

RESIDENTS

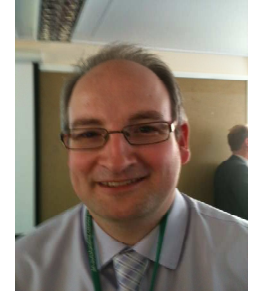
Individuals, families and communities will have more influence, control and responsibility

Key stats and facts

- ❖ 66% of residents are satisfied with the way the council runs things
- ❖ 95% of residents are satisfied with their neighbourhood as a place to live.
- ❖ 39% of residents feel they can influence council decisions.
- ❖ 53% of residents feel that the council keeps them informed.
- ❖ Plans are being finalised to hand over more local control over managing highways work, such as hedge trimming and repair of road signs, to parish councils and community groups.
- ❖ A £50,000 fund has been created for local community groups to bid for funding to help people with dementia to remain active and independent in their local areas.

Improvement example (#1): Engaging residents and Members to nominate roads for renewal as part of Operation Horizon

Mark Borland (pictured right), Projects & Contracts Group Manager (Highways, Environment & Infrastructure), shares his experience.



Challenge: As part of the new £100 million Project Horizon investment programme to address and repair the worst 10% of Surrey's roads, the challenge was to include as much as possible of the county's highways network which was in need of structural repair during the five year programme.

Solution: The new programme supports constructive dialogue with Members and residents, which in turn improves forward planning and engagement. We conducted a nine month consultation process with residents, local associations and Members. The consultation included: public roadshows (where residents could find out more about the project and give feedback), an online publicity campaign to seek residents' views, a public consultation exercise to allow the public to nominate their worst roads, and meetings with Members to ensure local priorities were being met.

Impact: 20% of the investment programme has been directly nominated by residents and Members, with the remainder identified purely on the engineering study and analysis. Over 100 kilometres of residential and rural roads, nominated by the public and Members, will be reconstructed as part of the five year programme.

Key thing I learnt: By using consultation methods effectively, the public were better able to understand the thinking behind the project and the involvement of Members was critical to obtaining agreement on the how the programme would proceed.

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

Please contact me at mark.borland@surreycc.gov.uk

A picture that tells a story



Operation Horizon: As part of the £100 million scheme, over 20% of the investment programme was directly nominated by Surrey residents and Members.

Improvement example (#2): Helping the residents of Surrey save money on their energy bills by collective switching

Barry Purdy (pictured right), Senior Category Specialist (Procurement and Commissioning, Business Services), shares his experience



Challenge: Surrey County Council is always looking for opportunities to partner with the community to increase their well being and prosperity. After analysing the market, we found that a new trend was emerging in the energy sector called “collective switching”.

Solution: To get a good price for energy, you need to regularly review your supplier and the amount you are paying. Bizarrely though, up to 80% of us in the country don't do this – even with all of the tariffs and switching websites on offer. So, by joining together with other customers, you can potentially negotiate a better deal for yourself. This is called 'collective switching'. The council grabbed hold of this initiative with both hands. Backed with support from the Leader, the Chief Executive and the Cabinet Member for Business Services, a project team was formed and an extensive marketing and face to face campaign was launched.

Impact: What resulted was “Surrey Switch and Save”; a pioneering scheme that was designed to make it easy for residents to get a better deal from electricity and gas suppliers. Over 11,000 householders signed up for the Surrey scheme and over 160,000 took part across the rest of the country. An auction was held on behalf of residents who signed up that took place on 9 April 2013. Over 1,000 Surrey residents have taken the opportunity to switch, each saving an average of £118.00.

Key thing I learnt: The importance of people. Without the support from the top down and the professionalism and skills from the key departments: Communications, Sustainability, Trading Standards and Procurement, so much could not have been achieved in such a short space of time.

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

Please contact me at barry.purdy@surreycc.gov.uk

Improvement example (#3): Supporting Young People Not in Education, Employment or Training (NEET) through innovative use of the council's assets

Cass Hardy (pictured right), Commissioning Manager (Services for Young People, Children, Schools and Families) shares her experience



Challenge:

We have had around 1,000 young people who are not in education, employment or training (NEET) for many years. Often they have had negative experiences at school and are unwilling or unable to access college or training providers. Many of them are desperate to work but are not quite ready, lacking qualifications or experience.

Solution:

Using the Council's existing youth centres, we have set up Skills Centres across the county. These provide training opportunities and work experience tailored to the interests and aspirations of young people who are hard-to-reach, in buildings which are not associated with formal study. Each Skills Centre is delivered by an education provider which supports the young people to progress into further study, employment or an Apprenticeship. Skills Centres not only benefit the participants of the the programme, it also means that better use was being made of youth centres during the day and increased the value they hold for local communities.

Impact:

We currently have 11 Skills Centres running. 93 young people who were NEET have been through Skills Centre programmes already, with very positive feedback received from young people and their parents.

Key thing I learnt:

Young people who are NEET tend to be stereotyped as lazy and unwilling to learn. The challenge is finding the subject or skill that will really interest them and taking it out into their own environments where they feel secure.

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

Please contact me at cass.hardy@surreycc.gov.uk

VALUE *We will create public value by improving outcomes for residents*

Key stats and facts

- ❖ The council's Public Value Review programme, which identified £279 million of savings to 2016, secured Surrey the 'Council of the Year Award' at the Improvement and Efficiency South East Awards in March 2013
- ❖ £66 million of savings were delivered in the 2012/13 financial year.
- ❖ 50% of the council's spend on suppliers is with Surrey-based companies.
- ❖ The 'BuildSurrey' website, which invites firms to bid for construction and repair work, has seen 18 local businesses secure over £400,000 of contracts from Surrey's public sector.

Improvement example (#4): Sharing services to drive cost efficiencies and improve processes

Simon Pollock (pictured right), Head of Shared Services (Shared Services, Business Services), shares his experience.



Challenge: Surrey County Council (SCC) is faced with delivering high quality services to the public whilst funding continues to reduce. In order to face these challenging circumstances, SCC is looking at innovative ways of partnering with other public organisations to share resources and integrate common processes to save money.

Solution: SCC and East Sussex County Council (ESCC) entered into a partnership arrangement under which SCC are carrying out transactional support activities and IT hosting services on behalf of ESCC that were previously delivered by Serco, a private company. We now share functions for accounts payable, accounts receivable, payroll and pensions. The model that was used to set up the ESCC partnership can now be used to attract future partners.

Impact: In April 2013, 38 staff who previously worked for Serco had their contracts transferred to SCC employment, meaning we were able to protect local jobs by retaining these staff. The office is situated in Uckfield and, as part of the partnership arrangement, is managed by ESCC. This will deliver savings and integrate common processes between the organisations to improve the way we conduct transactional services.

Key thing I learnt: It is really important to build good relationships with our partners in public sector organisations in order to work together find the savings and improvements that benefit residents

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

A picture that tells a story



Award Winning: The 'BuildSurrey' website was key to the Government recognising Surrey as one of the country's top 10 councils to do business with.

Improvement example (#5): Bringing a dormant trust fund back in to use for young people of Runnymede and increasing the funds available.

Saba Hussain (pictured right), Policy & Strategic Partnerships Manager (Policy & Performance, Chief Executive's Office) shares her experience



Challenge: The Community Foundation for Surrey (CFS) is an independent charitable trust raising the level of charitable donations for the people of Surrey. Donations could be matched for a short period of time through funding available from the Government and not all of the potential match had been utilised.

Process: I liaised with the Charity Commission to check if it was viable to transfer a Trust Fund to the CFS. I also worked with Legal and Finance teams to carry out the internal due diligence. I also consulted other stakeholders, such as Runnymede Borough Council, Members and CFS for their advice and support.

Solution: A report was written for the relevant Cabinet Member summarising the processes, potential benefits, specifying how the Trust will be administered, managed and monitored on an ongoing basis.

Impact: This will have a lasting impact on young people as funds of over £100,000 per year will be available indefinitely. The money will be used in perpetuity for youth-activity grants in the Runnymede area as the Trust originally intended.

Key thing I learnt: It's critical to involve all the stakeholders early to get things done quickly and positively and understand where there may be unforeseen challenges.

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

Please contact me at saba.hussain@surreycc.gov.uk. You can also find out more about the work of Community Foundation for Surrey [here](#).

Improvement example (#6): Successfully engaging with stakeholders, including Members and residents, during the construction of the new Walton Bridge

Keith Scott (pictured right), Highway Planned Maintenance Team Manager & Walton Bridge Project Manager (Highways, Environment and Infrastructure), shares his experience.



Challenge: As part of a project to construct a new bridge linking Walton and Shepperton, the challenge was to fully engage with the community and travelling public to ensure continual access adjacent to, and through, the live traffic site, engage and respond to the community's issues, and see the construction team as part of their community during the two year construction phase of this £34 million major civil engineering project.

Solution: We set up a community engagement and information strategy plan with the main contractor, Costains, and implemented it from day one. The measures we took included safe and uninterrupted routes through the site with clear sight of the works. Updated Information boards around the site as works progressed. Direct telephone, email, letter and specific web link for the community to communicate with the project team (both the council & Contractor) and a webcam installed showing live 24/7 streaming of the site throughout the two year construction phase.

Impact: We were given very positive feedback from the community. Costains received a national 'Considerate Constructors Scheme Award for community engagement on this project and numerous compliments have been received from the public.

Key thing I learnt: I learned that the local community really wanted to feel actively involved in the project. Introducing a community engagement strategy at an early stage, a high level of customer satisfaction can be achieved in tandem with successful delivery of the project.

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

Please contact me at keith.scott@surreycc.gov.uk. You can also learn more about the Walton Bridge project [here](#).

PARTNERSHIPS

We will work with our partners in the interests of Surrey

Key stats and facts

- ❖ Surrey County Council and Guildford Borough Council have joined together to improve facilities for people that use the Guildford gyratory to stimulate economic growth and increase safety, on and off the road.
- ❖ The council's joint venture with Babcock 4S, who provide education support services, has reaped a dividend of £2 million which will be reinvested in educating children and other services.
- ❖ Surrey Future, which brings together all of Surrey's councils and business leaders, was launched in March 2013. A key aim of the group is to promote economic growth in the county.
- ❖ Through our partnership with BT, the roll-out of Superfast Broadband has begun in earnest with 65% of premises affected by the programme lined up to be connected to fibre-based broadband by the end of 2013/14.

Improvement example (#7): Developing a partnership approach to youth engagement on crime prevention and community safety issues

Louise Gibbins (pic tured right), Community Safety Officer (Community Safety Team, Customers and Communities), shares her experience



Challenge: How do we have an engaging and meaningful discussion with young people on a wide range of crime prevention issues?

Solution: A delivery group was set up comprised of, amongst others, Police, Community Safety, Police Cadets and Schools. Between us we delivered SHOUT in North Surrey. 150 teenagers took part in a drama led event based on real life scenarios. We discussed personal safety, anti-social behaviour, drugs and youth provision and highlighted the dangers of internet bullying and grooming. Further conferences are planned for other parts of the county later this year.

Impact: 150 young people have a better understanding of community safety issues like the criminal justice system, bullying and harassment and personal safety. We also learned more about young people's views and how to respond, for example, we learned that more young people believe drugs purchased on the street are more dangerous than "legal highs", so we're working on ways to educate young people further on how dangerous they can be.

Key thing I learnt: It is important to recognise and utilise the strengths and areas of expertise of all our partner agencies and make the best use of available resources by taking a partnership approach wherever possible.

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

A picture that tells a story



Looking to the Future: John Furey, Cabinet Member for Transport, Highways and Environment, speaks at the launch event for Surrey Future.

QUALITY

We will ensure the highest quality and encourage innovation

Key stats and facts

- ❖ 98% of road defects are permanently repaired within 28 days of them being reported.
- ❖ The materials being used to repair some of Surrey's worst roads carry a 10 year warranty, which means that the cost for repairs is incurred by the contractor, not the council.
- ❖ Our innovative approach to restorative justice has meant that no looked after child placed in Surrey has entered the criminal justice system for almost two years.
- ❖ In 2012/13, the council installed 5,427 pieces of telecare equipment. This includes equipments such as smoke and heat detectors and community alarms.

Improvement example (#8): Using innovative methods and technology to keep residents informed on progress of the County Council elections

Andrew Daruval, Chris Spring and Sue Shoemsmith (pictured right), (IMT, Business Services), share their experience



Challenge: Following a review of the council's 2009 election, we realised that we needed to create something that gave residents a high-level overview of how results of the elections would unfold on 2 May. We wanted to use the council's 'Shift' innovation process to develop something completely new within a short timescale.

Solution: The **election dashboard** website was born! It was developed using agile project management, so that decisions on the final product's style and functionality could be taken quickly. When the elections took place on 2 May, an interactive diagram of the county was updated on the website with the colour of the winning party for each electoral division. We used data uploaded to the Council's election management software to extract information on candidates and results and residents could access their local results by searching with their postcode.

Impact: The dashboard website attracted, between 1 and 15 May 2013, 22,888 unique visitors and 17,394 postcode searches were carried out. These audience figures were surprising given the short time period for the elections! This project was a great example of where the council's innovation process made a real difference and produced something tangible that added value for Surrey residents.

Key thing we learnt: As the project developed, it became clear that for the dashboard to meet our original specifications, we needed more resources. Earlier identification of resources and dependencies would have been useful for this project.

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

Please contact us at andrew.daruval@surreycc.gov.uk, chris.spring@surreycc.gov.uk or sue.shoemsmith@surreycc.gov.uk. You can also see the **dashboard** here.

A picture that tells a story



Using technology to keep vulnerable people safe: The council is trialling a watch that uses GPS technology to ensure that people with dementia don't get lost.

Improvement example (#9): How telecare can save lives

Melanie Bussicott, (pictured right), Assistant Director for District and Borough Partnerships (District and Borough Partnerships, Adult Social Care) shares her experience



Challenge: Two sisters were referred into the social care locality team, to assess for the provision of services at home. They both have dementia and one of them has reduced mobility. They had few visitors apart from the care worker who visited on a daily basis. Both sisters are heavy smokers, and there had been concerns prior to the council's involvement, of the gas stove being left on.

Solution: It was apparent during the assessment that neither of the sisters would be able to respond if their own smoke detectors went off, and their smoking meant they were at high risk of having a fire. A follow up visit was arranged with a telecare installer to set up a community alarm, smoke, gas and heat detectors.

Impact: Approximately two weeks after the equipment was installed, one of the sisters placed their electric kettle on the gas stove and lit it. The kettle was left starting a fire. The telecare equipment went off and alerted the call centre who then contacted the fire service to respond. The fire service arrived to find the sisters sitting in their lounge with smoke from the kitchen filling it, unaware they had a fire. The fire service arrived in time to put out the fire and both ladies were unharmed. Had the equipment not been installed, it would have resulted in at least considerable damage to property, serious injury or even death.

Key thing I learnt: Technology has a key role to play in safeguarding vulnerable adults and helping them maintain their independence.

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

Please contact me at melanie.bussicott@surreycc.gov.uk

PEOPLE

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

Key stats and facts

- ❖ The council aims to help 500 young people to secure an apprenticeship placement by the end of the 2013/14 financial year as part of a skills development and participation programme.
- ❖ The spending on council staff for 2012/13 was £295.02 million - £12.25 million under the allocated staff budget for the year of £307.24 million.
- ❖ 7.85 days per FTE are lost to sickness absence – the trend in sickness has declined since a figure of 8.9 days was reported in May 2010.
- ❖ Staff have been provided with more flexible options to learn and develop, through the launch of MyLearning Extra, an e-learning system.
- ❖ A council-wide IT skills project was launched in January aimed at developing staff and Members' IT skills to a good standard so that are IT resources could be used as effectively as possible.

A picture that tells a story



Employee volunteering: Staff that took part in the employee volunteering scheme in 2012/13 “banked” 205 days – almost quadruple the take-up figure for 2011/12 (46).

Improvement example (#10): Using a Rapid Improvement Event to transform the onboarding process

Sadie Lynch (pictured right), Project Lead HR (Shared Services, Business Services), shares her experience



Challenge: The current onboarding process (all activity from verbal offer to the first pay day for a new employee or an existing employee changing roles) was fragmented, largely undefined and a poor customer experience. We gathered data that supported this view with, for instance, 80% of managers experiencing problems at some stage of the onboarding process.

Solution: We used a Rapid Improvement Event to apply to the onboarding issue because it was a process owned by almost every Service within Business Services. It helped us focus on the key issues by looking at the problem from different team perspectives. The current process was mapped from end to end, and we spoke to our customers about the current issues and what they wanted. The team then redesigned the process from start to finish.

Impact: A new approach was designed that was easier to follow and user-friendly. We reduced the number of forms to be filled in and managers are now expected to validate information instead of filling out numerous forms.

Key thing I learnt: A Rapid Improvement Event is a powerful tool for dramatic change. To ensure a successful event make sure you have the resources in place to set it up. The key element for success is engagement, engagement and more engagement.

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

Please contact me at sadie.lynch@surreycc.gov.uk

STEWARDSHIP

We will look after Surrey's resources responsibly

Key stats and facts

- ❖ Ways are being worked on to continue reducing carbon dioxide emissions from the council's buildings. Emissions from Surrey County Council buildings were reduced by 10.8% in 2012/13.
- ❖ Good progress is being made in preparation for the construction of the Eco Park, which will reduce the amount of waste going to landfill, leading to prevention of the release of methane into the atmosphere. The aim is to finish construction by 2015.
- ❖ Investment is being made in renewable energy solutions for council buildings. There are currently over 50 installations on the council estate totaling 1.4 megawatts, including ground source heat pumps and wood fuel boilers.
- ❖ There was a significant decrease in the amount of waste going to landfill in 2012/13 which dropped from 77,900 to 49,200 tonnes – a reduction of 37% in the past year.

A picture that tells a story



Ride London-Surrey: David Hodge launched the route profile of the Prudential London-Surrey 100 and Classic event with Mayor of London, Boris Johnson, in May 2013. The cycling festival was announced as Department of Transport figures revealed that 20% of Surrey residents cycle at least once a month - 5% more than national average.

Improvement example (#11): Making the 'Green Deal' a good deal for Surrey residents

Bronwen Fisher (pic tured right), Sustainability Policy and Partnership manager (Sustainability Group, Environment and Infrastructure), shares her experience



Challenge: Surrey residents spend over £600 million on energy bills every year. There are many ways to save money on bills and cut carbon emissions but it can get confusing with so many options on offer.

Process: Boroughs and Districts and departments across the council have all been working together to help residents get better deals, clear advice and for local installers to access work. We have partnered with a single preferred advice organisation - **Action Surrey** – to ensure that householders get a high quality, value for money service.

Solution: A 'one stop shop' for home energy efficiency means that Surrey residents get impartial advice on their options and local installers can be linked up with customers. We also led on 'Surrey Switch and Save' to secure better energy deals for residents. As a partnership, we are in a stronger position to negotiate better deals for residents, link local suppliers to a bigger pool of work, communicate effectively and access more Government funding to help our residents.

Impact: So far 2,000 households in Surrey have signed up for a 'Green Deal Assessment' to get advice and funding to improve the energy efficiency of their homes. In addition, over 1,000 residents have switched using 'Surrey Switch and Save' meaning that they will save, on average, £118 per year (see Improvement Example 2).

Key thing I learnt: It really is worth persevering for a joined up approach because it's so much clearer to residents and businesses.

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

Please contact me at bronwen.fisher@surreycc.gov.uk or go to www.actionsurrey.org

This page is intentionally left blank