

DRAFT

**Chief  
Executive's  
progress  
report  
March 2017**



SURREY

## Contents

<b>Part 1 – Introduction</b>	<b>3-10</b>
● Introduction	4
● Looking back at the last four years	4
● Looking back at the last six months	5
● Looking ahead	8
● Conclusion	8
<b>Part 2 – Our budget position</b>	<b>9-11</b>
<b>Part 3 – Our work in context</b>	<b>12-20</b>
● Three Southern Counties	13
● Learning disabilities	13
● Culture and staff survey	15
● Information management programme	16
● Health and social care integration	17
● Property management and investment	18
<b>Part 4 – Case studies &amp; awards and recognition</b>	<b>23-67</b>
● Wellbeing	24
● Economic prosperity	42
● Resident experience	49
● Awards and recognition	59

# Part 1

## Introduction



## Introduction

This is my fifteenth progress report since I started my time here as Chief Executive and the last of the current council administration, which began in May 2013.

On Thursday 4 May 2017, elections will be held for a new team of Councillors to lead us through to May 2021. This will be a period of transition as we could see 30 or more new Members starting with us. It goes without saying that they will have some tough challenges ahead given the significant financial and service pressures that we face. This report is a great opportunity to showcase our achievements and the good work being done during challenging times.

Given the financial situation, it is more important than ever that we work with energy and enthusiasm in a resourceful and collaborative way. Once again, I have been overwhelmed by stories of colleagues' achievements. In part 4 Adam tells us how we have re-designed mental health services through a scheme called 'Safe Havens' while Elaine tells us about training for the voluntary, community and faith sector and how volunteers help to run bespoke courses for these groups where there isn't already a training offer in place. Volunteers are vital to provide invaluable services to our residents that aren't funded with paid workers. Stories like these inspire me. There's a wide range of case studies in this report although they all have a number of things in common. They all show a passion, determination and commitment to making a difference to our residents by listening to their needs. They have all used a collaborative approach. They have all responded to problems they've identified. And they've all delivered positive change.

We also have a number of awards and recognition to celebrate in part 4, including a gold award for championing the armed forces and two awards for our successful Orbis partnership with East Sussex County Council. It is great to have colleagues' hard work and high quality recognised in this way.

## The last four years

The last four years have flown by. It is important to take a step back and look at just how far we have come.

Here are just some of the things we have achieved since May 2013:

- We have included **111** colleague stories in my progress reports – each an example of the high quality and importance of our work.
- We have held **24** Full Council meetings and **44** Cabinet meetings (46 by May), making key decisions on things that impact on our residents' wellbeing and prosperity.
- Between September 2013 and September 2016 we created **13,906** additional mainstream school places and **164** additional school places for children with special educational needs and disability (SEND).
- We have provided support to over **2,300** looked after children.

- We have repaired **250** miles of road through our Horizon programme.
- We have achieved a **64%** reduction of young people not in education, employment or training (NEET). For the third year in a row we have had the lowest proportion of NEET of any large local authority in England.

We have continued to develop our culture over the past four years, including setting up our networks. Our networking approach has ensured that we have a distributed leadership that delivers shared objectives more effectively through a 'one team' approach. The networks have encouraged colleagues to recognise their contribution to our strategic objectives and have helped us to work together on what is important.

We launched the High Performance Development Programme in 2014, to help managers deliver the scale of change needed and lead effectively in challenging times. Approximately 700 colleagues have attended either the senior leader or leader programme since the launch, with managers now better able to challenge unacceptable behaviour, address conflict and poor performance, seek feedback on performance, be open to constructive challenge and be aware of their impact on others.

We have developed some important partnerships. For example, Orbis launched in 2015 when Surrey County Council and East Sussex County Council established a joint sector partnership. It covers approximately 1,400 people providing human resources and organisational development, finance, property, information technology and digital, procurement and business operations for both organisations and many public and third-sector customers. Thanks to Orbis, both councils have worked together to save money and have streamlined processes to provide better, more efficient services.

Our investment in fibre broadband infrastructure over the past four years through our contract with BT has had a very significant impact on the well-being and economic prosperity of thousands of residents and businesses around the county.

As a result of the council's investment into broadband infrastructure, more than 96% of all Surrey premises are able to access fibre download speeds of 15mbps or above. According to Think Broadband, Surrey County Council is currently the best connected county in England.

## **The last six months**

### **Our financial pressures**

There are some crucial uncertainties in our medium term financial position. And where we have more certainty it's mainly about the size of the challenge we face.

We've worked hard to try to ensure that Government and others had the key facts about the financial issues we face. In particular we drew attention to where we believe the methodologies used to distribute national funding have a disproportionate negative impact on Surrey e.g. Better Care Fund. This has continued to an extent with the Chancellor's statement on additional support for adult social care. On a relative needs formula Surrey would receive £17 million this year. In fact we will only actually receive £7.5 million. That's why it is crucial that we continue to play a full role in the Government's Fair Funding Review.

At its meeting in January 2017, the Cabinet also agreed to set up a Sustainability Review Board to include three cross party Members, the Strategic Director for Adult Social Care and Public Health, the Deputy Chief Executive and the Director of Finance. The Cabinet has asked the Board to focus on identifying up to £30m permanent service reductions and potential one-off reductions to achieve a balanced budget in 2017/18, bringing a progress report to the Cabinet meeting on 28 March 2017. This, along with the work already undertaken by the council, will help inform the council's longer term financial strategy and contribute to discussions with Government on business rates retention and wider fairer funding options.

We faced a real risk of ending this financial year with a large overspend. However, since October there has been a systematic effort across the council to address this and I'm now optimistic that for the eighth year running we will end the year within budget. That's a huge credit to colleagues across the organisation who have made changes small and big to achieve these targets.

### **3 Southern Counties (Devolution)**

In my last report I talked about Three Southern Counties (3SC), the partnership of 26 councils in Surrey, East Sussex and West Sussex, three Local Enterprise Partnerships, East Sussex Fire Authority and the South Downs National Park Authority. 3SC developed proposals for devolution intended to deliver a financial return for the UK, as well as benefits for local residents and businesses – helping drive the economy forward, while also making the area a better place to live in, work in and visit.

A key proposal, which has come out of discussions in the 3SC partnership over the past six months, is to establish a Sub National Transport Body (STB) for the South East. This will cover a larger geography than the 3SC and will focus in particular on investment in strategic transport infrastructure, including investment by Highways England and Network Rail. You can read more about this in part three.

### **Health and social care integration and Surrey Heartlands**

In October I explained that collaboration with colleagues and partners on health and social care integration was one of my biggest areas of work. I explained that by 2020 Surrey's elderly population is set to increase by 20,000. While 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 work with partners to re-design the way that the system works.

Over the past six months I have continued to chair the Surrey Heartlands Transformation Board, which covers the biggest health area in Surrey with a population of 850,000 residents. One key opportunity that Surrey Heartlands has been pursuing with partners over the past six months is a health devolution agreement for the area which would shift more decision-making responsibilities about residents' health and care to local health and care leaders.

You can read about health and social care integration in more detail in part three.

## **Culture and staff survey**

In October 2016, we undertook our latest staff survey, with 49% of colleagues responding. This was the second year we used Best Companies, who specialise in employee engagement and advocacy, as this fits well with our values and culture. For the second year running, Best Companies have allocated us their 'One to Watch' category, a rating of 'good' by their standards.

The results show that the majority of colleagues feel they can contribute to the success of the organisation, and that colleagues in teams go out of their way to help and care for each other. The key areas of focus from 2015 were fair deal (in particular, issues around pay and benefits), coping better with the pressures of work and continuing to build our leadership culture, with a particular focus on listening. The most recent results show that these remain the key focus although there is evidence that things are improving, particularly around fair deal and leadership. In relation to the pressures of work, there is less evidence of an improvement and given the current financial pressures and challenges, this is something that I'm keen to address.

## **Multi-Agency Safeguarding Hub (MASH)**

In my last report, I talked about how we were preparing to launch the Multi-Agency Safeguarding Hub (MASH) and Early Help Coordination Hubs (EHCH). These went live on 5 October 2016, ahead of the original schedule. The objective was to provide a single point of contact for reporting safeguarding concerns, bringing together data, information and knowledge from across the Surrey partnership, instead of this process being split across four geographical teams, as previously.

The first two months of the transition, from the four area teams to one central MASH, were a challenge and we have undertaken several reviews of our processes — in both safeguarding and project management — to improve service provision and learn from the transition. There is still some work to do to refine the MASH. This includes improving and expanding feedback to referrers, broadening partnership involvement, being more consistent with timeliness, and improving performance reporting. The next six months will be guided by an improvement plan informed by the reviews currently being undertaken.

Overall, despite the snagging issues, the programme has been an example of effective partnership working and we are confident that children and adults in Surrey are safer as a result.

## **Special Educational Needs and Disability (SEND)**

In the last 6 months we have been focusing on our impact for children and young people with SEND, helping them to achieve better outcomes.

We are working closely with family representatives and partners in health and schools to put children and families at the heart of our practice. For example, in January 2017, we ran a two-day event with families and practitioners focussed on improving the experience of families applying for an education health and care plan (EHCP). We have also co-designed the SEND commissioning plan following four engagement events with partners and family representatives, to be published in June 2017.

We have significantly reduced waiting times in paediatric therapies, but will be going further with the introduction of a new model of delivery in April 2017.

The number of education health and care plans completed on time is improving and we are committed to improving this further.

## **Looking ahead - the next six months**

My three areas of focus over the next six months will be sustainability, health and social care integration and our capacity and capability.

The overall budget figures agreed at Council include £93 million of savings and reductions for 2017-18. There is a remaining budget gap of £30 million. Decisions on how to deal with this will go to the March Cabinet. It is worth noting that the £93 million assumed savings/reductions is already a significantly higher target than anything we've achieved previously. There is detailed work underway to deliver these but it is sensible to be cautious about whether the full £93 million will be delivered in 2017-18.

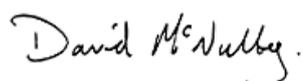
I will be accelerating work on health and social care integration with partners, including agreeing a health devolution agreement for the area to shift more decision-making responsibilities about residents' health and care to local health and care commissioners. We are aiming to agree a Memorandum of Understanding to secure a devolution deal in shadow form in 2017/18. We will also be continuing to implement our Sustainability and Transformation Plans, the complex plans that we have been working on with our health partners.

As in my previous report, my final area of focus is our capacity and capability as an organisation, and developing a culture that supports effective leadership and high performance. There are no magic wands available to improve our position. We will have to continue to work hard in partnership with others to achieve what we can for residents with the resources available.

## **Conclusion**

We have come a long way and achieved some remarkable things over the past four years. We will be entering a new phase in May with an incoming Council electorate to see us through to May 2021. While it will be sad to see current Members leave it will be an opportunity to inject fresh energy and ideas into the Council. We will support our new Members by working together resourcefully and creatively to meet our challenges, and to ensure we can continue to provide vital services to our residents.

With thanks,



David McNulty  
Chief Executive

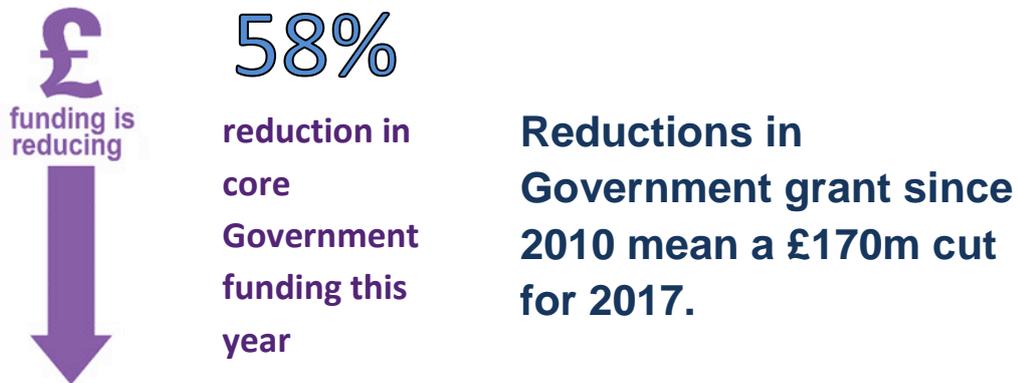
# Part 2

## Our budget position

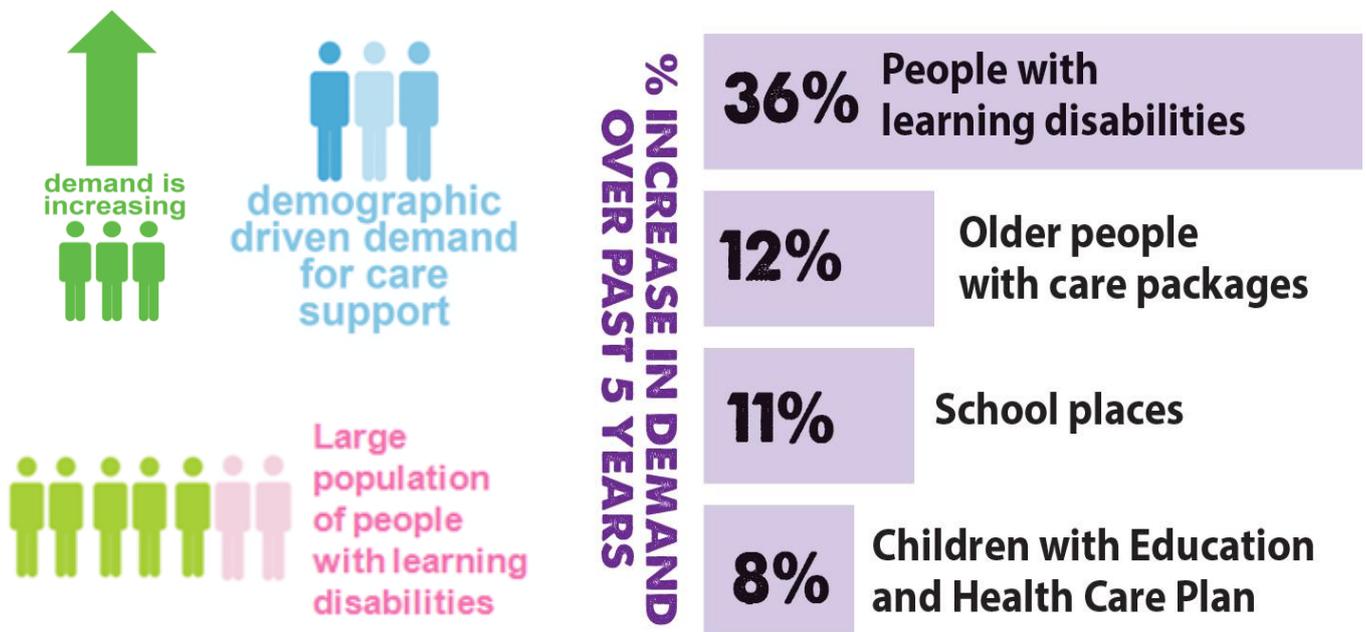


# Our budget pressures

We face an unprecedented squeeze on our budget



This is accompanied by demand going up. The demands of our residents are complex...



## We face challenges that are unique to Surrey



Our roads are the most used in the country.



Increase of unaccompanied asylum seeking children

100% increase in last two years.



We struggle to recruit and maintain skilled staff so close to London.



Our housing can be unaffordable for those on the lowest income. Challenges in housing also impact heavily on key workers, older people looking for alternative accommodation as their needs change as well as those with learning disabilities looking to live independently through supported living.

We are working to address these challenges, but it won't be easy.....

Despite a target of £83m savings 2016-2017

This only matches annual pressures

**£93m of savings identified for 2017/18**

**Leaving a budget gap of £30m**

# Part 3

## Our work in context



## Three Southern Counties

Three Southern Counties (3SC) is a partnership of 26 councils in Surrey, East Sussex and West Sussex, three Local Enterprise Partnerships, East Sussex Fire Authority and the South Downs National Park Authority. Together 3SC has been developing proposals for devolution intended to deliver a financial return for the UK, as well as benefits for local residents and businesses – helping drive the economy forward, while also making the area a better place to live, work in and visit.

A key proposal which emerged from discussions in the 3SC partnership was to establish a Sub National Transport Body (STB) for the south east. This will cover a larger geography than the 3SC and will focus in particular on investment in strategic transport infrastructure, including investment by Highways England and Network Rail.

The Government has been reviewing its position on devolution alongside the development of major policy announcements on its industrial strategy and on housing. Therefore 3SC leaders agreed that it is right to have a 'strategic pause' in our discussions with the Government.

Work is currently focussed on a number of projects that could bring a direct benefit to the area, such as the STB, to ensure 3SC is able to maximise the opportunities for the area.

If the STB was agreed with Government it would cover the south east, stretching from Hampshire to Kent. It would be a statutory body that sets a transport strategy for the south east and would determine strategic transport priorities. This would enable investment to be directed into strategic schemes to support economic growth. The local authorities would retain responsibility for decisions relating to local transport projects.

The STB would include a range of partner bodies including Local Enterprise Partnerships (LEPs), and funding bodies, including the Department for Transport, National Rail and Highways England.

The STB is due to meet for the first time in May 2017. It will then go through a legislative process, which requires sign off from Government, before being formally constituted in 2019.

If you want to stay informed on 3SC, the website (<https://surreyandsussex.wordpress.com/>) will have all of the latest developments, including information about the STB.

## **Update on commissioning services for people with learning disabilities in Surrey**

In 2011, Surrey County Council took on more than 1,000 adults with learning disabilities from the NHS, when the responsibility for long-term patients from places such as St Lawrence's Hospital transferred to social care services. The transfer to Surrey was the biggest in the country. Most of these residents needed personalised care in their community and had high needs, often because they had spent such a large part of their lives in institutions. Government committed funding to help Surrey to support these residents. However, three years later, this funding, worth £69m, was instead rolled in with another government grant and the extra money that Surrey was given to support some of our most vulnerable residents effectively disappeared. This is an ongoing challenge for the council as we look to meet our ever decreasing budget.

Better news is that in the last six months the council has been successful in attracting capital funding to facilitate the development of new accommodation services for people with learning disabilities in the county, which has gone some way towards alleviating our pressures.

In September 2016, the Department of Health launched the Housing with Technology fund for people with learning disabilities. Surrey submitted a number of bids and was successful with two. Funding of £690k was awarded for us to refurbish an empty care home property into flats for three people in New Haw and to develop a new scheme of one bedroom flats for six people in Ottershaw. The work will be completed over the next year, working with Welmede Housing Association and Avenues Support.

Since March 2016, SCC has supported the development of the Surrey Transforming Care Partnership, one of 48 partnerships established nationally to develop new services for people with learning disabilities who are in long-term inpatient hospitals across the country.

The Partnership, consisting of representatives from SCC, clinical commissioning groups, borough councils, providers and other stakeholders, has successfully bid for capital from NHS England to refurbish two properties to enable people to leave hospital and live in the local community. Funding of £202k has also been made available by NHS England to support the refurbishment work of properties located in Banstead and Epsom to enable people to leave hospital and move in later this year.

We have continued to develop good working relationships with a range of specialist providers to deliver services to people with learning disabilities. In November, Surrey County Council agreed with the Surrey Care Association to start work with local providers to review the costs incurred in delivering services to support people across Surrey. A project group, chaired by Brian Mayers, Area Director for Guildford and Waverley Clinical Commissioning Group, has been formed to work with local providers to review key cost areas and to understand pressures providers say they are facing, whilst recognising the severe financial strain we are under.

Understanding demand and providing appropriate services is a key area of commissioning, and the accommodation and support project team is clarifying the current picture in the county. Following publication of Surrey's joint learning disability strategy 2016-2020 last year, a market position statement and integrated commissioning statement are being developed. These documents will give residents and providers of services clarity about the level of need in the county and ways services can be provided to meet this need.

## Links and information

<https://www.gov.uk/government/news/funds-to-improve-housing-for-people-with-learning-disabilities>

<https://www.england.nhs.uk/learningdisabilities/tcp/>

<http://www.surreypb.org.uk/>

DRAFT

## Culture and staff survey

How colleagues feel about working for Surrey is crucially important to our effectiveness as an organisation. In my last report, I covered the Best Companies staff survey, which we were just completing for the second year.

The response rate was 49%, up 15% on the previous year, and is well above benchmarks. The results provide us with the best data we have about how colleagues are feeling.

These second year results have enabled us to make comparisons with the previous year. We've seen improved results for questions relating to fair deal (pay and benefits) and my manager. In 2016 the pay and reward review took place and has seemingly had a positive impact on the results with an increase in the scores for most areas, particularly senior managers, managers and team leaders. Support for managers has continued through training and development including the High Performance Development Programme (HPDP), which seems to be shaping the improved scores.

Wellbeing is an area that continues to be of concern for many colleagues. We need to continue to focus on the concerns raised to ensure colleagues remain healthy and able to fulfil their roles in a fit and productive way.

The highest scoring question is still 'I believe I can make a valuable contribution to the success of this organisation' and we are looking to develop some ways for colleagues to more easily generate ideas and progress them. Recently we actively encouraged colleagues to contribute ideas to help address the financial challenge. Colleagues' involvement was positive - Finance were able to work with some of the viable suggestions. Areas we continue to score well in are my team, my company and my manager.

I am also pleased to see that the results for this year show that there has been a positive increase in colleagues having more confidence in the leadership of the organisation, with the highest level of confidence growing within the senior management community. These results include improvements in living the values and principles of the organisation, with an extra 6% (around 350 people) feeling that managers are listening more and asking colleagues for their views. We will be continuing the work on these areas by furthering the work to embed our values and behaviours – in particular in our recruitment, induction and staff development.

There are three key themes that need addressing to help us to continue improving:

- working as one team – avoiding duplication of work, improving our communication with each other and understanding what we can achieve together.
- management – listening and accepting everyone's views, increasing opportunities to connect with teams, focussing on making timely decisions, and greater open honest communications.
- my "company" – providing more clarity about our direction and goals.

We'll be inviting colleagues to take part in a third staff survey this October. I am committed to making improvements and hope colleagues get involved in local conversations about how they can work together to make improvements that make a difference within services and teams. We recognise that local conversations are valuable at gauging opinion throughout the year and hope colleagues will see and feel the benefits of involvement in making improvements in the coming months.

## Information management programme

In recent years the private sector has made huge advances in its use of technology and data to inform the way it interacts with us as customers. Things we take for granted and use every day such as travel apps, shopping loyalty cards and advertising all rely on collecting and interpreting data to offer us tailored services intended to make our lives easier.

It can be difficult to keep pace with this in the public sector, where responsibilities around protecting personal information and budget pressures have been barriers to fully utilising emerging technologies and data. But we also know that residents' expectations are rising – not least in light of their 'amazon' experience – and that there is huge potential to transform service delivery. So we need to get better at how we record and use information to improve our offer to residents.

Children, Schools and Families knows it needs to improve the way information is collected and used to achieve better outcomes for children. To help focus on this, a programme of work has been established to deliver change in the way information is managed and used across the directorate.

This will involve ensuring we have the right IT systems in place to enable the right data to be captured in the right way. We also need to ensure that this information is accessible to all practitioners who need it, so that they have a joined up view of each child. Holding this information in one place will prevent families having to explain their story multiple times, as is sometimes the case now. Instead, practitioners will have a single view of each child and the different services they are interacting with. This will highlight a child's needs and potential risks so that support can be put in place sooner. We need to make sure that our systems protect people's personal information.

To develop an accurate picture of a child, we need to make sure that we are collecting the right data and asking the right questions. With the right information we can understand the experience of individual children better, the impact that council services are having and how well we are performing. We can use this to inform decisions we make about how we provide services in the future and how resources are allocated.

We also need to make sure that our people and culture support this way of working. All practitioners have a responsibility to ensure they are recording good quality information and making best use of it. This is something that needs to be embedded throughout the directorate – equipping frontline colleagues to use data to inform their practice and ensuring leaders are making strategic decisions based on an informed view of performance.

This is a substantial piece of work that won't be achieved overnight. In the meantime however, there are a number of areas where we are applying the principles outlined above to deliver immediate improvement. Interactive dashboards have already been created for special educational needs and disability, giving colleagues access to up to date performance information in a number of areas across the service. These are being embedded into both frontline practice and decision making to drive improvements in the outcomes for our children and young people.

## Health and social care integration

The past six months have seen us build even closer relationships with local NHS colleagues, as our own social care teams and six Surrey-based Clinical Commissioning Groups (CCGs) work to improve outcomes for individuals who use our services, and to meet our shared system challenges.

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 with half experiencing chronic conditions that require service support. Every year in Surrey County Council alone, an additional £24m in funding is required and, since 2010, government core funding has decreased by £170m. Similar challenges are faced by the NHS making it vital for us to continue to integrate our services, approaching our priorities together.



We are in our second year of the Better Care Fund - a national programme aimed at bringing health and social care partners together. This year we have pooled £73.1m with our CCG colleagues, with the aim of achieving three key objectives: enabling people to stay well, enabling people to stay at home, and enabling people to return home sooner from hospital. Our next plans will cover two years and will build on our previous work, and deliver even closer integration.

In each local CCG area, joint commissioning groups have agreed new approaches to delivering health and social care. Integrated care teams exist in communities where adult social care, GPs, community mental health teams and community nurses all work together.

The Epsom Health & Care Alliance has already delivered some positive results. There have been improvements in accident and emergency waiting times, length of stay for unplanned hospital admissions and fewer delays in discharge from hospital. In Surrey Heath CCG some members of the integrated staff are being jointly line managed by the local health and social care leadership.

In my last report, I mentioned the significance of the Sustainability & Transformation Plans (STPs), which focus 'place-based' plans around geographies, rather than organisational lines. A milestone was passed last October as the three STPs, which are based in Surrey, published their **plans**. All plans include prevention as a priority, local integration plans for health and social care services and a focus on engagement with residents.

The STPs are ambitious. The challenges we face are significant in terms of improving financial sustainability, quality and wellbeing across our health and care systems. We will need to transform the way we work locally drawing on all of our capabilities and take advantage of opportunities to make the plans become reality.

A key opportunity we have been pursuing with partners is a health devolution agreement for Surrey Heartlands - the largest of Surrey's three STP areas, with approximately 850,000 people.

At its most basic level, a health devolution agreement will mean shifting more decision-making responsibilities about people's health and care to local health and care commissioners and

securing additional freedoms and flexibilities in how we can work together in Surrey Heartlands for the benefit of residents.

We also want to take advantage of the energising effect a devolution deal can have on a local system - as we've seen in Greater Manchester.

This includes:

- speeding up progress for local health and social care integration initiatives,
- increasing partnership working with the wider public and private sectors,
- strengthening local resident engagement, including involving them in the design of a sustainable health and care system.

We will continue our conversations to define the detail of what a health devolution deal should include for Surrey Heartlands and hope to agree a memorandum of understanding within the next 12 months.

DRAFT

# Property management and investment

Property services has responsibility for an extensive and diverse property portfolio of operational and non-operational premises, including office buildings, fire stations, care homes, parcels of land, and other types of assets. The service delivers every aspect of property including designing new buildings and schools, managing, maintaining, refurbishing and adapting existing buildings, acquiring and selling property assets, and managing tenancies, leases and other agreements.

Property services is currently focusing on three areas of work around asset management and investment to make sure we meet the needs of our residents.

## 1) Service asset strategy

We need to make sure we have the right buildings in the right places to support our front-line services.

There are three key principles of the service asset strategy: workforce planning, access to services and partnerships.

## Future State: Operational Service Design

Workforce Planning	Access to services	Partnerships
<ul style="list-style-type: none"><li>• Will there be more/less people?</li><li>• Any skills shortages/ recruitment &amp; retention issues to consider?</li><li>• How will they operate/ what will they need access to?</li><li>• How flexibly can they work?<ul style="list-style-type: none"><li>• Is anything needed to support this (e.g. technology changes?)</li></ul></li><li>• Do certain teams need to be located together/in close proximity?</li></ul>	<ul style="list-style-type: none"><li>• What does the needs assessment tell you about future levels of face-to-face contact?</li><li>• For each type of access point:<ul style="list-style-type: none"><li>• What's the catchment area (serves x people/ distance residents expected to travel etc.)</li><li>• Criteria for location (level of deprivation/ proximity to certain amenities)</li><li>• How will they operate:<ul style="list-style-type: none"><li>• times of the day</li><li>• Expected visit numbers</li><li>• What do you need at a location?</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>• What's the commissioning strategy?</li><li>• Where would sharing space lead to better outcomes?</li><li>• Will you have integrated teams with any other organisations?</li><li>• Are there other organisations/ types of services that would be a good fit for co-location?</li><li>• Are there any teams/types of organisation where shared space would be a challenge in terms of delivering your outcomes?</li></ul>

## Merstham Community Hub

Work is ongoing to complete the construction of a new modern integrated community hub for Merstham where a range of services, both new and existing, will be delivered. The building will be home to Merstham library, the Merstham Community Facility Trust (MCFT), a new early years childcare provision, Merstham youth centre and a new community café.

Adjacent to the hub will be four new retail shops, which will be managed by Reigate and Banstead Borough Council.

The construction of the hub is due to complete this summer and will open late summer.

The hub provides opportunities for the provision of preventative services to support vulnerable children and adults in the local community and reduce social isolation. There will be rooms available for use by the NHS, which will improve local residents' access to health facilities.

The new hub and the adjacent retail units should also reduce the need for residents to travel outside the local area.

A purpose built youth centre will enable Surrey's Services for Young People to deliver vocational training and education directly to the relatively high numbers of young people in the immediate vicinity who are currently not in employment, education or training (NEET).

Merstham Community Hub has been designed to be a functional shared building that will allow local residents access to provisions that they need and allow them to feel a sense of inclusion within their community.

### **Spelthorne Fire Station**

This project will deliver a new modern fire station in Spelthorne, known as Fordbridge, for the operation and delivery of Surrey Fire and Rescue Services.

Construction is expected to commence in the next few months, subject to planning approvals, with a new fire station delivered mid, 2018.

The new Fordbridge Fire Station will replace two existing fire stations, Sunbury and Staines, both built in the 1960s. The decision to replace the two fire stations was made in 2014 following public consultation. This will result in:

- Ongoing revenue efficiency savings, circa £900k per annum, through future service delivery from one station.
- Avoiding uneconomical expenditure, addressing increasing maintenance liabilities and modernisation requirements, arising as a result of the age of Staines and Sunbury stations.
- Potential future capital receipt through the disposal of Staines and Sunbury, if the sites are declared as surplus.

## **2) Development of a joint venture**

Surrey County Council is seeking to appoint a commercial partner to make sure our properties deliver the best outcomes for Surrey's residents. This will provide the specific skills and capacity for us to make the most income and returns from our estate and create revenue streams that will assist in us providing services for residents in the future. A number of partners across the public estate are part of this - including local district and borough councils, as well as NHS property services and Surrey Police - to assist us in attracting the right partner to meet our objectives.

## **3) Property investment strategy**

The key purpose of the property investment strategy is to deliver an ongoing net income stream to the council to provide a source of funding to support services. The investment portfolio is managed by a small team of staff from property, finance and legal, who are supported by external specialist advisors when required.

The investment strategy was agreed by Cabinet in July 2013 as one of a series of measures to improve the financial resilience of the council in the longer term. The investment portfolio includes property investments that have been acquired by Surrey County Council in order to deliver economic regeneration or to provide for long-term future service use, and deliver an investment return.

As part of the investment strategy, the council has also established a property company, Halsey Garton Property Ltd, to purchase assets for their investment return. The overall portfolio of property investments therefore consists of assets held by the council together with those owned by the property company.

The council is developing a mixed and diversified portfolio across geographies and across property sectors in order to manage the inherent risks of property ownership. The performance of the portfolio is managed and monitored to avoid an over-reliance on single tenants or types of tenants in terms of their impact as a percentage of the total portfolio. Investment property assets are let to a variety of tenants in a number of different industry sectors, ranging in size from local businesses to large PLCs. The covenant of each tenant is evaluated at the time of purchase and the asset is priced in accordance with this covenant together with a number of other factors, for example the length of the lease and the location, so that the returns available are commensurate with risk.

All investments are required to demonstrate a revenue return in excess of the cost of funding the purchase and all investment opportunities are progressed based upon a robust business case which takes into account due and proper consideration of the balance between the risk and reward of ownership of the asset.

DRAFT

# Part 4

## Case studies & Awards and recognition



## Contents

### Wellbeing

- Kathryn Pyper – Introducing a new specialist supported living development
- Laura Saunders – New approach to supporting adults with alcohol dependency
- Alison Clarke – Inspiring views
- Matt Lamburn – Housing for older people
- Jane Crew – Creating high quality childcare places
- Nicola James – Helping a young adult settle into a new home once leaving school
- Laura Wilby – Supporting pre-schoolers with autism
- Claire King – Supporting residents to remain independent
- Jim Pinchen – Building confidence through music
- Adam Whittaker – Safe Havens

### Economic Prosperity

- Elaine Thomas – Training for the voluntary, community and faith sector
- Simon White – Fraud prevention
- Holly Yorston – Children's takeover challenge

### Resident Experience

- James Chilton – The patient passport
- Ron Critcher – Carers strategy and development
- Sandra Brown – Using social media to connect with residents on the issues that matter to them
- Andrea Killick – Integrated care in practice
- Jane Last – Spelthorne joint committee

### Awards & Recognition p. 59

### Good News Stories p. 65

# Wellbeing

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





# Kathryn Pyper

Kathryn Pyper, Adult Social Care, tells us about new accommodation for young adults with autism.

## Introducing a new specialist supported living development

### What was the challenge?

In Surrey there is a growing demand for, and a shortage of, accessible accommodation with care and support for young adults with autism and high support needs.

Despite the development of successful specialist services, each year individuals with a particular profile of needs are placed out of the county, away from their families and at a high cost. Some live in care homes and others in school or college placements. We expect there to be an increase in the number of young people who will need this type of accommodation in the next few years.

### What was the solution?

We want to make sure these young people have the opportunity to be closer to their families and support networks so that they can feel part of a local community.

We became aware of land for sale at Lindon Farm in Alford, south-west Surrey and decided it would be an ideal setting to create specialised supported living. The accommodation will be built to best practice in autism design, have good internal and external space and an activity centre, equipped with sensory and therapy facilities.

This new highly specialised supported living accommodation will help us to meet some of the growing demand for young adults with autism and high support needs. They will be offered a tenancy to live there for as long as they need.

Providing this accommodation in Surrey will also bring us a financial saving each year, compared with providing specialist support outside of Surrey.

### What has happened so far?

We acquired the land at Lindon Farm in summer 2015. An event was held in Alford so that local people could see the early designs, talk with the design team and learn more about autism and supported living. In January this year, we secured planning permission to build long-term supported living for ten young adults with autism and high support needs.

### What are the next steps?

The transitions team has identified the young people whose needs will be best met at Lindon Farm. We will continue to engage with our stakeholder groups and the local Alford community as part of our preparation.

Building work is scheduled to start in the spring of 2017, with residents moving in during summer 2018.

**For more information**

If you would like to know more about the accommodation being built at Lindon Farm contact Kathryn.



Walter Bailey's Xylem bench. This bench will sit at a new, accessible view point at the National Trust location of Gibbets Hill, Hindhead.





# Laura Saunders

Laura Saunders, Public Health, tells us about reducing the demand on emergency services from heavy drinkers with alcohol dependency.

“The High Impact Complex Drinkers pilot removes the barriers between support services and vulnerable adults by using an assertive outreach approach.”

## New approach to supporting adults with alcohol dependency

### What was the challenge?

We know heavy drinkers with alcohol dependency place a significant burden on public services and can end up in situations where they rely heavily on our emergency ‘blue light’ services. Often, they have a range of complex issues such as neglect, mental health issues, involvement in the criminal justice system and homelessness. These are often viewed as “unattractive” qualities which mask an individual’s extreme vulnerability.

We already offer a number of substance misuse treatment services in Surrey, but the complexity of these health and social care needs often acts as a barrier to engagement. Getting such individuals to engage initially and/or maintain engagement with services is often challenging.

### What did you do?

In March 2015, we launched a High Impact Complex Drinkers (HICD) pilot in Woking, Waverley and Guildford. These locations were selected for the pilot because they have a range of appropriate services in each town centre that offer specialist support to service users.

A modelling exercise carried out by Alcohol Concern estimated over 400 highly complex and vulnerable residents could benefit from the introduction of positive strategies and alternative approaches. We decided to carry out a one year pilot; an integrated approach to supporting vulnerable adults (18 years+) who have complex needs and alcohol dependency. The HICD pilot removes the barriers between support services and vulnerable adults by using an assertive outreach approach—taking the service to the individual rather than relying on them to come to the service. Evidence suggests that by using an outreach approach and improved pathways, initial and consistent engagement with the vulnerable adult can improve and support them to reduce their alcohol consumption—contributing to an improvement in their quality of life and also reducing the impact on emergency ‘blue light’ services.

The core aim of the pilot was to work with our substance misuse services and partner organisations and see how they could use their resources more effectively to achieve the greatest outcome for these individuals. It was important for us to support services and agencies to work together, appropriately sharing information moving toward a shared goal. It took roughly six months to get to the pilot to an operational level.

“Over 6 months we were able to provide help to fourteen vulnerable adults and work with them to help them make a positive change to their lifestyle.”

Some aims of the pilot included: reducing alcohol consumption; improving mental and physical health and wellbeing; reducing impact on Surrey’s Blue Light services (Police, Ambulance and A&E).

### **Impact**

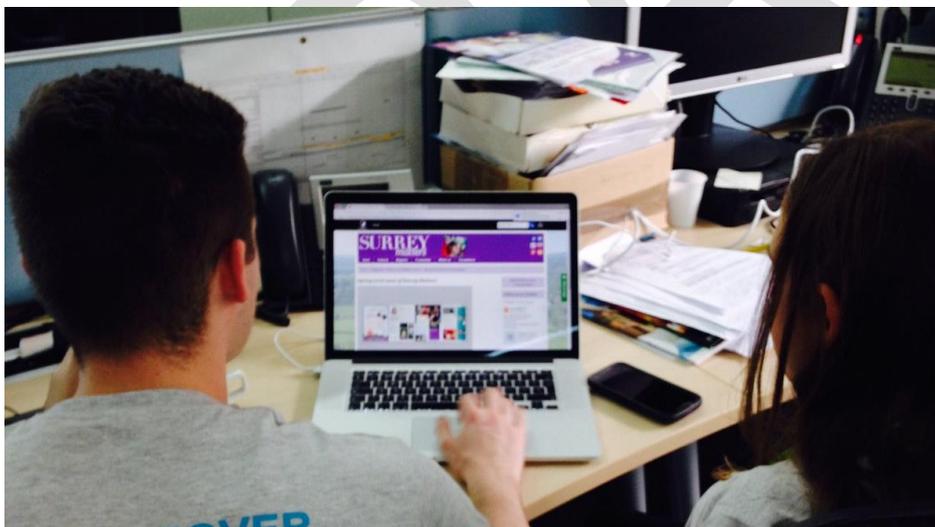
Over a period of six months the pilot service received 24 referrals. We were able to provide help to fourteen vulnerable adults and work with them to help them make a positive change to their lifestyle. As a result of the help given, there was a significant reduction in the number of drinking days, improved psychological and physical health scores and a reduction in hospital visits and bed days allowing us to estimate potential return on investment of £4 for every £1 spent.

### **What next**

We are co-commissioning, with the Office of the Police and Crime Commissioner, a two year extended evaluation, which will expand delivery countywide. We will continue to work with vulnerable residents who may be assessed as HICD. We will also be working more closely with our colleagues in districts and boroughs, criminal justice and health services to develop and embed system change.

### **Find out more**

If you would like to know more about the pilot contact [Laura](#).



Young people take over in the communications department as part of Takeover Day 2016



# Alison Clarke

Alison Clarke, Surrey Arts, tells us about working with artists to create viewpoints in the Surrey Hills and the impact this had on residents.

“Five sculptors and designers were involved in the project, creating sculptural benches at viewpoints along the trail.”

## Inspiring views

### The Challenge

The Surrey Hills are a designated Area of Outstanding Natural Beauty (AONB), popular with visitors from Surrey, London and beyond. Many visitors frequent the tourist spots but don't know about the lesser trodden locations. The landscape has changed over time and many of the stunning viewpoints and pathways have become overgrown.

The challenge was to reveal lost viewpoints, improve access for all and encourage visitors to the hills for much needed wellbeing benefits.

### What did you do?

We created a three-year partnership between the Surrey Hills Family and Surrey Arts, Surrey County Council to deliver this project, funded by the Mittal Foundation. This partnership is enabling us to develop an innovative arts programme across the AONB.

Initially, we focussed on the Greensand Way in South West Surrey, to open up hidden views, improve accessibility and celebrate these points with sculptural seating, poetry and sound.

We resurfaced paths and car parks and created new pathways. Two of the viewpoints are now wheelchair accessible which has enabled the Freewheelers Theatre Company to enjoy dancing and hot chocolate up on Holmbury Hill, an area previously unreachable by wheelchair.

Five sculptors and designers were involved in the project, creating sculptural benches at viewpoints along the trail. Poet John Wedgewood Clarke wrote verses that captured the beauty and character of each location having spent time walking and researching the locations. Musician Graham Dowdall created 'sound pictures' of each hill, layering music and field recordings.

Once all the improvements had been made, the community engagement programme offered walks and talks, workshops and demonstrations between May and October 2016. The sessions provided an insight to the artists, and the history and geology of the landscapes.

### What impact did you make?

We've had positive feedback about the artworks, providing us with valuable insight into the wants and needs of local communities and visitors to the Surrey Hills. This has helped in our planning for what we'd like to do next.

“The project means people can see the landscape in a new way.”

Our art workshops were popular with children of all ages (infant, primary and Children with Special Educational Needs (SEN) and teenagers) and local artists.

The project means people can see the landscape in a new way. It's educated young people in the history of their environment, and encouraged people of all ages to create poetry, music and art inspired by the Surrey Hills.

There are many health and wellbeing benefits in bringing the art and landscapes together. As well as encouraging physical exercise, this project benefits those living with mental health issues by combining therapeutic creativity and the space and time to reflect in front of an inspiring view.

### **What next?**

We are hoping to extend this project although it is dependent on receiving funding. At the same time, we are working with young people and university arts students to get them involved in their local landscapes.

We plan to focus on health and wellbeing by providing creative health walks to combine the arts, physical exercise and the social element of walking with others.

### **Find out more**

To see some of the artwork and find out more about Inspiring Views visit the [Surrey Hills website](#).



The Freewheelers Theatre Company sit on Converse bench, designed by Matthew Burt. The spot On Holmbury Hill has been resurfaced and the bench arrangement has been designed to make the location fully accessible.



# Matt Lamburn

Matt Lamburn, Adult Social Care, tells us about extra care housing as an alternative to residential care homes.

“Our aim is to increase the amount of extra care accommodation in Surrey to benefit older residents with care and support needs.”

## Housing for older people

### Background

Residents are thinking about their longer-term and future care needs when choosing accommodation and there has been an increase in older people being supported to live independently. The predicted trend for accommodation needs in Surrey shows demand for independent living / extra care is growing and the trend for residential care is declining; however due to life expectancies increasing and people living with more complex needs, more people will require specialist residential and nursing care each year.

Extra care housing is an accommodation option for older people that offers independent living in a community setting, with care and support services provided according to an individual's need. It offers a way for people to continue to live as independently as possible when their care and support needs increase, without the need to move into more traditional types of accommodation for older people with care and support needs, such as care homes. Other benefits include extra care housing being hubs in local communities, delivering a range of activities to benefit the whole community, not just those living in the accommodation.

### What was the challenge?

At least one in four Surrey residents we support are in residential care, but many of these could have their needs met within an extra care setting. We do not currently have enough extra care housing to offer this choice and also have a limited number of providers with experience in delivering this accommodation. Providers have told us that one of the key challenges to developing extra care housing is the availability and accessibility of suitable land on which to build.

### What was the solution?

Discussions with extra care providers allowed us to understand the challenges faced by developers and providers. After establishing that availability of land was the key barrier to increasing extra care capacity, work began to examine the possibility of using council-owned land. Potential sites were identified and assessed for best use and value for money against the projected savings possible; Cabinet agreed plans in December 2016.

### What's next?

In the next few months we plan to identify a partner/partners to work with. Our aim is to increase the amount of extra care accommodation in Surrey to benefit older residents with care and support needs.

### Find out more

To find out more about extra care homes you can visit [s-net](#) or the [Surrey County Council website](#).



# Jane Crew

Jane Crew, Early Years, tells us how Early Years teams help to make sure the supply of early years places meets demand.

“Sunny Days pre-school, with our support, is having a positive impact on local families”

## Creating high quality childcare places

### What was the challenge?

Although large numbers of two, three and four year olds were eligible for free childcare in Ashford, there weren't enough high quality places available. It is our responsibility to make sure supply meets demand and with existing nurseries already expanded, early years teams still had to create extra places.

### How did you overcome this?

Early Years Improvement Advisor Justine Louka looked for a suitable site and advertised the offer to tender. She identified a refurbished church hall nestled in a housing estate as an ideal location, as it was already very much part of the local community. She spoke to the church Pastor who was open to the idea and recognised that some parents may also benefit from debt counselling and the food bank offered by the church.

A husband and wife team of experienced childminders were successful in their bid. Early Years teams helped negotiate costs for the hall to help keep the pre-school sustainable and agreed payments for work to make the space fit for purpose including providing a fence (to help maintain privacy and avoid a potential safeguarding issue), a sun canopy, storage and varnishing the floor. After the work had been completed the couple opened Sunny Days Pre-school in April 2015.

Jane and the Early Years team advised the couple on policies and procedures, room layout, staffing, recruitment and retention. She made sure the pre-school used child-centred planning, provided a good learning environment with age appropriate activities and was value for money. We carried out audits to identify any improvements needed and released the remaining money from the “new places” grant for equipment and resources so that the pre-school got the best out of their funding.

### What was the impact on local families and the community?

Sunny Days pre-school meets the childcare needs of the local community and with the support of Early Years teams, has been able to go the extra mile, building and maintaining links with the church, children's centres and the local leisure centre which is having a positive impact on local families.

The pre-school, which has 34 children enrolled (four who qualify for free early education for two year olds), was awarded 'outstanding' in their first Ofsted inspection. This helped the couple gain confidence and they have opened a second pre-school.

### What next?

The Early Years team is continuing to work with the pre-school, making sure that quality remains high, which experience shows only happens with sustained, long-term support.



Young people from Cranleigh explore the viewpoint at Winterfold, and take field recordings to create soundtracks.





# Nicola James

Nicola James, Transitions team, tells us about the transition of a young adult with learning disabilities from college into a new home.

“His parents told us our happy, smiling colleagues have a positive effect on their son”

## Helping a young adult settle into a new home once leaving school

### What was the challenge?

The transition for a young adult into mainstream, long-term adult social care services is always a tense time for all concerned. The family of a young adult with learning disabilities, funded by us to attend a specialist college outside of Surrey, was anxious about where their son would be living after he finished college. They wanted their son to live closer to them and knew the location they were looking for in the county.

### How did you help?

Our specialist adult commissioning team, a social worker, the specialist college and a number of providers worked together on how to meet his specific needs. Together we designed a bespoke self-contained flat for him to live in. A central part of the plan was designing a property space that was homely and welcoming, yet suitable for his learning disabilities.

All aspects of the move had to be carefully planned, including the journey back to Surrey itself to make sure he wasn't distressed.

### What was the outcome?

Feedback following the move has been very positive, with the young adult engaging in a range of community activities locally. He's even visited a local shop to buy some flowers for his mother to celebrate Mother's Day which was a huge achievement. Being local to his family has certainly helped him settle in.

The ongoing support provided by the social worker and other specialists means he can move into adult life with certainty and develop to his fullest potential. The parents are very pleased with the care their son receives, and they told us our happy, smiling colleagues have a positive effect on him.



# Laura Wilby

Laura Wilby, Educational Psychologist, tells us about a pilot that supports preschool children with social communication difficulties.

“The Local Early Autism Programme pilot indicates that we are meeting local needs whilst saving money on private support”

## Supporting pre-schoolers with autism

### What was the challenge?

We were aware of a gap in provision for pre-school children with social communication difficulties or autistic spectrum disorders (ASD). Parents frustrated at a lack of specialist support for their children often turned to private organisations and looked for funding from us. Alternatives tended to be Applied Behaviour Analysis (ABA) programmes, which are very narrowly focused and costly.

### What did you do?

Our answer to this gap in provision was the Local Early Autism Programme (LEAP), a three-year pilot by Surrey’s North West Educational Psychology Service to trial an in-house early autism intervention service.

After listening to feedback from families about their problems securing appropriate services for their children, we reflected on issues related to child development and good practice in autism, while considering relevant research and evidence. We consulted with colleagues and other local authorities and drew up a proposal for LEAP.

The programme is an intensive home and pre-school based intervention for young children with social communication difficulties or ASD. It is in line with parental feedback and similar to other in-house specialist, early autism intervention programmes, which have been positively evaluated in other local authorities.

The family-centred programme is flexible and service delivery is based around the needs of the child and their family. All families on the programme are offered regular visits, typically one visit at home and one in pre-school every week.

LEAP uses an evidence-based approach drawing on good practice strategies for children with ASD.

### What impact have you had on residents?

Our first group of LEAP families and pre-schools has given positive feedback. We’re now in our second year working with 12 families and initial feedback continues to be positive. Since the start of LEAP we’ve not had any ABA requests, indicating that we are meeting local needs whilst saving the money.

“We will run coffee and play mornings each half term for families to get together and to encourage the children to play in a safe and secure environment.”

### **What is next?**

We are continuing to strengthen links with our speech and language and occupational therapy colleagues to make sure we provide a joined-up service for Surrey’s children.

We will run coffee and play mornings each half term for families to get together and to encourage the children to play in a safe and secure environment.

### **Find out more**

If you would like to know more about the LEAP pilot call 01483 518130.

If you think that you might know a child and family who would benefit from LEAP refer them to the Educational Psychology Service who can refer them on to us if appropriate.



Russell Jakubowski leads sculpture workshops with children from primary, secondary and special schools.



# Claire King

Claire King, Reablement team, tells us about supporting a vulnerable resident to regain her confidence in her home.

“As we age our ability to do everyday tasks changes; our team can offer support and help to residents”

## Supporting residents to remain independent

### What was the challenge?

One of the challenges for our reablement teams is to help residents remain independent at home wherever possible. As we age, our ability to do everyday tasks changes. This is when our teams can offer support and help. Woking social care team asked the Woking reablement team to support a resident in her home due to concerns that she was neglecting herself and in a vulnerable state.

### How did you help?

The reablement team, health services and social care team worked together in order to achieve a positive outcome for the lady in question. The team quickly built rapport with the resident and she accepted the support we provided. With input from our occupational therapist we were able to provide equipment that she desperately needed. We also identified the need for support from district nurses so the lady could receive the care that she needed.

The resident's health deteriorated and initially she refused to go to hospital to receive medical care. A member of our reablement team and a specialist nurse were able to encourage her to accept that she needed treatment in hospital. In hospital she received the medical attention that was long overdue. Once discharged our reablement team supported her to settle back in her home and adjust to her surroundings.

### What was the outcome?

After a short time of support back in her own home, the resident's confidence grew and she began looking after herself better so that we were able to reduce our level of support. Eventually the lady was fully settled, happy and safe in her home knowing that she could contact us in the future and ask for support.

### Find out more

For more information on the support we provide for our residents to help them to be independent at home visit the [Surrey website](#).



# Jim Pinchin

Jim Pinchin, Surrey Arts, tells us about applying the lessons learnt from a trip to Mexico to engage Surrey's children and young people with music

“We particularly wanted to engage children living in challenging circumstances,”

## Building confidence through music

### What was the challenge?

Surrey Arts wanted to find new ways to ensure that disadvantaged and vulnerable young people had access to meaningful music education. They particularly wanted to engage children living in challenging circumstances, those in care, with disabilities, in hospitals, those excluded from school and young offenders.

It is well known that music and the arts can transform lives by building confidence, self-esteem and essential life skills yet we were struggling to get children and young people involved.

### How did you address the challenge?

The Winston Churchill Memorial Trust funds British citizens resident in the UK to travel overseas, to study areas of topical and personal interest, gain knowledge and bring back best practice for the benefit of others, their profession and community in the UK.

Jim travelled to a city in Mexico that in 2010 was the most violent city in the world. During his time there he worked with an organisation called CCOMPAZ who promote values of peace and community cohesion through music education in some of the most hostile communities in Latin America.

He wanted to find out the part music and music education played in the city and importantly what we could learn from using music to engage with young people in Surrey.

We learnt that:

- Classical music was accessible to all children and young people with no age or ability barrier and regular celebration concerts were held in the highest profile venue in the city.
- Numbers of children and young people participating were very high. The older young people who came through the programme acted as assistant music tutors, helping them to feel empowered as they helped the younger ones.
- Music was used to address the personal needs of every child, including health and wellbeing in addition to music.
- Evaluation included measuring the effects the music programme has had on bullying, cross-curriculum learning, suicidal tendencies,

“Through the Infinity orchestra, we’re establishing a truly inclusive ensemble that is actively seeking to include some of our most disadvantaged young people.”

health/physical growth and engagement with the arts outside of music education.

As a direct result of Jim’s learning, Surrey Arts created the Infinity orchestra as an extension to our SEND UP! Orchestra. Our SEND UP! Orchestra started in 2015 and was nominated for a Music Teacher Award for Excellence in both 2016 and 2017.

Since returning, Jim has had the opportunity to talk about his work in Mexico and Surrey at a number of national conferences and also at the 2016 ISME Global Conference for Music Education. This profile raising has led to Surrey Arts being seen as a national leader and role model for inclusive music making across the UK.

In addition to setting up the Infinity Orchestra we arranged for colleagues and young musicians from CCOMPАЗ to visit the UK as part of a cultural exchange project. They worked with young people from our SEND UP! Orchestra, performing at a high profile national event in London. The visit inspired our Mexican partner to launch their very own UP! Orchestra.

#### **What impact did you have on residents?**

Through the Infinity orchestra, we’re establishing a truly inclusive ensemble that is actively seeking to include some of our most disadvantaged young people. Unlike most orchestras it is free to attend, there is no musical ability entry requirement and young people are supported to have complete ownership of the music that is created.

One parent recently wrote “thank you so much for giving ‘C’ this opportunity. Never in our wildest dreams would we have imagined he would be part of an orchestra and have the chance to perform, kids like him are always the ones left aside.... The team is amazing and work you are doing through the music group is undoubtedly changing lives and we can’t thank you enough...”

#### **What’s next?**

Inspired by the way CCOMPАЗ integrates physical exercise with innovative music education, Surrey Arts is forming a new and exciting partnership with Active Surrey. We have been told to “watch this space!”

#### **Find out more**

You can read more about the project on the [Surrey Music Hub](#).

You can see a short video documentary on Jim’s initial project in Mexico here <https://vimeo.com/115966082>



# Adam Whittaker

Adam Whittaker, Strategy and performance, tells us about a pilot to redesign mental health services across the county

“They provide a relaxed, safe and friendly environment for people to come to if they are either in crisis or believe they are about to be.”

## Safe Havens

### What was the challenge?

In 2014, we partnered with health and police services and were successful in a bid from central government to deliver a programme to re-design mental health crisis care services in Surrey.

Evidence suggested that that by re-designing the way we provide the services, it can lead to better outcomes including more effective recovery and to help people stay well afterwards.

Re-designing the service would also be an effective way to mitigate the effect of rising demand for services from a growing population relying on acute mental health services, such as accident and emergency (A&E) for care.

### What did we do?

One of the services delivered by the programme was Safe Havens for mental health crisis. Safe Havens was designed to provide urgent mental health support during evenings and weekends within a community setting.

Five pilot Safe Havens were opened between November 2015 and March 2016 across the county (Camberley, Epsom, Guildford, Redhill and Woking). They replicate the service pioneered in Aldershot, which was recognised for its success by Government when **the Prime Minister visited earlier this year**.

Safe Havens are deliberately designed not to feel like just another mental health service. They are provided in partnership with Community Connections (voluntary sector services that support people aged 16 or over with mental health needs to stay well in their communities) and Surrey and Borders Partnership NHS Foundation Trust.

They provide a relaxed, safe and friendly environment for people to come to if they are in crisis or believe they are about to be. There is an open door policy so people can visit when they need to and use it in the way that suits them best: from talking to their peers to share advice, to working with mental health professionals on site to do some crisis planning and clinical management.

### What have we achieved?

There is evidence that the service is making a real difference for service users. By the end of December 2016, they had been visited over 8,500

“It has helped me to understand about a difficult time I went through and came out the other side smiling.”

times with the majority of people saying they visited to prevent a crisis from happening. They have also achieved high levels of satisfaction with 98% of users saying they were either very or fairly satisfied with the services, suggesting that they are a good alternative to attending A&E for treatment.

The most powerful and rewarding feedback has come from hearing service users' experience. I think this quote in particular sums up what the Safe Havens are all about:

*“It has helped me to understand about a difficult time I went through and came out the other side smiling”.*

### Next steps

The pilots are due to come to an end in March. Surrey's Clinical Commissioning Groups are reviewing the evidence and will make a decision about the future of the service.

### Find out more

For more information on the Safe Havens, contact **Adam** or **Jane**. You can also get more information from the **Health and Wellbeing Surrey** website.



The Mexican Youth Orchestra perform with Surrey's UP! Orchestra in London.

# **Economic prosperity**

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



**SURREY**



# Elaine Thomas

Elaine Thomas, Training Delivery team, tells us about how we have helped our partners with their training needs.

“We’re helping partner organisations with their training needs with a range of courses, from first aid and food hygiene to budgeting and leadership.”

## Training for the voluntary, community and faith sector

### What was the challenge?

Surrey has over 5,700 voluntary, community and faith sector (VCFS) organisations and financial constraints can make it a struggle for them to pay for training.

### What did you do?

We looked at the best way to share our resources with the VCFS that would have maximum benefit for them and with a minimum cost to us.

As we run training courses for colleagues that aren’t always at full capacity, sharing our training could create an excellent opportunity for the sector.

We introduced a routine of assessing our bookings for the classroom based courses every Monday to see whether we had any unfilled places. All courses had been open to colleagues for a minimum of six weeks and a maximum of nine months. Courses that had reached a viable number to run based on our bookings but not at full capacity were identified as being suitable and this information is circulated to councils for voluntary services who share the opportunities with local organisations in their area. Places are given on a first come first serve basis and those unsuccessful in getting a place are put on a waiting list for future opportunities. We also reviewed which of our e-learning modules were relevant and made them available to the sector via the Surrey Skills Academy website.

### What impact did you make?

The feedback so far has been extremely positive. We’re helping partner organisations with their training needs with a range of courses, from first aid and food hygiene to budgeting and leadership. It has been a really exciting thing to do, challenging us to look at innovative ways to support key partners as well as making a real difference in them gaining skills and working better.

Courses are free for the sector as there are no additional costs for us to provide them (they are courses that are viable to run before the offer is made). There are also some courses offered by the Surrey Adults Learning Team being made available, they charge for their courses but do so at a 50% discount to the VCFS which works out at excellent value for money for them.

“It’s been a really exciting thing to do, challenging us to look at innovative ways to support key partners”

### What next?

Over the next few months we will assess how many people from the VCFS have taken advantage of this opportunity. We will be working with colleagues to find ways of broadening the offer, with a wider selection of courses – partly through working with Surrey Adult Learning and also through ongoing reviews and changes to our internal offer.

We will continue to offer places on classroom-based courses that have unfilled places. We also aim to look at the possibility of offering bespoke training for the sector. If a number of organisations identify a particular training need that isn’t available through our current offer, we will look at putting on a specific course. We will initially look to colleagues to help run those courses as part of employee volunteering, if this option is not available we will review the need and may look to source an external trainer.

### More information

For more information about the available online courses you can look at the [Surrey Skills Academy website](#).



A child takes inspiration from Walter Baileys Xylem bench on Gibbets Hill.



# Simon White

Simon White, Strategy and Performance, tells us how the Surrey Counter Fraud Partnership is dealing with non-benefit fraud locally.

“The partnership has developed in to a sustainable, self-funded and innovative approach to tackling fraud at borough, district and county levels.”

## Fraud prevention

### The challenge

In 2016, Universal Credit was introduced in Surrey, leading to all benefits being paid in one single payment by the Department for Work and Pensions (DWP).

Districts and boroughs used to have a fraud investigation resource for tackling a number of types of fraud, including fraud relating to benefit, tenancy and council tax. With the introduction of Universal Credit, this resource was transferred to the DWP for their new single fraud investigation service. This move meant the district and boroughs had no resource to tackle the other types of fraud.

### What did you do?

We secured funding to set up the Surrey Counter Fraud Partnership, a collaborative approach for dealing with non-benefit fraud locally.

Initially grant funded, the partnership has developed in to a sustainable, self-funded and innovative approach to tackling fraud at borough, district and county levels. There has not previously been this level of cooperation and joint working between, and within, the different tiers.

The partnership was originally formed between Surrey and seven districts and boroughs. It has now grown into a multi-agency body led by Surrey with membership from all 11 districts and boroughs, Surrey Police, Trading Standards and registered social landlords from across the county.

### What impact have you made?

The partnership has helped make significant savings which has given us a high return on the initial investment required to establish it and enabled us to become self-funded. Savings have been made through detecting and stopping fraud, preventing fraud before it happens and increasing the amount of council tax and business rates collected by targeting individuals and businesses fraudulently claiming discounts or exemptions.

The partnership has:

- made over £5.6 million fraud and error savings
- recovered 60 properties leading to the reallocation to families in genuine need

“The next step is to move away from our reliance on fraud referrals from members of the public to generating the referrals ourselves.”

- prevented 49 property allocations on the basis that the applicants were not eligible or had given incorrect information to enhance their application
- turned down 13 homeless applications on the grounds that the applicants were not in genuine need or given incorrect information on their application
- rejected 31 right-to-buy applications on the grounds that applicants were not entitled to the discount or given incorrect information on their application.

### What's next?

The next step is to move away from our reliance on fraud referrals from members of the public to generating the referrals ourselves. This is where data matching and analytics come into it.

Our data hub is a recent development (and innovation because we're one of few areas to have an operational hub) which enables us to share data across partners to look for instances and anomalies where someone isn't being truthful. For example, they might be claiming single person discount on their council tax but have other individuals claiming a parking permit at the address meaning that they have made a false representation to gain either one of these. We will then investigate these cases to prosecute and recover the money where possible.

Find out more

If you want to know more about the way we tackle fraud email the [internal audit team](#).



The Mexican Youth Orchestra visit a Surrey school to give a presentation.



# Holly Yorston

Holly Yorston, Children's, Schools and Families, tells us about the day children and young people took over County Hall for the day.

“Young people enjoyed having a say in things and being able to give their opinion, learning about apprenticeships and other things that they wouldn't necessarily hear about at school.”

## Children's takeover challenge

### What was the challenge?

The Children's Commissioner for England champions the Takeover Challenge and asks local authorities, organisations and businesses to open their doors to children and young people, to put them at the heart of decision making and listen to their views. As part of our commitment to listening to and involving children and young people in our work, we hosted our first Takeover Challenge in 2016 welcoming 50 young people aged 11-25 to County Hall.

### What did you do?

Colleagues from the Children, Schools & Families Commissioning and Prevention team and Democratic Services worked together to create an exciting, interesting and fun day of activities. This included talks by senior managers and young people, and workshops led by different departments.

- Dan, a care leaver spoke about overcoming adversity to achieve his goals and how we each, in our own way, face different kinds of challenges.
- Seb, from the Youth Collective, talked about getting involved and having his say. Whether at school, in the local community or in somewhere like the UK Youth Parliament, Seb said it was important that young people take opportunities to have their voices heard.
- HR ran a workshop on Surrey's apprenticeship offer and asked for feedback on the advertising, roles available and ideas about how to attract more young people into apprenticeships.
- Emergency Management hosted a workshop about young people's involvement and input in responding to emergencies in their communities.
- The office of the Police and Crime Commissioner held a workshop about young people's relationship with the police and how it could continue to improve.

### What feedback have you received?

Young people enjoyed having a say in things and being able to give their opinion, learning about apprenticeships and other things that they wouldn't necessarily hear about at school.

“It’s time to put your thinking caps on and come up with some opportunities for young people to get involved in your services.”

Feedback from the colleagues who got involved was very positive. They were impressed with how engaged the young people were in the workshops and with the ideas, opinions and suggestions they gave. Colleagues were keen to involve young people more in their work in future.

We also been awarded a silver commendation for Takeover Day 2016 from the Children’s Commissioner’s Up for the Challenge scheme.

**What’s next?**

We are looking forward to Takeover Day 2017 and will be working with schools and participation groups so that we can welcome even more young people next time.

We would love to have more colleagues involved too so it’s time to put your thinking caps on and come up with some opportunities for young people to get involved in your services.

**Find out more**

To find out more about the Takeover Challenge visit the [Commissioner’s website](#).



Julie Fisher, Deputy Chief Executive and Strategic Director of Children’s, Schools and Families welcomes children and young people into County Hall for Takeover day 2016

# **Resident experience**

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



# James Chilton

James Chilton, Adult Social Care, tells us about improving hospital visits for people with long term neurological conditions.

“I have a patient passport myself and found it easy to use. It goes to prove that if the right form contains the right information, patients will receive the appropriate care.”

## The patient passport

### Background

Some neurological conditions are lifelong and people can experience onset at any time in their lives. Long term neurological conditions form a diverse set of conditions resulting from damage to the brain, spinal column or nerves, caused by injury or disease of the nervous system that will affect an individual for the rest of their life.

### What was the challenge?

When a patient visits hospital, completing a form prior to their appointment helps hospital staff understand a patient's specific conditions and requirements. The long term neurological conditions group highlighted that there was a need to improve the hospital experience of people with these conditions. The only form available for a patient visiting hospital was designed for people with learning disabilities or a sight impairment and it didn't address the needs of people with physical disabilities. This meant that when people with neurological conditions made a hospital visit they were sometimes mistakenly considered as having a learning difficulty, especially if they could not communicate to staff verbally.

### What was the solution?

I worked with the long term neurological conditions group to create a new form called the patient passport. We designed the form to make sure healthcare professionals are made aware of a patient's specific needs and requirements, so that the best possible healthcare can be provided. Residents living with neurological conditions can access the patient passport form on our website.

### What next?

The patient passport is being promoted by different groups and a variety of networks to encourage people to use it. We have received some very positive feedback about how helpful people have found it. I have a patient passport myself and found it easy to use. It goes to prove that if the right form contains the right information, patients will receive the appropriate care.

### Find out more

To find out more about the patient passport email [James](#) or visit our [website](#).



# Ron Critcher

## Carers strategy and development

Ron Critcher, Adult Social Care explains how the Surrey NHS Carers Prescription provides support and services to carers.

“The new portal puts carers in touch with services that can give them information and advice or even provide them with a short break from caring.”

### What was the challenge?

The Care Act 2014 created new obligations for councils to work in partnership with the NHS to improve support for carers. Carers mean family and friends who provide unpaid care for sick and disabled relatives.

About 70% of carers have contact with NHS staff but it takes, on average, five years before a carer is identified as being in a carer role. Our challenge was to identify carers early on in their caring life so that we could provide support and services to them.

Improving partnership working in this area would also support our plans for greater integration with health.

### What was the solution?

A new online portal called Surrey NHS Carers' Prescription has been developed in partnership with Action for Carers Surrey and the six Clinical Commissioning Groups in Surrey. It is now used by all 129 GP practices in Surrey to securely refer carers to voluntary sector support. This provides a simple practical system for busy clinical staff to make referrals at the first point of contact. Having put this in place, Surrey hospitals and mental health services have also opted to take up the system and are rolling this out throughout their services.

The online form is quick for health staff to complete and has resulted in referrals rising from a few hundred to over 6,000 a year and it is still rising. The new portal puts carers in touch with services that can give them information and advice or even provide them with a short break from caring. Carers have been amazed to get a follow up call from the local carers support service within 24 hours of visiting their GP.

### What's next?

The Carers' Prescription continues to be rolled out with NHS providers both in acute and community services. Later this year the system is also being taken up by pharmacists and hospices across Surrey so that they can also refer carers.

The portal is the first of its kind in the country and was instrumental in securing the prestigious Health Service Journal Commissioning for Carers Award. It was also shortlisted for two other awards in 2016.

The Government is set to launch a new, national carers strategy in spring 2017 which will emphasise the importance of joint working with the NHS.

**Find out more**

To find out more visit the [Action for Carers Surrey](#) website.



Giles Miller's Perspectives on Winterfold hill sits nestled within the woods with a clear view over the South Downs providing shelter and a space for focused contemplation.





# Sandra Brown

Sandra Brown, Communities and Partnership, tells us about using social media to connect with residents on issues that matter to them.

“Our team has helped residents to get involved and hear about things happening in other parts of the county that have an impact on their lives.”

## Using social media to connect with residents on the issues that matter to them

### What was the challenge?

We think it's important that residents have the opportunity to influence the outcomes of committee meetings where decisions are made that may affect them. There are very few who attend local committee meetings, so we wanted to find new ways of reaching more people, giving residents the chance to connect with us on the issues that matter to them, in a convenient way.

### What was the solution?

We decided to use digital and social media and created Twitter, Facebook and Instagram accounts for each of our eleven district and borough areas where we have committees to encourage residents to have a conversation with us about their community.

Our local committee question time format was put online, setting a specific time for services to answer questions from residents and businesses. We introduced Twitter polls asking residents to vote on their top anti-social behaviour concerns and gave the results to our Community Safety Team and partner agencies. We also asked residents about the improvements that could be made to ease traffic congestion in Reigate and the results are going back to a group of local councillors to tackle the issue. Residents have also been encouraged to help us promote pride in their towns and villages by sharing their pictures of local events, history, issues and happenings with us on Instagram.

Some of our committee meetings are now streamed live, allowing viewers to interact and comment on the content as the meeting is happening. We also update our Twitter followers on decisions, as they are made, at committee meetings.

### How have you made a difference?

Our team has helped residents to get involved and hear about things happening in other parts of the county that have an impact on their lives. When issues are happening in their street or neighbourhood, we have made it easier for them to have an influence on what we do about it.

Our presence on social media allows us to reach more people than just through traditional committee meetings. While pertinent local issues can result in thirty to forty people attending a meeting, through social media, thousands more have the opportunity to respond and raise other issues that they wish to discuss. We were hoping to reach more women and young people and we've achieved our goal as our social media followers are predominantly female and aged between 25 and 54 years old.

“Our use of social media makes democracy accessible to more people. We have expanded our services for residents and made it easier to get involved”

Our use of social media makes democracy accessible to more people. We have expanded our services for residents and made it easier to get involved in discussions and hear about what is happening through better use of digital media.

#### **What’s next?**

We are already using social media to help local communities in other ways; in addition to our local committee accounts, we also have social media accounts promoting messages and sharing information from agencies, organisations and communities that are involved in preparing for future local emergencies.

We have a dedicated Twitter account for our work supporting and integrating the military, veterans and their families into the local communities (e.g. supporting ex-military personnel in finding civilian employment, getting funding for older ex-service personnel, or encouraging employers to support military reservists).

We will continue to extend our use of social media to all our areas of our work, including our work with Community Safety Partnerships, finding local solutions to issues such as anti-social behaviour that are concerns for residents.

We would like to do more to support our county services and colleagues to engage with local residents when there are times services need to be adapted or made specific to the locality that they are in. We could run polls, have a question/answer session, or obtain residents’ views on social media, in ways similar to those described in the case study, that could help inform their decisions about what’s important to residents and what residents would wish to see happen where they live.

#### **Find out more**

To see or community engagement in action search on Facebook, Twitter or Instagram for one of our 11 district and borough councils.



# Andrea Killick

Andrea Killick, Adult Social Care, tells us about integrating health and social care in Surrey Heath.

“It is a very exciting time to be working in Surrey Heath. Although we are still very early on in the journey to integrate our services we’re continuing to make progress.”

## Integrated care in practice

### What was the challenge?

Surrey Heath residents told us that they were being asked for the same information each time they were referred to a new agency when accessing health and social care. They wanted to ‘tell their story’ once.

Health and social care agencies were independently providing services to residents, often duplicating work as they gathered their own information. It became increasingly important that health and social care needed to work more closely.

### What was the solution?

Although there are several aspects to the health and social care integration process, there are two key areas of focus.

The first is the Single Point of Access (SPA). Based in Camberley Health Centre, the SPA is a one stop referral shop for professionals to use. Duty workers from Adult Social Care, Older Adults Mental Health, Rapid Response, Reablement and Community Nursing are based in the SPA. When a referral is received it is given to the most appropriate duty worker, quickly screened and any relevant information held by each agency is shared. This allows a decision to be made about who is best to respond and the timescale for responding so that we can feed back to the referrer and respond accordingly. Knowledge and skills are shared at the SPA and the unique perspectives of each discipline are pooled together, offering the best outcomes for residents.

The second aspect that has enabled closer working relationships is the weekly multi-disciplinary meeting. At these meetings the SPA group is joined by members of the medicines management team, the voluntary sector, specialist diabetic nurses, dieticians and GPs. We discuss the most complex cases, review risks and actions and make decisions. Previously a long process would be involved, however with the wealth of knowledge and experience of the people contributing to these meetings we have started to see an improved speed and efficiency in resolving complex issues.

### What’s next?

It is a very exciting time to be working in Surrey Heath. Although we are still very early on in the journey to integrate our services we’re continuing to make progress.

Staff have forged closer working relationships and now have a better understanding of each other’s roles and pressures. By working more

“The health and social care integration process is using our different skills and expertise and will help us provide a better and more effective service for residents.”

closely together we can build trust in each other’s assessments and avoid duplication of work.

Where previously services may not have agreed on who was best to meet a specific need, assessments are now joint and decisions are made much more quickly.

The health and social care integration process is using our different skills and expertise and will help us provide a better and more effective service for residents.

**Find out more**

To find out more about health and social care integration in Surrey Heath email [Andrea](#).



Russell Jakubowski’s Contour bench sits at the breathtaking view point at Reynard’s Hill in the Hurtwood.



# Jane Last

## Spelthorne Joint Committee

Jane Last, Community Partnerships & Safety, tells us about bringing together county council and local councils in Spelthorne to make things easier for residents to raise issues.

“Residents experience simpler and speedier local decision making,”

### What was the challenge?

For many residents it can be confusing to know which services are provided by the county council and which are provided by local district and borough councils. When they need help, residents want to get good service from whichever council they approach.

In Spelthorne we wanted to offer a single gateway into both councils, where residents could easily raise the issues that mattered to them with their local councillors and the relevant officers from both councils.

### What was the solution?

Previously there had been a Spelthorne Local Committee that was wholly owned by the county council. Now there's a Spelthorne Joint Committee that is an equal partnership between both councils. All councillors are fully and equally involved in the committee process and the items to be considered by the committee.

The remit of the new committee has been expanded and while it carries out the functions of the previous Spelthorne Local Committee, it also makes decisions about funding for major community infrastructure projects, as well as youth services. It currently also has advisory functions on older people's services and how to make the best use of public property assets in the borough. The committee can also take on any new functions that either authority chooses to delegate to it.

A similar approach has proved successful in Woking, where they've had a joint committee in operation since June 2014, resulting in improved partnership working between the two authorities.

### How have you made a difference?

Residents experience simpler and speedier local decision making, and greater innovation as both authorities work together to identify solutions that will work in the locality.

The Spelthorne Joint Committee is an innovative response that promotes greater empowerment and devolution.

“We hope to see more joint committees formed in the future.”

**What is next?**

We are holding more conversations with other Surrey district and borough councils keen to work together for the benefit of their residents, so we hope to see more joint committees formed in the future.

**Find out more**

If you would like to know more about the Spelthorne Joint Committee visit the [website](#).



The UP! Orchestra and Mexican Youth Orchestra rehearse for their London performance.



# Part 3

## Awards, recognition and good news stories



## Awards and recognition

### Council receives prestigious Gold Award for championing the armed forces

Surrey County Council's support for the armed forces has been recognised with a coveted Gold Award.

It was presented by His Royal Highness The Duke of Cambridge and Defence Secretary Sir Michael Fallon at a ceremony at the Royal Hospital Chelsea, London in October.

Surrey is among the first councils nationally to receive the highest award under the Defence Employer Recognition Scheme. Gateshead was the first council to receive it in 2015 whilst Surrey was one of four further councils to receive it in 2016, with Hampshire being the only other county council. Other award holders are big businesses including BAE Systems, Barclays, Boeing, Bank of America, Kier and Royal Bank of Scotland.

Surrey County Council Chairman Sally Marks accepted the award at the ceremony along with Sarah Goodman, Community Partnership and Committee Officer, and Canon Peter Bruinvels, Surrey County Council's Civilian-Military Liaison Adviser.



***From left to right:*** Sarah Goodman, Community Partnership and Committee Officer, His Royal Highness The Duke of Cambridge, Sally Marks, Chairman, Canon Peter Bruinvels, Surrey County Council's Civilian-Military Liaison Adviser The Right Honourable Sir Michael Fallon MP, Secretary of State for Defence

### Orbis wins culture and public service human resources awards

In November 2016, Orbis won the Organisational Excellence Champion Award for Culture at the Organisational Culture (OC) Excellence awards and the Award for Excellence in Public Service Human Resources at the Personnel Today awards.

Orbis launched in 2015 when Surrey and East Sussex established a joint sector partnership. It covers approximately 1,400 people providing human resources and organisational

development, finance, property, information technology and digital, procurement and business operations for both organisations and many public and third-sector customers.

The judges at the OC Excellence award recognised Orbis' ability to deliver significant cultural change against a backdrop of ongoing austerity and financial challenges in local government, while spanning a complex multi-organisational environment.

At the Personnel Today awards, judges commented on the positive and significant impact that Orbis' approach to cost savings through collaboration, innovation and transformation had for the partnership.



*Public Services People Managers' Association (PPMA) president Sue Evans presents Orbis with the 2016 trophy for Excellence in Public Service HR. **Left to right:** Gabby Roslyn (presenter), Ellie Goddard (Orbis HR&OD), Dawn Tomlyn (Orbis Programme Team), Leatham Green (Orbis Programme Team), Sue Evans (PPMA President) and Rob Moss (Editor, Personnel Today).*

The Payroll team were also awarded Highly Commended for the Public Sector Team of the Year category at the Payroll World Awards. This type of external recognition not only celebrates their hard work, it also helps to build the service's reputation in the market and demonstrates the quality of its services. Well done to everyone involved.

## **Surrey voted number one provider of cycle training**

The National Highways and Transport Network's annual public satisfaction survey 2016 rated Surrey County Council as the number one provider of cycle training out of 105 other local authorities.

A few months earlier, the cycling service also received top marks in the External Quality Assurance undertaken by Department for Transport assessors, being rated as an 'exemplary' scheme.

The team includes 58 bank instructors and 2.4 full-time equivalent office staff. Over the last year they have trained 15,000 young people and adults.

Surrey has fewer trainees per instructor than required by the national standard, which means that each trainee receives more attention and gets more riding time. The council has also

offered more courses to Surrey residents, including courses for adults who would like to both learn to ride and refresh their cycling skills.

Training and development for instructors through continuing professional development has been key to Surrey's success – the instructors have also contributed some of their own ideas for improving delivery. The Council has also introduced a system of mentoring for instructors undertaken by both the cycle training team at Surrey and one of the external instructor training organisations, so they can be confident that their delivery meets national standards. The recruitment process has been refined so that not only are instructors competent bike riders but they can also coach and instruct skilfully, can enthuse young people, relate to all age groups and are capable risk managers.

The council has also set up a partnership with the charity Wheels For All who provide adaptive bikes for our school based cycling courses and accessible cycling opportunities for people of all abilities, enabling more people to participate in Bikeability.

The cycling scheme works on a cost recovery basis as we charge fees and receive a government grant that allows us to subsidise some types of courses. The scheme could not be delivered without the support of colleagues in human resources, who assist with recruitment and employment queries and administration, finance who help to manage the budgets, the communications team who put together a fantastic set of certificates for Bikeability and shared services who helped the team to commission and implement a new online booking system. A huge project for the team, and it has paid off as it has proved to be a much more cost effective and efficient way of handling bookings.

Unfortunately, the government has reduced the subsidy to all local authorities which means that fees to schools and local residents will be increasing. However, the council's first priority is quality of service and that brings cost with it, for example teaching at lower ratios. That is a choice that Surrey has decided to make to ensure that the service continues to go from strength to strength.



**From left to right:** Sue Stevens, Wendy Coombs and Debbie Reid, cycling training supervisors.

## Surrey children's centres receive "Baby Friendly" award

Surrey County Council is only the seventh council in the country to receive the prestigious "Baby Friendly" Award' from Unicef. 21 of Surrey County Council's children's centres went forward for accreditation as part of two wider groups, at the same time as the health visiting services in their areas.

The Baby Friendly initiative was set up by Unicef and the World Health Organisation to support women to initiate and continue to breastfeed. It has been found to be the most effective programme for improving breastfeeding rates and the award is given to organisations who promote it.

Improving breastfeeding rates is a key national driver in child health and has a beneficial effect on childhood obesity. There are health benefits for the mothers too as it lowers the risk of breast and ovarian cancer and can help new mums get back in shape by burning around 500 calories per day.

Whilst there is evidence that more mothers are breastfeeding in the UK than previously, there are parts of Surrey where breastfeeding rates are still much lower than the national average.

A survey by the Baby Friendly initiative showed that mothers want to breastfeed but don't always get the support they need. Mothers who formula-feed wanted to know how to maximise opportunities to bond with their baby to promote healthy development and attachment.

The council pooled resources from the early years and childcare and public health services and ran joint training with the health visiting service to train colleagues in the 21 children's centres, from receptionists to centre managers. There are three levels of training and having everyone trained means that whoever a parent turns to for advice, they know how to offer appropriate support.

The council also worked on services for parents, including baby cafes, antenatal support at the children's centres and home visits, to provide support around breastfeeding, feeding and supporting close and loving relationships with their babies.

Parents and babies have benefited from the increased support and Unicef said "Surrey Children's Centres have met all the criteria relating to Baby Friendly accreditation and the staff are highly commended for their efforts made. It was clear to the assessment team that pregnant women and new mothers receive a very high standard of care. All mothers that were interviewed spoke warmly about the centres and staff."

In the interviews they commented:

"The staff at the children's centre are brilliant - they are so patient."

"The baby cafes are really good, it's very relaxed and you get a chance to practise feeding in public."

"I always feel very welcome - I have stayed long after sessions to feed and have always felt very comfortable".

The council and its partners will continue to work with other groups of children's centres and hopes to support all 58 children's centres in Surrey to achieve the Baby Friendly Award.



## Surrey awarded silver commendation for Takeover Day

On Friday 18<sup>th</sup> November, we hosted our first Takeover Challenge, welcoming 50 young people aged 11-25 to County Hall. The Takeover Challenge is championed by The Children's Commissioner for England, and is an opportunity for children and young people to go to local authorities, organisations and businesses for a day to put their views forward and have a go at decision making. The Children's Commissioner for England awarded Surrey with a silver commendation for this successful event.



You can read about the challenge in our case study on [page ?](#)

## Orbis programme in the running for continuous improvement award

Orbis, Surrey's shared services partnership with East Sussex County Council, is in the running for an Institute for Continuous Improvement in the Public Sector (ICiPS) award for embedding continuous improvement in the public sector through innovation, collaboration and commitment. The awards ceremony will take place on 15 and 16 March 2017.

The purpose of the partnership is to drive value for our councils and residents by fully integrating our back-office services - procurement, finance, human resources, information technology and digital, property and business operations - sharing people, resources and technology. In doing so, we will generate cost efficiencies and allow more funds to be re-directed to where they are needed most, front line service delivery. Although it is still early, the programme Orbis has already generated £4.1m of cost savings to-date, exceeding its initial financial targets.

Today, 1400 East Sussex and Surrey employees work under Orbis, which will increase to 2000 when Brighton and Hove City Council join the partnership in April – making Orbis the largest local government shared service partnership in the UK.

## **Surrey shortlisted for LGC Digital Council of the Year**

Surrey has been shortlisted for Digital Council of the Year at this year's LGC awards which will take place on 8 March 2017.

In Surrey, we place technology at the heart of what we do, embracing smarter ways of working to benefit our customers, leaders and employees. We have embedded a digital approach throughout all of our major transformation programmes including health and social care integration, technology enabled care, devolution, the Orbis shared services partnership with East Sussex County Council, and delivery of our corporate strategy to improve resident wellbeing and enhance the experience of accessing public services. Between 2009 and 2014, our Information Technology and Digital team successfully delivered a number of continuous improvement programmes achieving £279m of cost savings for the Council.

The team also worked closely with external partners to create a new Vulnerable People Reporting System (VPRS), which has revolutionised the way in which reporting on vulnerable people is undertaken. The VPRS shares vital information on vulnerable people with emergency responders so that they can understand their individuals' specific needs and support our most vulnerable residents in an emergency situation. Surrey Fire and Rescue has incorporated this new technology within the cabs of their fire engines, making essential information on vulnerable residents instantly accessible to first responders.

### **Good news stories:**

## **Children's Rights Service celebrates in style at their Christmas Party**

In December 2016, the Children's Rights Service held our annual Christmas party for all care leavers, looked after children, and those that support them. The party is an event where everybody is able to reflect on the past year's events and achievements. For the 2016 party we decided to put on a show, to highlight past events such as Lemn Sissay's poetry workshop.

The Children's Rights Service also worked closely with our young people to put on a performance to showcase their talents. Watching all the young people we work so closely with get up and sing so beautifully or dance or act in front of about 90 strangers was incredible, and the whole team was immensely proud of them.

The Christmas party is also a hugely special event as it provides some Christmas spirit for those who may be spending Christmas alone. It is important to remember that these events may be the only real form of interaction these young people have, in what can sometimes be the loneliest time of year.

Over 100 people attended the party, an increase on the previous year, and included a sit down Christmas dinner. Afterwards they were taken to Santa's grotto and each young person got a gift bag.

A party completed the evening with a DJ, photo booth, candy floss & popcorn machine, face painting and pretend tattoos.

The Christmas party was a fantastic way to demonstrate what the Children's Rights Service does, and what can be provided in terms of social groups and support.

### Devon Cox, Children's Rights Apprentice



**From left to right:** Christina Ketzer (Supervising Social Worker/Pedagogue), David McNulty (Chief Executive), Sophia Hamilton (Children's Rights Apprentice), Jim Pinchen (Head of Music, Surrey Arts)



**Top left to right:** Sam Reid (Children's Rights Manager, Participation), Jo Lang (Children's Rights Manager, Participation), Sophia Hamilton (Children's Rights Apprentice), Belinda Newth (Head of Quality and Experience), Jessica Brooke (Children's Rights Manager, Complaints), Holly Yorston (Participation Development Officer), Jamie Leigh-Clarke (Children's Rights Assistant, Participation)

**Bottom left to right:** Corinne Evans (Children's Rights Assistant), Verrity Omonuwa (Apprentice), Caroline Phillips (Children's Rights Assistant), Devon Cox (Children's Rights Apprentice)

## **Surrey Firefighters receive over 4000 requests to attend medical emergencies**

Surrey Firefighters have hit a milestone, having received over 4000 requests to attend certain medical emergencies.

I first covered the ground-breaking 'co-responding' trial in my report January-July 2015. Run by Surrey Fire and Rescue and South East Coast Ambulance Service, this new way of working means that members of the public may initially be assisted by a trained firefighter before an ambulance responds to their 999 call. This includes helping people who are unconscious, fitting, have chest pains, breathing problems or are suffering a cardiac arrest.

Firefighters participating in the scheme carry a medical kit which includes a defibrillator. In the same way community first responders are always backed up, qualified ambulance crews will be assigned at the same time as a fire co-responder and arrive as soon as they are available.

The aim is to provide lifesaving medical support as quickly as possible. With every minute that passes in a cardiac arrest situation, a patient's survivability decreases by around 7-10% without effective CPR and defibrillation. With ambulance services working at nearly full capacity, the provision of extra resources from firefighters to these types of calls aims to improve outcomes for patients.

Over 415 Surrey firefighters have been upskilled in medical response and a number of them have participated in the National Joint Council trial which ran until 28<sup>th</sup> February 2017.

DRAFT

This page is intentionally left blank