <http://www.surreywebsites.org.uk>

STEWARDSHIP

We will look after Surrey's resources responsibly

<p>Key stats and facts</p>	<ul style="list-style-type: none"> ❖ To date, 55% of the council's waste is being recycled. ❖ The switchover from analogue to digital television has resulted in a 40% increase in television recycling for the first six months of 2012 when compared to the same period last year. ❖ We are cutting carbon emissions from the council's buildings – we have generated 12% less CO2 emissions than in 2009/10. ❖ The UNICORN single shared IT network with Berkshire is forecast to deliver £5m savings for the council. ❖ Work on the Eco-Park has been able to progress as the period of time to challenge the planning application has elapsed without any challenges being received. An Environmental Permit has also been issued by the Environmental Agency. ❖ The council's external auditor, in his 2011/12 Annual Governance Report, confirmed the council is now in the lowest 20 per cent of county councils for spending per head of population. This has been achieved through cost reductions, procurement savings and efficiencies.
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<p>Improvement example (#16): Watching our wastes – changing behaviours for a sustainable Surrey</p>	<div data-bbox="327 134 662 380" data-label="Image"> </div> <p>Felicity Stanbridge (pictured right), Campaign Communications Officer, (Communications, Chief Executive's Office) shares her experience.</p> <p>Challenge: Recent research indicates that Surrey residents produce about 80,000 tonnes of food waste every year, which has significant environmental and financial implications. The cost of collection, disposal and treatment runs into millions and, according to WRAP (Waste and Resources Action Programme), wasted food costs the average family up to £50 a month. We aimed to stimulate a change in behaviour that results in Surrey residents throwing away less food and result in significant financial savings and less waste going to landfill.</p> <p>Solution: An integrated approach was used for a campaign using a variety of channels to communicate the campaign's key messages most effectively within the budget, to raise awareness of the need to reduce food waste.</p> <p>Impact: The campaign generated the equivalent of over £26,000 in media coverage. We spoke to nearly 3000 residents at live events and secured over 1500 pledges to reduce food waste. Waste tonnage data in April showed a 3500 tonne reduction year on year, saving over £7.6m.</p> <p>Key thing I learnt: Communicating, and specifically illustrating, the volume of food being wasted has a shock factor that gets people to stop and think before throwing food away. It's all about education and helping residents to change their behaviour in a positive way.</p> <p>If you want to know more or want help with a similar challenge: Please contact me at lovefoodsurrey@surreycc.gov.uk or see www.lovefoodsurrey.com.</p>
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<p>A picture that tells a story</p>	<div data-bbox="981 1120 1380 2072" data-label="Image"> </div> <p>Excellence in recycling: Residents are playing a big part in helping the council meet its recycling target.</p>
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LONDON 2012 IN SURREY

“I have taken enormous satisfaction from the way that Surrey made the most of being part of one of the greatest sporting events that the country has ever experienced. The Olympics and Paralympics showcase many fantastic examples of a ‘One Team’ approach in action” - David McNulty

RESIDENTS

Getting involved – the Surrey Ambassador’s scheme

The Ambassador’s Scheme was part of a national programme of volunteer recruitment to ensure that spectators at the Olympics events were given a warm welcome. There was a high level of interest in the scheme:

- **700 Surrey residents** applied to be Ambassadors.
- **420 people were recruited as Ambassadors**, with **100%** of them turning out to help at the Torch Relay and Cycling events.

One of the Ambassadors at Reigate, Lisa Fairman-Brown, said:

“I found yesterday’s Torch Relay through Reigate to be the most amazing, brilliant, wonderful and fun thing to be a part of. The atmosphere was so lovely and it was great to be a part of the Surrey Ambassadors team.”



A Surrey Ambassador giving advice to a spectator

VALUE

Boosting Surrey’s economy

Surrey took full advantage as one of the surrounding counties to London by developing commercial opportunities to stimulate economic activity:

- The Torch Relay and Cycling events were estimated to have raised **£44m** for the county’s economy.
- Surrey companies won **340 Olympics-related contracts** – more than any other county in the South East region. This generated **£800m** for the local economy.
- Surrey facilitated pre-Games training camps for **43** foreign teams, including Croatia. They contributed over **£700,000** to Surrey’s economy.

A guest at the Woking business event told us:

“The business event was very informative and there was a lot of enthusiasm from the main parties; it was really good.”



Delegates in discussion at one of the Olympics business presentation events.

PARTNERSHIPS

'One Team' working in action

The success of the Olympics would not have been possible without the close working relationships we have with other public agencies and the private and voluntary sectors.

- The council worked in partnership with **other local authorities**, and the **private and voluntary sectors** to host **Live Sites** around the county. These were locations where spectators could watch large screen TVs in a **community atmosphere** as well as enjoy other entertainment and activities.
- Close working with **other local authorities** and the **Police** ensured that the Torch relay event went smoothly and without incident.

Juliette Shears from Walton attended one of the Live Sites:

“Just to say well done to your team for organising such a fun ‘location’ at Walton Green, Esher for the speed trials. We had a fantastic day, the atmosphere was brilliant. It cost us nothing!”



Young people playing wheelchair basketball

QUALITY

Delivering a high quality Games

It has taken years of preparation and hard work to be able to produce Olympic events that the county can be proud of. The scale of the task is illustrated by the following facts:

- Deployment of **1000** road closure signs, **199 kilometres** of safety barriers, **3000** advance warning signs and **5000** cones along the Torch Relay and Cycling routes.
- **10 highway features**, for example traffic islands, were temporarily removed then reinstated.
- All roads that closed for the cycling event were **reopened ahead of schedule**.
- **91%** of residents that lived along the Torch Relay and Cycling routes **felt informed** of the impact the planned disruption would have. This was due to the distribution of regular newsletters to homes and businesses on the route.
- Surrey County Council engagement officers attended over **60** events, and held face-to-face discussions with over **4000 residents** and **80 businesses**.

Here is the reaction from one of our residents:

“I have been watching the cycling from the roadside in Esher and have been very impressed by the low key orderliness and organisation. Thank you for the various newsletters you have distributed to keep us informed. Surrey County Council has excelled!”



Cycling event in action at Box Hill

PEOPLE

Developing opportunities

For some of the volunteers that were involved in Surrey's Olympics preparations, this presented them with an opportunity to develop new skills and gain confidence:

- 60 adults took part in the **Personal Best programme**, which offered volunteering skills and work experience opportunities to those who have few or no qualifications or were unemployed. Two graduates of the scheme went on to become **Games Makers** at London 2012.
- Colleagues in 25 libraries and 12 museums received training to become **Tourist Information Points**. The training was facilitated by the Guildford Tourist Information Centre and the Surrey 2012 team.
- Surrey helped to recruit 20 participants for the **BP Young Leaders scheme** – the highest for any county outside of London. They were tasked with **organising community projects**, which enabled them to gain experience, develop confidence and learn how to become leaders of the future.

Fran Edwards took part in the Young Leaders scheme:

“It is such a privilege and honour to be selected as one of the Young Leaders, when there were only 100 places in the UK. I’m already learning a lot about the qualities that I need to become a leader by developing programmes in the local community. It is a dream come true to be involved in the Games.”



Fran Edwards with Dame Kelly Holmes

41

STEWARDSHIP

Sustaining service delivery

Despite the inevitable disruption that the Olympics would cause to people's everyday lives, the council put plans in place to ensure that the effect on council services and businesses was minimal.

- **1500** vulnerable adults were identified and cared for by Adult Social Care.
- Diversions were put in place for **public transport routes** to maintain service provision.
- A **multi-agency traffic management plan** was produced, which included managed access plans for residents. District and Borough Councils have been complimentary about the effectiveness of the plan for managing the Torch Relay event.

A spokesperson for the Lifestyle Services Group said:

“From our perspective, the day went very well; we were able to maintain our service and customers were not impacted at all. Your presentation to talk through the impact of the events was particularly helpful.”



The cycling event route is shared with local businesses

CONCLUSION

55. The council has faced a number of extra ordinary events and challenges over the last six months and has **met these challenges successfully**. In doing so the council has built on the strong progress made over the last four years and demonstrated an ability to respond effectively to new and significant challenges.
56. The achievements of the last six months - and the last four years - give me **great confidence** that the council can successfully navigate the incredibly tough set of challenges it will face in the coming months and years.
57. There will as always be a huge range of things we need to focus on over the next six month period. In particular it is crucially important that we focus on **developing a stronger platform for innovation**. The complexity and scale of the challenges ahead require us to develop an innovation capacity and capability that compares well not just to other local authorities, but to leading organisations from all sectors and industries. We have a sound base from which to do this and I will be engaging with Members to further develop our approach. There will be a Local Government Association led peer challenge in late February that will help test and refine our plans.
58. Supporting **economic growth** and strengthening the competitive position of the county will remain a key priority over the coming months. We will continue to work in close collaboration with our partners, including the South East 7, other councils and public services in Surrey, the voluntary, community and faith sector, and private sector partners.
59. In April responsibilities for **public health** will formally be transferred from the NHS Surrey to the council. The “soft transfer” of public health staff into the council has helped to smooth the transition and a report on future plans was presented to **Cabinet on 27 November 2012**. Over the next six months the important joint work on **health and social care** will continue to be taken forward through Surrey’s Health and Wellbeing Board.
60. There will of course be lots to do in late December and early January to analyse what the **local government finance settlement** means for Surrey. A Member seminar is scheduled for 17 December and there will discussions in January so Members are ready to agree on the budget at Council in February.
61. Members may also be aware that there is an **election** due to be held in May 2013. Members will of course be paying particular attention to this over the coming months. Equally, officers will be working to ensure the processes and procedures are run smoothly and a full induction programme is planned for new and returning Members.
62. I look forward to continuing our work as **one team** over the coming months. I want to state again how grateful I am to Members for their continued leadership, input as “critical friends” and commitment to improving outcomes and value for money for Surrey residents. I intend to pull together a report in June 2013 which will provide a full assessment of the period of the current Council from 2009 to 2013.

Lead/Contact Officer:

David McNulty, Chief Executive, 020 8541 8018

Sources/background papers:

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

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

Q2 2012/13 Business Report to Cabinet, 23 October 2012

Budget Monitoring Forecast 2012/13 (period ending October 2012), Report to Cabinet 27 November 2012

ANNEX A – EXAMPLES OF AWARDS AND PRAISE RECEIVED

- Cabinet Office Minister, Francis Maude, praised the council for being **social work pioneers**. This was in response to establishment of an independent organisation to give deaf and hard of hearing people more **personalised care**. The Minister had previously praised the council for the Public Value Review programme for finding better ways of spending public money.
- The council, with highways contractor May Gurney, won an award for '**Innovation in partnering**' from the Association of Consultant Architects for achieving **£6m of savings in a year**. May Gurney saved £4.1m on the previous road maintenance contract covering potholes, winter work and the upkeep of bridges. A further £1.9m of savings were realised against previous deals to clean drains and improve road surfaces. They have also beaten the tough performance standards set by the council, with latest performance information showing **98% of potholes are fixed or made safe within 24 hours**.
- An initiative to transform young people's services has won two awards at the **Chartered Institute of Purchasing and Supply Awards**. The project saw community groups take over the running of youth centres and delivered £1.8m savings for taxpayers. The Council won awards for **Best Public Procurement Project** and **Best People Development Initiative**, which rewards high quality staff training.
- The Reigate Hill footbridge project, carried out with Balfour Beatty, was **highly commended** in the small project category of the **ICE Thames Valley Engineering Excellence Awards**. Structural improvements were made and railings recast to update the bridge used by walkers on the North Downs Way to cross the A217.
- The council's Public Health team won the **NHS Vanguard Programme 'Best in Region' Award** - from the NHS Institute for Innovation and Improvement. It is given for what they see as the **best innovation in relation to health and well-being**. It was awarded for an initiative aimed at increasing the extent to which smokers accessed NHS Stop Smoking Services prior to undergoing surgery (see case study on page 9). Quitting just a few weeks before surgery significantly reduces the risk of post-operation complications such as surgical site infections. The number of quitters was increased by **600%**, with **projected annual savings of £500,000**.
- The council's **Finance** team won a Bronze award in the **Progress through Transparency** category at the **IESE Improvement and Efficiency Awards 2012**. The judges recognised the efforts of **closing accounts on a quarterly basis**, not only in terms of the speed of closure, but also recognition of the provision of **in-year information on the council's financial position**, which is important to decision makers.

- The council has been shortlisted for three categories at the **LGC Awards 2013**. The first shortlisted nomination is for the **Council of the Year** award. The result will be announced in March 2013.
- The second award the council was nominated for was in the **Health and Social Care** category for the work being done on **Prevention through Partnership**. Some of the benefits from this work include introducing a **free, universal telecare service** with potential take-up of over 8000 clients
- The third **LGC Award** the council has been shortlisted for is in the **Corporate Governance** category.
- **Surrey-i**, the council's one stop portal for data, information and intelligence about Surrey, was a shortlisted finalist in the **UK IT industry awards 2012**.
- The council won the **SOCITM National Award for Innovation** for 2012 for the **Modern Worker Programme**.

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