

DRAFT

**Chief
Executive's
progress
report
October 2016**

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Part 1

**Introduction, 6 month
progress and summary**

Introduction

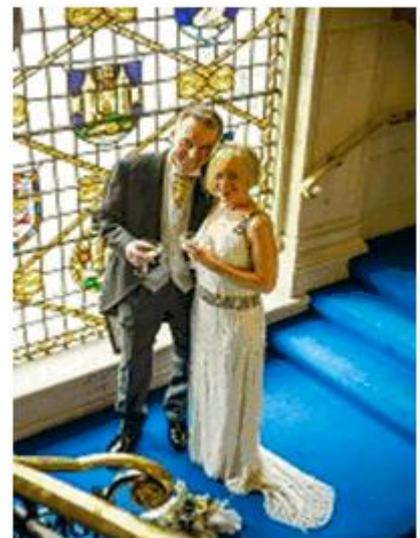
It's hard to believe that six months have gone by since my last progress report. This is my fourteenth since I started as Chief Executive here and it's humbling to look back and read the case study stories of all of the great work that has been done over this time – I counted that over the years we've covered 155, and that doesn't even include the ones in this report. This is a staggering number and it's just a small proportion of our achievements as an organisation.

It's been an unusual period because, as you may be aware, during the summer our Leader, David Hodge underwent heart surgery at St. Bartholomew's Hospital in London. Whilst I'm pleased to say he's been recovering well at home, it goes without saying that his presence has been missed by Members and colleagues alike. Our Deputy Leader Peter Martin has done a great job of leading the council in his absence and I'm really grateful to him for the productive meetings we've had to keep the momentum going. I've also been visiting the Leader at home to keep him updated on developments. David is commencing a period of phased return during October and I'm sure you will join me in welcoming him back.

The case studies in section 4 cover a fraction of our achievements over the past six months – for example, Michelle tells us about a new system to allow residents to self-serve by booking online for birth registrations, whilst Elizabeth tells us how we've encouraged school children to run a daily mile through the 'Run to Rio' scheme. As well as your case studies, I've included some of the awards and recognition we have celebrated since my last progress report. I'm sure that there are many more examples that I simply don't know about because Surrey's culture is quite humble. We have a significant number of colleagues who do great work and yet are reluctant to showcase it. They just get on with doing it. We do have to work hard to get examples as colleagues don't seem to like looking for praise. It's important that we do include them though for two main reasons: to thank colleagues and celebrate their work and to share good ideas across the county.

On a personal level, I have my own mini case study. In July I started an exciting new chapter in my life when I got married here at County Hall. My wife Ishbel and I had a wonderful day and if you're looking for a wedding venue we cannot recommend County Hall highly enough. Our colleagues who arrange marriages here were wonderful and made sure that our day ran perfectly from beginning to end. I can't think of a better setting.

While this report is an opportunity to showcase our progress and achievements, I hope that every one of us can take inspiration and learn from each other.



The last six months

In this section I will tell you about the areas of work that have been developed over the past 6 months and will continue to progress over the coming months.

Financial pressures

We face a pivotal moment.

We've cut our budgets, increased efficiency and saved huge amounts of money over the last few years with little impact on frontline services but from here on that's no longer possible. The increasing funding pressures and our growing population means that we will need to make some difficult decisions and change services that we provide to our residents. In part 2 I explain our financial challenges in more detail.

During September our Deputy Leader, our Cabinet Member for Health and Wellbeing and I met with Surrey MPs including Chancellor Philip Hammond MP and Transport Secretary Chris Grayling MP, to explain our financial pressures and the changes that we will need to make. For example, we discussed the extra £24 million a year that needs to be spent on adult social care alone. We also discussed the benefits of devolution (explained below). The MPs were very supportive of our cause and I'm optimistic that they will work hard with us and with government to secure a more sustainable financial basis for Surrey County Council.

Even though our MPs are supportive of our cause, we can't rely on their help alone and I have been really inspired by your commitment to working more smartly and effectively, re-designing how we work to make sure that our residents receive the best services possible within the funding available.

Devolution

Our work on securing a devolution deal is progressing steadily. I enjoyed meeting with a number of colleagues over the past few months at Devolution Litebite sessions.

In September, I, together with representatives from our partner councils, attended another very positive meeting with Treasury and the Department for Communities and Local Government, where we continued our discussions about securing a devolution deal as a partnership known as The Three Southern Counties (3SC). The partnership includes three county councils, 23 district and borough councils, three local enterprise partnerships, businesses, 12 CCGs (Clinical Commissioning Groups) and more. One of the benefits of a devolution deal is that it would enable 3SC to have control over budgets within our area to improve infrastructure such as rail and other transport services and build housing to support the increasing population and business investment in the area. We are hopeful that we can secure a devolution deal by Christmas. This is an ambitious time scale and I'm really impressed with the energy and hard work of our partners to make this a success.

Orbis

A partnership between Surrey County Council and East Sussex County Council, Orbis is about putting the customer at the heart of what we do with greater access to combined expertise, knowledge and experience whilst delivering significant savings. Following the approval of the three year business plan by our Cabinet in October 2015 our work has been

progressing steadily. We've amalgamated business support departments and appointed a single shared leadership for these services. We've found that by working with East Sussex we've had greater opportunities for the use of innovative technology – for example, we've successfully implemented a shared electronic invoicing system. Work is ongoing to integrate the senior management teams within each area.

Another exciting development with Orbis is that Brighton and Hove County Council will be taking a report to its Policy, Resources and Growth Committee on 13 October to recommend that it joins the Orbis partnership. At this stage a decision has not been made by Orbis to confirm an additional partner but it's a really positive endorsement of the partnership and it is aligned with our ambition to grow.

In April we launched the Orbis Public Law partnership, an ambitious partnership between the legal departments of Brighton and Hove City Council, East Sussex County Council, Surrey County Council and West Sussex County Council. Each of the four councils' legal teams face similar issues of increasing financial challenges and fewer resources. Individually, each council currently struggles to recruit and retain legal staff. By working together, the four partners can more easily manage the demand and provide the quality, and often specialised, legal service that councils rely upon whilst making savings that would not be possible in isolation. The aim is to create a resilient, flexible service with expertise and provide a quality, cost effective service for our customers. The implementation is underway, starting with the commercial areas of law – property, contract and procurement.

Health and social care integration

One of my biggest areas of work is my collaboration with colleagues and partners on health and social care integration. By 2020 Surrey's elderly population is set to increase by 20,000 and by the middle of the next decade 56% of the population will be aged over 65. Whilst it's great that our residents are living longer, our current health and social care structure is not sustainable to manage the increasing demand that this puts on our services and so we need to re-design the way that the system works.

There are three geographical "health" areas in Surrey where plans for improved systems are being developed. These health areas are divided according to where clinical commissioning groups (known as CCGs) are based. These are:

- Surrey Heartlands - covering the geographic areas of Guildford and Waverley CCG, North West Surrey CCG and Surrey Downs CCG;
- Frimley Health - covering the geographic areas of Surrey Heath and North East Hampshire and Farnham CCG (also covering areas outside of the county);
- Sussex and East Surrey - covering the geographic area of East Surrey (also covering areas outside of the county).

I chair the Surrey Heartlands Transformation Board, which covers Surrey's biggest geographical health area. We have been working hard to develop Surrey's Sustainability and Transformation Plans (STPs) across our three areas, and the Surrey Heartlands plan is one that I have been heavily involved with. The STPs are the overarching strategic plans for local health and care systems over the next five years and are built around the needs of local populations. You can read more about health and social care integration in part 3.

Safer Surrey

Following the Ofsted inspection of our services for children in October and November 2014, colleagues are working tirelessly to make improvements for children who require our support and we're making steady progress.

As part of this work, we are committed to a 'Safer Surrey' approach. This is a strength-based approach built on the belief that by giving children and families the tools to help themselves, we will empower them to make positive decisions for their futures. Following a recent monitoring visit, Ofsted confirmed that the pace of improvement has picked up over the last four months as a direct result of teams embedding the Safer Surrey approach, but there is still more to do to ensure consistency in all our practice.

The principles and values at the core of Safer Surrey run through all of Children, Schools and Families (CSF). It is our vision to build on the work that is already being done by embedding it across the whole CSF directorate, as well as with our partners, in the coming months and into next year. This will help us ensure that every family that comes into contact with us has the same positive experience and will enable professionals and families to work together to achieve better outcomes for children.

MASH

Working with our partners, we have been busy developing our Multi Agency Safeguarding Hub, known as the MASH, which went live on 5 October.

The vision is to provide a single point of contact for safeguarding concerns relating to children, young people and adults in Surrey. Previously, agencies didn't work together as one team so residents could be redirected to other services and there was duplication of work and effort which took up valuable time both for the vulnerable residents and for the agencies. Agencies are now working together to build a full picture of need, bringing together data, knowledge and information between partners including social care, Surrey police and public health.

With one point of contact for reporting a safety concern, we can ensure that anyone in need, regardless of age, will be provided with the appropriate level of support at the right time.

Culture and staff survey

Thank you to all colleagues for the feedback from the last staff survey – a big theme that came out was that colleagues feel really well supported and energised within their teams and feel that they can make a difference here. We're also working on areas of improvement which you can read more about in part 3.

I also want to thank colleagues for taking part in our review of Pay and Reward.

We worked hard with trade unions to review our pay, reward and benefits for colleagues as part of the ongoing improvement of our organisation. Our aim is to become an employer of choice and fulfil our commitments to residents to the highest possible standards.

As a result of feedback, we changed and improved the offer and we've put the different parts of the proposals into practice.

As part of the review we developed a new behaviours framework. This was designed with colleagues and Members to ensure it is representative of the kind of organisation we need to be to achieve the right outcomes for residents. We held over 60 interviews which contributed to the picture of how high performing colleagues behave, and the impact they have on their service and others. I'm confident that these behaviours will strengthen our appraisals and the vital role performance management has in our organisation. It will also help shape how we learn and develop and how we attract and recruit the right people.

In addition we introduced moderation into our appraisal process for the appraisal year 2015/16. Moderation allows managers to offer each other support and challenge to ensure a consistent approach to allocating performance levels. It can also help to identify our top performers so we can help them to develop further, and ensure we take an active role in supporting those whose performance is not reaching the standards we're aiming for. As part of the moderation process, we re-introduced pay progression for colleagues who are performing to the standards that our residents expect of us.

Public service transformation

In our times of financial constraint, working together with our partners to help our most vulnerable residents is absolutely vital. We've come a long way with our public service transformation, including relieving pressure on our emergency services. We have been strongly focused on early help, preventing problems from spiralling out of control. As part of this work, we've supported people experiencing mental health crisis by providing them with 'Safe Havens' where they can receive help and support both from professional staff and peers. This alleviates the pressure on A&E services and is a more appropriate form of support. We've also been working at reducing the number of women in our criminal justice system. You can read more about our public service transformation work in part 3.

Volunteering

It's amazing that over the last six months our colleagues have volunteered over 2,000 hours through employee volunteering. In our financial context it's more important than ever that we build our community spirit and help one another. You can read more about this in the case study section and on s-net. We have a great story from Megan McGovern on s-net and Chess Dennis tells us about what she has done to support care leavers in part 4. I know that many of you volunteer in other ways, both within and outside your areas of work.

Looking ahead – the next six months

There is no avoiding the simple fact that the next six months will be crucial for the county council. We have a new government at national level and the decisions that it makes over the coming months will have a huge impact on us – the autumn statement on 23 November will be a defining moment. It will signal to us what funding we can expect for local government. We will have more of an understanding of the government's approach to devolution and on further changes to public services, which will have implications for where and how Government spends money in the future. We will also know more about Government's expectations of the public sector including how different parts of it work together.

Over the next six months, my first area of focus will be our **sustainability**. Our budget reductions mean that we will need to make some big changes in the services that are available to our residents. We will continue to explain the situation to our residents, Government and our MPs so that we can work together to achieve the best outcomes possible under the circumstances. Alongside this, government will be making choices about the future funding of local government through the retention of business rate income which could represent an opportunity or which may make our position even more difficult. Our budget setting process for next year and for our medium term financial strategy is fundamental to our future. It's not just about making specific choices, important as those will be. It is about the way in which we see ourselves operating in the future and our relationships with other organisations. This is not something that we can just leave for another day, it is something that we have to consider and get right now as we make choices for next year.

My second area of focus will be **devolution**. Devolution is now centre stage as the way in which, working with our partners in East and West Sussex through the Three Southern Counties (3SC), we could secure opportunities to have a greater say in what happens and how it happens in our area. We have already put together a wide ranging and compelling set of proposals to Government for more local decision making on infrastructure, skills, transport and digital connectivity and on the way in which we can meet planned housing growth. If we can strike a deal with Government, over the next six months we will be able to start making decisions on how to best spend the devolved budgets and how additional investments can be made which sit alongside our current structures.

Thirdly, our work on **health and social care integration** will come centre stage as we start to implement our Sustainability and Transformation Plans that we have been working on intensively with our health partners. These plans are very complex and it will certainly be a challenge to work at pace on these. Never before has partnership working been more important as we come together with organisations with different cultures and organisational structures to re-design services for our residents.

This brings me to my final area of focus which is integral to the other three areas – the **capacity and capability** of our organisation and a culture that supports effective leadership and high performance. These have never been needed as much as they are now. I will be working hard with colleagues to ensure that we effectively lead the scale of changes that we will need to make over the coming months and years with confidence, whilst we also manage the ongoing pressures of day to day business.

Conclusion

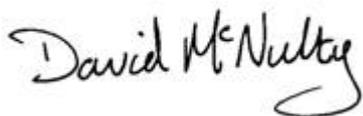
Thanks to our courage, enthusiasm and determination, we've come a really long way to overcome our challenges during these past six months. By working together as one team within our organisation and with our partners, I'm optimistic that we will find new ways to serve our residents in the face of our financial constraints, to ensure that they remain healthy, safe and confident about their future.

A while back some colleagues gave me a card with a quote from Thomas Edison:

"If we all did the things we are capable of doing we would literally astound ourselves."

When I read our case studies I'm astounded by the quality of the colleagues working for Surrey.

With thanks,

A handwritten signature in black ink that reads "David McNulty". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

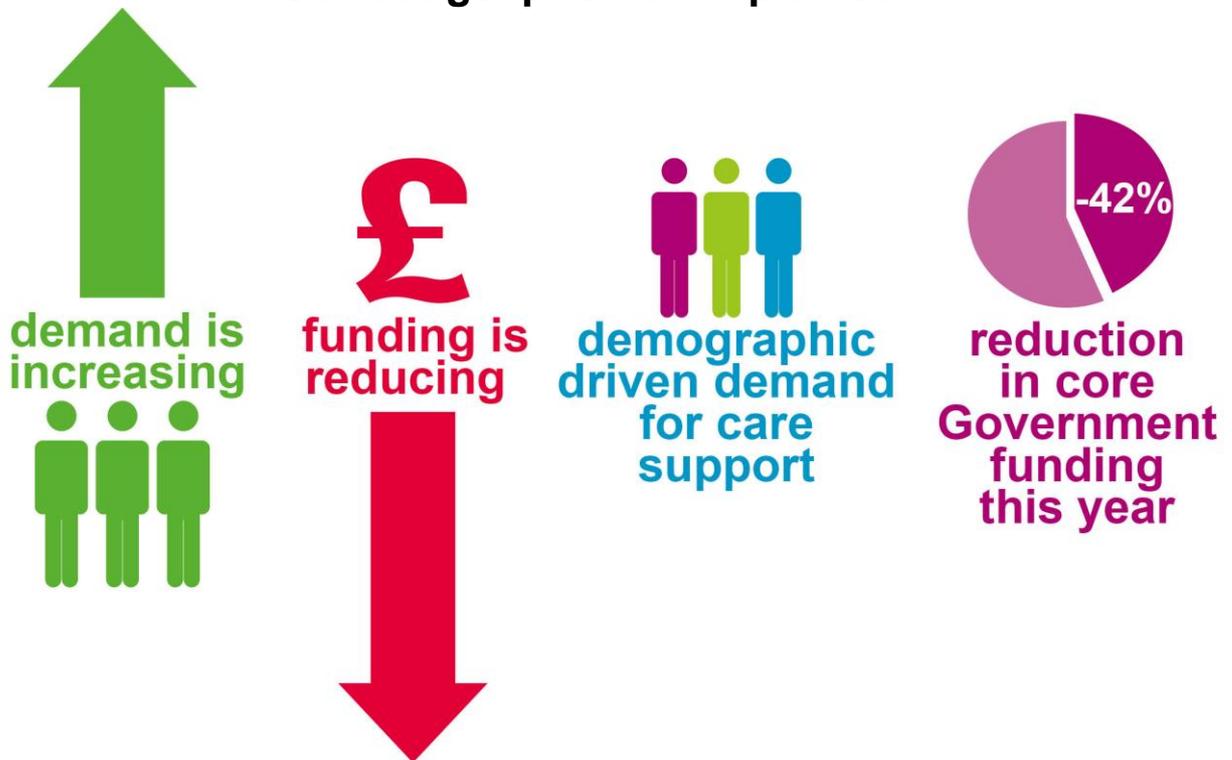
David McNulty

Chief Executive

Part 2

Our budget position

Our budget position explained



The population of Surrey is increasing, particularly that of older residents - by 2020, the number of Surrey residents over the age of 65 is set to increase by 20,000, and a great number of them will require care and support services. Despite this, government funding is reducing – this year, there was a 42% reduction in core government funding.

Our budget pressures



80% of the council's funding is generated from council tax collected from our residents. Councils are not permitted to raise council tax by more than 2% per year. Even with the adult social care precept, we can only raise an extra £12m for adult social care.

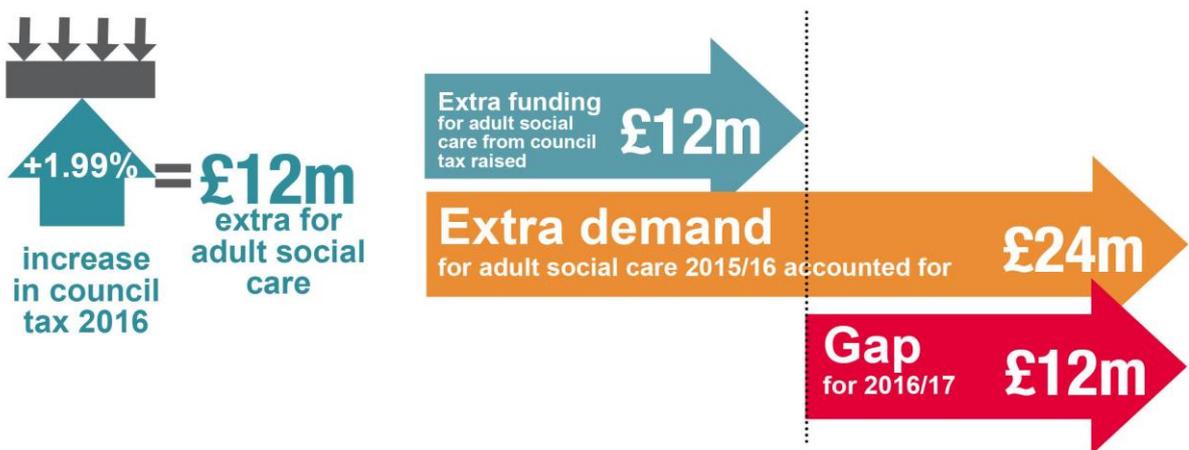
For 2016, Surrey County Council's government grant was cut by £47m. This means that we need to make savings of £80m a year to break even.

Cost and demand pressures



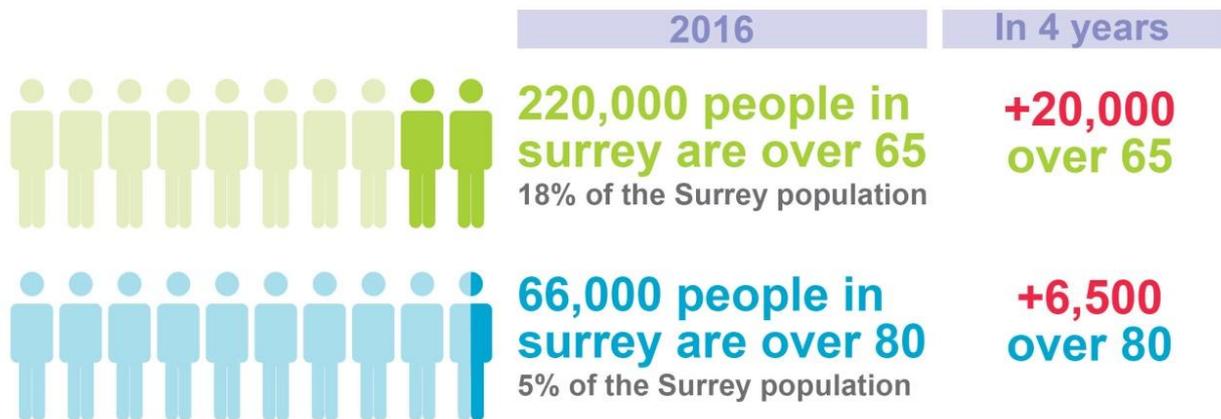
With the increasing population and the older demographic of our residents, pressures for access to Surrey County Council’s services are mounting. At the same time, costs to provide the services are increasing. In financial terms, this is £80 million a year more for all of our services - £50m of this is for adult social care services and a further £20m is for children’s services.

Demand pressures - adult social care



This year, we increased our council tax by 1.99% raising an extra £12m for adult social care services. But with the increasing demand for adult social care services amounting to an extra £24m, that still leaves us with a gap of £12m.

Increased demand - adult social care



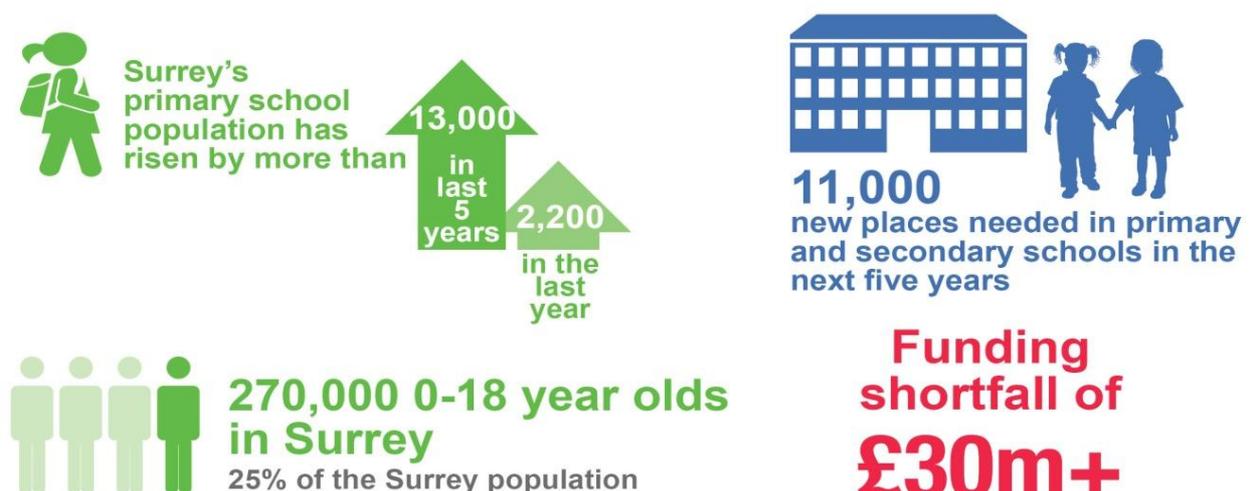
Financial pressures of **£50m** in 2016/17

The chart above shows the ageing population of Surrey in more detail.

In 2016, 220,000 Surrey residents are over the age of 65. By 2020, this is expected to increase to 240,000 residents.

66,000 residents in Surrey are over the age of 80 – by 2020, this is expected to increase to 72,500 residents.

Increased pressures - schools



25% of the Surrey population is aged 0-18. The primary school population of Surrey has risen by more than 13,000 in the last five years, and by 2,200 in the last year. We need to create 11,000 new places in primary and secondary schools in the next five years but we have a funding shortfall of £30m to achieve this.

Increased pressures - roads



3,300 miles
of roads to maintain in Surrey



£125m
to maintain Surrey's roads for next 5 years



100 million extra miles
travelled on Surrey's roads over the last 10 years

£30m GAP
in government funding for roads maintenance over next 5 years

There are over 3,300 miles of roads to maintain in Surrey – that's the same distance to travel from London to New York. Surrey's roads carry almost double the national average amount of traffic and so it is very expensive to maintain the roads – the estimated cost is £125m over the next five years. The equivalent of 100 million extra miles has been travelled on Surrey's roads over the last 10 years. Despite the pressures, there is a £30m gap in government funding for road maintenance over the next five years.



To summarise, government funding is reducing whilst demand for council services is continually increasing. Even if we make savings of £80m a year, we will still have a gap of £50m by 2018/19.

Part 3

Our work in context

Health and social care integration

Over the last six months we've accelerated the work we're doing with partners to join up and integrate health and social care services. It's a crucial part of our response to the challenges we are facing in social care with rising demands on services and reduced funding levels – by 2020 Surrey's elderly population is set to increase by 20,000 and by the middle of the next decade 56% of the population will be aged over 65. The same challenges apply to our health partners and the only way to tackle these is to work together.

I've talked in previous update reports about the Better Care Fund (the 'BCF') which is a national programme aimed at bringing health and social care partners together. 2016/17 is the second year of the BCF and having had our plan approved it enables us to pool budgets this year totalling £73.1m. Our plan focuses around 3 strategic objectives: enable people to stay well; enable people to stay at home; and enable people to return home sooner from hospital. At the core of the Surrey BCF plan are the local plans developed with each of the Clinical Commissioning Groups (CCGs) within the county. The fund is being invested in a range of out of hospital services including adult social care. Local joint commissioning groups in each area are overseeing the work and engaging with other partners and key stakeholders.

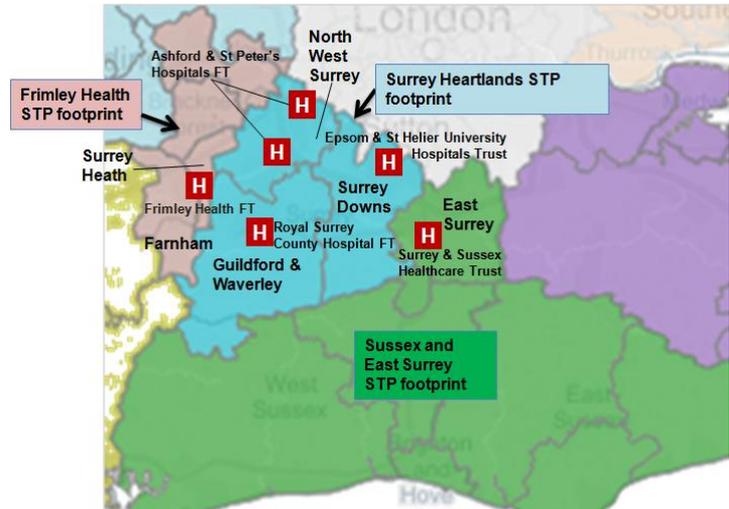
Building on the local BCF plans is the work we are doing with each of the CCGs to expand integration work and explore where pooling more budgets will enable us to commission or deliver better services. There are some really encouraging new models of care developing in the county such as the Epsom Health and Care model where we are part of a newly formed 'provider alliance' with NHS Epsom & St Helier University Hospitals, Central Surrey Health and local GPs. We are also an integral partner delivering joined up services at the 'Bedser Hub' that has been established at Woking Community Hospital. These are just two examples, but they, together with the new models being developed in other areas of the county, have some common features: bringing teams of different professionals (e.g. social workers, occupational therapists, mental health workers, community health workers and GPs) together to plan an individual's care in a joined up way; placing a greater emphasis on prevention and taking a proactive approach to care and support, identifying and supporting those likely to need help rather than waiting for problems to develop; and improving care outside of hospital settings to ensure people get the care and support they need closer to or at home.

There is also work to integrate and jointly commission services for children and young people in the county.

One of the most significant developments over the last few months has been the emergence of Sustainability and Transformation Plans (STPs). These will be the overarching strategic plans covering the next five years and are aimed at ensuring the sustainability of local health and care systems financially and in terms of the quality of services and health outcomes for local people. It is the first time NHS organisations have been asked to work together to take a 'place-based' approach to their planning and whilst the STPs are principally NHS plans, the council's involvement in their development and implementation is vital.

There will be three STPs covering Surrey and we are involved in each of them. I have chaired the Transformation Board for the Surrey Heartlands STP and have seen first-hand the commitment of partners to put aside organisational boundaries and focus on finding the best solutions for the people that need care and support.

As well as providing a vehicle for taking forward the integration plans mentioned above, the development of STPs is also enabling us to have conversations with health partners around collaborating beyond models of care – for example, in the use of property and the public sector estate, and exploring opportunities for joining up business support functions.



The STPs are being finalised for submission in October and engagement with residents and other key stakeholders over the coming months will be critical to their successful implementation.

Safer Surrey

Since my last progress report in March, many of our colleagues across Children, Schools and Families have been working hard to embed Safer Surrey into their practice. Safer Surrey is a strength-based approach built on the belief that children and families have the strengths, resources and ability to recover from adversities.

It relies on us building relationships with families, collaborating with fellow professionals and practising our core values. It invests power in children and families to help themselves, and puts practitioners in the role of supporting and helping them rather than as directors of change. The approach contrasts with the traditional use of deficit-based models which focus on professionals fixing problems with families.

In June 2015 Ofsted found that Surrey County Council's provision of children's services was inadequate. We know that prior to the introduction of Safer Surrey our practice was inconsistent - there were pockets of good practice and strength based approaches but also significant areas for improvement, and the traditional deficit model still tended to shape much of our practice.

The Safer Surrey approach has started to bring consistency to the way we work with families - some fantastic work has taken place over the past few months and we are working harder than ever to make sure children are happy and safe. The approach relies on all of us sharing the same understanding of our values, approaches and principles in the way we work with families.

We have been getting some great feedback about colleagues reflecting on their practice and gaining a better understanding of the Safer Surrey approach. In their interactions with and

planning for children and families I know that many colleagues have been focusing on putting the voice of the child at the heart of everything they do.

From 31 August to 1 September we had a monitoring visit from Ofsted. Their overall conclusions confirmed that the pace of improvement has picked up over the last four months, but there is still a lot more to do to ensure consistency in all our practice. Ofsted were very clear that this recent progress is strongly linked to how teams are embedding the Safer Surrey approach. Inspectors report that where Safer Surrey is used there is evidence of greater involvement of children, good decision-making by practitioners and improved outcomes.

As we keep working hard to embed Safer Surrey, it is important to recognise that the principles and values of the approach run through all we do. Most of the discussions and work on Safer Surrey so far have been in Children's Services, but the themes run strong through all of Children, Schools and Families. It is our vision to build on the work that has already been done by embedding it across the whole CSF directorate, as well as with our partners.

Expanding Safer Surrey in this way will help us build a common language and consistent approach for families, children and young people, and ensure that every family who comes into contact with us has the same positive experience. It will also make it easier for us to share good practice across all teams and help us to support families to believe they have the strengths to change.

Multi-Agency Safeguarding Hub (MASH) and Early Help Programme

Our vision is to build a Multi-Agency Safeguarding Hub (MASH) that provides a single point of contact for safeguarding concerns relating to children, young people and adults in Surrey.

This new 'front door' will provide a full and rich picture of need, risk and harm, bringing together data, information and knowledge from across the Surrey partnership. Decisions will be underpinned by a consistently understood and applied threshold of need and strengthened by excellent professional judgement. The MASH will lead the way in reforming social care practice in Surrey, in an effort to make sure a customer's first experience of the safeguarding system is an outstanding experience.

The MASH launched on Wednesday 5 October, and aims to identify need, risk and harm accurately to allow timely and the most appropriate intervention. It is made up of a membership of co-located agencies bringing together Surrey County Council social care workers for children and adults, early help services, health workers and police. We also have a virtual team of partners who support the MASH via information sharing. This includes "What is Sexual Exploitation project (WiSE) workers, education workers, independent domestic violence advisers, youth support services, probation service, ambulance service, hospitals, schools and colleges, a data analysis team and four early help co-ordination hubs.

The multi-agency safeguarding hub considers all matters brought to its attention and decide what the best level of support, or most appropriate service, is. If there is not enough information to make this decision, the MASH will request information from other agencies such as police, health services and schools, to be able to make that decision and get it right the first time. Because of closer partnership working, there is clearer accountability and less duplication.

We have been working with our key partners to make sure the right processes are in place so we can safely share information between us, helping to build a better picture of the many and varied situations the MASH will deal with. Not every person will need intensive safeguarding support, therefore, staff in the MASH will be able to make decisions underpinned by accurate data, and a consistently understood threshold of need supported by professional judgement. This means with one point of contact for reporting a safety concern, 'no' is no longer an acceptable response. Instead, anyone in need, regardless of age, will be provided with the appropriate level of support at the right time, based on partnership knowledge.

There are new contact details for reporting a safety concern for a child, young person or adult, including one contact number which replaces the Children's Social Services local Referral, Assessment and Intervention Service (RAIS) numbers and the Adult Social Care services telephone number. The RAIS numbers will continue to operate until we are confident they are no longer in use however from the 5 October they will be automatically transferred to the MASH. Therefore, if anyone still uses the old numbers they will get to the right place.

Although there is one 'front door', there are three ways to access it, giving people the option of getting in touch in the way they feel most comfortable:

1. By calling the new MASH number.
2. By emailing using the general account.
3. By email using the secure account (specifically for GPs and those who hold/ share confidential information with the MASH).

Something to keep in mind is that the MASH is specifically for new safeguarding concerns about a child, young person or adult. Those with an existing case should continue their relationship with their allocated social worker directly.

New MASH contact details

The new contact details went live on 5 October:

0300 470 9100

Surrey MASH/CAE/SCC (internal email)
mash@surreycc.gov.uk (external email)

A secure email will also be available.

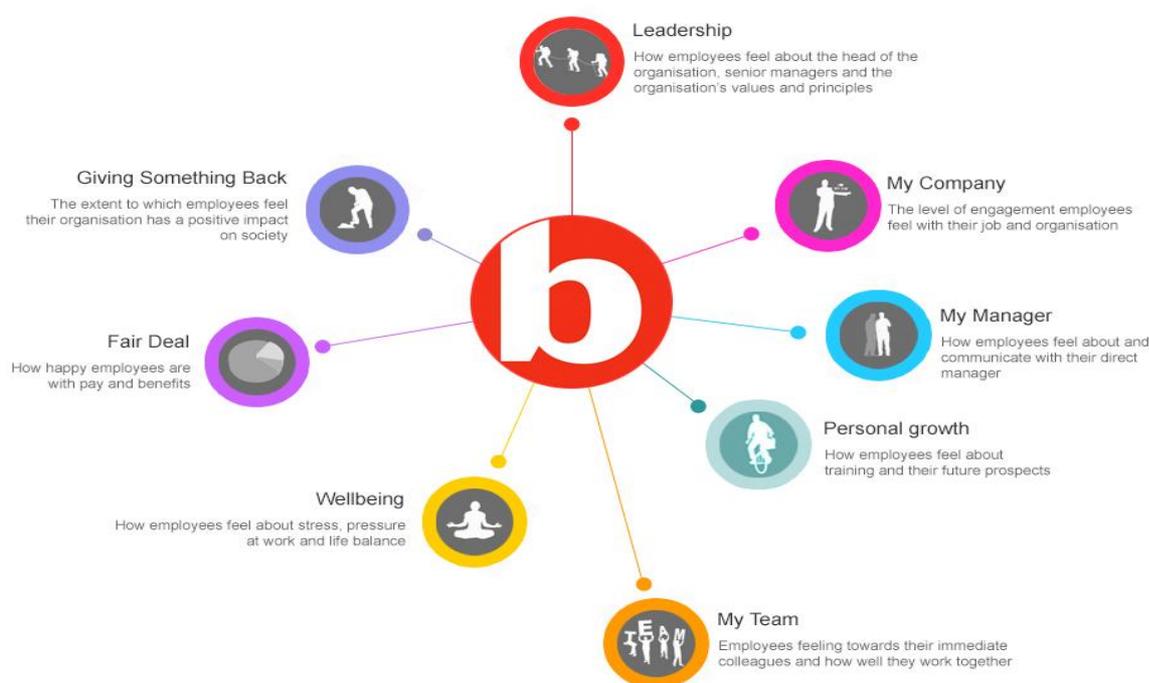
Culture and staff survey

Our organisational culture is what makes Surrey a great place to work. The case studies in this report alone show how, by listening to one another, taking responsibility, trusting each other and showing each other respect we can achieve amazing things.

Whilst we have many strengths, there are always areas where we can strive do better as individuals, within our teams and as a whole organisation.

Thank you to those of you who completed our staff survey last year. The survey was managed and co-ordinated by Best Companies, the UK's largest engagement survey provider which co-ordinates the Sunday Times 100 best companies to work for lists.

The survey looks at the eight factors shown in the diagram below:



The results provided a real insight into how you feel about working for Surrey County Council – what is working well and what would make Surrey a better place to work for you.

You told us that you believe you can make a valuable contribution to the success of the organisation, feel supported and cared for by your colleagues and positive about the support provided by your direct line managers who talk openly and honestly with you.

Areas where you felt there could be improvement included Fair Deal (in particular issues around pay and benefits), coping better with pressures of work and continuing to build our leadership culture with a particular focus on listening rather than telling. We have been working hard to address these – we have agreed a new Pay and Reward Strategy for those on Surrey Pay following a full-scale consultation exercise. We have also started making changes to our wellbeing and support package and our leadership offer – in particular the continued development of 'Leading with Confidence'. We have also re-launched the

behaviour framework this year and continued to invest in training and development with both our coaching and the high performance development programmes supporting leaders throughout the organisation to develop stronger listening skills and understand the impact of their own behaviour on others.

This was the first of three annual surveys we have commissioned from Best Companies, with the next one due this month (October). I hope that you will join me in completing our next staff survey so we have views from as many people within the organisation as possible. Responding to the feedback from the survey will remain a priority in how we shape our future together.

Public Service Transformation

Partners in Surrey are continuing to transform services for some of our most vulnerable residents by working together and working differently.

Surrey was one of nine places in the country invited to join the Government's Public Service Transformation Network. Our strong partnership working was well recognised through groundbreaking work such as the use of restorative justice for young people and our Family Support Programme.

Surrey has gone on to develop an ambitious programme of public service transformation, which is helping to improve the lives of more people, relieve pressure on services such as the police and A&E, and reduce costs.

Since the end of 2015, there have been over 4,000 visits to Surrey's five new Safe Havens for people experiencing mental health crisis. These are places where people can come when in distress and receive help and support both from professional staff and peers. Visitors tell us that coming to the Safe Haven helps them prevent or manage a mental health crisis and return home. In financial terms, this translates into almost £1.2million of avoided costs to A&E and psychiatric services.

In June 2016, Surrey began an innovative scheme to divert and reduce the number of women in the criminal justice system. The majority of women who commit a crime in Surrey have experienced significant victimisation, including domestic abuse. Most have dependent children. Although in early stages, the scheme is already helping to keep these women out of prison, re-establish their lives and keep families together.

Alongside these examples are other programmes such as collaboration across emergency services, which have brought quicker responses to life-threatening situations such as cardiac arrest. Further plans are underway to bring together transport functions to increase efficiency.

We have underpinned our partnership working with a sound and consistent approach to transformation. Multi-agency governance means we work together to make decisions and decide on actions. Evidence and the experience of our residents help to inform these actions. Strong programme management enables the right resources to be in place to deliver change. On-going evaluation demonstrates the impact we are making and the case for change.

This means that transformation is systematic and can be scaled up and replicated.

Looking ahead, partners in Surrey are developing a new approach for people with multiple and complex needs. These are people who experience several problems at the same time such as mental health, homelessness, substance misuse and family breakdown. Due to the nature of these problems, they can spiral downwards. We are using the opportunity of devolution to support our work to move to early help for these residents before they become trapped in chaotic lives and poverty.

Surrey continues to lead the way nationally on public service transformation as more of our residents benefit from changes to services delivered by working together.

Volunteering

I was struck by the fact that in the last six months our colleagues volunteered over 2,000 hours through employee volunteering. Volunteers make an invaluable contribution in Surrey and play a vital role in helping to meet the needs of residents. It's great to see our colleagues playing a part in this, whether it's through the employee volunteering scheme or volunteering in their own time, not to mention the thousands of residents who give their time to support their local community.

I know from my own experience how much you can gain from volunteering. As well as contributing to a cause that's important to you, it can be an opportunity to do something different to the day job, and research tells us the positive impact volunteering has on our wellbeing. It's also a way of building new skills and I know colleagues who wouldn't be doing the jobs they are today if it wasn't for the experience they have gained through volunteering.

Looking at how volunteers are supporting our own services makes me realise the variety of volunteer roles there are in Surrey. From teaching young people to repair and maintain bikes, to driving 4x4 vehicles in response to emergencies, to spending time with an elderly neighbour who might otherwise be isolated; there are so many ways volunteers are helping us to help our residents. Later in the report I've shared a story from a colleague which highlights the diversity of volunteering.

It's safe to say that without volunteers contributing all they do, it would be hard for us to meet the needs of residents something that is only going to get harder as financial pressures increase. Whether it's through the support they provide to our vulnerable adults or the opportunities they create for Surrey young people or the care they give to the environment, the time and skills given by volunteers make a huge difference in the areas where we need them most.

I'm grateful to all those who volunteer whether it's an hour every now and then or a few hours every week. In the next six months it will be important to continue to recognise the great work by those who are already volunteering and look at how we can enable more residents and colleagues to volunteer.

You can read about the experiences of colleagues volunteering on our volunteering [s-net pages](#).

Part 4

Case studies & Awards and recognition

Wellbeing

- Mark Edridge, Safeguarding Surrey's vulnerable residents
- Chess Dennis, Finding your feet mentoring
- Thomas Flood, SEND Voices, Special Educational Needs and Disabilities Participation group
- Elizabeth Duggan, Run to Rio
- Ben Byrne, Housing for young person at Farthings

Economic Prosperity

- Michelle Marshall, Promoting online booking for register office
- Katelyn Symington, Minerals and Waste Planning apprenticeship
- Chris Goodall, Surrey Online School
- Joanna Lang, Care Leaver apprenticeship
- Zena Curry, Life in the Fast LANE

Resident Experience

- Elaina Phillips, SEND internships
- Denise Boud, Helping a young person with SEND
- Emily Pentland, Streets Ahead – working together in Elmbridge
- Thomas Griffiths, Universal Credits champions
- Justin Newman, Surrey Heartlands STP

Awards and recognition

Wellbeing

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



Mark Edridge

Mark Edridge tells us how collaborative working and a new system for reporting can help vulnerable people in emergency situations.

“Vulnerable residents will be better supported during an emergency response, whether that is evacuation or support in their own homes.”

Safeguarding Surrey’s vulnerable residents

Background

During the widespread flooding in 2013-2014 the emergency management response processes were placed under significant pressure due to the volume of incidents. As a result we wanted to improve the vulnerable people response plan.

When emergency services are responding to an incident, it’s vital that they know if the residents affected are vulnerable or need particular support. Information about vulnerable people is kept across a range of local authorities, community care and NHS organisations. The Emergency Management Team (EMT) is responsible for collecting the information from the agencies and passing it on to the emergency services, in an emergency.

The Challenge

The EMT consistently met best practice standards and collected, validated and updated the emergency services with information on vulnerable people within an hour of the incident. But we wanted to serve Surrey’s residents better and find a smarter way to help the emergency services identify vulnerable residents and make the system more efficient for the EMT.

We needed a flexible solution that could be easily adapted to accommodate unforeseen needs in the future. We wanted a system that met each of the individual needs of partner agencies and reassure them the information they shared would remain confidential and secure.

What was the solution?

We created a Vulnerable People Reporting System (VPRS), for essential information about Surrey’s vulnerable people to be uploaded from agencies’ own systems, cross-referenced, updated and made instantly accessible to the emergency services.

How did we achieve this?

There were two main challenges in creating this system; we needed to get the technology right and make inter-agency working simpler.

That meant creating a system that could be adapted as and when new circumstances occurred but was also secure enough to hold sensitive information from a number of agencies.

“We are expecting the system to be ready for use in October 2016, in advance of this year’s winter period.”

What was the outcome?

The benefits of the VPRS are considerable.

- Vulnerable residents will be better supported during an emergency response, whether that is evacuation or support in their own homes.
- The enhanced service quality allows the EMT to focus on the valuable activities of management and strategy rather than crunching data and producing reports.
- Leading toward an enhanced service for residents.
- The team can match and process data at a rate inconceivable for a manual approach.

A combination of technical innovation, the use of agile delivery methods and the potential benefit to Surrey residents has led to external recognition for the project, achieving the Editor’s Choice prize at the 2016 Digital Leaders Awards.

What’s next?

Over the last few months we have been making refinements to the system and are currently going through testing and training with Surrey County Council services and partners. We are expecting the system to be ready for use in October 2016, in advance of this year’s winter period.

Find out more

For more information about the EMT or the VPRS email [Mark](#).



Chess Dennis

Chess Dennis, Business Services, tells us her experience of mentoring in the Finding Your Feet scheme.

“It can be useful for young care leavers to receive additional support from someone outside of the service too.”

Finding your feet mentoring

What is the challenge?

At the age of 18, Surrey's looked after children come out of care and move towards independence - a crucial time in any young person's life. To help with this transition a range of support is provided for care leavers aged 18 – 25 including individual support from a personal advisor, assistance with housing, and education and employment advice.

It can be useful for young care leavers to receive additional support from someone outside of the service too. In 2010 the council created a mentoring scheme finding your feet, for young people in care to complement and extend the support offered by the Care Leavers service.

Having benefited from the support that I received from my own mentors and appreciating how they helped shape my choices and career, I wanted to offer the same to others. In 2014 I found the scheme on s-net and expressed my interest in volunteering.

How does the scheme work?

Finding Your Feet provides training, support and coaching for mentors and pairs them with young people in care and care leavers. Over the past two years I've been paired with two care leavers and have given a mix of targeted assistance, for example CV writing, as well as more general support.

One of the advantages of Finding your Feet is its flexibility. I worked with the young person to set our objectives and define when, where and how often we wanted to meet.

This year I worked with Kirsten, a care leaver, who was an apprentice in Surrey. We met once a month and concentrated on identifying and strengthening Kirsten's skill set and thinking about her post-apprenticeship options.

What difference has it made?

The scheme has had a positive impact on both of us. Kirsten said:

“I always looked forward to our meetings as I knew that I was taking another step forward in discovering new things about myself. Chess helped me

“The biggest impact to me has come from exchanging perspectives with a young person with care experience and helping them grow into adulthood.”

identify my skills and understand what I have learnt from my education and employment. I am also more confident and now feel comfortable advising others who are thinking of taking up an apprenticeship.”

For me, mentoring has been a great learning experience. I have developed my coaching skills, shared my understanding and expertise, as well as learning about apprenticeships. However the biggest impact to me has come from exchanging perspectives with a young person with care experience and helping them grow into adulthood.

Find out more:

Due to the success of the Finding your Feet scheme, mentoring for young people in care and care leavers has been extended to ages 14 – 25.

Find out more about Finding Your Feet and how you can get involved on [s-net](#), their [website](#) or by emailing [Finding Your Feet](#).



Thomas Flood

Thomas Flood, Senior Children's Rights Assistant, tells us about giving a voice to young people with SEND through a participation group.

“We wanted to find a way to put the voice of young people with SEND at the heart of what we do.”

SEND Voices, Special Educational Needs and Disabilities Participation group

What was the opportunity?

We at the Rights and Participation Team are constantly striving to ensure that children and young people are heard and listened to. As the council improves its services and programmes for young people with special educational needs and disabilities (SEND) we wanted to find a way to put the voice of young people with SEND at the heart of what we do. We know that we can learn a lot from their feedback to help us develop and improve our services, while providing a positive experience for the young people at the same time.

Inspired by the success of the Child and Adolescent Mental Health Services (CAMHS) participation group, our solution was to create a new participation group for young people with SEND. The group invites young people aged 10-25 with SEND to come together and give feedback on the services the council provides and facilitates.

We started work in early 2016, planning the project and inviting young people to participate. We held the first meeting of the group, 'SEND Voices', in May 2016.

How does the group work?

Currently SEND Voices meets once a week in Woking and is primarily focused on under-18 issues. The meetings contain fun team building and skills based activities for the young people as well as active consultation sessions where we ask the young people for feedback on the council's policies and practices.

All of the activities are led and driven by the young people themselves. My role is to facilitate the meeting, providing an agenda when necessary, as well as hot food (pizza is always a favourite). Children's Services also help refund travel costs for the young people to make it easier for them to attend from all over Surrey.

How successful has it been?

SEND Voices has only been running for a few months and has already begun making a difference.

“SEND Voices has only been running for a few months and has already begun making a difference.”

The group discussed the importance of keeping young people with SEND informed about the issues important to them and decided that a magazine would be a great way to achieve this. In September the first magazine made by young people for young people with SEND was published, and sent out to young people and schools across Surrey.

SEND Voices have also given feedback on the education health care plan (EHCP) process, resulting in a change that allows young people to give more accurate answers to diagnostic questions.

What's next?

We are busy recruiting more young people to join the participation group and expect a significant growth in numbers over the next few months. SEND Voices are creating their own pages including the most engaging and useful content on the Local Offer website, the online hub for under-25's with SEND.

Find Out More

For more information on SEND Voices or the Rights and Participation Team [email me](#) or have a look at [my blog](#).



Elizabeth Duggan

Elizabeth Duggan, Active Surrey, tells us how she worked with primary schools to encourage children to be more active.

“We challenged every school in Surrey to travel 5700 miles in 12 weeks, the same distance from Surrey to Rio de Janeiro in Brazil.”

Run to Rio

What was the challenge?

In early 2016 Active Surrey heard about a new exercise programme initiative that encouraged primary school pupils to run a daily mile during their school day. Taking part in regular physical exercise can have a big impact on children's lives, improving fitness and, reducing obesity as well as having a proven increase in children's concentration in the classroom.

We wanted to adopt the daily mile to help all of Surrey's children be more active. The challenge was to adapt the programme that had previously been tailored for an individual primary school to involve all of the primary schools in Surrey.

The inspiration came when we tied together the daily mile to the 2016 Olympic Games held in Rio de Janeiro and created 'Run to Rio'.

How did the programme work?

The idea of Run to Rio was simple - we challenged every primary school in Surrey to travel 5700 miles in 12 weeks, the same distance from Surrey to Rio de Janeiro in Brazil.

Every child was encouraged to run or walk for 15 minutes a day (in addition to their curriculum Physical Education or sports classes) and record the distance. The schools added together the distance each child ran and then tracked the distance the whole school had run collectively.

Was it a success?

We worked closely with primary schools to try to get them involved, sending out information packs and promotional material, as well as providing advice. We also worked with the company Premier Sports to give schools free access to their Golden Mile website, allowing them to monitor their progress in a user friendly way.

On 29 April we launched Run to Rio with a high profile event at St. Polycarps School in Farnham, with Secretary of State Jeremy Hunt and Olympic gold medallist Duncan Goodhew.

“Run to Rio won’t stop with the Olympics.”

The uptake by schools exceeded all expectations. Over 110 schools took part and over half of these schools ran more than the distance to Rio. More than 35,000 primary school pupils were involved and collectively Surrey’s primary students have run over 600,000 miles in 12 weeks, the equivalent of running around the world 24 times.

But the biggest measurement of success is the difference that regular exercise makes on young people’s lives. Premier Sports is helping us make an objective measurement of the impact that Run to Rio has had on children’s fitness and the results will be available later in the year. Already we have received overwhelmingly positive feedback from children, parents and teachers, with reported improvements in children’s health, attentiveness, wellbeing and happiness.

What’s next?

Run to Rio won’t stop with the Olympics. Many schools have expressed an interest in continuing the scheme, including talking about extending the target to ‘run around the world’. In September we met with schools to explore the different ways that we can extend or adapt the programme, encouraging students to continue exercising and keep active and healthy through school and into later life.

Find out more

To find out more about Run to Rio and Active Surrey visit their [website](#) or email [Elizabeth Duggan](#).



Ben Byrne

Ben Byrne, Head of Early Help tells us about securing accommodation for vulnerable people

“Social housing is normally for families, however we also need to support SCC’s community value requirement to provide suitable housing for vulnerable young people.”

Housing for young person at Farthings

What was the challenge?

In a high cost area like Surrey there is an acute shortage of housing available, especially for young and vulnerable people. We need to work with housing providers and local housing departments to address this issue.

When any surplus land owned by Surrey County Council is sold, there is a need to maximise value, but unless the site is small, any developer must provide some units of social housing. Social housing is normally for families, however we also need to support our community value requirement to provide suitable housing for vulnerable young people.

How did you overcome this?

We worked closely with two key partners, Mole Valley District Council and, the homelessness charity, Transform Housing & Support. Transform provide housing and support to over 1000 homeless and vulnerable people.

We had a piece of land in Leatherhead for sale. In the legal documentation, under social housing requirements, it was outlined that one house would be provided for Transform.

What next?

The house is due to be completed next July and Transform will acquire this at a substantial discount from the developer as part of the social housing requirement.

By thinking laterally and working in partnership with Mole Valley District Council and Transform in the sale of land, we have secured accommodation for the Youth Support Service that will benefit young people in Surrey in need of housing and support.

We hope to use this model with other district councils and specialist housing providers like Transform so that Surrey can use its social capital gain from land disposals to benefit young people.

The new accommodation will provide many young people over the coming years with a safe place to live, where support can be provided to help them transform their lives.

Find out more

To find out more contact **Transform Housing and Support**.

Transform would be happy to share their experience and signpost enquiries to the most appropriate person in the respective district or borough council.

Economic prosperity

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



Michelle Marshall

Michelle Marshall, Business Services, tells us about booking appointments for the register office online.

“Working with the Registration Service, we made some simple changes to the site.”

Promoting online booking for register office

What was the challenge?

When parents want to register their child’s birth, the first step is to contact the council to book an appointment at a Register Office. In October 2014 we created an online portal for customers to make their appointments but months later we found that 87% were still choosing to phone the contact centre. Given the predominantly young demographic of new parents we were surprised that so few people were using the online option. With 15,000 births in Surrey each year, telephone bookings created a high call volume for the contact centre and represented a significant cost.

To help us increase the number of online bookings, we worked with the Registration Service to identify how customers were accessing the appointment booking system and we also looked for ways to promote the online service.

How did you make a difference?

The first step in understanding our customers’ experience was to map the journey of how they made contact with the Registration Service. We found two critical points where it seemed a small intervention could change behaviour.

First, we looked at the information provided on the council website and discovered that the signposting could be more effective. Working with the Registration Service, we made some simple changes to the site including a prominent link to the online booking service on the Registration Service ‘contact us’ page.

We also looked at the information provided to parents in maternity wards. Information packs distributed by hospitals included a flyer prompting parents to phone the council to book a registration appointment, but it didn’t mention the online option. We produced and distributed a new leaflet to hospitals that promoted online booking.

As a result of both the new flyer and the website restructure we’ve seen a dramatic change in customer behaviour, with over 60% of bookings now made online.

“Looking at the experience of registering a birth through the customers’ eyes, we found that a simple change produced big results.”

How did this impact residents?

By looking at the experience of registering a birth through the customers’ eyes, we found that a simple change produced big results. By reducing the demand on the contact centre we created an estimated annual financial saving of £75,000 and we improved the experience for customers.

Find out more

Find out more about customer journey mapping on [s-net](#). For more information on this story email [Michelle Marshall](#).



Katelyn Symington

Katelyn Symington, Principle Planning Policy Officer, tells us about apprenticeships in Surrey's planning department.

“We needed to think creatively about how to give young people access to a career in planning.”

Minerals and Waste Planning Apprenticeship

What was the challenge?

Traditionally young people start their career in planning after graduating from university. With less people studying planning there are fewer and fewer young people qualifying. In addition, Minerals and Waste Planning is seen as a niche area of the wider Town Planning profession. Both of these factors have made it difficult for the Minerals and Waste Planning Team to recruit.

As a number of our colleagues are looking forward to retirement in the next decade we needed to think creatively about how to give young people access to a career in planning.

How did you overcome it?

Inspiration came when we saw how much of a benefit our existing internship and work experience schemes were having on the team's morale and also the useful contribution these young team members were making.

We worked together with Chichester College to create an apprenticeship position in our team. We offer one paid apprenticeship every year. The course at Chichester College runs for two years and it concentrates on both planning theory and practice.

During the apprenticeship young people gain experience across a wide range of planning and related areas, including heritage, enforcement and environment.

Young people who finish the apprenticeship will receive a level 3 NVQ and be ready for an assistant planner or technical role in a planning department, giving young people the necessary first step to developing a career in planning.

What impact has this had?

We took on our first apprentice in September 2015. It has been a real success, both for us as a department and for the apprentice. The scheme has made a real difference, helping to foster a 'team' spirit. It has helped energise and motivate the more experienced colleagues.

“We hope to make sure a skilled workforce is available for Surrey in the future.”

By providing opportunities for young people to learn from experienced members of staff through the apprenticeship scheme, we hope to make sure a skilled workforce is available for Surrey in the future.

What's next?

We will continue to build on our apprenticeship scheme in the hope that some will stay on and further their careers with us.

We are about to take on our second apprentice in September, meaning we will have two apprentices in the Minerals and Waste Planning team.



Chris Goodall

Chris Goodall, Schools and Learning, talks about Surrey's Online School, Virtual Learning Environment.

“People fear that technology isolates young people, but it can help to reconnect them and be something that provides them with an alternative route to being successful.”

Surrey Online School

What is Surrey Online School?

Surrey Online School (SOS) provides a mix of education technology including live online lessons to a range of pupils across the county. It aims to make the best teaching available to all students in Surrey, irrespective of background or location.

The challenge

Students within alternative education provision have traditionally been taught using bank staff who visit students in their own home to conduct face to face education. This was costly and difficult to maintain, the suggested 25 hours per week teaching time was sometimes fewer than nine hours.

Technology has changed the face of mainstream education and schools are now using a range of innovative IT solutions to bring lessons to life and make learning more engaging. The challenge for us was to bring some of these exciting learning methods into the alternative provision environment at a time when budgets are being squeezed.

SOS provides online lessons and access to educational resources via a virtual learning environment (VLE) to a wide range of pupils including those who are out of school due to medical needs, those within Surrey's existing alternative provision services including Access to Education (A2E), Special Educational Needs (SEN), Looked after Children (LAC), school refusers and increasingly those at risk of permanent exclusion.

How did you overcome it?

Surrey Online School is currently used by the following services:

- Surrey Virtual School for looked after children
- Access to Education Service
- SEN Service
- Elective Home Educated and GRT community
- Primary, Secondary and Special Schools
- Pupil Referral Units

It has become a key vehicle for delivery for many of these services and allowed them to be able to cope with increasing student numbers whilst considerably reducing costs.

“Students say SOS has really changed their attitude to education; they are feeling more confident and are enjoying education more than ever before.”

Live lessons were trialled on the existing users of the already established Virtual Learning Environment. The online delivery method has meant that more children can be reached at a lower cost. It has given services an additional form of provision to complement existing methods in a blended learning approach.

How successful was it?

Live lessons launched in September 2015 and already good quality outcomes for students can be demonstrated both in terms of increased average attendance of the most disaffected children in Surrey, up to 53% attendance rates from 10% previously, and academic achievement, but also in terms of re-engaging students in education. SOS also has indirect benefits including increased socialisation, increased confidence and preventing young people from becoming Not in Education, Employment or Training (NEET).

Feedback has been overwhelmingly positive from students, parents and schools. Students say SOS has really changed their attitude to education; they are feeling more confident and are enjoying education more than ever before.

What did you learn?

I learnt that technology has the ability to engage some of the hardest to reach pupils and although many have fears about it increasingly isolating young people, it can also help to reconnect young people and be something that provides them with an alternative route to being successful. It is most effective when employed with a range of strategies in a blended approach so that the benefits of both face to face provision and online learning are maximised.



Joanna Lang

Joanna Lang, Services for Young People, tells us about apprenticeships set up for care leavers.

“The apprenticeship gives care leavers, who may not otherwise have the opportunity, to gain experience working in an office whilst working towards an NVQ.”

Care Leavers Apprenticeship

What was the challenge?

The Children's Rights Service is always on the lookout for ways to empower children and young people to influence and improve the services they receive. We realised that Surrey's young care leavers are able to give us a unique perspective of the Surrey services, able to give us advice on how to improve our service to young people in care as well as helping to bridge the gap between the service and the service users.

What difference did you make?

Our solution was to create new roles for 'care leavers' apprentices', separate to the established apprenticeship scheme and only available to Surrey's care leavers. The one or two year apprenticeship gives care leavers, who may not otherwise have the opportunity, to gain experience working in an office whilst working towards an NVQ qualification.

The apprenticeship is based inside the Children's Rights Service, allowing care leavers to attend and participate in meetings directly relevant to young people's experience in care (e.g. team and operational meetings).

The apprentices were also given the opportunity have one day a week placements in different departments in Surrey to give them a broader experience.

Who has this helped?

The apprenticeships have been very successful in terms of helping young people. We have more than ten graduate apprentices who are still engaged with the service. Some work with us now to deliver training to social care staff.

Sean Baines, who has just completed his apprenticeship with us this September, spoke about what the apprenticeship scheme meant to him. He really values the relationships he forged during his 18 months with us. “The most valuable things about the apprenticeship for me was meeting so many people that care so passionately about the young people they work with and what they do”.

“The team I worked with made always made me feel like whatever I said was worth listening to and acting on. So this definitely boosted my confidence but also made me passionate about what I do.”

Sean is going to university in September 2016 to study counselling and says that without the apprenticeship he never would have considered doing a degree. He feels the apprenticeship really boosted his confidence and has helped him to shape his future.

Sean plans on staying involved with the Children's Rights Service and the Care Council as “the relationships I've made are really important to me”.

How has it helped the Children's Rights Service?

There have been considerable benefits to the service. The apprentices run a variety of projects including Care Council, a monthly meeting of young people looked after by Surrey and care leavers where they discuss issues that they wish to stop, start or change as well as attending great social and fun activities.

The apprentices also work on Skills Fest, a day festival of fun practical activities to help promote independent living and to celebrate those who help young people leaving care. The apprentices organise and manage the event, even booking celebrities and organising food, now in its fourth year.

The apprentices have allowed us to identify and resolve issues for young people in care. By working with young people and services they are able to highlight improvement and they are able to use their unique care experience to improve the services Surrey offer.

What's next?

We have two new apprenticeships due to start in September.

Apprenticeships are now being more closely integrated with the main SCC apprenticeship programme and now have full access to the mainstream induction training and networking events.



Zena Curry

Zena Curry, Area highways manager, tells us about a series of workshops helping colleagues connect and offer better service.

“Fast LANEs aim to bring colleagues together from across the service in a relaxed, network-friendly environment.”

Life in the Fast Lane

What was the challenge?

During 2015, a substantial number of new starters joined Surrey County Council's Highways & Transport service. At the same time, the service went through a major restructure, with many colleagues changing positions and teams. Both of these factors contributed to colleagues not understanding each other's responsibilities and priorities which resulted in teams not working as well as they could together.

During the same year, we learned from the staff survey feedback that staff wanted more training and networking opportunities so they could be at their most efficient and provide the best service. Staff wanted to know "who do I contact and Who does what?"

In short we faced a double challenge, needing to re-connect staff with each other as well as put in place a new training structure to keep staff informed and up to date with best practices and upcoming changes.

What was the solution?

We created a series of workshops and events to tackle both of these challenges at once. These Fast Learning and Networking Events (Fast LANEs) aim to bring colleagues together from across the service in a relaxed, network-friendly environment. Colleagues from other directorates are also invited to relevant events.

The fortnightly events are flexible in format but always involve a talk or discussion about an important issue or change facing the service. The events while focused on training and learning, also give plenty of opportunity for colleagues to chat and network. The other key feature is that the LANEs are 'fast'. We wanted the events to be as easy as possible for colleagues to attend so designed them in a way that meant they could be delivered in just a couple of hours.

We launched the first Fast LANE session in December 2015 and it was an immediate success. Even though colleagues have no obligation to attend, demand for places has been extraordinarily high, with all of the events oversubscribed. Colleagues have responded well to the sessions and we

“We are want colleagues to ‘put themselves in the customer’s shoes’ in the next phase of training.”

have even received requests for sessions to be repeated so that more colleagues can attend.

How have you made a difference?

There have been several improvements within teams since we started Fast LANEs.

Colleagues are able to meet those that they had only remote contact with previously. They better understand the services that colleagues provide and what support can be offered, enhancing the "customer journey", with knowing "who does what".

Colleagues are much more aware of the interconnections between different teams and projects and have more understanding of the challenges and successes of both the Highway & Transport’s service and Surrey in general.

What’s next?

We are want colleagues to ‘put themselves in the customer’s shoes’ in the next phase of training, with the aim of encouraging colleagues to see the services we provide from the residents' point of view, and to better manage expectations.

Find out more:

Contact **Zena Curry** for more information about ‘Fast LANE’ sessions.

Resident experience

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



Elaina Phillips

Elaina Phillips, Childrens, Schools and Families, talks about internship opportunities in Surrey for young people with SEND.

“Every young person with SEND is employable, the key is finding or creating the right opportunity for a young person and helping them acquire the skills they need to be successful.”

SEND Internships

The challenge

Surrey County Council believes that every young person with SEND is employable. The key is to find or create the right opportunity for the young person and help them acquire the skills they need to be successful.

Working with the SEND team, the Surrey Community Engagement team designed a new programme of ‘supported internships’ in addition to the existing Surrey County Council internship programmes. Supported internships are designed to enable young people aged 16-25 with either a statement of special educational needs, a learning difficulty assessment, or an education, health and care plan to gain a variety of skills and experiences, all while learning in the workplace. The programme is offered by businesses to interns and is facilitated by Surrey County Council through a grant scheme for participating businesses. Once we’d created the programme, the challenge was to encourage businesses to offer the internships.

How did you make a difference?

In December and January we ran two conferences for businesses to raise awareness of our supported internship programme.

There was a great response from the businesses who attended the conference and it was really nice to see organisations approach the idea creatively and develop different and interesting opportunities.

What’s next?

As a result of the conference we received 12 applications from organisations for supported internship grants. In May we awarded three companies with grants. The first supported internships will typically last 12 months and are planned to start in September.

Find out more

You can find out more about [supported internships](#) and the Community and Engagement team on [s-net](#).



Denise Boud

Denise Boud, Childrens Schools and Families, tells us about helping a young person with SEND enrol in a suitable school for him.

“By understanding their particular needs we identified the steps needed to access specialist support and acted quickly.”

Helping a young person with SEND

What was the challenge?

In autumn 2015 a family that had recently arrived in Surrey made contact with the Family Information Service. The family had a young child with special educational needs and disabilities (SEND) who was due to start school the following academic year. After consulting with the family and the child’s paediatrician, we identified that he would need considerable specialist support to get the best opportunities from school.

How did you help?

The Family Information Service (FIS) helps families find and access the most appropriate services and assistance available in Surrey. In this case the child needed an education, health and care plan (EHCP) to be eligible for specialist support at school or placement in a specialist school.

Normally a child would begin the EHCP process after being referred by a nursery or school setting. However, as he was not currently in nursery and, knowing that the EHCP process can take some time, we decided that the FIS would make the referral. By acting quickly we hoped that the plan would be approved before September giving him the best chance of receiving the care needed when he started school.

We also helped the family by encouraging them to access other services, including:

- Referring the family to various agencies that provide advice about SEND as well as assistance with the family’s benefit applications.
- Helping find a suitable pre-school nursery which then applied for government inclusion grants to provide the additional support he needed in nursery.
- Supporting the family as they applied for school places so that their child would have a place in a Surrey primary school regardless of whether the ECHP was approved in time or not.
- Finding a professional key worker to provide individual support for the family.

“Without our help it’s likely the child wouldn’t be attending the right school for his needs at the earliest possible opportunity.”

What was the outcome?

In May 2016 the child’s EHCP was confirmed which meant that he would have specialist provision in whichever school he attended. In June we were delighted to hear that he had been offered a place at the family’s preferred specialist school.

As a result of being referred to the FIS, the family received, and continue to receive, the right support at the right time. By understanding their particular needs we identified the steps needed to access specialist support and acted quickly. Without our help it’s likely the child wouldn’t be attending the right school for his needs at the earliest possible opportunity.

Find out more

For more information on the work we do visit the [Family Information Service Website](#) or [email the team](#)



Emily Pentland

Emily Pentland, Childrens, Schools and Families, tells us about a Young Person's Lodging scheme, a part of the Streets Ahead Programme.

“The project is our way of developing local housing pathways for young people whilst building on local assets.”

Streets Apart – working together in Elmbridge

What was the challenge?

Part of the reason Elmbridge is such a desirable place to live in Surrey is the view that it is a largely wealthy area. However some residents face challenges which can be hidden among this perception of the borough. We, with a number of other organisations, wanted to understand the unique situation in the borough and find ways to address these challenges.

Two recent reports ‘Streets Apart – Growing up on the margins in Elmbridge’ and ‘Inequality in Elmbridge’ highlighted an opportunity to do more to improve the experiences and opportunities of children, young people and their families in this borough.

Using this research, the borough and council, voluntary, community and faith sectors (VCF) and local businesses are working together to explore how those who experience inequality, disadvantage and deprivation in Elmbridge can be supported.

How did you overcome it?

We developed “Streets Apart” to bring together people from across the sectors to align resources, knowledge and expertise to address local challenges and to make better use of the wealth of assets in the area.

The programme is delivering six innovative projects which each support our overall vision that “Elmbridge is a great place to grow up where all children, young people and their families have the best chance of being healthy, happy, safe and confident in their future.”

One project which is being piloted to address the local housing challenge is the Young Person's Lodging Scheme. It has been designed, funded and launched through collaborative working between the borough, county and Walton on Thames charity. A separate charity, Step by Step, is leading on the delivery of the project. The scheme aims to support 22 young people with a housing need aged 16 to 21 by 2018.

The project is our way of developing local housing pathways for young people using local assets. Many young people who are unable to remain with their families need some additional support to develop the independent living skills needed for a successful transition to adulthood. The project offers an

“Streets Apart is focussed on understanding the experiences of children and young people, from their perspectives.”

opportunity for young people to live with someone else in their home, someone who has been assessed and trained to support a young person in their journey to independence.

Streets Apart is focussed on understanding the experiences of children and young people, from their perspectives. We have begun a wellbeing audit in collaboration with local schools. We hope to gain insight into how children and young people experience their lives within the school, family and in their communities. We are particularly interested to find out how the experience of inequality, deprivation and disadvantage impacts on children’s wellbeing.

We will use the findings and work with other agencies to improve children and young people’s experiences and their opportunities in the borough.

The programme is delivering four additional projects which include an asset based community project, work experience and skills development projects as well as a joint youth strategy which ensures we are working together and directing our efforts in the right places for young people.

What’s next?

The wellbeing audit is on track to offer a rich insight into the wellbeing of children and young people in Elmbridge. The knowledge we gain will steer us in our response to improving experiences and opportunities, particularly for those who face inequality, disadvantage and deprivation.

Organisations involved in The Streets Apart programme will continue to learn from each other so that we can improve the lives of children, young people and families.

Find out more

To find out more about the project email [Emily](#).



Thomas Griffiths

Thomas Griffiths, Strategic Partnership manager, talks about helping people with a new benefits system.

“We want to support residents and avoid them getting into hardship.”

Universal Credits champions

What was the challenge?

Universal Credit is a new type of benefit designed to support people who are on a low income or out of work. It is being rolled out across the UK in stages and it will replace six existing benefits.

In Surrey, Universal Credit was introduced for newly unemployed people from February 2016. Existing benefit claimants have not yet been moved across to Universal Credit.

There are many advantages of the new system. It is a simpler and more flexible system that makes sure residents are always better off in work or working more hours. However, there are also challenges:

- All applications are made online which can be difficult for some people who do not have access to a computer.
- Monthly payments are transferred directly into a bank account and housing payments now go to the claimant rather than to the landlord. Whilst this is a good way of giving residents ownership and control over their finances, this can be daunting for some residents who are not used to managing their finances.

We were concerned that residents who have difficulty accessing the information and applications for the new system would fall into hardship; we wanted to support residents to prevent this.

How did you make a difference?

The council piloted a scheme to assist residents in Elmbridge with the new system. We teamed up with Elmbridge Borough Council, two local citizens advice bureaux, the local housing association Paragon and Jobcentre Plus to train universal credit champions. Training began in July and there are now 48 champions. The universal credit champions can help advise residents where they can access a computer and can provide hands-on advice and support about the system.

A resource guide and website has been created to assist residents with the changes. The resource guide brings together all the support services people

“Although there was some initial scepticism around the feasibility of the project, by focusing on the end result we all pulled together and the project has really benefited residents.”

may need for universal credit in the borough. By working together, we have developed a more effective joined-up response with consistent messages for residents and consistent sign-posting to the right support.

Was it a success?

Although there was some initial scepticism around the feasibility of the project, by focusing on the end result we all pulled together and the project has really benefited residents.

Residents who may have difficulty claiming universal credit in Elmbridge can now get the support of a universal credit champion from a number of local services. Champions can support people to make an application and make sure they have access to personal budgeting support, information and advice.

What next?

Universal Credit will continue to be rolled out over the next few years. We will keep training for our champions updated as things change and additional residents start using the new system.

We hope that after this successful pilot, universal credit champions can be used across the Surrey to assist with this scheme.

Find out more

You can see the website and resource guide at [getsetnow.co.uk](https://www.getsetnow.co.uk)



Justin Newman

Justin Newman, Adult Social Care Services, tells us about the Sustainable Transformation Plan in Surrey Heartlands.

“Local health and care organisations are working together over larger areas to improve health services for residents.”

Surrey Heartlands STP

What was the challenge?

The Government asked local health and care organisations to work together across larger areas to deliver Sustainable Transformation Plans (STPs) over the next five years to improve health services for residents. Surrey is covered by three STP areas - Frimley Health and Care, Sussex and East Surrey and Surrey Heartlands, which covers Surrey’s largest geographical health area in central and western parts of Surrey. Surrey Heartlands covers areas currently looked after by Surrey Downs, North West Surrey and Guildford and Waverly Clinical Commissioning Groups.

The health and care system is facing extreme pressure nationally as well as locally. The four biggest pressures in Surrey Heartlands are:

- An older population compared to the national average, often with more complex conditions
- Increasing demand, putting pressure on services, particularly urgent care
- Under-developed community and primary care services, meaning people are not treated in the best place and there’s an increased pressure on hospitals
- High cost of living and proximity to London means significant recruitment pressures and the reliance on agency staff to fill gaps.

What has happened so far?

NHS England identified three main areas to be addressed in STPs; health and wellbeing, care and quality, and finance and efficiency. In Surrey Heartlands, health and care professionals across 11 organisations have come together as a new partnership, building on increased joint working over the last few years. A series of workshops helped the partnership to develop a provisional STP in June and partners have continued to work together over the summer to finalise the Surrey Heartlands submission due to be completed in October. The emerging plan has four key strands:

- Creation of Surrey Heartlands clinical academy so clinicians can work together and agree common standards so that all local residents have access to the same high quality standards of care.
- To promote self-care and encourage and support residents to take more responsibility for their own healthcare.
- To improve the way we provide more care services in the community and single centres for some of the most specialist hospital services.
- Working as one moving to one budget and one overall plan for Surrey Heartlands.

“We’ll continue to work closely with clinicians and staff to develop a more detailed plan, which will be submitted in October 2016.”

The STP has established a number of working groups to develop the proposals further and the additional detail that will be included in the final STP submission.

These working groups cover clinical, enabling and thematic aspects of the plan ranging from cancer services/pathways, out of hospital services and prevention, to bringing together business support functions and use of the public sector estate.

What next?

Although we are still in the early stages of developing this plan, we’ll continue to work closely with clinicians and staff to develop a more detailed plan, which will be submitted in October 2016. This autumn we are starting wider engagement with residents working with them to help them understand the complexities and trade-offs in planning and budget setting, and beginning to communicate and engage in a very different way – so local people are more equipped to take part in co-designing services..

Find out more

To find out more about the STPs email [Justin Newman](#).

Awards and Recognition

Awards and recognition

It's fantastic when the hard work of our colleagues is recognised through official awards and recognition. Here are just a few examples of the awards that Surrey has won over the past 6 months:

Spring 2016

Improvement and Efficiency awards (iESE) – Working together - gold award

In March, Surrey's blue light services won the 'Working Together' Gold award at the National iESE awards – a truly amazing achievement. The judges recognised that, thanks to the efficient joint working of Surrey Fire and Rescue Service, Surrey Police and South East Coast Ambulance Service, significant progress has been made in improving outcomes for the public whilst providing better value for money. The judges applauded the benefits of new initiatives such as the co-responding scheme which has helped to save lives. I covered this in my previous 6-month report, which explained that Fire Services are now attending incidents such as cardiac arrests, choking and loss of consciousness if they are closer to a patient's location than an ambulance.

Left to right: Councillor Richard Walsh, Cabinet Member for Localities and Community Wellbeing, Russell Pearson, Chief Fire Officer, Councillor Kay Hammond, Cabinet Associate for Fire and Police Services, Councillor David Hodge, Leader of the Council, collecting the awards at the prestigious ceremony in Westminster on 2 March 2016.



iESE awards - Remodelling local services and working together - two silver awards

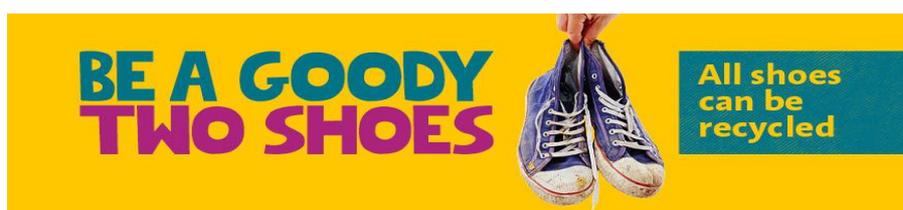
At the same awards ceremony, our Surrey and Buckinghamshire Trading Standards team won two silver awards in the Remodelling Local Services and the Working Together categories. The judges recognised that, by sharing collective experience and expertise, Surrey and Buckinghamshire trading standards colleagues successfully redesigned services into a more efficient joint operation, giving consumers access to stronger safeguards and providing businesses with better services at a lower cost for the taxpayer.

Trading standards team members with (from left to right): Steve Ruddy, Head of Trading Standards, Martin Phillips, Cabinet Member for Community Engagement and Public Health, Buckinghamshire County Council and Mandy Poole, Assistant Head of Trading Standards



LGC Awards – Campaign of the Year - winner

Our textiles recycling campaign, a partnership initiative between Surrey County Council and the Surrey Waste Partnership, won the Campaign of the Year award at the LGC Awards. This is a great example of how we are meeting our corporate priority to increase waste recycling. Our entry was one of 12 campaigns shortlisted and invited to present to the judges in late January. Matt Smyth, our Waste Development Group Manager and Pat Hindley, our Campaign Communications Manager delivered a 10 minute presentation, responding to the brief to outline three reasons why we should win. The judges were particularly impressed that it was our first campaign on behalf of the Surrey Waste Partnership and that we had worked with 11 other councils to develop and deliver it. The campaign, which encouraged residents to recycle their clothes and home textiles rather than throw them away saw a 30% increase in collections from households and recycling banks.



left to right: David Holdstock, Communications director, LGA, Sally Hunt, Waste Improvement Team manager, SCC, Mike Goodman, Cabinet Member for Environment and Planning, SCC, Richard Neale, Senior print and design officer, SCC, Pat Hindley, Campaign communication manager, SCC, Vivienne Chapman, Community portfolio holder, Surrey Heath BC – previously the chair of the Surrey Waste, Cat Porter, Waste improvement officer, SCC partnership at the time of award, Stephen Mangan, celebrity guest speaker.



Summer 2016

Ministry of Defence Employer Recognition Scheme – Gold Award

In August it was announced that we won a prestigious gold award from the Ministry of Defence as part of its Employer Recognition Scheme for championing the Armed Forces. Surrey was one of just five councils nationally to receive the Gold Award, which recognises employers who are acting as advocates of support to the Armed Forces community. Surrey was acknowledged as actively supporting and promoting the interests of serving men and women, as well as former military personnel, so that they are treated fairly both in the workplace and through access to public services. In his letter announcing our award, Michael Fallon MP, Secretary of State for Defence, said: “Thank you for the considerable support you are giving to our servicemen and women.”

The ceremony will be held on 12 October in London and will be attended by our Chairman, Sally Marks, Canon Peter Bruinvels and Sarah Goodman, Community Partnership and Committee Officer.

Digital Leader awards – Public Services Innovation of the Year – runner up

The Surrey Vulnerable People digital exemplar project was awarded the runner up prize at the Digital Leader awards in the Public Services Innovation of the Year category. The award ceremony took place after the National Digital Conference in June where the project was runner-up only to the high-profile DVLA Paperless Driving License initiative.

The Surrey Vulnerable People project has involved representatives from a number of Surrey Services and formed part of the Local Resilience Forum response to the flooding of 2013-14,

seeking to enhance our support to vulnerable people during emergency incidents. In doing so we have produced a system that will help safeguard Surrey residents by saving valuable time and effort in the matching of records across district & borough councils, Surrey services and health community providers. Those records are then presented via dashboards available to the emergency management team, social care and the fire service. We will also be able to display a limited set of this information within the fire service cabs, so they have this information at first response to an emergency incident.

Whilst we didn't win in the Innovation of the Year category, our Surrey Vulnerable People digital exemplar project was selected for the Editor's Choice Award sponsored by Computer Weekly.

Given the strength of the submissions from across different service sectors, the Editor's Choice Award was fantastic recognition of what we are trying to achieve both within our digital approach and the drive for partnership working. Furthermore it is testimony to the hard work of the project team from across the services.

Mariana Leal de Oliveira (Project manager), Laura Sweatman (Senior Emergency Management officer) and Robert Steele (Platform manager) were at the conference and the awards to accept on Surrey's behalf.

Robert said the team were both proud and surprised. "It's a fantastic accolade that a public sector team stood out among very eminent peers," he said. "It's an excellent acknowledgement of the hard work of the team and our supportive partners, and generally the public sector."

left to right: A lady presenting the award, Robert Steele (Platform manager), Mariana Leal de Oliveira (Project consultant), Laura Sweatman (Senior Emergency Management officer) Thomas Swann (Kainos, Analytics architect), a man presenting the award.



National Employers' Network for Equality and Inclusion Awards – Highly Commended award

We all know that emotional factors can affect our wellbeing and our ability to work effectively as much as physical ones. Colleagues were averaging 13.3 sick days each year and we wanted to address this. In July we won a 'Highly Commended' award for our Wellbeing at Work programme at the National Employers' Network for Equality and Inclusion Awards. This was a very competitive field and a highly sought after award, with 16 entries, shortlisted to 6, many of which were large, national organisations. Royal Mail won the overall prize. Thanks to our 'Stay Healthy Stay Well Campaign' which addressed a range of issues including smoking and health checks and our Employee Assistance programme which introduced a range of new initiatives such as mindfulness and team wellbeing assessments, sickness absence levels reduced to 6.4 days, less than half of the previous rate. We also listened to your feedback about how you're feeling from the last staff survey and are putting these points into action.

left to right: A lady presenting the award, Matthew Baker, Chief of staff for Surrey Fire and Rescue services, Abid Dar, Senior Equality, Inclusion and Wellbeing manager.



Fostering Friendly Employer of the Year Award – Fostering Network's Fostering Excellence Awards

In September, Surrey County Council received the Fostering Friendly Employer of the Year Award at The Fostering Network's Fostering Excellence Awards.

Linda Kemeny, Surrey County Council’s Cabinet Member for Schools, Skills and Educational Achievement said: “We’re delighted to receive national recognition for the work we’ve done to support staff who give a loving home to vulnerable children.

“We’re proud to give our staff extra support to undertake this important role and, with more foster carers always needed, would urge other employers in Surrey and across the country to follow our lead and help staff combine their work and family responsibilities.”

left to right: Melissa Green, Director of Operations at The Fostering Network, Cindy Morris, a Surrey foster carer, Simon Newstone from Partnerships in Children’s Services, Linda Johnson, from Surrey County Council’s fostering service and Ashley John-Baptiste, BBC journalist and ambassador for fostering network.



Other recognition

In June this sign was constructed by a Guildford resident to thank contractors for their hard work to re-set the granite sets in Guildford High Street over the previous months. The sign speaks for itself and it really brought a smile to my face - it's small things like this which show just how appreciative our residents can be of a job well done.



Another example of a grateful resident is the email I received to thank Cara Fielder in the works communication team for her support during the installation of the dropped kerb by the resident's property. The resident is in a wheelchair and explained that Cara kept her up to date of happenings to allow her safe access. Cara and her work colleague also came out in person with a plastic ramp so that she could have access to her property whilst the work was being carried out. Cara also phoned her every day to keep her up to date with the progress of the work. Without the care of Cara and her colleague, the resident recognised that she would have been stuck inside her home all week.

All of the examples above are an amazing testament to the work of our employees. If you hear about any awards or recognition received by colleagues over the next six months, please do let me know so that I can cover this in my next six month report to share our success.

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