

# Chief Executive's Six Month Progress Report

January – July 2015



SURREY

## Introduction

1. When I joined the council in 2009 Members asked for better sight of the key issues we faced and the steps being taken to deal with them. We agreed it would be helpful for me to **bring my views together in a report to the Council every six months**. This is my twelfth report.
2. The format of the report has changed over time in response to feedback from Members and staff. The purpose of the report has also evolved. It has increasingly become a **prompt for wider discussions with Members, staff and partners** – just one part of ongoing conversations at meetings and team visits, and online through chat-zone, my blog and regular emails.
3. Most importantly it has also become a way of **sharing experiences and learning with each other**. My latest call for people to share their examples received a strong response. There are 31 inspiring stories in this report. These examples will be added to our online [Improvement Toolkit](#) which has now attracted over 30,000 views.
4. Over the following pages readers will find a **summary of my thoughts on the first six months of 2015 and the challenges that lie ahead** (Part 1: p3-10). Once again I will be using these thoughts to prompt a wider discussion over the coming weeks and months through my visits to teams and on my s-net chat zone blog.
5. I recommend that readers prioritise reviewing the **case studies from staff and service users** in this report (Part 2: p11-47). They are a wonderful testament to the quality of work done by colleagues and the difference that work makes to people's lives.
6. This report also includes **updates from the Strategic Directors overseeing our leadership networks** (Part 3: p48-51). We know we can't solve our biggest challenges working in isolation as separate services. These networks are a key part of our shared "one team" approach. The work they do over the coming months will be critical to our success.
7. Given the changing purpose and format of this report I propose that this is the final one presented formally to a Full Council meeting. I still intend to produce a report for discussion at Member seminars and staff events. And I will still publish it on the website so it is available to everyone.

### Contents:

- Part 1: Overview
- Part 2: Case studies
- Part 3: Leadership Networks updates

### Further detail:

- [Annual Governance Statement 2014/15](#)
- [Medium Term Financial Plan](#)
- [How we're performing web pages](#)
- [Council priorities web pages](#)
- [Surrey-i](#)

# Part 1

## Overview



## The last six months

8. **I am always astounded by just how much happens over six months.** The first half of 2015 was no exception. For example: significant new arrangements for health and social care were implemented in April; thousands of new school places were built; our shared services partnership with East Sussex was launched; and we hosted a programme of celebrations for the 800<sup>th</sup> anniversary of the Magna Carta.
9. Alongside these selected examples we continued to fulfil a huge range of **critical daily responsibilities**, and made progress on re-designing services so they are more responsive to people's needs and achieve better value.
10. Rather than provide a detailed commentary in my words I encourage you to **understand the scale of work done since January through the words of colleagues and services users** (Part 2: p11-47). I'm immensely proud of these examples and the many others I have the privilege of regularly hearing about.
11. One of the things I often discuss with teams is the ingredients that contribute to our best work. There is no simple recipe for success, but it is clear that **where great things happen there is always a strong sense of purpose, a clear shared goal, and lots of examples of our values being put into practice.** The case studies in this report illustrate the point.
12. Jessica was able to support a child with autism and epilepsy and his family by **listening** to them and understanding their needs (p17). Tracey and her team took on the **responsibility** of finding new venues for wedding ceremonies following the fire at Clandon Park (p45). Colleagues in the Youth Support Service developed a relationship of **trust** with Gemma that helped her find a job (p28). Mutual **respect** between Julie, a foster carer, and colleagues from Children's Services helped ensure a better experience for her foster child (p19).
13. The stories in part 2 also illustrate how more and more of our work is focussed on working with partners and residents to **support individuals, families and communities to be more independent** and support themselves. Lucy's story of the support she gets from Surrey Young Carers is a fantastic example of this (p23). At the time of writing it is National Carers Week and it is humbling to be reminded of the dedication of Lucy and the thousands of other carers across Surrey.
14. Our work to support carers is critical and I was delighted to learn that **the Department of Education has selected us to be one of six national trailblazers for supporting young carers.** This recognition is well deserved and the programme gives us a chance to make further improvements over the coming months.
15. Another important aspect of supporting people to be independent is the **provision of high quality information and guidance.** I was asked about this during a discussion about my previous six month report. I'm pleased to report good progress. For example, more content is now available on [Surrey Information Point](#), our one stop website for care and support in Surrey. Since last summer over 800 records on informal local support groups and networks have been added, taking the total number of records to almost 3,500. It is proving to be a valuable resource to residents and professionals, receiving around 15,000 visit a month.

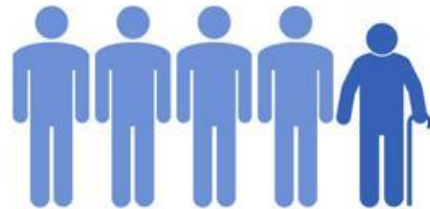
16. To make it easier for everyone to understand our purpose, shared goals and values we took the opportunity in February **refresh the Council's Corporate Strategy**. It is focussed on the most important things and sets out three key strategic goals on wellbeing, economic prosperity and resident experience. It is one page long and colleagues have told me it is much clearer. We have also started a series of events and discussions to ensure all teams get a chance to discuss our purpose, goals and values and think about how their work contributes to these.
17. In the last few weeks we have had the publication of the **Ofsted report** into a pilot inspection that was made in October and November 2014. We had invited Ofsted in because we were implementing significant changes in the way we were responding to children in need and we wanted an external assessment of how that was working. The report identifies important areas that needed to improve and colleagues have been working hard on those since last November.
18. Nationwide there continue to be very serious challenges in children's social care due to the complexity of the threats to children's wellbeing. I am encouraged by the determination and energy of colleagues to get this right and **I am confident we have a basis to make strong progress in the next six months**.

## The context we work in

19. The **strategic challenges** we face have not altered significantly over recent years. But, with the passing of time their scale increases. Rather than describe these again I asked a colleague skilled in info-graphic design to present the picture of these challenges (see p5-7). I find these visualisations very powerful. We will update them as new data becomes available.
20. Following the General Election in May **the new Government's legislative programme is beginning to take shape**. There are a number of new Bills that we will need to respond to over the coming months.
21. We knew before the Election that whatever Government was returned local government would continue to be asked to manage with reduced funds. The exact size and shape of reductions is not yet clear. But by all calculations **austerity for local government is set to last into the future**, rather than reach an end in the coming years.
22. We will continue to assess the implications of further announcements over the coming months. Important work is being undertaken to **refresh our Medium Term Financial Plan** this summer so it incorporates the latest data on demand for services, and reflects the new Government's spending plans.
23. Given this context we know we are going to have to continue working differently and learning from our experiences in order to keep pace with rising pressures. This will be tough, but based on our progress to date I believe **we can successfully navigate the significant challenges we face**. In the next section I will describe the key areas of focus for the next six months.

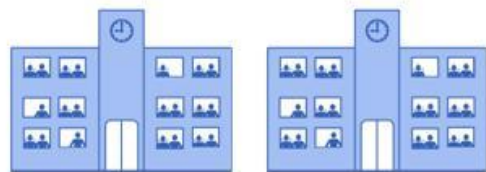
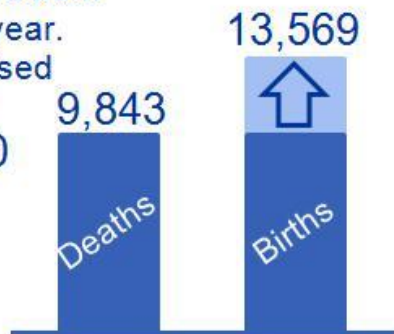
There is an increasing demand for our services, and individuals and communities have changing needs and expectations - at the same time the council's financial resources continue to reduce

**Increasing demand**

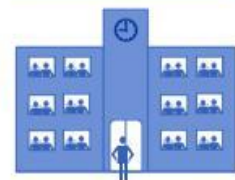


By 2020 there will be 20,000 more older people and they will make up 1 in 5 of the population

More people are born than die each year. In 2013 this raised the population by over 3,700



1 out of 3 schools are full or exceed school capacity



70,000 road defects per year on Surrey's highway network

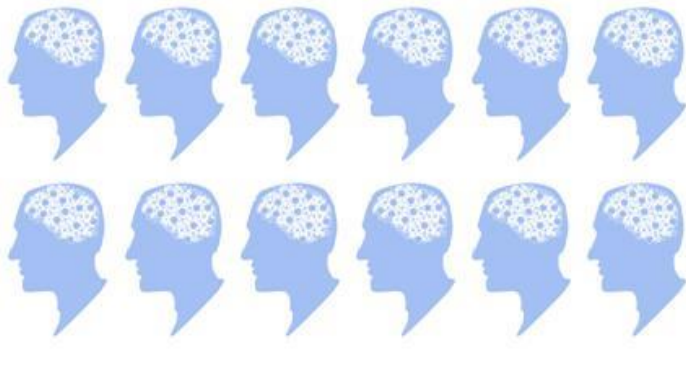


14% of the county's highway network is in poor structural condition and in need of repair

We need to spend £132m over the next 5 years to stop our roads deteriorating



## Changing needs and expectations



By 2020 there will be more than 19,000 over 65s suffering with dementia; **1 in 13** of this age group

In the last year the proportion of Adult Social Care service users receiving self- direct support increased considerably



48.5%



80.2%

2.7m transactions online in 2013/14

Residents want to be able to access services that are responsive and match up with the best companies and organisations they deal with.

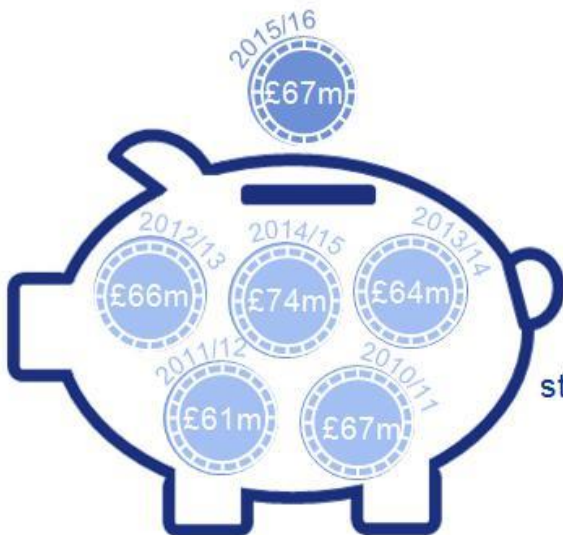
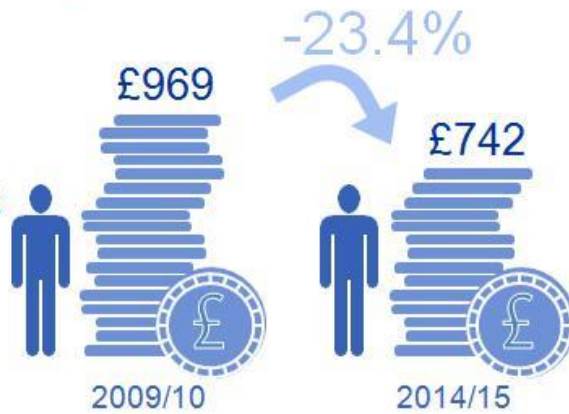
We are looking to further increase the number of transactions carried online

**Financial resources continue to reduce**



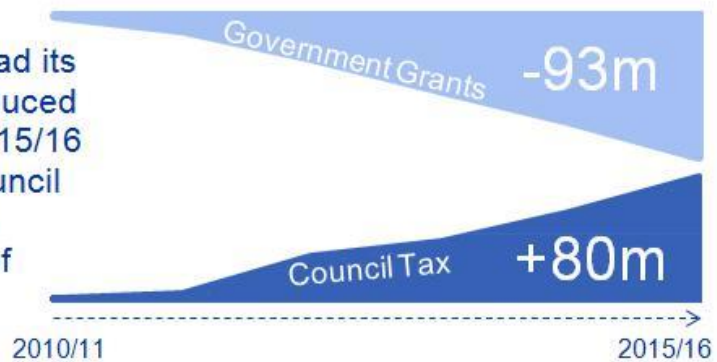
Nationally, since 2010, 40% of planned reductions in spending on public services have been realised. This means 60% of reductions are yet to be implemented

In the last 5 years local government net service spending per head has fallen by 23.4%



Surrey County Council has saved £332m over the last 5 years; still needs to save £67m this year

In Surrey, the Council has had its grants from Government reduced by £93m from 2010/11 to 2015/16 and has had an uplift in council tax equivalent to £80m. This means a shortfall of **£13m**





## The next six months

24. There is a huge amount to get done in the next six months. There are **four key areas that require a particularly strong focus**.
- Working with partners to improve services for children in need.
  - Releasing the full energy and potential of staff.
  - Accelerating whole systems transformation.
  - Ensuring Surrey has the powers to continue improving services for residents.
25. We will need to make strong progress on each of these in order to fulfil our obligations to residents into 2016 and beyond. **I will be paying careful attention to each of these** and I welcome the important contributions Members will also make in these areas.

### Working with partners to improve services for children in need

26. Following the Ofsted inspection of our services for children in October and November 2014 **colleagues have been working flat out to make the improvements required**. Ofsted said that for children who are not in immediate danger but have difficult lives through neglect or lack of care, there was more we should be doing. We agreed and put into place action plans in response to the recommendations. Progress is being monitored by a cross-party improvement board chaired by the Deputy Leader.
27. Over the coming weeks and months we will be looking at what more we can do and we will have **a relentless focus on getting this right**. It is important to note that this is not just a task for Children's Services. Safeguarding and supporting children who need support is a responsibility for all of us, and our partners.

### Releasing the full energy and potential of staff

28. Colleagues have recently done some fantastic work on our [Customer Promise](#). **We want our residents to feel they've had good service when they come into contact with us** and that starts with us treating each other in the right way and having the support and tools to do the best possible job.
29. As the examples in this report show, **the difference we can make for residents is a direct result of the commitment and skill of our staff**. It is vital that colleagues feel good about where they work, are well supported, and have the tools to be productive.
30. I'm pleased that **we have made important investments and changes to better support colleagues, but there is always more to do**. For example, we are in the midst of a major programme to upgrade our IT, but I recognise there are still day to day problems that make things very difficult. We have also massively increased the numbers of eligible staff receiving an appraisal. Now we are focussed on ensuring these conversations are supportive, impactful and increase performance.
31. I encourage staff to **continue raising any concerns** where there is a problem with the level of support, or where frustrations are getting in the way of what we have to do for residents. The Leader and I remain personally committed to making sure we improve in any areas where concerns are raised.

## Accelerating whole systems transformation

32. As I stated in my previous report there is now a strong **shared recognition among partners of the urgent task ahead**. We all know that we can only re-design services around the needs of residents and manage growing demands by working together to transform existing systems.
33. The programme of work to deliver these transformations has grown over recent months. Health and social care integration entered an important phase with the Better Care Fund plans taking effect in April. Our **Public Service Transformation** projects have developed and grown, with the Family Support Programme entering a second phase and work on Transforming Justice moving ahead positively. We stepped up work with Local Enterprise Partnerships, Districts and Borough Councils and other partners on economic growth.
34. Over the next six months we will need to further accelerate the pace of change. Our leadership networks (see part 3: p48-51) will place a crucial role in driving this work forward. And we will be putting our **refreshed IT and Digital Strategy** into action to ensure we utilise the opportunities technology brings to empower residents, improve productivity, and manage growing demands.

## Ensuring Surrey has the powers to continue improving services for residents

35. The case for devolution in England is gaining momentum. It is not yet clear just how far the Cities and Local Devolution Bill will go towards loosening central control on decisions about jobs, skills, housing and infrastructure. Either way **now is the time to make a strong case to Government in the interests of Surrey's residents**.
36. In my view, devolution is about making the right decisions in the right places – **it isn't just about devolving power from Whitehall to County Hall but about empowering local communities**. We will continue to talk to partners about what this could look like and what we need to do to make it happen. Our pitch to Government will highlight our track record of working together across boundaries as “one team” to improve services and make savings.

## Conclusion

37. I remain confident we can successfully navigate the significant challenges we face over the coming months and years. We have the right overarching strategy in place and we are committed to learning from our experiences – both when we get things right and when we don't. **We will need to stay true to our purpose, shared goals and values**. I think the words of Jessica, a Special Educational Needs and Disability Officer, capture the mindset and attitude we will need.

*“Change and new ways of working are not easy. There were so many points in this process where it would have been easier to leave things as they were. But we have achieved a fantastic outcome through honesty, joint working and most importantly listening. Keep reminding yourself of why systems are changing and you can achieve truly wonderful results.”* (see Part 2: p17)

38. Finally, I want to put on the record again **my appreciation of the colleagues – staff, Members, partners and residents - I am fortunate to work alongside**. I look forward to discussing this report with you.

# Part 2

## Case Studies

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# Wellbeing

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







# Meeting the social care needs of prisoners for the first time

*Sarah Wimblett (pictured left), Projects Officer in Adult Social Care's Policy and Strategy team, explains how we're meeting the new requirements of the Care Act around people in prison.*

## **Tell us about the work you've been doing with prisoners**

The Care Act 2014 for the first time makes local authorities responsible for meeting the social care needs of prisoners residing within their areas in prisons and approved premises. In the past no social care provision has been offered to prisoners other than ad hoc care provided by prison staff, voluntary organisations and fellow prisoners.

Surrey County Council has five prisons (one of which, Downview, is currently closed) and the fourth highest prison population of 58 local authorities with prisons, within their boundaries. The purpose of these prisons varies from the gender of the occupants, the level of security and whether they are publicly or privately run, meaning that one size would not necessarily fit all.

Accurately predicting the future workload from these prisons is very difficult as we have had no direct access, and their populations are in a constant state of flux.

## **What did you do to meet this challenge?**

We set up multi-agency workshops with a range of new partners to develop the knowledge and understanding between social care and prison staff. As a result we agreed for a specialist social care team to be developed for a pilot year. Their role was to assess and provide for eligible need, offer appropriate information and deliver advice and advocacy to support those with low or ineligible needs, within budgetary constraints.

We then set about wider engagement with prison staff and additionally with prisoners, attending several focus groups to discuss current issues and plans.

## **What was the impact of this work?**

The Prison Social Care team began work from 1 April 2015 and is working hard to forge relationships, build a mutual understanding locally and ensure prisoners are being referred.

People in prison will now receive a thorough assessment of their needs and desired outcomes, advocacy, and an increased range of care and support options to meet eligible needs whilst providing information and advice to support those with low, or ineligible needs. Overall, they will receive more appropriate and consistent support than previously. Prison staff will also have an increased awareness of what social care is and how to take this into consideration within a prison environment.

## **What learning would you share with others dealing with a similar challenge?**

The importance of partnership working, having an open mind and engaging in conversations about how we can work together towards a common goal.

## **How can people find out more?**

Contact me at [sarah.wimblett@surreycc.gov.uk](mailto:sarah.wimblett@surreycc.gov.uk) or you can read [The Care Act 2014](#), (Clause 76: Prisoners and persons in approved premises etc.)

**“People in prison will now receive a thorough assessment of their needs and desired outcomes and an increased range of care and support options.”**

**Sarah Wimblett,  
Projects Officer, Adult  
Social Care**



## How tapping into local communities can help people stay independent

*Rebecca Brooker (pictured left), a Project Manager in Adult Social Care explains how the family, friends and community approach can help deliver small changes that have a big impact on people's lives.*

### **What is the Family, Friends and Community Support approach about?**

To demonstrate how this approach works in practice, I would like to tell Jane and Brian's story. Brian really wants to care for his wife Jane now that she needs more support. He is doing really well, but as Jane and Brian do not have a washing machine, Brian uses his respite hours each week so that someone can stay with Jane while he goes to the laundrette - this isn't much of a break for him!

### **What help did they get?**

At the review of Jane's support plan, Jane and Brian decided that it would make life easier if they had a washing machine at home. The social care practitioner supported Brian to purchase a washing machine but they needed someone to fit it. Looking around for a plumber, Brian mentioned that his neighbour was a plumber, so the practitioner went round to ask if he could help. The neighbour agreed to fit the washing machine free of charge - he wanted to help out Brian and Jane but hadn't known how.

### **How did these things make a difference for them?**

So Brian and Jane now have a washing machine at home and this simple change has taken some of the pressure off Brian, who can now use the time he spent at the laundrette to do something more relaxing. And they've started to get to know their neighbour and his family more too, so Brian and Jane are less isolated.

### **What learning can we take from this story?**

This is a great example of how a simple act, by a caring neighbour, can make such a big difference.

### **How can people find out more?**

For more information on Family, Friends and Community Support, contact:  
[Rebecca.Brooker@surreycc.gov.uk](mailto:Rebecca.Brooker@surreycc.gov.uk)

**“This is a great example of how a simple act, by a caring neighbour, can make such a big difference.”**

**Rebecca Brooker,  
Project Manager,  
Adult Social Care**



## The impact of a volunteer car scheme on the wellbeing of older people in Surrey

*Cass Brewer (pictured left), Principal Transport Officer, explains the vital role that a voluntary scheme plays in maintaining the wellbeing of older residents and the future challenges it faces.*

### How does your team support vulnerable adults?

All over Surrey there are people who, due to age or disability, find it difficult to get around. And public transport or family members might not be close enough to people's homes to help. For the past 30 years, Surrey residents have been meeting this gap through participating in voluntary car schemes - such as the Helping Hands scheme covering Frimley Green, Mytchett and Deepcut. This means that people needing help with transport can get to their medical appointments or a trip to the hairdresser – key elements of maintaining residents' wellbeing.

But the demand is growing – as Surrey's population ages – and the number of volunteers has reduced over recent years. There were some 4,000 volunteer drivers in Surrey around 10 years ago but this has fallen to below 3,000 now.

### What is being done to meet this increase in demand?

We are working with Surrey Community Action to recruit more volunteer drivers through their Drive Into Action campaign. A key group of potential volunteers are those individuals approaching retirement or who have just retired. They are active, often own a car and are keen to help those who need help. But they want flexibility as to when they volunteer and how often as they have other commitments – for example looking after grandchildren. We need to raise awareness of over 100 voluntary car schemes that exist across the county, and the benefits that volunteering can bring to both those getting and those providing help with transport. And we need to

emphasise the flexibility of the schemes – enabling each person to volunteer hours that suit them.

### What will the impact of this be?

Raising awareness takes time and we need to sustain efforts to do this. We are supporting Vicki Turton of Surrey Community Action (see [www.surreyca.org.uk](http://www.surreyca.org.uk)) in a series of events this summer and autumn to help recruit more volunteers. Our aim is to get 200 new volunteers – more would be even better!

### What have you learned from your experience?

Volunteers are essential in contributing to the maintenance of the wellbeing of more vulnerable people in our communities. It is important that we don't lose sight of this and continue to encourage more people to participate in these schemes.

### How can people find out more?

Contact [cassandra.brewer@surreycc.gov.uk](mailto:cassandra.brewer@surreycc.gov.uk)

**“We need to raise awareness of over 100 voluntary car schemes that exist across the county.”**

**Cass Brewer, Principal Transport Officer**



## Personal budgets help families have more control over the care they receive



*Jessica Pattison (pictured left), Special Educational Needs and Disability Project Officer, talks about how she was able to help a family to develop a personalised care package for their son*

### What was the challenge?

I was asked to support a family in Surrey to plan and implement a Social Care Personal Budget for their nine year old son under the Children and Families Act 2014. The young man has a diagnosis of autism and epilepsy. He had been lost in the 'system' and the care package we were providing the family was not working for them. The family knew it was not working but did not feel in a position to be able to make a change. They were the first family to go through the Personal Budgets Process in Children's Social Care and we were learning together; myself as the practitioner and them as the family. We faced many logistical and practical challenges, and overcame a lot of barriers.

### How did you improve relations with the family?

Communication, transparency and honesty was the key to getting it right. I built up a good relationship with the family by being realistic about the scope and limitations of personal budgets – and not pretending to know the answer if I wasn't sure!

### What has changed as a result?

The family have a personal budget which suits their individual circumstances, gives them choice and control, and centres around their son. Both the child and his parents have been given a voice. His plan centres around him, what he likes and where he feels comfortable and safe.

were so many points in this process where it would have been easier to leave things as they were. But we have achieved a fantastic outcome through honesty, joint working and most importantly listening. Keep reminding yourself of *why* systems are changing and you can achieve truly wonderful results.

### How can people find out more?

Contact me at [jessica.pattison@surreycc.gov.uk](mailto:jessica.pattison@surreycc.gov.uk) or visit

<https://www.surreylocaloffer.org.uk/kb5/surrey/localoffer/home.page>.

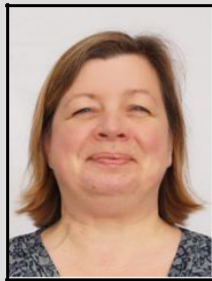
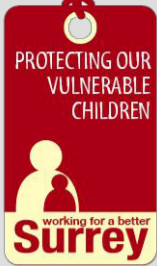
**“Change and new ways of working are not easy. Keep reminding yourself of why systems are changing.”**

Jessica Pattison,  
Special Educational  
Needs and Disability  
Project Officer

What did you learn from the experience?

Change and new ways of working are not easy. There





## Securing better outcomes for a family through early support

*Sue White (pictured left), an Early Support Coordinator from Children, Schools and Families, reflects on her experience of helping a family to get the support they needed through Early Help Assessments.*

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

The family I worked with has a child with complex needs, and they were isolated and hard to engage with. They have many organisations supporting them, but had missed numerous appointments across all services. There was also a lack of communication between those supporting the family, and with the family themselves.

**How were you able to engage with the family?** Over several home visits we completed an Early Help Assessment with the family. This enabled us to begin to build a relationship with them, and identify some of the challenges and issues that they faced.

We agreed that the best plan of action was to organise a Team Around the Family meeting, due to the number of people involved. An agenda was agreed with the family that was based on the action plan at the back of the Early Help Assessment. We invited everyone involved with the family (including close family and friends) to attend the meeting, and chose a venue near to the family home to ensure the family could attend.

I chaired the meeting, and supported the people that attended to suggest possible ways to address the challenges the family were facing, and to take responsibility for these.

Following on from this, I organised a session that put the family's needs first, where we used activities with the following themes; What is working, what isn't working, and

what are their aspirations for the future. This enabled us to ensure that we were continuing to prioritise the desired outcomes for the family, and work as a team on how best to meet them.

### **What has this done for the family?**

The family realised the benefits of working with the professionals involved as they were able to see change happening, and felt their views were being listened to. This meant many fewer cancelled appointments. The meetings ensured that the support the family was given was more efficient, as each attendee then knew what their role was, and there was no duplication of work.

### **What did you take from this?**

I have learnt that when you listen to what families want, and work as a team, you are able to provide the most effective and efficient support.

### **How can people find out more?**

Contact me at [susan.white@surreycc.gov.uk](mailto:susan.white@surreycc.gov.uk) or you can read more about the [Surrey Early Support Service](#).

**“When you listen to what families want, and work as a team, you are able to provide the most effective and efficient support”**

**Sue White, Early Support Coordinator**

## Using an innovative approach to improve the lives of foster children



*Christina Ketzer from Children's Services and Julie Lee, a foster carer (pictured left), explain how a new approach can change the lives of children in foster care.*

### Tell us about your work with foster children

During a child's transition from a foster home to adoptive parents, a foster carer has to work with various different professionals and help to manage the emotions of all involved including the foster children, their own children and themselves. Surrey foster carer, Julie Lee, had to find a way to make sure the facts about her foster child, Sophie\*, were being heard and understood when she helped her through the adoption process. Julie felt she knew Sophie best and had built a relationship with her, so the challenge was making sure herself and Sophie were both strongly and equally involved.

### Tell us about the role of social pedagogy

During the past two years, Surrey has participated in a nationwide social pedagogy „Head Heart Hands“ programme, allowing foster carers and staff to attend social pedagogical training and activities. It helps to give carers the confidence to speak up, take responsibility and feel empowered, shifting away from procedures and help children build positive relationships, leading to stability and better outcomes. Julie applied analytical thinking and observation to support Sophie and her adoptive parents. She advised and tuned in with the adoptive parents, working as part of the team around the child with other professionals.

### How did this help Sophie?

Julie said: “Social pedagogy is not a quick fix for problems. It's more of a journey that helps people understand more about themselves - to be observant and reflective and more inventive when trying to problem solve.

“A child in my care had been severely abused in the past. With me, Sophie gradually came out of her shell and became a confident and bubbly little girl but there were still triggers that could send her back to a dark place. She was extremely scared of certain men, particularly those with dark hair or wearing hats. I got to know when she needed my support and I was scared her new adoptive parents wouldn't understand. The first time they met her, it went really well until they were leaving and her new dad took a hat out of his pocket. As soon as Sophie saw it she ran into the other room. I told him that he couldn't put the hat on and explained why.

“However, I knew he hadn't fully understood, so when they came back I explained that in my opinion when she saw a man in a hat she was actually picturing her abuser. He cried at the thought but then started asking me how they could help her. The next day it was snowing and the dad came in shivering without a hat on and I knew he had fully understood. Social pedagogy helped me to ensure that my message was heard and saved Sophie from having to go back to that dark place whilst her parents got to know her better.”

*\*Names are anonymised.*

### What did you learn from the experience?

1. How I deal with professionals. It has given me more confidence to advocate for the children and to ensure that I am fully understood.
2. How I deal with the children. To be more aware of things I might have done instinctively and to reflect on whether it actually works or whether to try something else.
3. I use it with older children by explaining some of the tools and encouraging them to use them.

### How can I find out more?

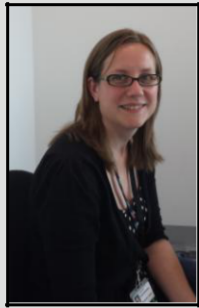
Contact [Christina.ketzer@surreycc.gov.uk](mailto:Christina.ketzer@surreycc.gov.uk).

**“Social pedagogy is not a quick fix for problems. It's more of a journey that helps people understand more about themselves”**

**Julie Lee, foster carer**



# Independent Visitors provide stability and consistency that young people in care need



*Joanne Mackintosh (pictured left), a social worker from the Independent Visitor service, highlights the difference that independent visitors make for Surrey's looked after children.*

### What was the challenge you faced?

Many looked after children, for various reasons, do not have a stable or consistent adult in their lives. Family contact may be inconsistent and unreliable, key professionals working with them can change and placements can break down, sometimes involving difficult location moves which may compound their experiences of loss and feelings of rejection.

### How have we helped them with this?

Independent Visitors are trained and approved volunteers who we match with a young person in care. They "befriend, visit and advise" the young person. The aim is to give looked after children a consistent and stable person in their lives who is outside of the care system. As Independent Visitors have no previous connections with either the foster carers or social workers, they can act as an unbiased sounding board or give the young people a fun outing to distract them during an unsettling time in their lives.

### What difference have Independent Visitors made for looked after children in Surrey?

55 young people are currently matched with volunteer independent visitors. We have many young people who say that they value the time they spend with their independent visitor as they "listen", "are just there for me" and "we have fun together".

To give an example, one young person we worked with, who had a complicated and troubled background, said that the thing he valued most about his independent visitor was

that she "never judged me", he knew that none of his background information was shared with her prior to them meeting. He asked for her to support him at his reviews and at times to advocate his wishes and feelings.

### What do you take from your work with Independent Visitors?

Since I have been a part of the scheme I have been surprised at the feedback we get from the young people. When asked what they like about their independent visitor, it is always about the person; "she has a nice smile" or "we have a laugh together". This has highlighted for me how these young people value the time and interest that they get from the independent visitor above anything else.

### How can people find out more?

Contact [joanne.mackintosh@surreycc.gov.uk](mailto:joanne.mackintosh@surreycc.gov.uk) or [nicola.taylor@surreycc.gov.uk](mailto:nicola.taylor@surreycc.gov.uk).

**"Many looked after children do not have a consistent adult in their lives."**

**Joanne Mackintosh, social worker**

# Horley's community pulls together to restore a childcare facility damaged by fire



*Anita Birtles, Childcare Business Manager, & Carol Savedra, Childcare Business Advisor (Early Years and childcare) (pictured left in order) share their experience*

**Can you give an example of the work your team does?** Following a fire at Strawson Hall, Horley, in May 2015, the extended day pre-school was left without equipment, premises and 50 children without a childcare place. Many of the families were without childcare that would enable them to continue working. The challenge would be to get the pre-school up and running within 2 weeks so that parents could return to work and children's education and care would not be disrupted

**How did you help get the children back into the pre-school?**

The Childcare Business team supported the owners of the pre-school to work through the process of reopening. The community rallied together - a local school offered premises and a nearby church made a donation of toys to the pre-school. Surrey Early Years and Childcare Service were able to provide the pre-school with educational resources that support the Early Years Foundation stage curriculum.

The barriers to opening were then around ensuring Ofsted were able to register the pre-school at the new site - a process that can take up to 26 weeks.

Following a site visit to the new premises, we supported the owners to complete the online registration process, giving advice around the welfare requirements and being ready for their registration visit.

The local Ofsted office was contacted to fast track the registration. I had daily discussions with Ofsted to ensure that the process was progressing as quickly as possible and then contacting the provider to update them on

progress.

The application for registration went in on the Tuesday morning, the inspection took place on the Thursday afternoon, reports were submitted to Ofsted Friday morning and the registration was completed by Friday lunchtime. The pre-school could then re-open at the new premises on the following Monday morning. Moving forward, Strawson Hall is a Surrey building and the business team along with Surrey Property Services will be working with the charity that leases the building to ensure that the new build incorporates the needs of the pre-school in the new building plans.

**What was the impact?**

The families and children would be able to access childcare and education without a break as this was all completed over the half term week. We safeguarded the childcare places in the Horley area which is an area of greater need. The children are able to continue their learning journey towards the learning goals at the end of the Early Years Foundation Stage and the older children attending the group will be able to ensure their preparations for going to school were not disrupted.

**What did you learn from the experience?**

The impact of working together with the community, the school, the pre-school, outside agencies and Ofsted provides unexpected rewards. When everyone works towards a common goal then we can achieve the desired outcome.

**How can people find out more?**

You can find out more about the Childcare Business Team by using the following link:- [Childcare Business Team](https://www.surreycc.gov.uk/childcarebusinessadvice) or email [Childcarebusinessadvice@surreycc.gov.uk](mailto:Childcarebusinessadvice@surreycc.gov.uk)



**“The impact of working together with the community, the school, the pre-school, outside agencies and Ofsted provides unexpected rewards.”**

Anita and Carol,  
Childcare Business Team





## Helping families with complex needs to get ahead in life



*Cerys Williams (pictured left), Family Support Co-ordinator for the Surrey Family Support programme, shares her experience of helping a family in crisis.*

### Could you give an example of a family you have helped?

The challenge was to provide a multi-agency response to the rapidly changing needs of a family who were in the process of becoming a family again after some years of trauma and separation.

The family was made up of a single mother and three children under twelve. Mother was engaging very well with her social worker and was happy to receive any further support available.

The children had settled back down within the family home. However, their teachers had serious concerns over the children's behaviour within school and the police had been called a number of times to the home.

### How did you help them?

As a Family Support Co-ordinator I was able to visit the family two to three times a week to help to embed new parenting techniques. This was supported by separate visits to the children to create opportunities for exploring their feelings of anger and frustration, which, once identified, enabled me to sign post the family to specialist support agencies to continue with this work. A multi-agency team around the family was created to meet the needs identified by the Co-ordinator and the Social worker. This involved representatives from mental health providers, school, Citizen's Advice Bureau and a domestic abuse worker.

### What difference did it make to their lives?

The agencies working together meant information was shared in a useful and timely way, and this collaboration

allowed progress to be made. For instance, the school was made aware of a history of abuse and were able to change their approach to both the children and the mother.

### What have you learnt from dealing with them?

Families' circumstances can change quickly, for better or for worse, and it is only by close working together that appropriate support can be given; support which can adapt as the needs change. This is important as sometimes agencies underestimate the nature and speed of change within families.

**How can people find out more?** Contact me on [cerys.williams@reigate-banstead.gov.uk](mailto:cerys.williams@reigate-banstead.gov.uk) or visit the **Family Support Programme** website.

**"Families' circumstances can change quickly, for better or worse, and it is only by close working together that appropriate support can be given."**

Cerys Williams, Family Support Coordinator



## How the council supported Lucy Warren, a young carer



*16 year old Lucy Warren (pictured left), member of the Surrey Young Carers Forum, Surrey Young Carers shares how Surrey County Council helped her family.*

### Tell us about the challenges of being a young carer

I attend school in Camberley and dream of one day treading the boards in London's West End. Outside school, I care for my Mum and have been since I was very small. Mum suffers with diabetes which means her needs are complex. For example, the condition has now affected her eyesight. I love helping Mum and help her by shopping, cooking, collecting prescriptions and by providing emotional support, especially when Mum feels down. Whilst I have learned valuable skills such as decision making, organisation and budgeting, it's very time consuming; and Mum will always come first. In practice things like homework and seeing friends are delayed or put off.

### How have things changed for you?

At one of her medical appointments, Mum heard about the concept of „young carers“ and wondered if that applied to me. After more research, we realised that the care I provided Mum qualified me for the title young carer and from that moment on things changed. I got in touch with my school counsellor, Heidi, who in turn told me about Surrey Young Carers for support with my caring role. Being identified as a young carer has helped a lot. Beforehand, I felt quite isolated and spent a lot of time worrying about Mum while at school, rather than concentrating in class, especially if she had a hospital appointment.

### What was the impact?

I joined Surrey Young Carers Forum two years ago. As an active member of the Forum, things have got a lot easier. I

have made many friends that I still see from those first meetings. Finally I met other people in the same boat as me, who I could talk through my experiences with, and I have a better social life too. It's made such a difference. I get the chance to socialise and we give each other emotional support, and group trips provide much-needed time out and for no cost - a really significant help as in many families the parent being cared for can no longer work.

### What did you learn from the experience?

That once you are recognised as a young carer, things become much easier. Having a support network of other people in the same situation is invaluable. I feel supported and cared for by being part of the Forum and have been inspired to help others too as a result. I regularly help with our work to promote support for young carers. I was recently featured in Surrey Matters magazine, Spring issue, in the article „Caring for Mum“ and helped with the development of Surrey County Council's public awareness campaign to identify more carers and signpost them to information and support.

### How can people find out more?

With at least 14,000 „hidden“ carers in the county, Surrey County Council is working hard with its partners to ensure more young carers are identified so they have access to the kind of support that has helped me. If you think you or a young person you know might be a young carer, contact Surrey Young Carers on 01483 568269 or visit [surrey-youngcarers.org.uk](http://surrey-youngcarers.org.uk).

**“Once you are recognised as a young carer, things become much easier. Having a support network of other people in the same situation is invaluable.”**

Lucy Warren, Young Carer



## Community Hubs provide older people with practical information and access to support

*Rachael Pinder (pictured left), volunteer with the Mobile Hub (and Volunteer Development Worker Jo Mather) at Whiteley Village, Walton on Thames shares her experience. Whiteley Village is the first and largest purpose-built retirement village in the UK.*

### What are you responsible for?

To spread awareness to the local community of what the Walton Hub and the Surrey Hubs can do to provide help, information and support. We also had a role to bring information and services to those who may not be able to come to the Hubs.

### How have you spread the word about the Hubs?

We were able to set up our mobile Hub in the village shop – a very visible and central location. We had the full and active support of Whiteley Village staff and management to do this. We gave practical information and advice about support to the people we spoke to, which included information about transport and local taxi voucher scheme; referral to Healthwatch advocacy; information about accessing benefits advice; independent living equipment information and catalogues; and information about social activities in the local area that may come to Whiteley Village and provide activities there.

### What difference have the mobile Hubs made?

Since January, we have received over 800 enquiries. People feel listened to and feel they had the practical information to take more control of their situation. When they learned about Walton Hub, they knew to contact us if they or a friend needed help in the future. People learnt

about equipment, aids and adaptations that may help them to remain independent in their homes – some have

ordered equipment via Redhill Hub since our visit. People were keen for us to come back on a regular basis and bring some of the independent living equipment that they could see.

The mobile Hub has visited places like the Mary Frances Trust; Dorking Library; Woodhouse Centre, Oxted; Banstead Centre; Woodhatch Centre; Live Smart, Redhill; Wells Centre, Epsom; Regents House, Horley; Bookham Community Hub; Longmead Centre, Epsom; Douglas Brunton Centre, Caterham; Tandridge Heights.

### What have you gained from this?

I was reminded that older people are a very large part of our community and that we often forget that they may need more help and support to keep them independent. The people we spoke to appeared very happy to be listened to, and grateful that there is somewhere they could come to for information and support. I thought the Mobile Hub was about promoting the existing Hubs, and learnt that it is an extension of the Hubs and that we can help people with their enquires by going to them rather than them having to find out about and come to us. Complex or confidential enquiries can be referred back to the Hub Walton for further research or a private telephone call later on. The people we spoke to were happy to be getting some answers and did not mind waiting for us to get back to them at a convenient time or to post information to them.

### How can people find out more?

There are now nine information Hubs in Surrey. Visit [www.thesurreyhubs.org.uk](http://www.thesurreyhubs.org.uk) for more details.

**“I was reminded that older people are a very large part of our community and that we often forget that they may need help and support.”**

**Rachael Pinder,  
Walton Hub volunteer**

## Volunteers help to preserve Surrey's beautiful countryside



*Debbie Hescott (pictured left) from the Surrey Countryside Partnerships Team illustrates how volunteers are helping enhance the service being delivered*

### What was the challenge?

To work closer with our strong, established partnerships to deliver the most cost-effective county-wide countryside management service we can offer. To support our work we identified the need to pro-actively encourage greater participation of volunteers of all ages from local communities, in particular those that are retired. Our service supports the council's „Wellbeing“ and „Resident Experience“ strategic goals; we support healthy living by providing the opportunity to exercise, learn new skills and socialise in the great outdoors; our voluntary crews work with our staff to maintain Surrey's glorious countryside for all to enjoy.

### How have you been attracting more volunteers?

We collaborated with partners and used many free advertising means to promote our opportunities; we raised our profile through the council's „Explore Surrey“ campaign, plus attended many local networking and public events. We fully informed our regular volunteers about our work and plans, keeping them engaged and encouraged to continue to support us in delivering our work on the ground... in all weathers.

### What has the effect of this engagement been?

Our work was supported by an impressive total of nearly 11,600 volunteer hours for this period. We welcomed new volunteers of all ages, corporate and school groups plus council staff got involved through the Employee Volunteering Scheme.

### What did you learn from the experience?

It is vital to maintain a raised profile to capture every

opportunity for someone new to want to find out more and get involved. The time and effort to gain new voluntary interest must then be matched with their actual experience; all volunteers must be recognised for the essential contribution they make in helping us to continue to deliver our respected countryside service for the best value for money.

### How can people find out more?

Visit the Surrey Countryside Partnerships pages within the Explore Surrey section on the Surrey County Council website. Varied programmes of practical conservation volunteering opportunities are offered by the Downlands and Lower Mole Partnerships. Email:

[countrysidepartnershipsteam@surreycc.gov.uk](mailto:countrysidepartnershipsteam@surreycc.gov.uk)



Volunteers of all ages contribute to the upkeep of Surrey's countryside.

“Our work was supported by an impressive total of nearly 11,600 volunteer hours.”

Debbie Hescott,  
Business  
Development Officer



## How the Planning Service helped to provide over 4,000 additional school places for September 2014



*Alex Sanders (pictured left), Principal Planning Officer, outlines the scale of the challenge of providing sufficient numbers of additional school places and the role of planning in this process*

### **How is the Planning Service involved in providing additional school places?**

Surrey County Council needed to provide an additional 4,100 school places for the September 2014 school intake. This involved expanding 45 schools, in some cases doubling them in size as well as providing three new primary schools. The Planning team's role was to take these proposals through the statutory planning process in order to grant planning permissions where that is possible. The challenge of this was to mitigate the impacts of that development within the local area within the required planning timescales and in time for the children going to school.

### **How did you solve this problem?**

Planning officers consulted widely with the local community and appropriate professional bodies (e.g Sport England and the Environment Agency) and assessed the impact of each individual proposal on the local area. Solutions were developed such as building materials that matched existing buildings so that they fitted into their surroundings and providing safe road crossing points and footways where required so that children could get to school safely.

To ensure timescales were met, the team worked collaboratively with internal partners to develop the end to end process therefore enabling individual applications to be determined in time for work to commence to complete the expansions prior to September.

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

These actions ensured that the 4,100 school places needed for the 2014 school intake were delivered on time whilst taking into account the surrounding environment as far as possible.

### **What did you learn from the experience?**

Collaborative working and communication between the teams involved is key to ensuring that the end to end process works effectively to deliver quality school places on time.

### **How can people find out more?**

Please contact [alex.sanders@surreycc.gov.uk](mailto:alex.sanders@surreycc.gov.uk)

“Collaborative working and communication between the teams involved is key to ensuring that the end-to-end process works effectively...”

Alex Sanders, Principal Planning Officer

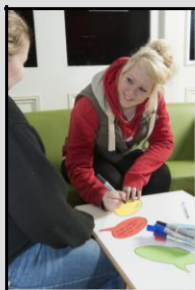
# Economic Prosperity

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





## Supporting young people in Surrey to get on the career ladder



*17 year old Gemma (pictured left\*) tells us about the help she received from Surrey's Youth Support Service in her efforts to find a job*

### **Tell us about the problems you were facing**

I started working with the Youth Support Service (YSS) in May 2014 after being referred from a mental health day service. I've struggled with mental health issues including self harming, depression and anxiety, which had an impact on my attendance at school. The bullying I experienced disrupted my education generally. I dropped out of school, but I was still able to take my GCSEs with lots of support.

I needed support to either get back into education or find a job as I got anxious around new environments and lacked self esteem and confidence.

### **How did you turn things round?**

The YSS worked with me to ensure that I was well in myself and helped me prepare for college and employment. They supported me in making applications and preparing for interviews, which helped me build my self esteem and confidence.

### **What's changed for you?**

I got a part-time job in the first five months working in a fast food restaurant. This was my first ever job and it helped me to gain experience and build confidence.

I then started babysitting for a family friend which gave me an interest in childcare and continued to build up my confidence. After 11 months, I had made some really good progress and my mental state was classified as normal with no symptoms of depression or evidence of suicidal thoughts or self harm.

I enjoyed the childcare experience so much that the YSS

helped me to look and apply for specific childcare apprenticeships and, in spite of several unsuccessful interviews, I did not give up. Two months ago I was taken on by a nursery and I am really enjoying my apprenticeship.

\* Names are anonymised

### **What lessons do you think others working with other young people in similar situations could learn?**

The importance of patience and building on hope when working with young people is very important. A lot of young people struggle with their self esteem and confidence and work should always be done around their health and wellbeing to help develop and encourage them.

### **How can people find out more?**

Visit the **Youth Support Service's** website (<http://new.surreycc.gov.uk/people-and-community/young-surrey/help-and-advice-for-young-people/youth-support-service>).

\*Name has been anonymised. Surrey County Council has permission to use the picture of the young person above and is not the person to which this case study relates.

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**“A lot of young people struggle with their self-esteem and confidence and work should always be done around their health and wellbeing to help develop and encourage them.”**

Gemma, Apprentice and Surrey resident



## Developing technical and academic skills of pupils in Surrey through a new University Technical College

*Frank Offer (pictured left), Head of Commissioning and Development, Services for Young People introduces Surrey's first University Technical College and explains the benefits for residents.*

### What was the challenge?

Surrey's economy is the fastest growing in England outside London and is the base for a number of high-profile technology employers, with many specialising in computer science and engineering. However, employers have reported problems in finding young people with the right skills and practical experience in engineering, science and technology to fill their vacancies.

### How did you resolve it?

Surrey County Council formed a partnership trust with CGI, a leading global IT and business processes company, Royal Holloway University of London, Guildford College and Guildford Education Partnership. Supported by other employers and partners, together we successfully bid to build a university technical college (UTC) in Guildford that was approved by the Department for Education earlier this year.

University technical colleges (UTCs) are Government-funded schools that offer 14–18 year olds a curriculum that combines technical, practical and academic learning so that students develop the abilities and skills that industry needs.

The UTC will be the first of its kind in Surrey, offering an exciting alternative to secondary school provision for young people across the whole country and is scheduled to open in September 2017.

The UTC will provide an integrated curriculum where the

academic subjects relate to and reinforce the technical specialisms of engineering and computer science.

### What are the benefits to Surrey?

- Employers will provide mentors and work-based projects to help young people be prepared for the future world of work or further education, once they leave the UTC.
- The UTC will bring significant capital investment to the county.
- It will help bridge the skills gaps identified by local employers and help meet the need for additional school places in Surrey
- It will provide young people and their parents with additional choices for year 10 to year 12 education, where they show a passion for computer science or engineering.

### How can people find out more?

Updates on the progress towards the opening of the UTC can be found online [www.surreycc.gov.uk/utc](http://www.surreycc.gov.uk/utc) or queries can be sent to [utc@surreycc.gov.uk](mailto:utc@surreycc.gov.uk)



The University Technical College will train the next generation of cyber security, computing and engineering experts in Surrey

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“The University Technical College will be the first of its kind in Surrey, offering an exciting alternative to secondary school provision for young people...”

Frank Offer, Services for Young People



## Working with Local Enterprise Partnerships to improve Surrey's transport infrastructure

*Lyndon Mendes (pictured left), Transport Policy Team Manager, talks about the funding the council has secured to make improvements in Surrey's transport infrastructure.*

### Can you tell us about the process for securing transport infrastructure funding?

Government has devolved funding for transport infrastructure to Local Enterprise Partnerships [LEPs], which allocate funding through competitive bids. Surrey is covered by two LEPs and therefore has to compete with a number of other councils to obtain funding. Bids take the form of a comprehensive business case and can take in excess of a year per scheme to prepare. Successful bids have to demonstrate a high benefit to cost ratio. Bids had to be submitted in 2014, the first year for this way of funding. Owing to the General Election in 2015, all councils sought to obtain the maximum possible funding.

### How have you managed to secure the maximum funding for Surrey?

In consultation with our District and Borough partners, we identified over 10 transport schemes, for which we would seek funding in 2014/15. Each LEP requires a degree of matched funding from the councils. We estimated cost of construction of roughly £43m and bid for about £33m, with £9m of matched funding. Building upon our successful bid history and the quality of our business cases, we have provisionally secured almost all the funding sought. This funding will enable us to improve Surrey's transport infrastructure in a variety of ways, including – reducing congestion and accidents,

improving sustainable options such as walking, cycling and public transport and enhancing our resilience against flooding. These in turn will contribute to Surrey's economic development and prosperity.

### What will the impact of this funding be?

The approved schemes are to be built over the next one to four years and will deliver significant transport and economic benefits to Surrey residents. Key schemes include:

- Major improvements to the busy Runnymede Roundabout connecting the M25 with Windsor
- Regeneration of Epsom Town Centre road network
- Major improvements to the wider Camberley Road Network
- Upgrade to key drainage infrastructure in Tandridge and Mole Valley

### What has been learned from this?

The scale of bids prepared in a relatively short period is a credit to the determination and belief of the team to secure this level of funding for Surrey. Support from colleagues within Surrey and partner organisations, including many businesses, was key to our success. We intend to submit bids for additional funding of up to £20m in 2016.

### How can people find out more?

You can contact [lyndon.mendes@surreycc.gov.uk](mailto:lyndon.mendes@surreycc.gov.uk)

“The funding will enable us to improve Surrey's transport infrastructure in a variety of ways including reducing congestion and improve sustainable transport options.”

Lyndon Mendes,  
Transport Policy  
Manager



## Improving transport infrastructure in Redhill to strengthen economic growth

*Paul Fishwick (pictured left), Project Manager (Transport Policy), tells us how improvements are being made in Redhill to boost Surrey's economy.*

### **Tell us about the challenges facing Redhill**

Redhill's close proximity to Gatwick Airport and London makes it economically significant. Developer investment is constrained due to congestion and the poor state of transport infrastructure in the town centre. The railway station [with over 3.5m annual passenger journeys] is severed from the town centre and congestion makes bus journeys unreliable.

### **How did you resolve it?**

The proposed £4.1m scheme was a series of link and junction improvements in the town centre, to reduce congestion and improve accessibility for motorists, bus users, cyclists and pedestrians alike, whilst enhancing the social and economic environment. It will unlock development sites, resulting in economic regeneration and greater employment.

Headline benefits are as follows:

Tackling congestion, improved journey time reliability, reduced journey times, reduced vehicle operating costs, increased walking and cycling, reduced severance, such as between the railway station and town centre and under Station Road railway bridge.

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

The scheme will be a catalyst for economic growth, enabling regeneration of key sites in the town centre

and bringing new homes, retail and leisure facilities. We would like to take this opportunity to thank all the businesses and residents of Redhill for their support during this busy time.

### **What did you learn from the experience?**

That engaging with all stakeholders is vital to ensuring success and delivering infrastructure that the area needs.

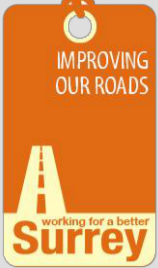
### **How can people find out more?**

Contact [paul.fishwick@surreycc.gov.uk](mailto:paul.fishwick@surreycc.gov.uk) or visit our website to learn more about transport schemes in **Reigate and Banstead**.

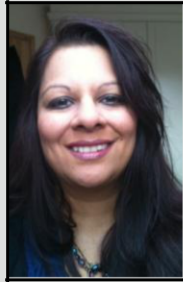
“The [Redhill] scheme will be a catalyst for economic growth, enabling regeneration of key sites in the town centre and bringing new homes, retail and leisure facilities.”

Paul Fishwick, Project Manager (Transport Policy)





## Developing a 15-year strategy to enhance the quality of Surrey's roads, pavements and highway structures



*Amanda Richards (pictured left), Asset Planning Team Manager, outlines how the Highways and Transport Service plan to manage the assets on Surrey's highway network over the next 15 years.*

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

Our challenge is to develop a long term plan for maintaining all the different highway assets (roads, pavements, bridges, traffic signals etc) in a way which achieves best value, whilst ensuring the needs and priorities of all our residents and users are met.

Whilst we have good asset condition data it is stored in different formats and metrics. Part of the challenge was to bring this together under a single format to enable a direct comparison between the different asset types. The next challenge was to project the current condition of assets forward 15 years, using differing budgetary scenarios so we can assess the impact.

### **How did you develop the 15-year plan?**

We held a number of workshops with asset owners to explain and challenge the benefits of being able to analyse assets in this way. A general template was developed to look at the impact on each asset, over a 15 year period, of increasing or decreasing the budget. The information was then consolidated and uploaded onto the "You Choose" toolkit enabling different scenarios to be run across the core assets highlighting both the budgeting pressures and service levels that could be achieved.

### **What difference has the "You Choose" toolkit made?**

The "You Choose" toolkit enables us to consult with Members and engage in a more meaningful way, as we can ask how they would allocate the budget, taking into account the consequences that arise from their suggestions. This helps us to better understand their local priorities. With the Toolkit for the first time we are able to look and compare all of the core assets and identify future pressures to inform an outcome based strategy on the whole of the highway asset. We have been able to remove the silos of individual and short term approaches.

### **What did you learn from the experience?**

By bringing together various asset owners from across the service we have each brought individual strengths to deliver the outcome which could not have been achieved by a single team.

### **How can people find out more?**

Contact me at [amanda.richards@surreycc.gov.uk](mailto:amanda.richards@surreycc.gov.uk). You can take part in the consultation using this link: <http://youchoose.esd.org.uk/SurreyCC/>

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"We have been able to remove silos of individual and short term approaches."

Amanda Richards, Asset Planning Team Manager





## Building partnerships with local businesses to inspire confidence that they are doing things right

*Philip LeShirley (pictured left), Senior Trading Standards Specialist, explains how Primary Authority Partnerships are protecting businesses in Surrey and helping them drive economic growth.*

### What was the challenge?

To implement the Primary Authority Partnerships Scheme in Surrey with businesses. This scheme was set up by Government in response to businesses reporting that they were not being treated consistently by enforcement bodies in different geographical areas. Under the scheme a business can enter into a statutory partnership with one authority and the advice provided must then be respected by other authorities, meaning that the business can have confidence that they are doing things right and won't face legal challenges elsewhere.

### What have you done to implement the scheme?

Using Memorandums of Understanding to define expectations Surrey County Council Trading Standards has entered into partnership with:

- Surrey Fire & Rescue
- Mole Valley District Council Environmental Health
- Woking Borough Council Environmental Health
- Surrey Heath Borough Environmental Health

This scheme enables us to effectively deliver Primary Authority Partnerships to businesses through a single point of contact for a wide range of regulatory areas. I have proactively engaged with businesses, developed processes and trained staff. Along the way I have been fortunate enough to secure some of our highest profile partnerships, including Toyota (GB) Ltd, based in Burgh Heath. A part-time secondment with one of our partners has provided me with a different, business-focussed

perspective.

### What was the impact?

I have been part of the team that has seen the rapid growth of the Surrey Primary Authority scheme; increasing from three partnerships to over 50 in 24 months. For this work the team won the Better Regulation Delivery Office's Primary Authority Award for Innovation in 2014. The County Council is also nominated for Primary Authority of the Year 2015, and I have been nominated for Officer of the Year 2015, at the time of writing. The results will be announced on 18 June 2015.

### What did you learn from the experience?

I have learnt that success is underpinned by understanding the importance of effective contract management and excellent customer care when working in partnership with businesses. It is vitally important to listen carefully, be creative with solutions and build successful relationships that deliver customers' needs and improve their experiences. Surrey's single point of contact approach has changed the face of Primary Authority relationships, which are complex and challenging to deliver effectively.

### How can people find out more?

Contact [philip.leshirley@surreycc.gov.uk](mailto:philip.leshirley@surreycc.gov.uk) or visit the website for the [business advice team](#).

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There has been rapid growth of the Surrey Primary Authority scheme; increasing from three partnerships to over 50 in 24 months."

Philip LeShirley, Senior Trading Standards Specialist



## How a one-team approach was critical to starting the Eco Park's construction

*Richard Parkinson (pictured left), Waste Operations Manager, explains how he and his team overcame the challenges to starting construction of the Eco Park in Shepperton.*

### **What have the challenges been in getting construction of the Eco Park off the ground?**

In December 2009, the Council took a decision to develop an Eco Park at Charlton Lane, Shepperton as part of its strategy for managing the waste produced by Surrey residents.

The challenge was for officers from the Council's waste team to work with our contractor, SITA Surrey to negotiate a variation to the existing contract, obtain all the necessary consents and deliver a solution that remained value for money to the taxpayer and was acceptable to the Department for Environment, Food and Rural Affairs.

### **How did you overcome these obstacles?**

During the course of the project the team encountered significant challenges. However the team were able to overcome these by employing strong project management and governance. An essential part of the strategy was to adopt a one-team approach by ensuring that Members, and senior officers from the council's waste, procurement, finance and legal functions were part of the decision making process.

### **What was the impact of the one-team approach?**

On 19 March 2015, approval was given to SITA Surrey to commence the construction of the Eco Park. The Eco Park will become operational in 2017 and will help the county to meet its target of 70% recycling and zero landfill of municipal waste by 2020 as well as providing an additional 42 permanent jobs.

### **What did you learn from the experience?**

Delivering a large and complex project such as the Eco Park involves Members as well as officers right across the council. By working together as one team across Services and Directorates with a shared goal and support from senior officers so much more can be achieved than working in isolation.

### **How can people find out more?**

Contact me at [richard.parkinson@surreycc.gov.uk](mailto:richard.parkinson@surreycc.gov.uk) or visit Surrey County Council's webpages on the **Eco Park project**

**“By working as one team across Services and Directorates with a shared goal and support from senior officers, so much more can be achieved than working in isolation.”**

**Richard Parkinson,  
Waste Operations  
Manager**



## Reducing landfill in Surrey by encouraging textile recycling



*Sally Hunt (pictured left), Waste Improvement Team Manager, talks about the benefits of textile recycling and the campaign to increase the amount recycled in Surrey.*

### Why textile recycling?

To encourage residents to recycle their unwanted clothes and home textiles, because more than 10,000 tonnes of shirts, coats, towels, pairs of shoes and bags that could have been reused or recycled were thrown away in Surrey last year. If all these items were recycled, it would save £4 million a year.

### How did you respond?

Working with Surrey's District and Borough councils, we created a two month communications campaign to highlight that all clothes can be recycled – even torn or tatty clothes, and home textiles or accessories that weren't good enough for a charity shop. Eye catching visuals were displayed in shopping centres and magazines, on social media and through online advertising. There were also adverts on local radio.

The campaign was supported by swishing events at local universities, offering community groups the chance to raise money by organising collections, and collections in county council offices.

### What difference have these activities made?

Early feedback has highlighted an increase in the amount of clothes and textiles that were collected in April, including a 40% increase in one borough. Also, there were 161 tonnes of textiles collected at community recycling centres – which is 23 tonnes more than were collected in April last year. We're still awaiting the full campaign results.

### What did you learn from the experience?

Running a survey to find out what residents were doing with their textiles before the campaign helped us target groups and messages. We established that there was confusion over what to do with items which were too old or tatty for charity shops. We targeted women under 45 as they were most likely to throw their old items away.

Working in partnership with District and Borough councils meant we were able to ensure that they were ready to collect an increased amount of clothes and home textiles during the campaign, as well as helping to communicate the campaign messages as widely as possible.

### How can people find out more?

The **Recycle for Surrey website** (<http://www.recycleforsurrey.org.uk/textiles>) has information about clothes and textiles recycling. Alternatively, email [sally.hunt@surreycc.gov.uk](mailto:sally.hunt@surreycc.gov.uk) with any questions about the waste service, or [ben.funning@surreycc.gov.uk](mailto:ben.funning@surreycc.gov.uk) with questions about the communications campaign.



Recycling textiles could save Surrey taxpayers £4m per year

**“There were 161 tonnes of textiles collected at community recycling centres – which is 23 tonnes more than were collected in April last year”**

**Sally Hunt, Waste Improvement Team Manager**

# Resident Experience

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







## Fire and Ambulance services work together in new ways to help vulnerable residents



*John Griffiths (pictured left), Head of Operational Support from South East Coast Ambulance Service (SECAMB) explains how Surrey's firefighters are assisting their clinicians to help save more lives.*

### What was the challenge?

In medical emergencies when patients are critically ill or unable to open their doors to our clinicians, we need to forcibly enter properties. Surrey Police has traditionally done this for us – as our members of staff lack the equipment and expertise to carry out the task.

As part of the Emergency Services Collaboration Programme which involves blue light services working closer together, it was identified that Surrey Fire and Rescue Service (SFRS) may be better placed to respond to these calls.

### What did you and SFRS do?

We worked closely with SFRS to get this initiative off the ground relatively swiftly - SFRS already had the legal ability to force an entry, staff are already well-trained in gaining access to properties in an emergency and carries equipment on its vehicles to do so.

Firefighters also carry defibrillators and have received enhanced first aid training from SECAMB. This now means that in some medical emergencies, firefighters can help patients even before ambulance crews arrive, further improving service to the public.

### What have the benefits of this joint working been?

There have been many benefits:

- Ambulance crews are receiving quicker access to patients due to the speed that fire service

resources arrive at the scene. As many of the calls involve life threatening incidents, time saved could make a huge difference to patients in very vulnerable situations. The patient is also reassured that their property is being looked after whilst they are taken to hospital.

- The initiative is allowing the police to focus on other priorities. They may previously have sent two vehicles to this type of incident with less appropriate equipment to undertake the task.
- Fire crews' expertise in gaining entry and the equipment they carry means they often cause less damage to property than previously. Fewer properties have also had to be boarded up.
- In the first 4 months of this year, SFRS was requested 210 times (an average of twice a day), attended on average in less than 8 minutes and only requested the boarding up contractor 14 times.

### What did you learn from the experience?

By working closer with our emergency services partners, we can identify new and better ways of working.

### How can people find out more?

Visit <http://www.surreycc.gov.uk/workingtogether>

**“By working closer with our emergency services partners, we can identify new and better ways of working.”**

**John Griffiths, South East Coast Ambulance Service**





## Employing different methods to help tackle anti-social behaviour in communities



*Louise Gibbins (pictured left), Community Safety Officer, describes a partnership initiative that has strengthened the support available to repeat and vulnerable victims of anti-social behaviour.*

### **What was the challenge you faced?**

The Anti Social Behaviour Crime & Policing Act 2014 introduced a whole range of new tools and powers to tackle anti social behaviour (ASB), including the Community Trigger. The Community Trigger gives victims and communities the right to request a review of their anti social behaviour complaints and brings agencies together to take a joined up approach to find a solution. The responsibility for implementing the Community Trigger lies with the 11 district and borough based Community Safety Partnership in Surrey, which meant there could potentially be 11 different processes developed, leading to an inconsistent response for Surrey residents, and confusion amongst Surrey wide agencies such as Surrey Police and Surrey County Council and large social housing providers that cover multiple boroughs.

### **How did you respond?**

By working with a multi agency group to develop a proposal for a Surrey-wide process for the Community Trigger, ensuring a consistent and effective response for all Surrey residents. After much negotiation the proposal was agreed and followed up by a programme of joint training on the new ASB tools and powers for the wide range of agencies involved in responding to and preventing incidents of ASB across Surrey.

### **How will this work help support vulnerable people?**

The ASB Crime & Policing Act puts victims at the heart of any response to ASB. In Surrey we have agreed that when initial assessment of a Community Trigger

takes place, local Community Safety Partnerships will consider the harm that is being caused to the victim and whether they may be vulnerable. There could be occasions when a Community Trigger does not meet the defined threshold, but due to the nature of the ASB and the potential for harm to be caused, dealing with the issue under the Community Trigger process is still the most appropriate response. Victims that are considered vulnerable will be allocated a single point of contact and offered additional support if needed.

### **What did you learn from your experience?**

Working in partnership and achieving agreement from a wide range of partner agencies, all with differing working practices and cultures can seem like a daunting task, however, by ensuring you all have a common goal from the start, putting the victim first, and being open minded and listening to and valuing all opinions, agreement can be reached to ensure the best outcome for Surrey residents.

### **How can people find out more?**

Please contact me at: [louise.gibbins@surreycc.gov.uk](mailto:louise.gibbins@surreycc.gov.uk) or visit our webpages on [tackling anti-social behaviour](http://new.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/community-safety/anti-social-behaviour) (<http://new.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/community-safety/anti-social-behaviour>).

**“By ensuring you all have a common goal from the start, putting the victim first, and being open minded, agreement can be reached to ensure the best outcome for Surrey residents.”**

**Louise Gibbins,  
Community Safety  
Officer**



## Technology helps Surrey staff deliver better outcomes for care leavers



*Zoe de Haes (pictured left), Change Manager, shares how the Council is using mobile technology to support young people leaving care*

### How were young people previously being supported?

Pathway Planning is the process a young person goes through when leaving care. Last summer Shift Surrey spent time with care leavers and those working with them - we interviewed personal advisors (PA), shadowed pathway planning meetings and worked closely with the Care Council.

The research we did (above) showed PAs do a good job it's just the young people feel the process does not fit them. Paper forms were hard to navigate and update over time. Personal Advisors used paper forms because they did not have the right tools - mobile devices, software or apps to communicate with young people on the go.

### What have you done to improve young people's experience of pathway planning?

Firstly we tested an app called MOMO. In April 2013, six Surrey young people had contributed to developing, testing and shaping this app to prepare for a meeting, change something, or sort a problem. We've been working with Sixteen25 (who develop MOMO) to develop a new part of the app, specially designed to be used for pathway planning. It can be used instead of the paper form, easily updated, and sent to a personal advisor.

We're also promoting websites such as „The Site“, and apps such as „Motimator“, „Stepfinder“, and „Unstuck“. All of these provide advice and help solving problems, all of which supports young people setting and achieving pathway planning goals.

### Have Personal Advisors now got the right tools?

Yes. All PAs have an iPad, with mobile internet. During Pathway Planning meetings they have been able to look up information which the young people need and work together on applications (for example, for university or housing). They have been able to show young people apps (like those listed above), and the young person can then download them on their phone to use themselves. When a PA cannot meet a young person face-to-face, they have been able to communicate using software like FaceTime to video call a young person.

In between meetings, PAs can update case notes, as well as checking e-mails and calendar updates on the go.

### How can people find out more?

For more information contact [zoe.dehaes@surreycc.gov.uk](mailto:zoe.dehaes@surreycc.gov.uk) or, even better, give some of the apps a go yourself by downloading them from the App Store or Google Play. MOMO can also be tried online at <https://app.mindofmyown.org.uk/#/>.



Team of Personal Advisors who will use iPads to support care leavers

“Personal advisors did a good job, it's just the young people felt the process did not fit them.”

Zoe de Haes, Change Manager



## Strengthening local democracy in Woking to drive better outcomes for the area's young people

*Sarah Goodman (pictured left), Community Partnership and Committee Officer, explains an innovative approach to strengthening local democracy in Woking.*

### What was the challenge you faced?

To look at how outcomes and value for money could be improved for residents and businesses in Woking by strengthening local democracy and improving partnership working.

### How did you respond?

Woking Joint Committee was established by Surrey County Council and Woking Borough Council to reduce duplication in governance arrangements, to simplify and speed up local decision making, and provide a platform on which future joint arrangements can be co-ordinated. The Joint Committee has enabled all functions and budgets delegated to it by both authorities to be jointly decided upon for the benefit of Woking residents and businesses.

### How will this work benefit Woking's residents?

To give an example, one area of work which comes under the remit of the Joint Committee is young people. The Committee has approved an Integrated Youth Strategy for Woking, which will ensure that all organisations and agencies that are involved in youth activity across the borough can come together under a holistic umbrella to plan, commission and deliver an integrated borough-wide youth offer, which will address the following local priorities:

- Improving young people's emotional wellbeing and mental health

- Reducing risky behaviour – substance misuse, smoking, anti-social behaviour and improving sexual health
- Meeting the needs of young people that require additional support in their transition from adolescence to adulthood
- Improving young people's experience of the local transport system – cost and safety
- Ensuring that facilities are accessible to young people and fit for purpose

**What did you learn from your experience?** The success of the Integrated Youth Strategy is dependent on the cultural attitude and behaviour of all parties to truly work together on a joint basis to deliver shared outcomes. By demonstrating genuine belief and leadership in what we are trying to achieve and supporting each other along the way then there are significant benefits to be gained.

### How can people find out more?

Please email [sarah.goodman@surreycc.gov.uk](mailto:sarah.goodman@surreycc.gov.uk)

**“By demonstrating genuine belief and leadership in what we are trying to achieve and supporting each other along the way, then there are significant benefits to be gained.”**

**Sarah Goodman,  
Community Partnership  
and Committee Officer**





## Empowering communities to increase their resilience against flooding



*Liz Fowler (pictured left), Community Resilience Officer from the Community Partnerships Team describes a partnership initiative that has strengthened the support available to communities vulnerable to flooding.*

### Can you tell us what you've been working on?

The resilience of many communities was tested to the limit by the flooding events of winter 2013/14 in Surrey, when approximately 1,700 properties were flooded internally together with 379 roads. Communities expressed a wish to be better informed, and to be more active in prevention and resilience work following this major incident. As a result nearly 100 flood and resilience action groups were identified across the county as of April 2015. The challenge was to provide consistent support throughout Surrey, and clear messaging to residents across all the agencies to improve resilience against flooding.

### How did you respond?

We worked through a multi agency group to develop a proposal for a Surrey-wide process for the engagement and support of community groups, to build on and share existing good practice. This brought together all the main agencies in Surrey working to prevent flooding and to minimise the impact where it is unavoidable. This group

share information to bring local knowledge into contingency planning and mitigation of risk.

### How will this help communities become more resilient to flooding?

Those in the community who are most vulnerable also suffer most in any incident which might affect their local area and home. By working with communities, those most at risk can be supported locally by, for example, developing local volunteer support networks around warning and informing of known risk such as from flood alerts, and provision of services such as help with installing flood defences and sand bags where the resident wishes such help to be given. This can minimise disruption and uncertainty for the vulnerable in the community, and help maintain independence as well as developing wider community support and links. This approach has already proved successful in many communities. Their experiences can help develop groups in other areas by offering peer support and best practice sharing.

### What did you learn from your experience?

Partnership working across agencies is key to deliver this work, avoiding duplication and best use of resource. Viewing communities as a key partner is also fundamental, as an empowered community is best placed and able to identify and use its own resources to plan for and mitigate local risk efficiently, as well as providing vital information to aid and support agency responses, allowing best, most efficient use of

**“Viewing communities as a key partner is also fundamental, as an empowered community is best placed...to plan for and mitigate local risk.”**

Elizabeth Fowler,  
Community Resilience Officer

included the council, Surrey Fire and Rescue Service, the resource through the preparation, response and recovery Environment Agency, all 11 Boroughs and Districts, utility providers and community groups. It was agreed that a joint approach will enable the best possible resident

experience to those who are concerned about or suffer flooding and giving residents a single point of contact to receive in the simplest way. We supported communities to develop their own local resilience plans against flooding or other risks arising in the community, and to

### **How can people find out more?**

Please contact me at: [elizabeth.fowler@surreycc.gov.uk](mailto:elizabeth.fowler@surreycc.gov.uk)





## Working with partners to deliver schemes to mitigate future flooding



*Doug Hill (pictured left), Strategic Network Resilience Manager, shares how the Council has responded to the flooding in the winter of 2013/14 and the work being done to protect Surrey residents in future.*

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

In the winter of 2013/14, Surrey was hit by the most severe flooding it had experienced for a number of years. Approximately 1,700 properties were flooded, and over £27million worth of damage was caused. Residents were forced out of their homes and businesses forced to close. Although much of the recovery work has been completed, there is still a lot to do in order to better protect Surrey's infrastructure from flooding in the future.

### **How have you acted to improve flood protections?**

Members and officers have been working hard to lobby and secure funding from central government, Boroughs and Districts and local businesses that will directly benefit Surrey residents in the form of Flood Alleviation Schemes.

### **What has the impact of this work been?**

So far a total fund of £18.6million has been secured for the development of flood alleviation schemes in Surrey. These will be delivered by working in partnership with the Environment Agency and District & Borough Councils, amongst others. The River Thames Scheme will also benefit many residents in the county. A number of schemes are currently under construction and when the six year programme is completed, up to 10,500 homes could be better protected from flooding.

### **What have you learnt from this?**

That working in partnership and listening to the feedback from others opens up opportunities that can benefit as many residents possible.

### **How can people find out more?**

Please contact me at [doug.hill@surreycc.gov.uk](mailto:doug.hill@surreycc.gov.uk)

**“Over 1,700 properties were flooded and over £27 million worth of damage was caused.”**

**Doug Hill, Strategic Network Resilience Manager**



## Preparing for new responsibilities to better manage Surrey's drainage systems



*Bava Sathan (pictured left), Flood and Water Services Manager, tells us how he worked with partners to prepare for the Council's new responsibility as statutory consultee for surface water management.*

### **What was the issue that needed resolving?**

As of 15 April 2015, the council became a statutory consultee for surface water management issues on all new major developments. Specifically, this includes advising developers on the implementation of Sustainable Drainage Systems (SuDS). The new responsibility brought with it a number of financial and resource burdens on the council, and officers had to find a way to manage this.

### **How have we been able to manage this new responsibility?**

County officers met with Surrey's Boroughs and Districts, held workshops and gave presentations to share ideas and establish a process for managing the new responsibility. Officers also sought formal Member approval for their proposals.

### **What happened as a result of this?**

By engaging proactively with those affected by the changes, officers were able to establish a process that met the needs of all parties – County, Districts and Boroughs, residents and developers. As a result, the council was able to fulfil its new responsibility of being a statutory consultee on SuDS effectively from day one.

### **What did you learn from the experience?**

That by planning well in advance and consulting as widely as possible, challenging obstacles can be overcome.

### **How can people find out more?**

Please contact Bava Sathan, Flood and Water Services Manager at [bava.sathan@surreycc.gov.uk](mailto:bava.sathan@surreycc.gov.uk)

“By planning well in advance and consulting as widely as possible, challenging obstacles can be overcome”

Bava Sathan, Flood and Water Services Manager



## How partners responded to the Clandon Park fire

*Area Commander Eddie Roberts from Surrey Fire and Rescue Service (pictured left) explains how Surrey Fire and Rescue Service working with the National Trust and other emergency services partners, dealt with a significant fire at Clandon Park in April 2015.*

### Can you tell us what happened at Clandon Park?

Clandon Park is an 18<sup>th</sup>-century Palladian mansion in West Clandon, just outside of Guildford. It has been a National Trust property since 1956 and is a Grade I listed building.

At 16:08hrs on Wednesday 29 April 2015, Surrey Fire and Rescue Service was called to a basement fire at Clandon Park. Our first fire engine from Guildford arrived on scene in just over 8 minutes from being alerted and crews were confronted by a fire that was spreading through the building and had already reached the first floor. The nature of the buildings' construction and subsequent modifications over the centuries often allows fire to spread rapidly through hidden voids and gaps which made tackling the fire very difficult.

### Who was involved?

At the height of the fire, we had 16 fire engines, four Water Carriers, two Aerial Ladder Platforms, High Volume Pumping Equipment, and a Unimog. We also called on the Police helicopter to obtain aerial footage too.

From the start the National Trust set about salvaging items which had already been identified through their emergency planning. This involved calling in their volunteers and the Royal Palaces who then worked alongside fire crews to carry historically important items out of the house, all the time that firefighting operations were happening.

Given that it was such a significant incident for Surrey we asked also for specialist assistance from West Sussex, Hampshire and London Fire Services to support our firefighting operations.

### What was the impact?

We were able to slow the rate at which the fire spread long enough to salvage a significant amount of furniture, paintings and historically important pieces from the house. This included almost all of the items from the Left Wing ground and first floor.

Whilst the majority of the Queens Regiment Museum was damaged, firefighters were able to save four regimental colour flags of historical importance just before the floor collapsed.

### What did you learn from the experience?

The benefits of having an emergency plan that is well rehearsed was one of the key factors as to how well the fire service and the National Trust worked together to retrieve so many items. Without that the loss would have been greater. The Service is also grateful to its staff, other fire and rescue services, the National Trust, Surrey Police, South East Coast Ambulance Service, National Police Air Service, The Plymouth Brethren, Surrey County Council and Guildford Borough Council, whose joint efforts and professionalism ensured this significant incident was dealt with efficiently, effectively and safely by all working together as one dedicated and motivated team.

### How can people find out more?

Please contact Area Commander Eddie Roberts Mobile 07968834490 or [eddie.roberts@surreycc.gov.uk](mailto:eddie.roberts@surreycc.gov.uk) or visit <http://www.nationaltrust.org.uk/clandon-park/>

**“The benefits of having an emergency plan that is well rehearsed was one of the key factors as to how well the fire service and the National Trust worked together to retrieve so many items.”**

**Eddie Roberts, Fire and Rescue Service**



## How the Registration Service helped residents following the Clandon Park fire

*Tracey Fottrell (pictured left), Registration Service, reflects on the work the Registration Service did to help couples go ahead with their weddings on their preferred date following the Clandon Park fire in April 2015*

### **What was the challenge you were trying to resolve?**

We heard that Clandon Park House was on fire late in the afternoon of Wednesday 29 April, and we knew that we had couples that we were due to marry there that weekend. The minimum notice period required for a wedding ceremony at any given venue is 28 days but an application can be made for the notice period to be reduced in exceptional circumstances. We needed to work quickly if these weddings were going to go ahead.

### **How did you help these couples?**

Registration staff, working with registration colleagues in Kingston and Wandsworth, contacted the couples due to be married at Clandon Park House on Friday and Saturday by 8am on the Thursday morning to explain the process to give fresh notices of marriage and apply for a waiver of the notice period, enabling them to get married at an alternative venue on the same date. Venues in Surrey who didn't have weddings that weekend contacted the team, and they were able to pass on those details to the couples. The staff continued to work tirelessly over the next few days to support 25 other couples who had also booked ceremonies at the fire-ravaged mansion in 2015, and who now needed to make alternative arrangements.

### **Were the couples able to get married on their preferred date?**

The waivers were granted by the General Register Office and the weddings went ahead that weekend in alternative venues on the days the couples had originally intended. All the other couples due to be married in 2015 have now found alternative venues. The Registration team were

gratefully thanked by many of the individuals involved and were even mentioned in one wedding speech thanking everyone who had made it possible for them to be married on the day of their choice. One of the venues also contacted the team to say "Thank you for all you have done behind the scenes to make it happen for these couples."

### **What did you learn from the experience?**

My whole team pulled together to resolve this crisis for the couples involved. We quickly pulled together a folder listing all the couples and the contact/action that had been taken to support them which was coordinated by one named person so that we could offer the best possible customer service to the distressed couples.

### **How can people find out more?**

Each year, the Registration and Nationality Service registers approximately 20,000 births, 11,500 deaths, takes 9,000 notices of marriage and conducts 3,750 ceremonies, not to mention producing over 120,000 certificates and conducting 2,100 British citizenship ceremonies.

Contact Tracey Fottrell on 01737 224008, email on [tracey.fottrell@surreycc.gov.uk](mailto:tracey.fottrell@surreycc.gov.uk) or please visit our [website \(http://new.surreycc.gov.uk/people-and-community/\)](http://new.surreycc.gov.uk/people-and-community/) if you would like to book a ceremony in Surrey or would like further information about the services we offer.



**"My whole team pulled together to resolve this crisis for the couples involved."**

**Tracey Fottrell,  
Registration Service**





## Developing a health and care system designed around people



*Jean Boddy (pictured left), Adult Social Care describes how, with our partners in health services, Surrey's Better Care Fund is one way in which the Council aims to help more people stay at home and maintain their independence.*

### **What is the Better Care Fund?**

The Better Care Fund is a national approach to joining up health and social care services. It means putting people at the centre of the care and support system with access to local community-based services seven days a week. It aims to enable people to stay at home and/or return home from hospital sooner by maximising their independence and wellbeing through a preventative approach.

### **What is the challenge to putting this in place?**

Surrey is one of the most complex health and social care systems in the country with one county council, six Clinical Commissioning Groups (CCGs) and 11 borough and district councils. Added to this there is a growing population of frail elderly residents across Surrey with an increasing number of people being diagnosed with dementia and an increase in over 65s being admitted to hospital as a result of falls.

### **How is this being resolved?**

The Surrey Heath locality team in the council's Adult Social Care service is working with the Surrey Heath CCG, Virgin Healthcare and Surrey and Borders Partnership NHS Foundation Trust in the implementation of their plan under the Better Care Fund (BCF). In Surrey Heath the initial focus of the BCF programme is supporting people over 65 who are at risk of hospital admission, their carers and families. Consequently three integrated care teams made up of health, social care and mental health professionals have been established, based in GP practices spanning Surrey Heath. The teams are working together to respond to people's needs in a holistic

way to plan their care and prevent unnecessary admissions to hospital. Supporting this model of integrated working will be a Single Point of Access (SPA) staffed by representatives from health, social care and the voluntary sector. The SPA will receive, prioritise and allocate referrals to ensure that there will be a co-ordinated approach to supporting people.

### **What will the impact be?**

The local health integrated teams have been operational since April 2015 and the SPA is due to go live in June 2015. However there are already some examples of how the integrated care teams are delivering outcomes for local people in Surrey Heath. One such example is an 87 year old lady with dementia who is being looked after by her 66 year old daughter who has an enduring mental health illness. The lady had been admitted to hospital three times in four months, however, the family had been reluctant to accept home based support. The daughter was being supported by the Community Mental Health Team (CMHT) and the mum was being supported by the Community Matron. Following a discussion the Community Matron and the Community Psychiatric Nurse planned a joint visit to discuss options for the family to prevent further admissions to hospital and to reduce the level of pressure on the daughter. Following this visit the family accepted a package of care and ongoing support from the professionals involved. Since then, the mum has not had any more falls, has put on weight and has had no further admissions to hospital. The daughter also reported having improvements in her mental health and now attends the local wellbeing centre and has access to carers' support.

### **How can people find out more?**

Contact Jean Boddy, Area Director for Farnham & Surrey Heath, Adult Social Care, Surrey County Council at [jean.boddy@surreycc.gov.uk](mailto:jean.boddy@surreycc.gov.uk). You can also visit: <http://www.healthysurrey.org.uk/>

**“The Better Care Fund means putting people at the centre of the care and support system”**

**Jean Boddy, Area Director for Farnham and Surrey Heath, Adult Social Care**

- The council was named an „Open Data Champion“ by Cabinet Office Minister Francis Maude in March for its digital approach. He named Surrey as one of 16 champions nationally at an event looking at the role of the „local authority of the future“. Openly published data can be used to create applications that provide better public services, boost the economy and help people with day to day tasks. Millions of [facts and figures](#) are published on the [Surrey-i website](#) developed by the county council on behalf of a range of county public services.
- An employee of the Youth Support Service has been awarded an MBE to honour her for giving young offenders a second chance. Ellie Paterson, who has been working in the service for nearly 30 years, was recognised for helping young offenders make amends for their crimes by taking part in community projects or making peace with their victim.
- The Travel SMART team won the Highly Commended award in the category of Sustainable Travel and Transport at Monday's Sustainable Cities awards at London's Mansion House. The award was specifically won for the Travel SMART community funding scheme, which provided funding to non-commercial organisations for projects which either promote sustainable transport or help people into jobs in some of Surrey's most deprived wards.

Customer Services has recently attained the „Customer Service Excellence“ award. The assessor noted that the contact centre ensures a good customer experience by listening to customers and understanding their needs, and that the culture within the centre fully supports getting service right for customers.

The Finance Service also attained the „Customer Service Excellence“ award – the first Finance department in the country to do so.

- The council's Customer Services Training Team won an award at the UK Employee Experience Awards for Learning & Development. The award was for our new customer service training programme which has been designed to help staff see things from the customer's perspective. The training provides practical skills and techniques, based upon an understanding of emotional intelligence, which can be used to build relationships and increase customer confidence. This training has been delivered by the Customer Services Training Team to around 500 staff across the council and beyond.
- The Business Operations team (formerly known as Shared Services) has been selected as a finalist at the Municipal Journal Awards 2015 for demonstrating excellence in community engagement. Amongst other things, the award recognises improved customer service and close partnership working with stakeholders.

# Part 3

## Leadership Networks



# Making improvements day-to-day

**Yvonne Rees, Chair of the Continual Improvement and Productivity Network, talks about the network and its plans.**



*Can you explain what the network is for?*

The Continuous Improvement and Productivity Network is responsible for ensuring that the Council delivers to the highest standard for our residents. It does this by identifying areas for improvement, developing and refining current policy and practice to bring about greater productivity within the day-to-day running of the organisation.

*Who sits on the network? Can anyone join?*

The network is made up of key staff from across the Council's different services - but is open to all. Working together, we share knowledge, experience and learning to solve problems and enable one another to deliver improvements. Many of the issues we tackle build on the great work already being undertaken by you in your teams, which we can then apply more widely. We always welcome input from anyone who has an idea or something they want to share – so give me a call.

*How can I feed into what the network is doing?*

You can contact either myself or Andrew Spragg ([andrew.spragg@surreycc.gov.uk](mailto:andrew.spragg@surreycc.gov.uk)), who supports the network.

*What have you achieved since you were set up?*

<p><b>We guided development of the new corporate strategy</b></p>	<p><b>We've made it easier for residents to see how we're performing</b></p> <p>The network has implemented a new performance monitoring tool. This will demonstrate how the Council is performing alongside its corporate strategy, and improve public accountability.</p>	<p><b>We are strengthening customer service across the Council</b></p> <p>The network launched the new Customer Promise. This has given services a framework for their customer service standards, bringing improvements to the resident experience.</p>
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*What do you plan to achieve by the end of 2015/16?*

We have recently reorganised the network into three sub-groups in order to ensure the right people have the right conversations. These are: customer/resident experience, people and skills, and 'what's going on?' (performance monitoring). The network also feeds into the Medium Term Financial Plan Strategic Planning Group, to help link our continuous improvement activity to financial planning for the future.

The network's objectives for 2015/16 are:

- To understand our progress towards the goals in the Corporate Strategy 2015-20;
- To commission work and projects to improve performance and productivity; and
- To increase the Council's overall capacity to improve and be more productive.



# Developing tomorrow's council

**Julie Fisher, Chair of the New Models of Delivery Network, talks about the network and its plans.**



*Can you explain what the network is for?*

The New Models of Delivery Network is about making sure we are developing tomorrow's council to perform to the highest standards for Surrey's residents. It provides a forum where issues that cut across services can be discussed and challenged so we are able to identify and implement the more significant transformative changes needed.

*Who sits on the network? Can anyone join?*

The network is made up of a core number of senior officers who represent the range of services the Council provides as well as a range of different skills and perspectives. Depending on the topic, other officers are invited to join who may have particular knowledge or expertise that will help the network. If you are interested in being involved in the network, then please get in touch via the NMOD Network email address ([nmodnetwork@surreycc.gov.uk](mailto:nmodnetwork@surreycc.gov.uk)).

*How can I feed into what the network is doing?*

The easiest way to feed into the network is via the NMOD Network email address or by commenting on the [NMOD Blog](#) (via chatzone). After every network session, we post an update and/ or video onto the blog to keep you informed and would welcome your thoughts so please get involved!

*What have you achieved since you were set up?*

<p><b>We have worked with the Cabinet to develop Design Principles for any new model</b></p> <p><small>Summary of the Cabinet design principles These principles were agreed by Cabinet at a workshop held in November 2014.</small></p>	<p><b>We have joined forces on council-wide initiatives</b></p> <p>The network supported colleagues to develop a sustainable model for family support. It has also focussed on Family, Friends &amp; Community Support; Passenger Transport; Disabilities and Libraries, identifying ways in which cross-service teams can work together for better outcomes.</p>	<p><b>We have shared new approaches</b></p> <p>The network has looked at how we can challenge our thinking and recognise the opportunities digital provides. Surrey Choices ran a session outlining their customer-focussed approach, whilst Surrey's Fostering Service shared how they have transformed the experience of foster carers and helped to manage demand.</p>
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*What do you plan to achieve by the end of 2015/16?*

1. Drive forward our person-centred planning approach for 0-25 year olds
2. Lead on developing and implementing the Council's accommodation with care and support strategy, helping residents to live independently.
3. Continue to work with services to maximise digital opportunities and drive the transformation needed to manage demand, respond to changing expectations, and support better experiences and outcomes for residents.

# Securing a more prosperous Surrey

**Trevor Pugh, Chair of the Prosperous Places Network, talks about the network and its plans.**

*Can you explain what the network is for?*

To give focus to our collective efforts to promote sustainable growth across Surrey through places that function well and as a result support the well being of residents.

*Who sits on the network? Can anyone join?*

We have involved a wide cross section of people from across the county council including environment and infrastructure, economic growth, social care, health, community and cultural services, regulatory services and property. Yvonne Rees is also involved wearing her Mole Valley hat as well as her SCC one. I expect that we will be looking at membership again later in the year but I'm happy to hear from anyone who would like to be involved.

*What have you achieved since you were set up?*

Our initial focus has been on understanding how well we work with each of our districts and boroughs and their priorities, primarily for physical change in their areas. So we have been running a series of stock take sessions with their senior teams. We are intending to take the results to Surrey Chief Executives collectively to agree some principles which we can follow up with practical measures in each area.

We are just about to start some broader discussions with groups of boroughs and districts on their aspirations for change in their areas that will promote better functioning of places across Surrey.

We have also started to look in detail at the variety of interventions that we can bring to bear in specific places, starting with Leatherhead and Dorking, to help improve community wellbeing. I see this as being particularly important for all of the networks and I expect that we will be working increasingly closely on it with both the New Models of Delivery and Improvement networks.

*What do you plan to achieve by the end of 2015/16?*

- We will have established enhanced working relationships with each of the boroughs and districts which may involve joint teams and enhanced governance arrangements
- We will have developed a much better view of the priority interventions that are needed across Surrey over the next 5 years and have made the case for investment in them to the Local Enterprise Partnerships and others bodies
- We will have a much better articulated and understood view about the relationship between place and wider well being outcomes for residents so that we are thinking in a more coherent way about commissioning for relevant services; better designed public spaces and buildings, enhanced capacity within communities and different use of buildings
- We will have a better developed approach towards how we make best use of our property holdings for promoting economic growth, better services and a commercial return.



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