

**DRAFT**

**Acting Chief  
Executive's  
progress  
report  
March 2018**



**SURREY**

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# Part 1

## Introduction



## **Introduction**

It is difficult to believe that it's six months since I took up the role of Acting Chief Executive. There's a huge amount of great work going on around the organisation and many examples of colleagues making a difference to the lives of Surrey residents - including colleagues pulling together in January following a fire at Lakers youth centre in Woking; during the recent snow when social workers and reablement colleagues took treacherous journeys so they could still visit clients; and gritting lorries working around the clock to ensure that our roads were kept safe.

You can read more about the work colleagues have been doing in sections three and four of this report.

### **Services for children**

We have made significant progress against our Special Educational Needs and Disabilities (SEND) action plan priorities and are now well placed to continue to improve services for children with SEND and their families and ensure our school provision is both inclusive and improving.

Our refreshed early help approach has recently been reported to Cabinet and sets out a clear call to action for all Surrey partners to work together so that children receive the right help at the right time, increasing their resilience and ensuring they have safe, nurturing relationships that enable them to thrive and build the skills they need for adulthood.

Ofsted is currently inspecting our services and support for children in need of help, protection and care. The inspection ends on Thursday 22 March and their report will be published approximately seven weeks later. We prepared and shared widely with colleagues and partners our self-evaluation that provides an overview of the whole system. It is an honest self-evaluation that identifies signs of improvement and those areas that still require further work.

We need to make sure that children are at the centre of our culture, practice and partnership and that we make best practice consistent for them. Our improvement approach has been focused on embedding core practice; listening and acting on feedback from children, colleagues and partners; developing more productive partnerships in our work with children; using data to help inform and drive practice; and making sure we learn from what is and isn't working well for children across the whole system.

### **People and place**

The council is not alone in facing challenges. Our public sector partners across Surrey, including the districts and boroughs, police and NHS also face similar challenges. With funding pressures and demand increasing, the scale of the challenge for public services in Surrey will only become greater. To improve the financial sustainability of public services in Surrey and deliver improved outcomes for residents, it will require a step-change in collaboration between partners and will need greater focus on a 'whole-systems' approach in delivering services.

Such change will be significant and noticeable for residents so it is essential that they are fully involved in service design. This means having a different kind of conversation, with greater resident participation in shaping the services they need and how they are delivered.

It also provides an opportunity to take a more place-based approach, working closely with our partners (particularly the districts and boroughs) to understand local need and how services are delivered in a particular place. This will enable us all to make the best use of our combined resources (including our buildings) and bring services together for communities wherever possible, including delivering preventative services more effectively.

The Leader spoke about this 'People and Places approach' in his speech to Full Council last December saying: *"We need to look at serving communities in a new way that achieves the best for each place and for every resident. When a resident goes into a public building they don't care if it is run by the county or the borough or district. When an elderly person receives care they want it designed around them, for them, in their home, in their place."*

The People and Places work that we have started will be central to how we work in the future and our district and borough partners are supportive of this closer working. Cabinet has looked at new ways of engaging residents, building on what we have learnt through work with Surrey Heartlands. We also anticipate making more use of digital technology to give residents more and easier options for accessing services.

### **Working together**

Working in collaboration with partners underpins everything the council does and it is important that we spend time in continuing to develop trust and positive relationships beyond the council itself. Some of the most notable examples of successful partnership working during the last six months can be found in section three of this report.

Health and social care integration continues to be one of the top priorities for the council, as we work together with health partners to make the best use of our collective resources to meet residents' needs.

As we all know, the health service has been under unprecedented pressure this winter and we have worked closely with the NHS to ensure effective discharge from hospital, freeing up essential capacity in local hospitals. A pilot programme put a GP and an emergency nurse practitioner in all three Surrey Heartlands hospitals to support the A&E departments, and our 'Stay Well This Winter' campaign encouraged people to prepare for the cold temperatures.

The devolution agreement between Surrey County Council, three Clinical Commissioning Groups, NHS England and NHS Improvement will bring further opportunities to work differently with our partners in driving the integration of health and social care. Surrey Heartlands will publish its final commissioning intentions in April once the findings of the recent patient and public engagement exercise have been analysed, and will outline key priorities. You can read more about Surrey Heartlands in section three.

It is important that we make it easier for our vulnerable older residents to access our services and let us know about the support they need. So we have developed a portal that enables residents to complete a self-assessment online and provides a new way to access information about our support services. This new portal, now up and running, has been designed with residents and provides the option for them to complete a checklist to find out whether they are eligible for funded support. In the coming months it will be extended to residents with an existing support plan allowing them to access key documents. Over 100

self-assessments have been completed since this portal was launched. I expect we will see more developments like this over the coming year.

Partnership working has also enabled us to reduce the cost of our support services across the council - our shared services venture with East Sussex County Council and Brighton & Hove City Council continues to deliver efficiencies. Orbis includes 2,000 staff across the three councils and drives savings by sharing business services across areas such as property, finance and human resources. Orbis has saved money for Surrey and through the benefits of scale it has enabled us to keep expertise in areas that are vital in supporting the council's change programmes.

The partnership has been recognised nationally and strategic aspirations are in place to continue the integration of staff across the three councils whilst strengthening those areas where support is required for the council's future transformation programme. You can read more about Orbis in section three.

### **Listening to colleagues**

We received the latest staff survey feedback in January. We have seen an increase each year in the number of colleagues completing the survey, and it is important to hear about how colleagues feel about working here.

It was great to hear about how colleagues value their own teams and the relationships they have with other colleagues. However, colleagues also told us that we need to have a clearer picture of how we will navigate the challenges the council continues to face and how we are going to evolve services so that we can still meet residents' needs.

The wider leadership team has taken the time to understand the results and explore their personal roles in creating the environment in which colleagues can flourish. The culture and environment within which staff work will be ever more important in ensuring we transform services that meet residents' needs.

### **Our financial context**

On Tuesday 6 February Full Council agreed the budget for 2017/18 and refreshed our Corporate Strategy for 2018-2021. A council tax increase of 5.99% was approved for 2018/19, which included a 3% ring-fenced precept to fund adult social care services – providing an essential £20m to support the growth in demand that we continue to see for adult services. The decision to increase council tax was a difficult one, but members felt this was absolutely necessary to continue to deliver the services that our residents need.

Colleagues continue to do all they can to reduce costs in their service areas and I am pleased that the overspend projected at the end of January has been reduced significantly, with colleagues working hard to try and deliver a balanced budget for 2017/18.

Members continue to lobby Ministers and Surrey MPs for fairer funding for Surrey. So we were pleased when the provisional financial settlement, published in December, announced a number of consultations, including a long awaited Fair Funding Review. This review will help us to influence government policy on the future of local government funding and give us the opportunity to promote the issues that affect Surrey most. We will be submitting a strong response to the consultation.

The provisional financial settlement also named Surrey as a pilot authority for 100% retention of business rates for the upcoming financial year, benefiting both the council and Surrey districts and boroughs. Surrey was one of eleven authorities chosen for the pilot from 27 applicants and we estimate a one-off gain of £20m from our participation. This will go some way to helping us balance our books for 2018/19 and we will be making the case to central government to extend this pilot beyond the one-year plan.

Although there was some good news for Surrey within the settlement, overall it was disappointing. The sustained reductions in funding that we have faced over the last seven years are set to continue. At the same time, we also face continued increases in demand for our services, particularly care and support for children, older people and people with learning disabilities.

There are opportunities for us to work together differently to meet the needs of Surrey residents which is evidenced throughout this report.

### **Moving forward**

Joanna Killian, our new Chief Executive, joined us on Monday 5 March and I have been working with her to ensure a smooth handover.

I'd like to thank every colleague, member and partner that I have worked with in my time at the council. It has been an enormous privilege to work for Surrey and I've thoroughly enjoyed working with so many of you. I wish you all the best for the future.

With thanks,



Julie Fisher

# Part 2

## Our budget position



## Our budget position

We set the budget for the current 2017/18 financial year in the face of rising demand for our services, especially in adult social care, and continuing reductions in Central Government funding. The council used £12m of reserves to support this year's budget and targeted £104m of savings to be delivered so that we could achieve a balanced budget.

**Targeted savings of £104m**

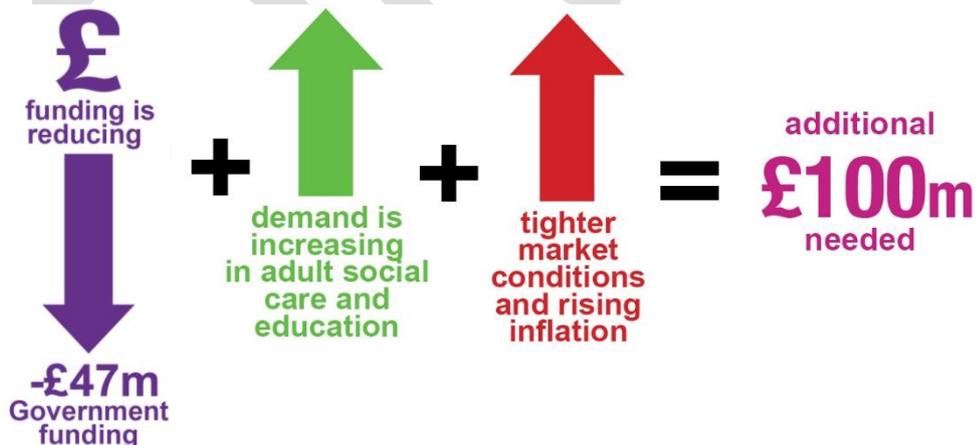
**Savings forecast £79m**

By the end the third quarter we faced additional pressures on our budget, particularly in the area of children with special educational needs and disabilities and in adult social care. These increased pressures have made achieving the already challenging savings even more difficult. We now expect to achieve savings of £79m this year, which is a significant achievement, but is still short of our target. Despite service managers finding alternative savings and delaying expenditure, we still face a £6m overspend this year.

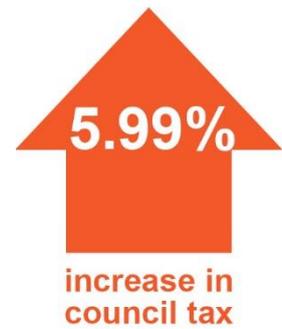
**Budget £1.7bn**

**Budget  
overspend  
£6m**

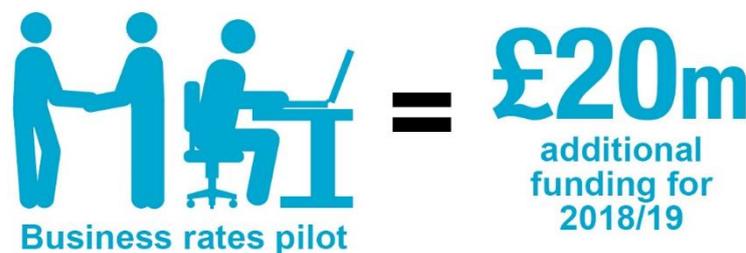
In the context of increasing pressures and the need for savings in the current financial year, we have been preparing the budget for 2018/19. We expect the pressures on social care and education to continue as well as increased costs due to tighter market conditions and rising inflation. We expect these pressures to require an additional £100m next year.



The Government will cut our funding next year by a further £47m. On top of the increase in demand and cost of our services, this makes it a significant challenge to create a balanced and sustainable budget for the future. Increasing the council tax (including the adult social care precept) by 5.99% will go some way to off-set the cut in funding from central government but it will not address how we cover additional costs due to increased pressures. This means that we need to plan for further savings totalling £66m next year.



Working closely with our district and borough partners, we have successfully applied to become a pilot area for the 100% retention of business rates. Although this is only for one year, this will provide £20m in additional funding for 2018/19.



This still provides us with a shortfall, so we will need to make use of one-off measures including the use of £24m of reserves.

We continue working hard to ensure Government and others understand the key facts about our financial constraints. In particular, we will continue to play a full role in the Government's fairer funding review to ensure that the disproportionate costs we face due to the very high number of people with learning difficulties and the road usage are properly funded.

# Part 3

## Our work in context

## Children's Services improvement journey

In November 2017 we reviewed our improvement work progress and the impact we are making for children. We received important feedback about the quality of our practice for children – from Ofsted who completed a two-day monitoring visit, peer colleagues in East Sussex who reviewed some of our services, our own audits, partners, and practitioners across the county.

Last year we made a number of important improvements to our infrastructure and approach, but we know from feedback that our practice is still variable: we've got some better and growing practice which is making a real difference for children, but we've also got too much poorer practice with some children waiting too long to get the help they need.

We have heard and acted on this feedback, drawing lessons from what has worked well to date and what hasn't had the impact for children that we wanted. In the last few months we have adapted our approach and are making progress for children by:

- Embedding clear practice, management and leadership expectations.
- Strengthening our 'front door' decision-making at the Multi-Agency Safeguarding Hub.
- Routinely and systematically identifying and tracking children at risk and taking action.
- Creating the conditions to enable better practice, responding to practitioners' requests for clarity about expectations, and the support and tools to do their job well – and recruiting and retaining staff so that workloads are manageable.
- Implementing focused assurance arrangements so we are actively assuring ourselves what is and isn't working for children.

It is critical that we continue to respond to what we hear with passion and purpose, and work better together to keep our children seen, safe and heard - not just some of the time, but all of the time. We can achieve this by ensuring our best practice - demonstrated through some of the positive feedback we hear - becomes consistent practice for children and families in Surrey.

"They [my personal advisor] are the best person in my life, supporting, caring and guiding me."

"I'm in a supportive environment [placement] and they help me to achieve my goals."

"It means so much knowing that someone is listening to what I am saying and making a change because of it."

"Our family support worker and the referral to the freedom programme has made such a difference to our family."

The partnership-wide [Surrey Children's Improvement Board](#) will continue to drive the delivery of our shared [Improvement Plan](#) and oversee progress and impact for children. The Children and Education Select Committee, Surrey Safeguarding Children Board, Corporate Parenting Board and all Members – particularly in the role of Corporate Parents - will continue to play a vital role to ensure we are making a difference for children.

## Digital Surrey

During 2017/18 we monitored and extended the use of digital technology to provide access to council services and address some of the demand pressures we are facing. Throughout this period we have seen a number of initiatives that demonstrate the benefit of adopting the processes, culture and technology of an internet era and a growing demand from residents to access council services through digital channels.

### Changing trends

Across the council we see peaks in demand for digital channels. These peaks are particularly noticeable at the start of the new academic year in September. Despite this rise and fall, use of Surrey County Council's online services has shown an encouraging trend and resident satisfaction has increased by 7% during the year.

Although telephoning the council is still a popular way to contact us, there has been an increase in the use of online services in comparison to telephone calls. In September 2017 we reported that over 50% of registration service bookings were made online compared to 42% for the same period in 2016. And thanks to a targeted promotional campaign, 72% of all birth registration bookings are now being made online.

### Better information

Earlier in 2017 we released ['Report a highway problem'](#) - a new online service for residents to tell us about potholes and other problems with the highways in the county. For the first time, residents could view other local reports of these problems via an online map. Between November 2017 and January 2018 there was a 15% reduction in the number of potholes reported compared to the same period the year before, which is likely to be a direct impact of residents being able to see what has already been reported. By minimising the effort needed to identify duplicate issues or in some instances inspecting the location twice due to subtle differences in reports, this has also reduced the work for our customer services and highways teams.

### Managing demand

A growth in the demand for adult social care services is both a local and national trend. By 2021, there will be nearly 240,000 people aged over 65 in Surrey and managing these increasing demands is a key concern for the council. In November we launched a new online service for adult social care targeting both residents and social care providers. The [Adult Social Care Portal](#) allows residents and carers to complete a self-assessment about their needs and whether they will need to contribute to this support or find other relevant local support services. Without promotion, between November and December, the new Adult Social Care Portal received 481 separate visits from residents. Since promoting the availability of the portal, there have been 2,124 separate visits and over 100 online self-assessments have been submitted.

### Expanding our approach

The positive effects of improved digital technology are clear across a range of services. We are working on plans to expand our approach and use new and emerging technologies to tackle the council priorities in 2018/19 and pressures from increased demand for local services.

## Health and social care integration

Health and care integration continues to be one of the top priorities for the council, as we continue working together with health partners to make the best use of available health and care resources to meet the needs of local communities .

A key priority over the past six months for the Surrey health and care system, and its three Sustainability and Transformation Partnerships (STPs) has been winter preparedness. Together we made improvements to the number of individuals who were delayed in being discharged from hospital, freeing up essential capacity in local hospitals. Preparations for winter also included a surrey-wide flu jab campaign, with all Surrey health and care organisations making these available to residents and eligible staff.

STPs have also prioritised citizen engagement. The Surrey Heartlands [website](#) was launched, and the partnership has been working with Healthwatch Surrey to recruit citizen ambassadors to make sure the voice of residents and officers at the council are heard. Clinical Commissioning Groups (CCGs) and Surrey County Council have been working together to run workshops, surveys and consultations with residents and staff to better understand the views of these groups. And Surrey Heartlands' engagement approach was recognised nationally as an exemplar model and has received funding from NHS England as a result.

Through our whole system carers commissioning partnership we have implemented 'Together for Carers' – an integrated approach (agreed by the council, CCGs and carers) to identifying, assessing and meeting carers' health and wellbeing needs. We are actively promoting carer and young carer awareness with the Sustainability and Transformation Partnerships (STPs). Surrey Heartlands has been selected as one of four exemplar areas working with NHS England to demonstrate how identification and support for carers can be improved via STPs.

We reached a milestone in the latter part of 2017 when our submission to NHS England for Surrey's third Better Care Fund plan (2017-19) was approved, and we also agreed all the Section 75 contracts. The Better Care Fund is a national programme that aims to bring health and social care partners together. In Surrey our plans focus on the Health and Wellbeing strategic priority to improve adult health, promote emotional health and wellbeing, and develop a preventative approach.

## Learning disability services update

We continue to face a growing and complex need for our learning disability services. We know it's important to improve ways of working to manage these increasing demands, and to enable better outcomes with a more limited budget. We know that key to achieving this is more joined up working between Adult Social Care (ASC), Children, Schools and Families (CSF) and health. At the moment, varied guidelines, procedures and legal obligations make delivering efficient, person-centred provision challenging when supporting children and adults with health or social care needs. While we will rightly continue to adhere to these legal obligations, closer working between ASC, CSF and our health partners will ensure a more holistic approach is taken to supporting someone throughout their lifetime.

Surrey's Transforming Care Partnership Board is an example of how we can successfully work in partnership to improve our offer to people with learning disabilities, autism and/or challenging behaviour. We are confident we can expand the benefits of working collaboratively across our wider learning disability population. We have now appointed a programme lead to work across the three service areas - ASC, CSF and health - to build closer working relationships and bring together specialist expertise across our health and social care teams. We will share data with each other to help us make better commissioning decisions, including accommodation and transport requirements for the future.

The Adult's Leadership Team has already approved planning to pool together their learning disability specialists across commissioning and front line services. By summer 2018, adults with learning disabilities and their families will be able access support from a single county-wide team. Clearly we are already thinking creatively around Surrey's learning disability offer. Our work across the three service areas will enable us to better support our residents in the future.

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## **Looked after children**

Colleagues across Surrey continue to support a number of children and young people in the care system.

### **Foster carers**

Surrey has around 400 foster carers who look after children with a wide range of needs. Foster carers are carefully recruited to deliver the highest standards of practice and care to look after children. As a result, children have benefitted from a number of foster carers who have supported them by delivering exceptional care. Below are three examples that represent some of the fantastic fostering work that goes on within the county.

One foster carer started caring for a child who was only a few days old. The child had profound disabilities and it was expected that she would die in early childhood. The child is now in her late teens. The increased length in her life is not only attributed to the health care she received, but also the high standard of care provided by the foster carer. The child still has to have regular operations and the foster carer never leaves her side even if it means sleeping on a mattress on the floor by her bed.

Another foster carer started to care for a young boy who had a very traumatic start to life, and spent a lot of time supporting him through many challenges. The carer recognised that the child was very able and strongly supported his education – he has recently won awards for his poetry. At the same time, this carer has looked after another child with severe learning disabilities and has managed to meet this child's needs with them succeeding to a level beyond what was expected. This carer has also been actively supporting the Fostering Service by helping recruit new foster carers.

A foster carer has taken on the responsibility of providing emergency support to children who are placed into the system over the Christmas period, and has done so for a number of years. Preparation begins for this foster carer months earlier they buy presents for all age groups so that whoever arrives will feel welcomed in stressful circumstances. Extra tickets for trips to the cinema and pantomime are bought and plans for a meal out are made - all done so that a difficult time can be made slightly easier for whoever turns up, reassuring them that someone has thought of them at Christmas.

The fostering service is looking at ways to recognise the outstanding work undertaken by many foster carers – they are hoping to hold an annual awards ceremony.

### **The Oscarz**

The Care Council – made up of young people in care aged 13+, who meet monthly to discuss things affecting them in care - requested the return of a celebration event for young people's achievements. We worked with young people to find out what they wanted the event to be like and as a result created 'The Oscarz'. Held on 20 October, over 100 children, young people and carers attended and received awards for their achievements over the past twelve months. The awards were presented in a number of categories: personal achievement, educational achievement, sports achievement, arts and music achievement and life skills.

## Education in Partnership

We have much to celebrate about education in Surrey. 95% of our schools provide good or outstanding education, and most of Surrey's 287,600 children and young people aged 0-19 achieve good educational outcomes. In 2017, more than two-thirds of Surrey children achieved the expected levels in reading, writing and mathematics at Key Stages 1 and 2, which is above the national average. More than three-quarters of children achieved a good level of development at the early years foundation stage, placing Surrey top among the statistical neighbours it is assigned, based on shared socio-economic characteristics, to benchmark progress.

However, children with disadvantages - such as those who live in poverty or those with a disability - often do less well than their non-disadvantaged peers. Despite some significant improvements in 2017, the overall progress of our vulnerable learners remains below the national average.

Addressing inequality remains a shared priority in Surrey, with the council, schools and other key partners continuing their work together to reduce the gap in education, health and wellbeing outcomes for disadvantaged and vulnerable children compared with their peers. With one in three pupils in state-funded education having additional needs, it is crucial that education in Surrey is inclusive and meets the needs of all learners enabling all children and young people to achieve their potential.

Surrey's education system is large and diverse. Academies and free schools now constitute 34% of the Surrey's 389 publicly-funded education settings - 75% of secondary schools have converted to academy status, 28% of primary schools and 27% of special schools.

As we continue the transition towards a schools-led system, schools will increasingly draw on peer-to-peer support to maintain and improve standards. The [Primary Purpose website – recently created by Surrey's Primary Phase Council – provides an example of how schools will be able to access support in future. Similarly, the schools-led Special Educational Needs and Disabilities \(SEND\) Review Framework is designed to encourage schools to work together to share expertise and improve the educational offer for children with special educational needs.](#)

Within the schools-led system, the council will continue to hold a key role: championing and challenging on behalf of children and families, and working closely with education settings to monitor, risk assess and quality assure education provision, particularly with respect to vulnerable learners.

As the transition to a schools-led system continues, the council is also preparing to exit from its current contract with Babcock 4S, scheduled to end in March 2019. Since 2004, the joint venture with Babcock 4S has helped the council to discharge a number of statutory duties and deliver key support services to schools. This preparatory work will ensure a smooth transition as we consider our options for services currently commissioned and provided through the service delivery agreement.

Our education system is constantly changing; not only is every child different, but so are our schools. As we move forward, sharing good practice and being open about our challenges and help needed will become even more important.

## **Schools and special educational needs and disabilities (SEND)**

Over the past six months our Schools and Learning service has been working on a number of programmes to improve the support we offer children and young people in Surrey with their learning and the outcomes they achieve.

### **SEND Development**

During the past six months we have been making progress on the Special Educational Needs and disabilities (SEND) Written Statement of Action following the 2016 Ofsted and Care Quality Commission inspection of SEND services in Surrey. In November 2017 the Department of Education and NHS England did a monitoring visit to assess how far we have come since the inspection. Their analysis of our efforts to improve SEND services was a positive and highlighted 'substantial' progress in the last 12 months. The Minister of State for Children and Families acknowledged some of the key areas of improvement we've made:

- The partnership work underway to improve identification of SEND.
- Reduction of permanent exclusions for children receiving SEN support or on statutory plans.
- The progress made to ensure the voice of children and their families is embedded into Education Health and Care Plans (EHCP).
- Improvements in the timeliness of assessments of new EHCPs.

The Minister's report also reflected what we already know about our ongoing challenges. We are continuing to work at pace to ensure we meet this year's national deadline to transfer Statements of Education to Education Health and Care Plans. We need to do more work to improve the timeliness of EHCP assessments and make progress on our ability to measure the quality of our plans for children and young people.

The SEND Joint Commissioning Plan completed in November 2017 highlighted some key opportunities for improving outcomes for children while securing sustainable services. We are focussing on identifying and responding to identified need at the earliest opportunity and increasing the opportunities for children to receive their education close to home. We are continuing to work closely with families, young people and our partners in health and education to prioritise activity that will have the biggest impact - for example, working together to define a common set of outcomes that will provide better consistency of assessments and support across services.

We recognise that while we have achieved a lot, we still have a lot to do on our improvement journey. We are prioritising the commitments in the Written Statement of Action and pursuing improvement activity with families, young people and partners across the SEND system. For more information about these initiatives visit the Surrey Local Offer Website.

## Culture and staff survey

In October 2017 we asked nearly 11,000 colleagues to tell us what it's like to work at Surrey County Council by completing the Best Companies staff survey.

The response was fantastic with 54% of colleagues completing the survey, letting us know what works well and what needs to improve to ensure we can provide the services we all want for our residents.

The data has now been shared and we've been taking the time in our teams to really understand the feedback before reaching any decisions on action plans and things to improve. Making sure colleagues have the opportunity to get involved in the conversations at this stage is as important as actually making improvements.

The feedback tells us that we have areas to celebrate and others where we need to improve. One of our strengths continues to be team work – with colleagues' support playing a huge part in what colleagues enjoy about working for Surrey. Similarly, many speak positively about their line manager and feel they act as strong role models and provide the appreciation we all need when we have done a good job.

We have seen improvements in wellbeing scores which is really positive. Many of our roles are demanding and it's important that we all focus on wellbeing, including our more senior managers.

I think we all recognise the challenges that public services continue to face. The survey feedback tells us we need to have a much clearer picture about how we will navigate those challenges and how we're going to change services so that we can still meet residents' needs.

We've all got a role to play in making sure the organisation is the best that it can be, and this includes leaders and managers listening and acting on your feedback.

## **Orbis**

Our shared services partnership with East Sussex Council and Brighton & Hove City Council has been going from strength to strength. After surpassing its initial financial targets by achieving £4.5m savings in 2016/17 against a target of £1.1m, Orbis is currently on target to deliver £3.9m efficiencies in 2017/18 plus a further £0.9m of early 2018/19 savings.

### **Recent successes**

Teams from across the three councils have been working together to improve the way Orbis delivers services to its customers. Successful initiatives include launching an online pension portal, procuring a new e-recruitment system, developing a contract management framework, and transferring East Sussex's data to Surrey's data centre to enable cross-sharing council information in a secure environment.

The partnership has also demonstrated commercial success with nine schools from the London Borough of Redbridge transferring over to Surrey's payroll services.

Orbis has also achieved some industry recognition, winning an award for 'Innovation in Collaboration' in October from the Society of Information Technology Management, and being currently shortlisted for an LGC award for efficiency.

### **Next steps**

Orbis has developed a business plan that sets out its aspirations for the next three years. As part of this process, the partnership was benchmarked against other councils (unitary and county). Assessing the partnership in key performance areas such as customer, technology, process and controls, people, data, performance management and organisational leaders helped to shape Orbis' future ambitions.

Key strategic priorities are:

- Placing the customer at the heart of everything we do.
- Having a workforce who are proud and passionate, and given the opportunity to succeed and flourish.
- Embedding a partnership culture empowering our people to make decisions based on the right thing for our business and customers.

## Volunteering

Volunteers continue to play a huge role in our communities, working alongside us and partners to deliver essential services and support for Surrey's residents.

In October 2017 we carried out a survey with our voluntary, community and faith sector (VCFS) organisations and asked them to record the number of volunteer hours they had benefitted from in 2016-17. There were just over one hundred responses, with a staggering 800,000 volunteer hours recorded. Volunteers supported with a broad range of activities including befriending, teaching, administrative support, looking after the environment and wider social care support.

Obtaining this data is just one way we can demonstrate the huge value volunteers bring and it gives us some insight as to the significance of their contribution to both the economy and wellbeing of Surrey residents.

Our commitment to volunteering starts within the council. We encourage and support colleagues to volunteer through the employee volunteering scheme. I was really pleased that last year approximately 3,000 volunteering hours were recorded by colleagues. And this is something we are always looking to increase. There are many ways colleagues can get involved in volunteering – in addition to using the two days individual volunteering, they can also arrange a day to do team volunteering day or search the [micro volunteering opportunities, which allow individuals to volunteer in bite-sized chunks around their schedules](#). It's great that colleagues use specialist skills or expertise to support our communities and I know that many colleagues volunteer outside our scheme on a longer term basis too.

Thank you to everyone who gives their time to volunteer, whether it's for a short period or an ongoing basis.

[You can find out more about different volunteering opportunities on our website.](#)

# Part 4

## Case studies & Awards and recognition



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### Awards & Recognition p. 59

# Wellbeing

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

Jennifer Smith,  
Senior Public  
Health Lead talks  
about how we are  
tackling obesity in  
Surrey.

“Reducing obesity  
is a priority for us  
and we need to  
work with Surrey  
residents to  
address it and  
make it as easy as  
possible for  
families to make  
healthy choices.”

**Jennifer Smith**

**Directorate: ASC&PH**

**Case study title: Tackling obesity in Surrey**

### **The challenge**

In the UK, around one in four adults and one in every five children aged 10 to 11 are classed as overweight or obese. Obesity can lead to a number of serious and potentially life-threatening conditions, such as type 2 diabetes, stroke, coronary heart disease and some types of cancer.

Reducing obesity is therefore a priority for us and we need to work with Surrey residents to address it and make it as easy as possible for families to make healthy choices.

### **What have we done?**

Public Health Surrey has developed a healthy weight strategy for children, young people and families using the ‘whole systems’ approach. Taking a whole systems approach is a government-led initiative that encourages local authorities to work with local stakeholders and ‘make obesity everybody’s problem’. Our strategy for Surrey was signed off by the Health and Wellbeing Board in November 2017.

A Healthy Weight Alliance was established with a range of partners, including Planning, Trading Standards, Surrey Heartlands Sustainability and Transformation Partnership, district and borough councils, Active Surrey, Countryside and Parks. Together we are developing an action plan to encourage Surrey’s residents to maintain a healthy weight.

The ‘Eat Out Eat Well’ award has been developed to reward caterers who make it easier for their customers to make healthy choices when eating out. We’ve been working with Trading Standards and Public Health Surrey to adapt the established ‘Eat Out Eat Well’ award for early years settings, such as in nurseries and at childminders. We are working with a dietician on this version of the award, making sure we develop it in line with the Children’s Food Trust recommendations. We will provide training for our trading standards officers who will assess the award which we will be piloting initially at three Surrey sites.

### **What’s next?**

We will monitor the pilot of the ‘Eat Out Eat Well’ award for early years settings and, following an evaluation of its success, we’ll roll it out to other early years settings across Surrey.

We hope it will encourage early years settings to provide food that is healthy for children. Achieving the award will give parents and families confidence

that their children are eating healthy food recommended by the Children's Food Trust.

**Find out more**

You can find out more about the [Eat Out Eat Well](#) award on our website or you can visit the [Children's Food Trust](#) website.

DRAFT

Rachel Davis,  
Public Health  
Lead, shares how  
we are helping  
Surrey become  
smokefree.

“We must help  
young people to be  
tobacco free and  
aim for  
‘smokefree’ to be  
the norm in  
homes,  
organisations and  
businesses.”

**Rachael Davis**  
**Directorate: Adult Social Care**  
**Case study title: Getting Surrey smokefree**

## **Background**

Tobacco use has devastating effects on health. Smoking is the main cause of preventable illness and premature deaths in England, accounting for more than 80,000 deaths each year. One in two smokers will die from a smoking-related disease.

Smoking also represents a huge cost to the NHS, social care and the local economy, and it has a negative impact on our environment through littering.

The harmful effects of smoking also impact families. Loved ones can be lost to smoking-related illnesses and children who grow up in smoky homes are more likely to become smokers themselves. And it tends to be people who are the worst off that experience poorer health and shorter lives due to smoking, as it is the single biggest cause of health inequalities.

## **What are the challenges?**

We need to do more to help tobacco users quit and prioritise groups with higher use rates. We must help young people to be tobacco free and aim for ‘smokefree’ to be the norm in homes, organisations and businesses.

Counterfeit and smuggled (illicit) tobacco undermines the work we do to tackle smoking in the county, as it makes cigarettes and tobacco more affordable to young people and is linked to crime into local areas.

## **What did you do?**

We developed the Surrey Tobacco Control Strategy 2016-21 with the aim of effective and coordinated action across Surrey. Working with the Tobacco Control Alliance, the strategy brings together a number of partners, including Public Health, Trading Standards, HR, Facilities and Maintenance teams, districts and boroughs, the NHS and Prison Service.

We’ve run a smokefree homes campaign encouraging families to keep their homes smokefree, and created an online quiz to help residents test their knowledge on second-hand smoke.

Public Health, Trading Standards and Quit 51 (Surrey’s stop smoking service) ran a series of roadshows about illicit tobacco. Tobacco sniffer dogs, Phoebe and Ralph, joined the team to raise awareness with residents about illegal tobacco in Surrey, referring smokers to Quit 51.

“We will continue to support groups who tend to find it harder to quit and are more likely to suffer from smoking-related disease and premature death.”

As well as raising awareness with residents, another aim of the strategy is to make Surrey’s sites and grounds smokefree. Last summer, we launched a one-year countdown for all our sites to go totally smokefree by June 2018, with most our sites choosing to go smokefree straight away. There are just a few sites left to go smokefree.

### **What’s next?**

The latest data shows a low percentage of people in Surrey smoke (12.4%) compared with rest of the South East (14.6%) and England (15.5%). However smoking remains higher than the national average for some groups in Surrey, including nearly 24% of those in routine and manual occupations. We will continue to support these groups, who tend to find it harder to quit and are more likely to suffer from smoking-related disease and premature death.

Local NHS partners, and the NHS nationally, have taken steps to become smokefree too. To support these partners and set a positive example we will continue with our smokefree sites countdown. We are committed to making sure all Surrey’s sites are completely smokefree so that we have a healthy environment for all colleagues, contractors and visitors.

DRAFT

Sandie Bolger,  
Senior Practitioner  
for Family  
Services, shares  
how colleagues  
pulled together  
after a fire at a  
youth centre to  
continue to  
provide support  
for young people.

“Some colleagues  
worked with  
Surrey’s fire  
officers until late  
at night retrieving  
items of value  
from the building,  
such as computers  
and petty cash.”

**Sandie Bolger**

**Directorate: Children, Schools & Families**

**Title: Pulling together after a crisis to support young people**

### **Background**

On Tuesday 2 January 2018 there was a fire at Lakers Youth Centre in Woking. It was badly damaged, but thankfully there wasn't anyone there at the time and no-one was injured.

The youth centre had been a free club for young people aged between 11 and 19 (or up to 25 for those with special educational needs and disabilities). It was somewhere they could go to meet friends in a safe place with the opportunity for them to take part in a wide range of activities including karate and fitness classes.

The centre also offered personal support and helped them to develop key life skills. It was an open access Duke of Edinburgh's Award centre for targeted and vulnerable young people and had run both the bronze and silver awards successfully. It also offered short courses through ASDAN, the educational charity.

In 2016 the centre achieved the highest accredited outcomes, through the National Youth Agency Quality Mark accreditation, receiving a 4 for Quality of Youth Work Practice and a 4 for Young People's Achievements.

### **What did you do?**

The loss of the premises meant that we needed to find suitable venues for activity sessions to continue as well as alternative ways for young people to access support.

Surrey Family Services showed great resilience in their response to seeing the service they'd worked so hard to create destroyed so quickly by fire. Some colleagues worked with Surrey's fire officers until late at night retrieving items of value from the building, such as computers and petty cash.

Marie Gostage (operational property), Trevor Davis (Property Facilities Manager) and Anthony Durno (Surrey Family Services Team Manager) worked together to come up with speedy solutions for keeping things going for the young people and other groups who used the centre.

They worked with many partners who offered their support to find new venues for the activities that would normally take place at the centre. The local church and Waitrose provided support on the night of the fire with refreshments for colleagues and firefighters.

“We’ve been keeping local young people up to date about what’s happening where and when by using the Lakers Youth Centre Facebook page.”

### **What impact have you had?**

We’ve been keeping local young people up to date about what’s happening where and when by using the Lakers Youth Centre Facebook page.

- We’ve worked with the A2 Youth Space and St Andrew’s Church to relocate Dance Woking and Active Surrey activities so that young people can continue with the healthy lifestyle choices they had started at the youth centre.
- The young carer’s project also now uses the A2 Youth Space. The project was set up two years ago following consultation with young people that identified it as a need for the Woking area. Relocating it means that young carers still have a safe place to meet and socialise away from their caring duties and can continue with the activities that help them learn skills for employability and support them with the transition into adulthood.
- The young leader’s project is being run from several youth centres across the west of Surrey. This was quite tricky to organise as young people from four different boroughs needed to be transported to the venues. However, together with senior practitioners from the west Surrey area, Gemma Rutter and Jo Tiernan, we have worked hard to keep the project going. The young people have enjoyed visiting the different youth centres, continuing work on their Accreditation Award in Youth Work.
- The Open Access service for young people is now using the Eikon Youth Bus, staffed by Eikon and Surrey Family Service youth workers. Young people are turning up regularly to seek support, have somewhere to meet and take part in activities. With the cold weather and dark evenings the hot chocolate and shelter provided has been really welcome!

### **What’s next?**

A consultation is taking place about the future plans for the centre.

Waitrose has approached youth workers about us being part of their green token scheme where customers vote to support various causes in the community. The money could be used to replace things that were lost in the fire, such as awareness resources, games, karaoke equipment, and arts and crafts equipment.

Rowan Roberts,  
Watch  
Commander and  
Firewise Advisor  
tells us how  
Surrey Fire and  
Rescue are  
working with  
parents and carers  
to stop children  
playing with fire.

“The scheme has  
made quite an  
impact and we  
have lots of  
success stories.  
Since it started, we  
have worked with  
1,240 children and  
young people, with  
96% of these  
children not  
repeating their fire  
setting behaviour.”

**Rowan Roberts**

**Directorate: Environment & Infrastructure**

**Title of case study: Stopping children from playing with fire**

### **Background**

Twenty years ago we developed our Firewise scheme. It was set up because firefighters were becoming increasingly aware that some children were playing with fire, including playing with matches or lighters out of curiosity or, in some cases, deliberately setting fires.

Parents, carers, schools, police, social services, youth support workers and other professionals can make referrals to Firewisers advisors. Then, with the consent of parents or carers, we work with the child or young person who has shown an unhealthy interest in fire, to make them aware of the potential consequences of their actions.

Firewise advisors work in pairs alongside parents or carers and use our training, personal experiences, photographs and DVDs to demonstrate the dangers and longer term consequences of playing with fire.

### **What impact have you made?**

The scheme has made quite an impact and we have lots of success stories. Since it started, we have worked with 1,240 children and young people, with 96% of these children not repeating their fire setting behaviour.

One example of how we have made a difference is with a 14-year old young person. He had Attention Deficit Hyperactivity Disorder (ADHD) and Asperger's Syndrome and had set fire to his bedroom by lighting paper and displayed an obsession with fire.

We carried out three home visits and established a rapport with him, making sure that the length of time spent on each visit was appropriate for his short attention span. During the visits we tested his knowledge of fire using DVDs and photos.

Follow up calls to his parent, one month and six months after the visits, revealed that he hadn't set any more fires.

### **What's next?**

The Firewise scheme aims to reduce the likelihood of referred children playing with fire in the future.

Firefighters continue to work with identified children, young people and their parents and carers.

## Get in touch

If you have concerns about a child setting fires contact the Firewise scheme [online](#), call us on 0800 085 0767 or email [firewise@surreycc.gov.uk](mailto:firewise@surreycc.gov.uk).

DRAFT

Jamie-Leigh Clark, Children's Rights and Participation Manager, shares how we are trying to understand the lives of looked after children in order to support them better.

"We worked with young people to develop a training course called 'Total Respect'. Total Respect focuses on the right of children and young people to be listened to and have their ideas taken seriously."

**Jamie-Leigh Clark**

**Directorate: CSF**

**Case study title: Understanding young people's experience of being in care**

### **What was the challenge?**

Some of Surrey's looked after children and care leavers told us that social care colleagues sometimes didn't understand their experiences as they hadn't been in care themselves.

### **How have you addressed this?**

We worked with young people to develop a training course called 'Total Respect'. Total Respect focuses on the right of children and young people to be listened to and have their ideas taken seriously, which is written into the United Nations Convention of the Rights of the Child and the Human Rights Act 1998.

The idea behind the course was that young people who had been in care could share their experiences in order to help colleagues understand a little bit more about how it feels to be a looked after child and how it can impact their lives. The course uses a mixture of role play and sharing real-life experiences, and is being delivered throughout the county by young people who have experience of being in care.

We developed the training for social workers and made it mandatory for all social care colleagues working directly with looked after children and young people.

We've now increased the number of courses and offer it to other groups too, including Surrey Police, NHS colleagues, social work university students, teachers, child protection chairs and independent reviewing officers. We make sure the course is tailored for each group so that we can get the best outcome for children and young people.

Total Respect sessions have proven popular. Nearly 600 Surrey police officers did the training in 2017 and we hope to provide training for more officers this year. We've already scheduled 23 training days to work with police, teachers, social care teams, staff from Royal Holloway University of London, GPs and nurses. We've also got a British Transport Police pilot, which could see further training dates added in 2018.

### **What's next?**

The voice of the child should be at the heart of everything we do, so we plan to offer the Total Respect course to even more colleagues and services working with vulnerable children and young people living and working in Surrey, so that they can be heard and feel able to make change happen.

Julia Longrigg,  
Social Care  
Assistant, tells us  
about supporting  
carers of people  
with mental health  
issues.

“Participants told  
us the course  
helped them  
realise the  
importance of  
looking after  
themselves and  
that they have  
more strength and  
skills than they  
thought and.”

**Julia Longrigg**  
**Directorate: ASC**  
**Title: Supporting carers of people with mental health issues**

### **What was the challenge?**

It can be stressful for carers looking after people with mental ill-health. Carers practice advisors (CPAs) who work for Surrey wanted to support carers with their wellbeing as well as making sure they are equipped in their role as carer.

There are courses to support people with their mental health and wellbeing but we felt there was a gap in provision for carers.

### **What did you do?**

While carers are able to enrol on a number of other courses we have developed two specifically for carers of people with mental health conditions. 'Wellbeing for Carers' and 'Communication Skills for Carers'.

The 'Wellbeing for Carers' course is made up of four sessions running every two weeks. It aims to help carers manage their own anxieties and wellbeing in order to support their loved ones more effectively.

'Communications Skills for Carers' is a one-off workshop to give carers the opportunity to engage with people who have had similar experiences. These sessions are run by CPAs and a carer who has trained as a recovery coach at a specialist college called the Recovery College.

### **What was the impact?**

The 'Wellbeing for Carers' course has been well received by carers who say that they have found the sessions helpful and informative. Participants told us that the course helped them realise the importance of looking after themselves and that they have more strength and skills than they thought. Feedback from carers is that they are more aware that they don't have to 'get it right' all the time and are learning not to feel guilty.

There is an optional fifth session for reflection and learning to put the skills learned into practise. They said that it was reassuring to meet people in similar situations and some are in the process of forming their own peer support groups and networks. This promotes community resilience by focusing on friends, family and community initiatives.

Carers found the group discussions and practical exercises were helpful and made them challenge themselves to look at situations differently. They felt equipped to find better ways of managing difficult situations.

“Carers have first-hand experience of supporting someone with mental health conditions and are well placed to support others through the course.”

### **What’s next?**

Carers have first-hand experience of supporting someone with mental health conditions and are well placed to support others through the course. We want to encourage them to use their experience and train as coaches.

We'll continue to support carers through the courses we offer, working with them to continue to improve the training we offer to other carers.

### **More information**

If you are interested in finding out about the free courses available please check out the website [www.sabp.nhs.uk/recovery/recovery-college](http://www.sabp.nhs.uk/recovery/recovery-college) or email [recovery.college@sabp.nhs.uk](mailto:recovery.college@sabp.nhs.uk) or phone 01276 454150.

You can find more information about mental health, including where to get help on the Surrey and Borders Partnership website <http://www.sabp.nhs.uk/advice/mental-illness>.

To find out more about support for carers visit our website <https://www.surreycc.gov.uk/social-care-and-health/care-and-support-for-adults/looking-after-someone/your-role-as-a-carer>.

DRAFT

Will McCarthy, Senior Social Worker, tells us about a cafe that was created as a supportive space for recovering addicts.

“We wanted to create a positive social network where people could share their experiences of support services and benefit from peer support as well as support from professionals.”

**Will McCarthy**

**Directorate: ASC**

**Case study title: A supportive space for recovering addicts**

### **Background**

In Surrey, residents recovering from alcohol and drug addiction have access to a number of well-established statutory services to support them as well as mutual aid groups such as Narcotics Anonymous and Alcoholics Anonymous. There is also a service run by Surrey and Borders Partnership (SABP) called i-access. They support residents who want help with drug and alcohol addiction.

### **The challenge**

Feedback from those suffering with addiction tells us that recovering addicts who access multiple support services benefit from stronger recovery and reduced relapse rates.

We wanted to create a positive social network where people could share their experiences of support services and benefit from peer support as well as support from professionals.

### **What did you do?**

We set up a recovery cafe in Guildford for people to take part in activities in a setting where there is no alcohol or drug use.

We worked with residents recovering from addiction to develop the cafe and they told us they didn't want 'layers of bureaucracy'. They set the ground rules, with particular emphasis placed on the importance of 'respecting recovery' so not allowing people in to the cafes intoxicated or exhibiting drug-orientated behaviour.

### **What has the impact been?**

Many of the people visiting the café have expressed an interest in 'giving something back' and have formed a group called 'Surrey Spring Project'. They meet and plan community-based projects, including running an allotment, day trips and barbecues. A strong core of regular attendees have taken responsibility for fundraising, developing and managing activities. So far, they have raised money through car boot sales, charity runs and sponsored walks. Last year they ran a 'Come Dine with Me' competition, where teams of cafe attendees were given a budget to cook a meal for other teams. The winning team received a £100 restaurant voucher.

Those attending the cafe are enthusiastic about the support they've had and are keen to share their experiences with others recovering from substance misuse. The rules set by the cafe users have been successful, with no issues being reported.

“One resident who suffered with life-long social phobia said attending the cafe has helped him gain confidence. He has now completed an NVQ in Peer Mentorship and wants to start a career in social care.”

The ‘i-access’ service and voluntary sector group ‘Catalyst’ are working on increasing participation in the social activities at the cafe. Both organisations have ‘peer mentorship’ schemes to train mentors, some of whom go on to help out in the cafe. They also encourage people who visit the cafe to get support for their addictions and for some this means going on to volunteer themselves. So far eight regular attendees have become peer mentors.

The cafe has opened up new experiences, with many regular attendees telling us that they had never been into a coffee shop before the recovery café opened.

One resident who suffered with life-long social phobia said attending the cafe has helped him gain confidence. He has now completed an NVQ in Peer Mentorship and wants to start a career in social care.

Another regular customer at the cafe was surprised on her birthday when several people from the cafe turned up at her house with a cake and presents. This was a special treat for her as she had never received wrapped presents before.

### **What next?**

As a result of the success of the Guildford cafe we want to open more cafes in other areas over the coming year, including Woking and Reigate.

We have a venue in Farnham that was used last year as a recovery cafe that is currently on hold until peer mentors have been trained and registered to help run it – it will relaunch on Thursday afternoons from April 2018.

### **Find out more**

If you’re interested in hearing more about recovery cafes, contact Will McCarthy, Senior Social Worker, at i-access.

Charlotte Pavitt,  
Public Health  
Trainee Registrar,  
Social Prescribing,  
talks about  
improving health  
and wellbeing  
through social  
prescribing.

“Social prescribing  
schemes aim to  
promote and  
support self-care  
and empower  
residents to take  
more control over  
their own health  
and wellbeing.”

**Charlotte Pavitt**

**Directorate: Adult Social Care**

**Title: Improving health and wellbeing through social prescribing**

### **Background**

A wide range of factors influence a person's health and wellbeing - personal characteristics (such as age, gender and ethnicity), lifestyle (including someone's diet, whether they exercise or smoke) and wider socio-economic factors (such as someone's living environment, social networks, education and financial situation).

The health and wellbeing of Surrey residents is a major priority for the council.

One in five GP appointments is for a problem that stems from wider socio-economic factors. For example, someone could be suffering from depression because they live in an isolated area or feel stressed about their financial situation.

It is essential that we take all these factors into account when we consider ways to improve wellbeing, making sure people can access support to avoid unnecessary poor health and preventable crises such as a hospital admission or resident social care placement.

### **What was the challenge?**

We already have lots of resources available to help residents stay independent and well. The challenge is in connecting people to the right resources at the right time. We need a much more consistent and coordinated approach to providing people with the support they need.

### **What did you do?**

Social prescribing schemes aim to promote and support self-care and empower residents to take more control over their own health and wellbeing. With a social prescribing scheme, GPs and primary care services can refer patients to services that provide non-medical options to address broader social, environmental and economic problems and improve their health and wellbeing.

Services are often provided by the voluntary and community sector and include things like healthy eating advice, group learning and volunteering activities.

We have started work on a social prescribing scheme for Surrey. So far, we have:

- run a series of local workshops to co-design what Surrey's social prescribing approach might look like, building on existing services and assets within the local community and identifying where the gaps may lie

“We aim to have a social prescribing scheme in Surrey so that residents can access support as soon as they need it and before their problems escalate into poor health and preventable crises.”

- addressed the improvement required to our IT infrastructure, which is key to improving access to these services - we've secured local funding to support this work
- submitted a bid to the Department of Health and NHS England to help us develop, coordinate and support this work and we are working with local commissioners to identify a sustainable approach to how we commission services.

### **What's next?**

We aim to have a social prescribing scheme in Surrey so that residents can access support as soon as they need it and before their problems escalate into poor health and preventable crises, such as hospital admissions or residential social care placements.

We will continue to run workshops across the county so that we can understand the local needs of residents and how we can develop social prescribing to meet the needs.

DRAFT

Mandy Gore, Social Care Assistant, tells us about integrated health and social care for older residents in East Elmbridge.

“We are able to provide additional personalised care to local older residents at home or in the community. We can also help them relearn the skills they need to keep them safe and independent at home following an illness or injury.”

**Mandy Gore**  
**Directorate: Adult Social Care**  
**Title: An integrated approach to health and social care**

### **Background**

We have rising demands for health care and adult social care services. With an ageing population, that will continue to grow, and an increasing number of people with complex conditions, there's a lot of pressure on our services.

We have six community hubs in Surrey that provide integrated healthcare for residents who are over the age of 65. A hub offers a range of services in one place, with improved coordination, communication and support between the services and settings (e.g. hospital and home). This means residents only need to be assessed once instead of several times by various teams.

### **What's different about the East Elmbridge Hub?**

When we set up the East Elmbridge Hub in Molesey it became the first hub to include social care and reablement support. This means that we are able to provide additional personalised care to local older residents at home or in the community. We can also help them relearn the skills they need to keep them safe and independent at home following an illness or injury.

The East Elmbridge Hub focuses on residents with long-term conditions, such as dementia, chest infections and heart failure, and who are at risk of being admitted to hospital when what they actually need is intensive support rather than hospital care.

The hub provides additional services including seven-day-a-week support for Molesey Hospital in-patients and home-based hub patients, and urgent and non-urgent home visits to patients referred to the hub by GPs or Kingston Hospital clinicians.

### **What impact have you had?**

We have received lots of great feedback. This story demonstrates how residents can benefit from the hub.

Tom\* is an elderly patient who lives alone. He has been living with a serious lung disease for several years and his physical capacity has steadily declined. His daughter was providing significant daily support, including help with washing and dressing, shopping, preparing meals and other domestic tasks. She works full time and lives some distance away.

Tom was offered support from social care in the past but has always declined as he didn't feel comfortable with 'strangers' coming into his home.

Following a fall and brief hospital admission, Tom's GP referred him to the hub. A community matron and social care worker visited him at home and did a medical assessment, as well referring him for physiotherapy.

“Over the coming months we will work with partners to add social care and reablement support to the offer at the Epsom and Dorking hubs.”

The assessment provided valuable information for the social care worker who went on to do a social case assessment without the need to ask Tom the same questions again.

He was assessed as eligible for care and support services which included an occupational therapy assessment of his bathing arrangements, the stairs and kitchen area. His daughter was given information on local services including carer’s services.

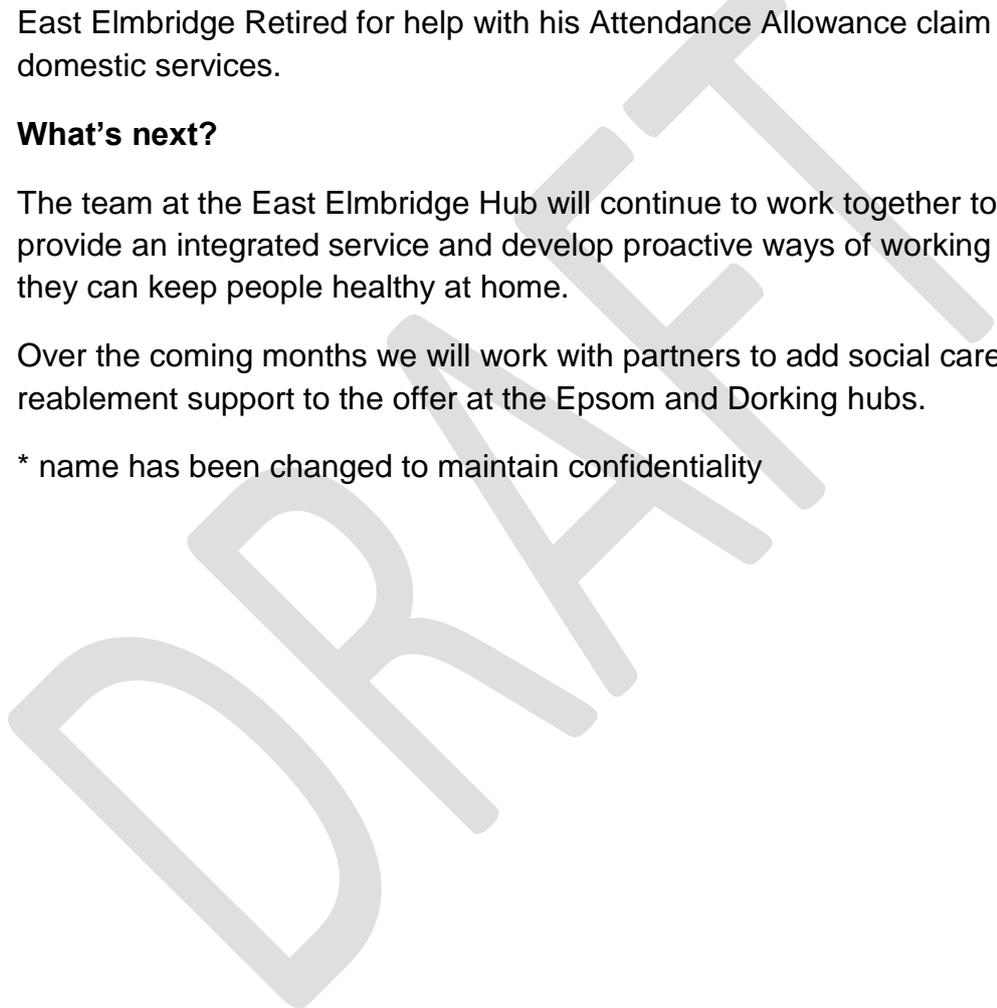
The occupational therapist recommended some kitchen aids to help Tom prepare his own food and chatted to him about how the caring duties were affecting his daughter. Tom then agreed to accept support and was referred to the local community alarms service and the charity Concern and Help for East Elmbridge Retired for help with his Attendance Allowance claim to fund domestic services.

### **What’s next?**

The team at the East Elmbridge Hub will continue to work together to provide an integrated service and develop proactive ways of working so that they can keep people healthy at home.

Over the coming months we will work with partners to add social care and reablement support to the offer at the Epsom and Dorking hubs.

\* name has been changed to maintain confidentiality



Mary Ogunlayi-Bambade, Senior Occupational Therapist Manager, talks about how Surrey is supporting newly qualified occupational therapists.

“From our research with our newly qualified occupational therapists, it was clear that they felt a structured preceptorship scheme would mean a more positive transition into their chosen career.”

**Mary Ogunlayi Bamgbade**

**Directorate: Adult Social Care and Public Health**

**Title: Giving new occupational therapists a structured start to their career.**

### **What was the challenge?**

Starting a new career as a healthcare professional can be a challenging time.

To help newly qualified healthcare professionals find their feet, preceptorship programmes are used as a way to help them develop their skills, knowledge and professional confidence during their first year of practice.

Since 2012, we've offered newly qualified social workers to Surrey a preceptorship programme referred to as the assessed and supported year in employment (ASYE).

From our research with our newly qualified occupational therapists, it was clear that they felt a structured preceptorship scheme would mean a more positive transition into their chosen career. They thought the support from a mentor, known as a preceptor, with access to further knowledge and skills would help them to build their confidence and speed up the process of them becoming an excellent practitioner.

We wanted to understand the experience of our newly qualified occupational therapists (NQOTs) when moving into their first professional role – the only organisation who offered something specific for occupational therapists was the NHS.

### **What did you do?**

The Practice Development Team looked at various models of preceptorship, including the AYSE for social workers, and designed a one-year scheme for newly qualified occupational therapists in a social care setting. The scheme follows standards set by the Health and Care Professions Council (the registering body for occupational therapy), and the Royal College of Occupational Therapists' career development framework.

We ran a pilot programme in 2016 with a small group of NQOTs in adult social care that included work shadowing, reflective discussions, peer support, case work and regular supervision.

“There’s been a lot of interest nationally about how we implemented the scheme and some authorities are now looking to adopt a similar approach.”

Due to the success of the pilot, the scheme is now used to support all newly qualified occupational therapists joining Adult Social Care and Public Health in Surrey.

Following a review of our pilot by the Royal College of Occupational Therapists, we received professional recognition for our work and we gave a presentation about it at the annual National Royal College of Occupational Therapy Conference in June 2017.

There’s been a lot of interest nationally about how we implemented the scheme and some authorities are now looking to adopt a similar approach. Graduates and recruitment agencies have also shown an increased interest in our occupational therapist roles. We’re pleased that Surrey County Council is being recognised more widely as a supportive and nurturing organisation, proactively developing occupational therapist professionals.

### **What’s next?**

We will continue to monitor the preceptorship programme and will carry out a review at the end of the year to check the difference it’s made to the colleagues who’ve taken part. We will also gather information on the residents’ experience, as well as the impact on staff recruitment and retention and will use this feedback to make any changes that can improve the offer.

### **Find out more**

For more information on this work, please contact [Mary Ogunlayi Bamgbade](#), Senior Occupational Therapist Manager.

# **Economic prosperity**

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



**SURREY**

Cindy Nadesan, Contract Supplier and Specialist tells us about a new tool that allows the three councils in Orbis to manage procurement contracts in the same way.

“We created a new contract management framework with numerous tools and templates to support and teach new skills to contract managers and improve the user experience.”

**Cindy Nadesan**

**Directorate: Business Services**

**Title: New procurement contact management framework**

### **What was the challenge?**

Orbis is a public sector shared services partnership, consisting of approximately 2,000 employees working across three councils: Surrey County Council, East Sussex County Council and Brighton and Hove City Council.

The process of managing procurement contracts was handled differently across the three councils. There was no easy or logical way to assess the complexity of a contract, consider the broader needs of a service or team, or allocate suitable resources.

It was important to look at how resources could be allocated across Orbis, where they were needed most, and how budgets could be combined to develop a system that worked for all councils' requirements in a cost effective way.

### **What did you do?**

We created a new contract management framework with numerous tools and templates to support and teach new skills to contract managers and improve the user experience. The new contract management framework and segmentation tool creates a systematic approach to the classification and management of contracts. It has been developed through consultation with recognised industry leaders and after extensive market research.

We are piloting this new tool in the HR and Children, Schools and Families teams in Surrey.

There is nothing else like this on the market, so it's a ground-breaking initiative. The product has been created in collaboration with Cranfield University and has commercial potential in the UK market.

The new approach takes four key areas into account - value, complexity, risk and opportunity. It classifies each contract into one of six 'levels' ranging from level 1 contracts - the most strategic, complex, and/or high risk ones - to level 6 contracts - the short term, low value and low risk ones.

The classification of a contract helps us:

- establish the appropriate level of contract management resources to be committed by a service to ensure value is delivered
- define the roles and responsibilities of contract managers for each level of contract
- identify the appropriate level of support and training offered to contract managers by procurement

“We will be training all contract managers through a new suite of training material that will teach them how to adopt a consultancy approach.”

- agree the type of legal contract documentation used (standard or bespoke).

### **What is next?**

We will be training all contract managers through a new suite of training material that will teach them how to adopt a consultancy approach.

Using feedback from the teams piloting this approach we will make final adjustments to it before rolling it out across Surrey and East Sussex councils and then Brighton and Hove City Council.

The contract management framework and segmentation tool are based on the principle of ‘continuous improvement’ so we plan to use feedback to help develop and shape the tool over time. This means contract managers and suppliers must commit to continually challenging the way things are being done and investigate the potential benefits of doing things differently.

DRAFT

Steve Strickland, Waste Contract Team Manager, tells us about shops opened at recycling centre, which aim to reduce the amount of landfill waste.

“Since having the shops, we have been able to reduce the amount we’ve spent on waste management as we are diverting 50 tonnes of items a month away from landfill to the reuse shops.”

**Steve Strickland**  
**Directorate: Environment & Infrastructure**  
**Case study title: Waste not want not**

### **The challenge**

We accept nearly 100,000 tonnes of waste every year at our Community Recycling Centres (CRCs) and aim to recycle as much of it as possible, because sending waste to landfill is costly and not sustainable.

Many items taken to our CRCs are still useable even though people no longer want them, so we were keen to look at selling these items. In the past we have been reluctant to do this because of concerns around the safety of items. We needed a practical and safe way for residents to browse for items as well as a process for testing electrical equipment.

### **What did you do?**

We’ve worked closely with our contractor, Suez, to set up reuse shops at CRCs in Earlswood, Leatherhead, Witley and Woking, and to make sure the correct procedures are in place. We now have the facilities for testing the safety of electrical items onsite and a way for residents to easily browse what’s available, reserve items and pay for them.

Residents can visit the reuse shops during CRC opening hours to buy all sorts of items at reasonable prices. Items so far have included furniture, bikes, golf clubs, skis, tennis rackets, lawn mowers, garden equipment, TVs, lamps, board games, DVDs and books.

Feedback shows that residents are really enjoying the experience of browsing for items and buying things in the shops.

Since having the shops, we have been able to reduce the amount we’ve spent on waste management as we are diverting 50 tonnes of items a month away from landfill to the reuse shops. The shops are also generating income for the council.

### **What’s next?**

- We are going to improve the facilities for testing electrical goods at Earlswood CRC using funding we have received from DEFRA (the Department for Environment, Food and Rural Affairs).
- We are planning to open a reuse shop in Shepperton later this year.
- We are increasing the number of items we rescue from landfill to sell in our shops and widening the range of items available, especially electrical equipment.
- We are introducing testing of electrical items to make sure they are fully functioning to complement our safety testing.
- We are improving our pricing system to make sure things are priced fairly.

## Find out more

You can find out more about our [community recycling centres on our website.](#)

DRAFT

David Ligertwood,  
Passenger  
Transport Projects  
Team Manager,  
talks about  
working with  
South West Trains  
to make train  
travel easier for  
residents.

“We wanted to  
encourage  
residents to use  
trains more so as  
to reduce road  
traffic. We also  
wanted to support  
and encourage  
them to use  
sustainable  
transport options  
when they  
travelled to and  
from stations.”

**David Ligertwood**

**Directorate: Environment & Infrastructure**

**Title of case study: Making train travel more attractive for residents**

### **Background**

The train services in Surrey are very well used and play a vital role in many people's lives. There are 84 train stations in Surrey and our residents and other passengers make over 75 million journeys a year across the county's rail network.

### **What was the challenge?**

We wanted to encourage residents to use trains more so as to reduce road traffic. We also wanted to support and encourage them to use sustainable transport options when they travelled to and from stations. The challenge was that we don't have responsibility for train stations.

### **What did you do?**

We established a strong working relationship with South West Trains and shared our respective strategic aims and ambitions. We agreed how we could help each other deliver these and, working collaboratively, we developed and agreed a programme of improvements across a number of stations in Surrey to make the facilities more appealing.

Surrey also provided an initial financial contribution towards a range of schemes on a match-funding basis to encourage other stakeholders to contribute the same amount. As a result, South West Trains was able to attract further funding from rail industry partners and prioritise their own investment towards the schemes with a final total commitment of around £1.5 million.

Working in a positive and collaborative way with the rail industry has been the key to the success of this project which has improved the whole journey experience for rail passengers.

### **How did your work impact residents?**

As a result of this work there have been improvements to facilities at stations and some bus stops.

There is a new station forecourt at Haslemere Station that provides better waiting areas for buses, new cycle parking and improved pedestrian routes across and through this busy environment.

Hinchley Wood Station has been reconfigured to include a new ticket office, a bigger platform with a passenger waiting room and additional parking for bikes.

“We aim to carry forward the successful relationship we had with South West Trains to the new franchise holder, South Western Railway and are about to share and agree our respective priorities for the next seven years.”

Ten more stations have benefited from extra cycle parking, better lighting and CCTV to improve security.

We have moved some bus stops to more convenient locations and introduced better more comfortable areas for people to wait along with real time passenger information displays.

**What is next for your work?**

We aim to carry forward the successful relationship we had with South West Trains to the new franchise holder, South Western Railway and are about to share and agree our respective priorities for the next seven years.

We have plans in the pipeline to improve and redevelop the stations at Longcross, Hampton Court and Effingham Junction, while Guildford Station has recently received planning permission for major works that include a new station building and passenger concourse.

DRAFT

# Resident experience

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



SURREY

Laurie James, Bus Service Planning Team Manager, tells us how his team maintained and improved bus routes in Surrey.

“We worked with Abellio to delay the reduction to their services to give us more time to plan alternative arrangements, find extra funding and give residents advance notice of the changes.”

**Laurie James**

**Directorate: Environment & Infrastructure**

**Title: Protecting and improving bus routes for residents**

### **What was the challenge?**

For eight years, Abellio was a major provider of bus services in north Surrey, Elmbridge, Runnymede, Spelthorne and part of Woking. For financial and operational reasons Abellio wanted to reduce some of the 28 bus services that they were running in Surrey - eight services and part of a ninth one.

The services affected had been carrying over 2m passengers a year, so we knew we'd have to put alternative arrangements in place.

### **What did you do?**

We worked with Abellio to delay the reduction to their services to give us more time to plan alternative arrangements, find extra funding and give residents advance notice of the changes.

We made sure stakeholders knew about the changes, we listened to their concerns, and reassured them that the bus routes wouldn't disappear. This involved us engaging with regular bus users, districts & boroughs, county and local members, the North West Surrey Bus Users Group, groups representing specific sectors of the community (elderly people, residents' associations and the NHS for surgeries and hospitals).

We sent letters and emails to residents and members, posted messages on the website and worked closely with the North West Surrey Bus Users Group so that they were kept informed.

Once we knew about the new arrangements, we briefed all the stakeholders and produced information and timetables.

During the process for managing the changes to these services we considered whether the Abellio service was profitable, sustainable and robust enough. We searched for other bus companies interested in taking on some of our bus services and worked with colleagues in procurement to secure a bid for each of the services.

Since September 2017, Abellio no longer runs contracted services for us, due to being out-bid, but they do run two services in north Surrey which are not under our control.

The new contracts mean that we've been able to keep all of our services and also improve coverage in some areas. There are new evening and Sunday buses to and from Whiteley Homes Retirement Villiage in Hersham. And an extension of the 555 route gives residents of Whiteley

“In a relatively short period of time we were able to continue to serve Surrey residents and other users of these bus services who potentially could have seen their travel options severely reduced.”

Village access to Walton Station, Shepperton, Ashford Hospital and Heathrow seven days a week.

We’ve also restored a direct service to the Heathrow central area and Terminal 4 from some areas in Elmbridge and Spelthorne.

### **How did the work impact residents?**

In a relatively short period of time we were able to continue to serve Surrey residents and other users of these bus services who potentially could have seen their travel options severely reduced.

Securing these services means that for many residents they are still able to live independently, make essential journeys and get out and about to socialise with others.

DRAFT

Tricia Francis, Senior SSIASS Advisor, shares how we are supporting families of children with special educational needs or disabilities prepare for the transition to secondary school.

“The families felt that the children had been supported at primary school but were worried about the change of environment, everyday routines, what the secondary school could offer, how support could be provided and who to turn to for information and answers.”

**Tricia Francis**

**Directorate: CSF**

**Title: Helping parents of children with special educational needs make informed choices about schools**

### **Background**

The Surrey SEND Information Advice and Support Service (SSIASS) provides information, advice and support in relation to children and young people with special educational needs or disabilities (SEND). The service, which is impartial, confidential and free, supports children and young people from birth to 25 years of age, as well as their parents and carers.

The SSIASS team has lots of experience listening to residents' concerns and discussing any issues they have.

### **What was the challenge?**

From our work with families preparing to find a suitable secondary school for their children with SEND, we knew that there were concerns about the transition. In most cases the families felt that the children had been supported at primary school but were worried about the change of environment, everyday routines, what the secondary school could offer, how support could be provided and who to turn to for information and answers.

Many children with special educational needs and disabilities have an Education, Health and Care Plan (EHCP). And having one of these plans comes with statutory checks and regular reviews to keep the family informed about what their child needs and what is in place to support them.

Other children had identified special educational needs and didn't have an Education, Health and Care Plan (EHCP). This meant that their parents weren't clear about their child's entitlements or where to go for information.

We realised there was an information gap that we could fill to reassure families with SEND children about preparing for this transition in their children's education.

### **What did we do?**

We wanted to reassure worried parents and give them information on finding schools and applying for a places as well as understanding their rights in relation to admissions. We also wanted to advise them about what schools need to provide in the way of support and communication with families.

We worked with the Confederation Manager for schools in the Spelthorne area, who arranged for us to meet with a number of parents from several

“Following the success of the sessions, we’re planning to run more each year for parents who are looking for secondary schools for their child with SEND.”

local schools. SSIASS advisors led the sessions and explained the way secondary schools work and how they differ from primary schools. We outlined the statutory processes for supporting children with SEND and the options according to different children’s needs. We also talked about what to look for when visiting a school, how to get relevant information and what questions to ask.

### **What was the impact?**

Parents and carers gave us positive feedback about the sessions, telling us they felt more confident, knew more about the process and how to make a school application. They welcomed the opportunity to ask questions and talk about their children’s specific needs in a supportive and confidential setting. They also said that getting information and advice first hand from us meant they knew who to contact for future help if needed.

Having had a good explanation of the range of support available in schools, many parents also said they no longer felt pressured to apply for an EHCP. They said they would otherwise have pursued this as the way to ensure their child was supported to deal with all the changes involved and to engage with learning.

### **What’s next?**

Following the success of the sessions, we’re planning to run more each year for parents who are looking for secondary schools for their child with SEND. We would also like to extend the sessions to other areas in the county, ideally in the summer term (June-July) so that families can make informed choices when they make their applications in the following school term.

### **For more information**

If you would like to find out more about this work, please contact [Tricia Francis, Senior SIASS Advisor](#).

Claire White, Lead Project Manager, talks about the new online adult social care assessments.

“The new online tools provide more flexibility as they can be accessed at a time that suits them (residents), and as they are self-assessments, they can be completed in their own words.”

**Claire White**

**Directorate: ASC&PH**

**Title of case study: New online adult social care assessments**

### **Background**

With the number of people requiring social care increasing - 20,000 individuals and 4,000 carers currently use our services meaning that we have just over 24,000 open cases - it's important that we find ways to enable us to work as efficiently as possible and also make it as easy as possible for residents to access information and advice about our services.

Until recently most contact for adult social care came by phone or letter, usually via the contact centre. A resident would request an assessment from us, and it was only at the point that we visited and carried out the assessment that they would know of their eligibility for support and any related funding.

Research also showed us that it is usually the family, friends and carers of older people who source care and support on behalf of their older relative or friend, but we were only providing them with access to information and advice during office hours.

The two most frequently-asked questions by residents are 'am I eligible for support from adult social care?' and 'will I need to pay for any support that I get?' We wanted to provide an extra way into the social care system, and a fast-track way for residents to find the answers.

### **What have we done?**

Adult Social Care Online is an important step in making it easier for residents to contact us and tell us what support they need. While residents can still use traditional methods to contact us, the new online tools provide more flexibility as they can be accessed at a time that suits them, and as they are self-assessments, they can be completed in their own words.

While other local authorities do offer this service, Surrey's Adult Social Care Online has been designed as an enhanced version with the two quick checklists that answer the likelihood of eligibility and paying for care questions, but in addition, the option to complete a full assessment online.

Adult Social Care Online is now live for new residents and provides a comprehensive alternative route into adult social care. Residents already known to us will be offered secure client accounts later this year, which will allow them to access key documents about the support they are receiving.

The self-assessments are secure and quick to complete and can be accessed at any time. They can be completed by the person who needs support or by family and friends on their behalf. There is also a checklist

“The completion of self-assessments online gives us a good idea of a person’s perception of their own situation prior to our visit to them.”

and full assessment option to help carers find support, and a financial assessment.

There are many benefits to online self-assessments. They:

- Offer residents additional ways to access our services.
- Allow people to assess themselves online any time, rather than just during office hours.
- Give people the opportunity to see if they are eligible for services and what their likely financial contribution may be.
- Allow residents to use their own words to describe the areas they would like support with.
- Provide the resident with targeted advice and information should they choose to arrange their own support.

The financial assessment is a quick and simple way for people to get an early indication as to whether they are likely to have to pay for their support.

The completion of self-assessments online gives us a good idea of a person’s perception of their own situation prior to our visit to them. The information from a self-assessment is uploaded directly into our system, saving our staff data entry time.

### **What’s next?**

We’ve focused initially on providing self-assessment tools for new residents looking for information and advice about adult social care. Over the coming months we’ll be looking into how these tools can support residents and carers with existing support plans, and also allowing them to access their key documents.

### **Find out more**

You can take a look at [adult social care online](#), available via our website.

Jon Walker,  
Advanced Public  
Health Analyst,  
talks about an  
assessment of the  
current and future  
health and social  
care needs of local  
communities in  
Surrey.

“Our residents will  
benefit as a result  
of those who are  
responsible for  
commissioning  
health and  
wellbeing  
initiatives now  
having access to  
more relevant and  
up-to-date  
information.”

**Jon Walker**  
**Directorate: ASC&PH**  
**Case study title: Bringing wellbeing data to life**

### **Background**

The Surrey Health and Wellbeing Board is for colleagues from Adult Social Care & Public Health, the NHS, local councillors and user representatives to work together to improve the health and wellbeing of Surrey residents.

The Board has a statutory duty to produce a joint strategic needs assessment (JSNA) - an assessment of the current and future health and social care needs of the local community. It pulls together lots of information about people in Surrey - how they live, where they live and their health and wellbeing needs. The document is used to set the priorities for health and wellbeing in the county.

### **What was the challenge?**

The content for the JSNA is vast as well as diverse, and comes from a number of sources including from Adult Social Care & Public Health, Children, Schools and Families, other local authorities and clinical commissioning groups.

It was challenging to bring such a variety of content together in a cohesive and engaging way, so that it was a useful and informative document for us and also for commissioners and other stakeholders involved in supporting our health and wellbeing agenda.

Our data analysts and writers worked together to organise the information and create interactive visualisations using a platform called Tableau.

### **How does this work impact residents?**

Our residents will benefit as a result of those who are responsible for commissioning health and wellbeing initiatives now having access to more relevant and up-to-date information.

Information is now available in a much more user-friendly way with the option of drilling down into specific health and wellbeing areas.

Information will need to be reviewed regularly so that it is always up to date.

### **Find out more**

You can take a look at Surrey's JSNA at [www.surreyi.gov.uk](http://www.surreyi.gov.uk)

# Awards and recognition

## Andy Butler wins Lifetime Achievement Award

Andy Butler, Principal Social Worker and Senior Practice Development Manager for Adult Social Care, received the Lifetime Achievement Award at the Social Worker of the Year awards ceremony in November 2017. The award recognised Andy's hard work and determination to make improvements in social care over the past 43 years in the profession and the last 27 working for Surrey County Council.

The awards recognise and celebrate the important and often challenging work those in the sector undertake as part of their role.

In his current role at the council, Andy is part of the senior management team in Adult Social Care and has led on responses to new government legislation and been the policy lead on implementing legislation such as the Mental Capacity Act and the Deprivation of Liberty Safeguards. He also acted as host at the inaugural adult social care social work conference in Surrey, which was a huge success and attracted input from social workers from across the county.

Andy has fulfilled a variety of roles alongside his social work, including developing church community groups, lecturing at universities and conferences on legislation, safeguarding and best practice around mental health and volunteering for nearly 30 years as a local magistrate.

Helen Atkinson, Strategic Director for Adult Social Care and Public Health, commended Andy on his long service saying: "I recognise Andy as a person who is able to shape and influence change, as well as inspire and motivate others."

These qualities, as well as decades of experience and knowledge learned on the job, made Andy the perfect choice for the Lifetime Achievement Award.



Andy Butler receives his award from Maris Stratulis, England Manager from award sponsor the British Association of Social Workers.

## Successful Anti-Bullying Charter Mark

Surrey County Council set up the Anti-Bullying Charter Mark (ABCM) in 2012 with the aim of giving accredited recognition to the work of Surrey schools in effectively responding to, and managing incidents of, bullying and peer conflict. It is an opportunity for schools and academies to demonstrate their commendable anti-bullying strategies and strong commitment to their safeguarding responsibilities.

The ABCM has three levels of accreditation: bronze, silver and gold. Each level builds on good practice that is already in place, supporting the development and implementation of progressively robust anti-bullying practice.

Since we launched the ABCM, there have been five gold awards - the most recent of these have been awarded to The Park School in Woking and St Peter's CofE Infant School in Oxted.

Lenia Greenaway, Headteacher of St Peter's CofE Infant School, explained how the Charter Mark has supported the school's ethos and vision: "Pupils of St Peter's CofE have always been very proud of the way they treat each other and respect each other as special, unique and different individuals in their own right. In 2015 the school decided to set up an anti-bullying team and bring on board stakeholders from the whole school community. This gave the children the opportunity to teach each other about bullying and friendship fallouts so they would be able to understand the differences and, importantly, teach others about this very vital issue.

Over the past few years the school has worked tirelessly, as a team, to ensure they embedded this understanding and practice into all areas of school life and beyond. The ABCM has allowed us to build these solid foundations of understanding that are sustainable and lifelong. Children have been trained as anti-bullying buddies to mentor others, and every member of the school regardless of age can explain and give examples of a friendship fallout or bullying incident. It has been an empowering experience for the whole school community and in October 2017 we were assessed and achieved the Gold ABCM award."

## Christmas party for looked after children

Last December, more than a hundred of Surrey's looked after children, care leavers and care workers attended a Christmas party that was hosted at Woking Football Club by the Children's Rights and Participation Team, the Care Leavers Service and the Fostering Team.

Looked after children can sometimes find the festive season a difficult time and the aim of the party was to bring children and young people together alongside professionals and carers to celebrate.

The party provided the young people with the opportunity to meet others in a similar situation to themselves and make new friends. It was also a chance for carers to network and for professionals to build relationships with their young people outside of the formal work setting.

Throughout the evening there was plenty to eat with a tasty buffet as well as candy floss and popcorn.

There were lots of activities, including a disco and face painting, as well as a special pantomime created and performed by the Children's Rights & Participation Team. The pantomime performance, which encouraged audience participation, subtly outlined a wide range of support services that are open to children and young people.

There was also a very special visit from Father Christmas and his elves, who made sure that all the children and young people left with a gift.

Another Christmas party is planned for this year, on Thursday 20 December, hopefully at a larger venue so that even more children and young people are able to attend.



**Top row:** Jamie-Leigh Clark, Joanna Lang, David Lowe, Sheila Jones, Lewis Mead, Jessica Brooke, Linde Webber, Linda Goodman, Jenny Rowe, Lisa Tott, Sarah Dore.

**Bottom:** Christina Ketzer, Holly Yorston, Sarah Foreman, Corinne Evans, Caroline Phillips, Devon Cox

## Extended Hope service wins Crisis Award

Less than a year after being established, Surrey and Borders Partnership NHS Foundation Trust's Extended Hope service has been recognised at a national level for the support it provides to young people in emotional or mental health crisis situations. The Extended Hope team won the Crisis Award at the first ever Children and Young People's Mental Health Positive Practice Awards, which took place at Manchester Town Hall on Saturday 6 January.

The judges were looking for a service or team that provided exceptional support and intervention to children, young people and their families at a time of crisis. Clare Curran, Surrey County Council's Cabinet Member for Children, agreed that the work of the Extended Hope service certainly meets these expectations, saying: "Not only does this ground-breaking service reduce the need for young people to be admitted to hospital, it also keeps them close to their families and helps ensure stable placements for children in care."

The Extended Hope service is a joint partnership between Surrey County Council and Surrey and Borders Partnership NHS Foundation Trust. The service provides emergency telephone support during times when traditional practices are usually closed and outreach work to young people in hospitals or in their homes and, in some situations, short-term respite care at a residential facility.

The service was launched with the aim of providing young people with the support they need and alleviating strain on existing services, such as psychiatric hospital clinics. In its first nine months of operation, the Extended Hope service's seven-day-a-week telephone support has prevented a high number of admissions to psychiatric wards and A&E saving money in the process. It's estimated that for every £1 invested in the service a further £3 is saved through this type of preventative care.



From left to right: Christine Gee – Team Manager, Extended Hope Service, Samantha Heighes – Assistant Team Manager, Extended Hope Service, Georgia Jesty – Lead Nurse, Extended Hope Service, Nicola Sharp – Lead Nurse, Extended Hope Service

## New Merstham Library

After months of planning and building work, the new Merstham Library opened on Monday 16 October 2017 in its new home, the Merstham Community Hub. The library now boasts new stock and furniture as well as a collection of toys for younger residents to enjoy.

Surrey County Council and Reigate & Banstead Borough Council worked together to modernise and redesign the service. They introduced a pilot scheme which used an innovative model of staffing, with volunteers working alongside paid Surrey employees to provide a high quality service to the community.

The staffing model allows the library to open longer – 33 hours a week instead of 17 – which makes it more convenient for residents. Volunteers and staff have also helped residents get the most from the library through a range of events and activities, including the ever popular ‘rhymetime’ for pre-school children.

The community-based approach and extended hours have already proved a huge success. Visits were up 189% in November and 234% in December compared with the same period the previous year, and resulted in an increase of over 50% in book borrowing and nearly 300 new members. This achievement is due in large part to the hard work and dedication of the staff who cared so passionately about the success of the project.

The library is now a go-to place for information, events and activities. It shares the hub premises with a café and local community trust. The youth and early years services will be moving in to the building in the future.



The new children's area of Merstham Library.

## Surrey's food development team recognised at catering awards

Surrey's Commercial Services Food Development Team were proud recipients of the Procurement Team of the Year Award at 'The Cateys' in October. Organised by industry magazine, The Caterer, the annual event celebrates those who help shape the catering industry through innovation and best practice.

The team was recognised for continually improving its service to pupils across Surrey. The judges were full of praise for their commitment to procuring sustainable and organic ingredients where possible while also reducing costs to the council, which is evidenced by year-on-year savings.

The team makes sure that over 70,000 meals are provided on over three hundred sites for pupils in Surrey each day, with over 90% of meals being cooked from scratch. After the universal infant free school meals programme was introduced in 2014, the team came up with a robust plan to meet the increase in demand and implemented it across the county.

They work in partnership with Pelican Procurement Services to source local and regional produce. Gabrielle Efford, Supply Chain Manager at Pelican, said: "we are delighted to work with Surrey, supporting their team in achieving their goals".

The team has previously won the 'good egg award', which recognises compassion in the food business and a gold accreditation from the Soil Association for 'food for life served here'. All in all quite a haul and a testament to the success of the approach they have adopted.



*Left* – Josephine Caulfield, British actress, writer and comedian. *Centre Left* – Mark Capper, Development Manager, Food and Marketing, *Centre Right* – Sophy Cox, Senior National Account Manager, Bunzl Catering, *Right* – James Stagg, Deputy Editor of The Caterer

## Remembrance poppies projected onto County Hall

County Hall was lit up with a moving light show of cascading poppies on Friday 10 November 2017, in advance of Remembrance Sunday. The light show was part of the Royal British Legion's annual poppy appeal and a crowd of Surrey County Council colleagues and members of the public gathered to watch and pay their respects.

The light show was set off with two life-size silhouettes, known as "silent soldiers", which have been installed on either side of the main entrance of County Hall and will stay in place throughout 2018.

The silhouettes represent the soldiers who served in the First World War, known at the time as "Tommies", and are a reminder of the sacrifices they made during that conflict. They were created by Surrey's Royal British Legion, who asked businesses and organisations around the county to display them to mark 100 years since the end of the First World War.

Chairman of Surrey County Council, Peter Martin, said: "It is important to remember the sacrifices made by those who lost their lives in our name as well as those who risk their lives for us now. The falling poppies display was a fitting way to do that".



Poppies projected onto the front of County Hall

## Chief Fire Officer Russell Pearson awarded Queen's Fire Service Medal

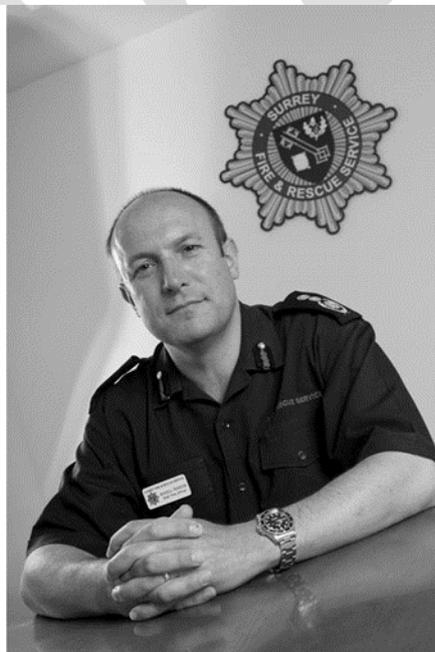
Surrey's Chief Fire Officer, Russell Pearson, was awarded the Queen's Fire Service Medal in the 2018 New Year's Honours list. He was honoured for outstanding service to the emergency services and the public.

The medal is awarded for "exhibition of conspicuous devotion to duty" and Russell was one of only five people to receive the honour this year.

Russell joined the Surrey Fire and Rescue Service in 1992 and was appointed Chief Fire Officer in 2007. He currently oversees 24 fire stations in the county, employing approximately a thousand staff and providing emergency services to over a million people. Alongside this response service, Surrey Fire and Rescue also focuses its efforts on education and awareness campaigns around fire safety and road traffic collisions. It also holds an open day each year for members of the public.

David Hodge, Leader of the council, said: "We're delighted that Russell's outstanding contribution over 25 years, including 10 years as Chief Fire Officer, has been recognised and rewarded with the Queen's Fire Service Medal. We'd like to thank him for his dedicated leadership of the service and congratulate him on this honour which is a tribute to his hard work and that of the firefighters who support him in serving Surrey's communities."

Nick Hurd, Minister of State for Policing and the Fire Service, paid tribute to Russell's career and commitment to public service saying: "Over his ten-year tenure as Chief Fire Officer at Surrey Fire and Rescue Service, Russell Pearson has shown outstanding leadership and dedication to the fire service. In both his professional and voluntary service, Russell has introduced innovation and growth, and I thank him for his professionalism and service."



Russel Pearson, Chief Fire Officer

## Surrey farm project recognised at Children and Young People Now Awards

A project to help vulnerable young people learn life skills on a farm was named as one of the best in the country at the annual Children and Young People Now Awards in November 2017. The awards celebrate the work of charities and other organisations in helping disadvantaged young people.

'The Farm' is a 12-week commissioned project which runs from an arable farm in Outwood, Tandridge. Its aim is to give young people who have been referred to Surrey's Youth Support Service the opportunity for some hands-on work experience with animals and farming. The initiative is targeted at young people who have a variety of issues including poor mental health, substance misuse, offending behaviours and homelessness.

The success of the project lies within its unique and nurturing environment. Young people develop social and general life skills as well as valuable practical skills including animal care, environmental and conservation work, carpentry, painting, gardening and landscaping, power-washing, vehicle maintenance, and growing herbs and vegetables.

By the end of the 12 weeks they leave the farm with improved behaviours and a more positive outlook. The project also helps young people to attain part of their Duke of Edinburgh Bronze Award.

Many of them enter education and training or successfully find employment after taking part in the project. When we asked them for feedback, they said they appreciated the experience and over 90% of them would recommend it to their peers.

One young person said: "It's a great opportunity for personal development and work experience. It's drawn me out of myself. It has improved my anxiety and makes me feel better about getting out of bed in the morning. I feel ready to try college now."

The project began in 2013 and has supported 25 young people. There is a cost for each young person which Surrey's county councillors for Tandridge provide through a member allocation award.

The team running the project has seen young people's confidence and self-esteem grow as they learn how to solve problems, communicate, work in a team, take responsibility for themselves and organise their time.

To find out more about 'The Farm', contact Jan Smith on [jan.smith@surreycc.gov.uk](mailto:jan.smith@surreycc.gov.uk).



Eve Turner (front row, left) with some of the Farm Project team and the young people they help.