

DRAFT

Chief Executive's progress report October 2017



SURREY

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Part 1

Introduction

Introduction

Introduction

This is my sixteenth and final progress report since I joined as Chief Executive in 2009. When I look back at the last eight and a half years I'm inspired by the achievements of colleagues and the impact of what they do to keep our county safe, healthy and prosperous.

I've highlighted a number of achievements in each progress report, with over 120 case studies, and here I will focus on just a couple that I feel sum up the importance of what we do.

My first example shows just how much work goes in to making sure we meet our responsibilities to keep our residents safe and well. Most of you will remember that during the Christmas of 2013, Surrey was hit by the worst floods in decades. Around 2,000 households suffered from internal flooding and hundreds of people were forced to leave their homes. We worked with our fire service and alongside Surrey and Sussex Police, the Environment Agency, health sector partners, volunteers and the military. Together we supported vulnerable people, organised transport for those evacuated, supported local borough and districts to provide sandbags and set up rest centres, distributed skips and portable toilets and led on the recovery phase, which lasted until February 2014. Officers worked very long hours including overnight. Many missed out on Christmas celebrations altogether, because of their dedication to respond to the emergency situation. Thanks to the work of our colleagues, residents got the care and support they needed.

My second example is most certainly one of my proudest moments, and highlights the work that has gone in to making Surrey known not just nationally but across the world as a beautiful and prosperous place. In 2012, Surrey hosted the Olympic road cycling events – the men's cycling road race was the most watched sporting event in the world that year.

Surrey rose to the occasion spectacularly with partnership working on an unprecedented scale. More than 6,000 people from Surrey came together to host a million spectators and manage 500 road closures over three days. Residents, public services, businesses and the voluntary sector worked as one team, putting in evenings and weekends to make sure it ran smoothly.

Both of these examples demonstrate the impressive partnership work undertaken day in day out, yet it's often only when there is a big event and the spotlight is on Surrey that this hard work gets recognised. Our hard work gives us reason to celebrate the council's achievements when speaking with our residents and partners.

Some of our core responsibilities go back a long way. For example, the Registration Service is one of the oldest and original local government services, (the service started in England and Wales in 1837) and it is still crucial today. Alison from Guildford Register Office told me that last year a church marriage register that had been in use at the same Surrey church since 1837 was archived, with the final entry being in August 2016. At the same time we are continually evolving to keep up with the times and to make sure our services remain relevant. For example, the Surrey Registration Service has introduced a new online registration system and now handles civil partnerships, parental orders and marriage for same sex couples and it can be vital in tackling issues like forced marriage. You can read more about our Registration Service and how they help residents in the case study section.

During my time here at Surrey, I have particularly valued the work of our Looked After Children Service, including the Care Council. The Care Council gives our looked after children a voice to make positive changes in social care. The group meets monthly to discuss what they would stop, start or change about the care system and they are committed to improving the lives of other young people in care and those about to come into care. I have really enjoyed supporting their events and benefitted from listening carefully to their ideas. You can read more about the Care Council later in the report.

I'm also proud of the Members Allocation fund that was introduced five years ago. Members have funded over 100 projects helping them become a reality, including refurbished community venues, new park gyms, community led shops and coffee enterprises to help young people, extra resources for scouts/guiding groups and education centres at wildlife hotspots. Due to financial challenges we don't have funding for this financial year, although there is a range of other **funding opportunities** for community groups, including through external organisations such as the **Community Foundation for Surrey**.

I often hear from colleagues who give so much to public service whilst facing challenges in their personal lives. In April, Jim opened up about his own personal experience when he wrote an article in the **Adult Social Care and Public Health newsletter, E-brief**, describing the impact of the clinical depression that he has been dealing with over the last four years. Jim made a very important point, that a conservative estimate is one in four of us will experience mental illness in our lives. Jim explained how well supported he is by his colleagues, and about the unreserved support, empathy and understanding that he has received. I'm hugely encouraged how colleagues continue to work so well together and the positive impact this has on our wellbeing. Jim will be delivering a short presentation to the Adult Social Care leadership team on World Mental Health Day, 10 October, about **Time to Change's workplace wellbeing initiative** - Surrey was one of the first local authorities to sign up to this.

During September, I met with colleagues to say goodbye and the feeling of being well supported within teams came up many times. I also attended a celebration event for a colleague in procurement, Pete Simmonds, who was celebrating 50 years with Surrey County Council. It was lovely to see the warmth and admiration that his colleagues have for him.

During the past 18 months, both of my parents died which has been very difficult for me to deal with. The kindness and support of colleagues including members has been really valuable in helping me through a very sad time.

This reminds me of Tim's reflections in the final episode of The Office – if you're a fan like me, you will remember. Tim muses that the people you work with are the people you were just *"thrown together with – you don't know them, it wasn't your choice, and yet you spend more time with them than you do your friends or your family... probably all you've got in common is the fact that you walk around on the same bit of carpet for eight hours a day... when someone comes in who you have a connection with, it really means a lot"*.

I have met many, many colleagues who I feel a connection with. And like Tim, it really means a lot to me. When I'm retired I hope we'll keep in touch as friends with important shared experiences.

I have been asked a number of times what I have learnt as a Chief Executive. These are the things that sprang to my mind: never take anything for granted; never assume anything; never

think it's all under control and you can relax; never get complacent; never forget how much members know about their communities; always pay attention to the detail.

The last six months

New council

On Thursday 4 May local elections were held, with 52 returning members and 29 new members elected to lead our council through to May 2021. A primary focus for members has been on balancing this year's budget. We have £104m of savings still to make to achieve a balanced budget and although we've made good progress so far there's still a potential overspend of £23m. The Cabinet and senior management team have considered savings options for 2017/18 and future years and are having continued discussions about making our budget sustainable in the long-term.

Fairer funding

Our Leader and Deputy Leader continue to hold discussions with Surrey MPs about our financial challenges and to lobby for fairer funding from government. Face-to-face meetings were held on 19 July and 13 September where the Leader and Deputy Leader drew attention to where we believe the methodologies used to distribute national funding have a disproportionately negative impact on Surrey. Areas discussed have included public health funding and learning disability funding.

Health and social care integration

We're continuing to make good progress on integrating health and social care in Surrey. I discussed Surrey Heartlands – covering Surrey Downs, North West Surrey and Guildford and Waverley Clinical Commissioning Group areas – in my March report. In June the Surrey Heartlands system signed a 'devolution agreement' between Surrey County Council, three Clinical Commissioning Groups, NHS England and NHS Improvement. This is only the second example of this nationally, following Greater Manchester. It's an important milestone, as devolution will enable Surrey Heartlands to make decisions locally, make bigger changes and speed up the pace of integration between health and social care. Eventually, the proposal is to integrate health and social care commissioning into one single budget which will allow for even more opportunities and strengthen the partnership.

Children's Service improvement

We are continuing with our Children's Service improvement journey and have made some good progress. You can read more about this later in this report. Ofsted will return for a further two-day monitoring visit on Tuesday 31 October and Wednesday 1 November. A full inspection will take place after this.

Orbis partnership

Following Brighton and Hove City Council joining the Orbis partnership, the leadership of the three councils' finance teams has now been integrated into a single Finance Strategic Leadership Team, led by the Director of Finance for Orbis, Sheila Little. The new leadership team will deliver the next phases of the Orbis finance integration programme – delivering efficiencies and adding resilience for all three councils.

Corporate Strategy reporting

The 2017/18 Corporate Strategy reporting page is now live on the [council website](#) and is an easy way for residents to see how we are performing in our priority areas, such as 'improve outcomes for children in need of support and protection'. The information outlines whether we are on target, slightly off target or off target, using easy to read traffic light colours. It also explains the reason for the rating and the plans in place to address those areas that are not green.

Looking ahead – the next six months

On Monday 2 October Julie Fisher, Deputy Chief Executive and Strategic Director for Children, Schools and Families, took up her duties as the head of paid service. A rigorous recruitment process for the next Chief Executive is underway, and it is anticipated that a formal appointment will be made at the full council meeting on 5 December.

On an interim basis, Julie has passed on her responsibilities for Children, Schools and Families to Rose Durban, who worked alongside us in her previous role as the Department for Education Improvement Advisor.

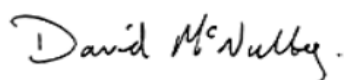
The staff survey was launched earlier this month and colleagues will be able to let us know what it is like working at Surrey. The results are due in January and our leadership team will use the feedback to make improvements.

A major challenge for members and officers will be setting the budget for 2018-19 at February's full council meeting which is likely to include making difficult decisions as funding continues to reduce. Members will continue to lobby MPs for fairer funding and I know that colleagues will be doing all they can to reduce any unnecessary costs in their service areas.

Conclusion

The council has achieved some remarkable things over the past eight years. While there are challenges ahead, the inspiring stories and work showcased in this report reflect that by working as a team, and putting residents at the heart of what we do, we can make positive change. Thank you for all of the hard work you've done and continue to do. The colleagues who work for Surrey County Council are talented, dedicated professionals whose work makes an immense contribution to our county. I'm very proud to have been part of that for a while and I wish you well for the future.

With thanks,



David McNulty

Part 2

Our budget position



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Our financial pressures

The number of residents needing our services continues to increase, particularly in social care, and their needs are becoming more complex whilst at the same time government funding continues to decrease. This makes setting our budget particularly challenging.

After applying some one-off solutions, we still need to deliver £104m savings to balance this year's budget. This comes on top of the £450m savings already made since 2010.

To help ensure we deliver our savings this year, we have tightened our monitoring arrangements. Each month, our finance team updates and reviews our savings tracker and reports key messages to Cabinet. This way Cabinet can clearly see the risks of delays and not achieving savings and can take appropriate action.

After the first financial quarter, we had achieved £43m savings and another £30m were on track. Unfortunately £11m is considered to be unachievable and £9m is yet to be fully identified. The Cabinet and senior management team are having ongoing discussions about savings options for 2017/18 and future years.

Demand in social care is one of our biggest challenges. For example, in Children's Services the increase in need has added £9m pressure to the budget. Despite having identified some savings from other areas, we're currently forecast to overspend our 2017/18 budget by £23m.

We also need to be aware that our level of reserves and balances is low compared to other county councils, and is at the minimum safe level for a council of our size and responsibilities.

There is a serious risk we will end this financial year with a large overspend. We need strong action for the second half of the year. As last year's efforts showed, changes big and small across the council can make a difference and give us a chance of ending the year within budget.

We continue to work hard to ensure government and others understand the key facts about our financial constraints. In particular, we continue to draw attention to where the national funding allocation methods have a disproportionately negative impact on Surrey, such as the Better Care Fund. And it's crucial we continue to play a full role in the government's fair funding review.



Part 3

Our work in context

Health and social care integration

We've passed new milestones in the last six months on our journey to integrate health and social care in Surrey.

The third Better Care Fund (BCF) plan (2017-19) is being presented to Surrey's Health & Wellbeing Board. The BCF is a national programme with the aim of bringing health and social care partners together. Our local plans focus on the Health and Wellbeing Strategy priority to improve adult health, promote emotional health and wellbeing, and develop a preventative approach.

We're also making good progress with our Sustainability and Transformation Plans (STPs).

In July the progress we've made in implementing the Surrey Heartlands STP was given an 'advanced' rating in the first assessment by NHS England. Alongside this we've managed to secure an agreement between the council, three local NHS Clinical Commissioning Groups, NHS England and NHS Improvement to move towards a devolved health and social care system. This means we can take greater control locally over decisions made about health services for Surrey Heartlands residents.

Surrey Heartlands and Frimley Health & Care STPs have been invited to be part of the new national accountable care system development programme. This will see us work with, and learn from, other leading health and social care partnerships as we develop new ways of getting providers and commissioners of care to work more closely together for the benefits of local people.

We've recently provided training to reablement colleagues as part of the Making Every Contact Count (MECC) initiative. MECC is an approach to behaviour change that uses the millions of day-to-day interactions that organisations and people have with other people to support them in making positive changes to their physical and mental health and wellbeing.

The training has provided colleagues with the skills to have conversations with people they come into contact with about healthy lifestyles including being able to signpost people to support, such as helping to quit smoking, get more active, eat well and reduce alcohol consumption. This is part of a wider STP strategy to train all health and social care colleagues to utilise every opportunity to promote the core healthy behaviours that have the greatest impact on preventing long term conditions and improving health outcomes among those with existing conditions.

Children's Services improvement journey

The Leader of the council has said many times that providing services to support and protect children is a number one priority. Since launching our three-year children's improvement plan in summer 2015 we have steadily improved our services for children from what was a very challenging starting point.

We have put in place new leadership, grown stronger partnerships, developed deeper insight from data and audits, launched an expanded social work academy, established more stable teams with lower caseloads and higher morale, introduced a practice improvement framework and launched a Multi-Agency Safeguarding Hub (MASH), for safeguarding referrals.

We have started to see the benefits of these stronger foundations over the last six months, with examples of improved practice quality and outcomes for children. Social workers continue to demonstrate real commitment for their work and knowledge about the children they work with.

There is still more to do to improve our services for children and we must continue to accelerate improvements. The current context adds to the challenge. Demand and complexity of need in our communities continues to increase significantly - the number of contacts to children's social care has risen in the last five years from 60,915 in 2011-12 to 77,811 in 2016-17.

We can only secure sustainable improvements through effective joint working with partners – including schools, the police and health services - and this will continue to be a key focus over the coming months.

We will continue to roll out 'Signs of Safety' training to more colleagues. This is part of the overall **Safer Surrey approach** and will equip colleagues with tools to help them work collaboratively with families and children to assess risks and take the right action to protect children. This, and other key actions for the next year, is included in a refreshed version of the Improvement Plan that's just been published.

Ofsted returns for a further two-day monitoring visit on 31 October and 1 November. We're also expecting a full re-inspection in the next six months.

Schools and special educational needs and disabilities (SEND)

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

Education in Partnership:

Roles and responsibilities across education are changing. Since the introduction of the Academies Act 2010, schools have continued to convert to academy status and, in so doing, move out of local authority responsibility. This has created an increasingly diverse education system, in which 124 of Surrey's 389 schools are now academies with a further 15 undergoing conversion (as at summer 2017).

At the same time, local authorities have seen significant reductions in their grant funding. Despite this, their statutory duties in relation to education have remained largely unchanged: championing high standards, ensuring access to education and helping all children and young people – including the most vulnerable – to achieve their potential. We are therefore developing new ways of working to fulfil our responsibilities and support a growing school-age population with increasingly complex needs.

Through the Education in Partnership programme, the council is working with schools and other partners to manage the transition to a sustainable schools-led system. This means working together to identify and address key issues, such as school improvement, recruitment and retention, funding and improving educational outcomes for children experiencing social and economic deprivation.

Under this partnership approach, representatives of primary, secondary and special schools, multi-academy trusts, Surrey's teaching school network, dioceses and the council are working together to develop a schools-led improvement system for Surrey. By drawing on strengths from across Surrey's education community, we can ensure children and young people in Surrey continue to have access to high quality and inclusive education.

Education in Partnership is about working together to make best use of our knowledge, expertise and resources to achieve common goals: improving educational outcomes for all children and young people in Surrey, including our most vulnerable.

SEND Development Plan:

Since spring 2016, the SEND 2020 Development Plan has provided the framework for the improvement of services for children and young people with special educational needs and disabilities across Surrey. During that time, the context in which these services are delivered has changed considerably. Demand is growing as the number of children and young people in Surrey increases, many with complex needs, while the council's funding is squeezed. We are working closely with families and partners in health and education to refresh the SEND Development Plan, which will be published in the autumn.

The refreshed plan reflects the changes that are needed in light of the 2016 Ofsted and Care Quality Commission (CQC) inspection of Surrey's SEND services. These actions are set out in our SEND Written Statement of Action, which Ofsted and the CQC judged as holding children and families at its heart. The plan has stronger governance, prioritising resources where they

can have most impact and, most importantly, it places increased emphasis on the involvement of families.

There is still much work to be done, although we have already seen improvements in the services we provide and positive impacts for the children, young people and families, including:

- The number of education, health and care plans completed on time is over double that of a year ago.
- The majority of children and young people with statements of special educational needs are transferred to education, health and care plans on time.
- A consistent person-centred approach has been introduced so that families have a better experience of our services.
- Families have more ways to contact us, tell us their views and hear about our services, including webinars, social media, a SEND newsletter and an improved Local Offer website.

We will continue to deliver improvements to SEND services in Surrey. The refreshed plan outlines the programme of work, and explains how we will deliver the individual projects and the outcomes they will achieve. It will be available on the Local Offer and Surrey County Council websites in autumn 2017.

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Transport for the south east

A key proposal that emerged from discussions in the Three Southern Counties (3SC) partnership was the establishment of a Sub National Transport Body (STB) for the south east - to have a single voice on the area's transport priorities and influence when and where money is invested.

The STB would focus on enhancement to strategic transport infrastructure to transform the transport network for the travelling public and businesses, and to make sure the south east remains a major driver of the UK economy.

This proposal has made great progress in recent months.

The STB Board (met in shadow form for the first time in June) bringing together the 16 transport authorities and five local enterprise partnerships (covering the area from Berkshire to Kent) to work directly with the Department for Transport and its agencies.

A wider transport forum is being established as part of the wider STB arrangements and will involve road and rail-builders (Highways England and Network Rail), transport operators, transport users and other key interest groups.

The STB will now develop an integrated transport strategy and investment priorities for the area that support its detailed proposals to become a statutory body.

A legislative process is required before the STB can be formally constituted and local authorities would retain responsibility for decisions relating to local transport projects.

Although the STB is still in the early stages of its development, it is already demonstrating that it can represent the wider interests of the south east and has set out an initial list of priority schemes for possible inclusion in the government's second Road Investment Strategy covering the period 2020 to 2025.

The request by government to make this submission recognises the significant progress that has already been made and placed Transport for the south east on an equal footing with other STBs that are being established across the country, many of which have been in development for far longer.

Surrey Fire and Rescue Service

Automatic fire alarms

Over the last five years, Surrey firefighters have been called to 16,000 automatic fire alarms (AFAs) and 98% of these were false alarms. Responding to false alarms means there is a risk that fire engines are unavailable for genuine emergencies and increases the occasions when risk is posed to firefighters and the public by fire engines travelling at speed using blue lights.

In light of this, Surrey Fire and Rescue Service recently changed how it responds to AFAs in all Surrey buildings, except private housing.

Callers are now asked a series of questions to establish if there is a genuine emergency or a false alarm. If a false alarm is confirmed, the fire service won't send a fire engine and crew. However if in any doubt at all, they'll always attend with an appropriate emergency response.

Firefighters are attending less automatic fire alarm calls since this new way of working and we expect our attendances to reduce further next year when the change is also applied to private housing.

More information is available on the [website](#) and in the [video](#).

Initial Response Vehicles

From November 2017, Surrey Fire and Rescue Service will trial a different vehicle to respond to certain 999 calls. Initial Response Vehicles (IRV) are small, van type vehicles with firefighting capability for two people.

The vehicles will be located in Haslemere and Reigate but will respond across the county as required. During the trial the service will test their capabilities at a variety of emergencies. The IRVs will work alongside standard fire engines and fire crews.

Safe Drive, Stay Alive

Over 14, 000 young people from Surrey schools and colleges will see an award winning Safe Drive Stay Alive show this November at Dorking Halls.

Aimed at 16 – 18 year olds who are about to begin driving, Safe Drive Stay Alive is a live educational performance featuring a series of films and live speakers.

Each film features a true story told by the persons directly affected by a road traffic collision. After each film a series of live speakers from the emergency services take to the stage to speak about their experiences at the scenes of road traffic collisions and how these have affected them professionally and personally.

Volunteer members of the public - mothers, fathers, siblings, young drivers - also give their personal stories about how their lives have been affected by a fatal collision.

An evening performance is open to all members of the public on 8 November 2017. More information is available on the [Safe Drive website](#).

Property management and investment update

Service asset strategy

In my last report, I talked about needing to make sure we have the right buildings in the right places to support our services. Using funding from the One Public Estate grant, property colleagues have organised a number of workshops, led by PricewaterhouseCoopers (PwC). These workshops will be held in the autumn with health and social care partners across the Strategic Transformation Partnerships together with our district and borough colleagues, so that we can start mapping out how to shape community hubs and integrate services. We've invited many partners to the workshops including our adult social care and property teams, Surrey's Clinical Commissioning Groups, hospital trusts, South East Coast Ambulance Service, community providers and other NHS services including their property service.

Property investment strategy

The purpose of our property investment strategy is to have an ongoing income stream to the council that provides a source of funding to support services. It is managed by a small team of colleagues from property, finance and legal who are supported by external specialist advisors when required. The investment strategy was first agreed by Cabinet in July 2013 to improve the financial stability of the council in the longer term, and was re-set in March this year when Cabinet increased the target level of net revenue to £10m by 2020-21. To ensure this target is met, Cabinet agreed to appoint a property investment advisor with the skills and experience to provide management and strategic support. The council, with the support of the advisor, is developing a mixed and diverse portfolio of properties both across different geographical areas and property sectors, with all investment decisions being made by the council's Investment Board in line with the investment strategy.

Update on commissioning services for people with learning disabilities

In the last six months we have had further success in attracting capital funding for the development of new accommodation for people with learning disabilities and autism.

The Department of Health (DoH) launched the housing with technology fund for people with learning disabilities last year. We submitted a number of bids and were successful with two. We were awarded funding of £690k to refurbish an empty care home into flats for three people in New Haw, and to develop a new scheme of six one-bed flats in Ottershaw. The New Haw flats opened at the end of September, and plans for six flats in Ottershaw are well underway with Welmede Housing Association and Avenues Support.

Since March 2016, we have supported the Surrey Transforming Care Partnership, one of 48 partnerships established nationally to develop new services for people with learning disabilities who are in long-term inpatient hospitals. The partnership is formed of representatives from the council, clinical commissioning groups, district and borough councils, providers and other stakeholders. £202k has been awarded to the partnership from NHS England to refurbish two properties in Banstead and Epsom. The work has been completed with people leaving hospital moving in this month. The DoH has sent Surrey Transforming Care Partnership a letter of commendation for its continued good partnership work supporting individuals. We have submitted more bids to refurbish other properties.

We have also been involved with the development of the Surrey Positive Behaviour Support Network, made up of providers, family carers and health and social care professionals. The network shares good practice, raises awareness and teaches skills to support people with a learning disability or autism whose behaviour can challenge services. The network has run quarterly seminars for Surrey residents and providers, and in September it held a Positive Behaviour Support festival, funded by providers, with input from national leaders in the field.

We've also updated our website for **Surrey's Learning Disability Partnership Board, Autism Partnership Board and Local Valuing People Groups**, that provides information on current activities, work programmes and latest information. The site has seen an increase in visits from 1,200 in April to 2,915 in August. The Learning Disability Partnership Board and local Valuing People groups have also seen an increase in attendance at their forums.

Last November, we agreed with the Surrey Care Association to start work with local providers to review the costs incurred in delivering services to support people with learning disabilities and people with autism across Surrey. A project group chaired by Brian Mayers, Area Director for Guildford and Waverley Clinical Commissioning Group area, is working with local providers to review key cost areas and to understand the pressures providers are facing.

Understanding demand and providing appropriate services is a key area of commissioning, and the Accommodation and Support project team is clarifying the current picture in the county. Following publication of Surrey's Joint Learning Disability strategy 2016-2020 last year, a Market Position Statement and Integrated Commissioning statement are being developed. These documents will give residents and local service providers clarity about the level of need in the county and ways services can be provided to meet that need.

Links and Information

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

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

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

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Culture and staff survey

It is encouraging to hear how data from the staff survey is continuing to drive many positive changes across the council.

I'm going to focus on three services that have implemented specific changes as a result of last year's results - Adult Social Care and Public Health (ASC&PH), Surrey Fire & Rescue Service and Orbis. And I have chosen to focus on two key themes for improvement – wellbeing and leadership.

In ASC&PH, team wellbeing sessions have been held across the service and this has given an opportunity for colleagues to talk openly about concerns and spend time thinking about how to work together positively. Popular topics for discussion within the sessions have included integration and joint budgets. Team actions have been agreed and implemented. Teams have looked at the **wheel of wellbeing** so that they can better understand their resilience and the tools available to manage wellbeing. For further information about team wellbeing sessions, please contact Abid Dar or Juliet Layton.



In Surrey Fire and Rescue Service, a workforce reform team has been created and is working on actions associated with inclusion, people, terms and conditions and improving consultation and engagement. This has already resulted in increased face-to-face engagement and communication. They've also used Yammer as a collaboration tool for immediate communication, updates for service decisions and as an opportunity to encourage open and transparent dialogue. Focusing on wellbeing, the service has completed a review of ways of working to minimise any unnecessary stressors, allow more time for management activity and minimise the impact of

on-call shifts which the service heard, via the survey, was contributing to low wellbeing scores. For more information about this, contact Dan Quin.

The results from the survey have also been used to develop new Leadership Development Programmes for Surrey and Orbis. One aim of these programmes is to improve feedback scores for our leaders, in particular for areas involving inspiring and motivating colleagues and teams. The Surrey programme – launched in September - will focus on communication and storytelling, setting clear expectations and coaching. You can find out more on s-net and get involved in conversations on JiveSurrey.

Our third annual staff survey was launched at the beginning of October and, once again, colleagues have been asked to spend a few minutes of their time telling us what it is really like to work for Surrey. Your comments really are important in making sure positive improvements can be made to the way we all work together.

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Programmes to support colleagues

We recognise that the people who work for the county council are its greatest asset. Using feedback from the staff survey we've developed strategic programmes to nurture this asset.

We've been looking at career pathways and programmes and created an online platform for self-directed learning to support colleagues who want to develop their career here. We've also been working on our succession planning and are developing tools and programmes to identify and support talented staff for career progression and leadership positions. We are also exploring the introduction of a new scheme that rewards colleagues who demonstrate exemplary council behaviours and values in their work.

The survey results told us that there has been a positive increase in colleagues having more confidence in the leadership of the organisation with the highest level of confidence growing within the senior managers' community. These included living the values of the organisation. We are embedding the new behaviour framework and an online 360 feedback system into our performance assessments and processes. We are also developing a programme that helps our members and leaders to respond effectively to the changing environment in which we deliver our services to residents.

We want our colleagues to progress here, whilst also attracting new employees, so we have been developing a competitive flexible benefits offer that delivers value for money. We have been focussing on induction processes to ensure that colleagues are better equipped to develop and take on the challenges of a new role. We've also been developing our employer brand and communicating it through our website and the media to make our vacancies attractive to potential candidates. We are raising our profile with schools, colleges and universities through career promotional events. We are also promoting the uptake of apprenticeships across SCC to fully utilise the councils Apprenticeship Levy contribution and meet the government targets.

There has been a lot of work around managing risk and wellbeing. We are developing programmes that build inclusive, safe and healthy, discrimination free workplaces that support high performance and the Workplace Wellbeing Charter. We are delivering a health protection programme for different colleague groups to identify and manage potential threats to their health and safety. We are also reviewing the security of colleagues to ensure they are safe and secure when carrying out work for the council in response to national threats and supporting guidance.

Finally, we are reviewing and updating our policies and guidance in the form of a virtual handbook for all colleagues.

We will continue to respond to feedback to ensure that you receive support to carry out your roles and progress here, and will adapt the training and development offer to meet the changing needs of the organisation.

Immediate priorities	Our strategic programmes
Managing risk and wellbeing	<ol style="list-style-type: none"> 1. Wellbeing and Inclusion - We are promoting discrimination free workplaces where employees feel safe and supported and able to participate in the organisation; working directly with people with a disability, mental health issues, young people and those returning from the armed forces. 2. Health protection – We are delivering targeted health assessments, immunisations programmes and other health and wellbeing plans to protect the health of those members of our workforce in a higher risk environment eg night workers, people working at heights and those who drive for business. 3. Security of staff – In response to national threats and supporting guidance, we are reviewing the security of staff to ensure they are safe and secure when carrying out work for the council.
Leadership and behaviours	<ol style="list-style-type: none"> 4. Learning and Development - We are developing our programme to empower our workforce to proactively address their development through a range of high quality and cost effective approaches to learning. 5. Behaviour framework – In partnership with staff, we have agreed new behaviours for the council which are being built into our appraisal and supervision processes, to ensure that both staff and service users feel the benefit of an improving culture. 6. Leadership, management and Member development - We have set explicit expectations for the performance of our leaders, to equip them with the skills and behaviours they need. 7. Succession planning – We are working with services to identify and develop talented colleagues for career progression and leadership positions.
Recruitment and attraction	<ol style="list-style-type: none"> 8. Employer brand – We want build the council’s reputation as a good employer and optimise our use of social media to make our vacancies attractive to potential candidates. 9. New entrants – We are providing opportunities for people to experience working in different parts of the council and to help launch careers through apprenticeship qualifications, internships and the social work academy. 10. Review of flexible benefits – We are reviewing our staff benefits package to deliver a range of different discounts, offers and schemes that provide value for money and enable colleagues to maximise their pay.
Retention and career development	<ol style="list-style-type: none"> 11. Apprenticeships – We are increasing our investment of Apprenticeships across the council to create more entry level opportunities that support career development and growth across the organisation. This supports our contribution to the Apprenticeship Levy. 12. Career development - We have created general and profession specific career pathways, which help colleagues see the potential ways to progress their career within the council. We are going to build this into an online tool, which is easily accessible to all staff. 13. Pay and reward review – As part of the comprehensive pay and reward review for staff, we are now focussing on schools support staff. This programme will design and deliver a modern and flexible reward policy that attracts and retains talent, rewards high performers and supports our values and behaviours. 14. Total reward statements – We are exploring the provision of statements for colleagues which will identify the financial and non-financial benefits they receive as an employee of the council. This includes salaries, leave, employer pension contributions and salary sacrifice savings for the employee. 15. Recognition policy review – We are planning to introduce a new scheme that rewards employees who deliver smaller pieces of work to a very high standard and employees who role model the council’s values and behaviours.

<p>Improving capacity and performance</p>	<p>16. Induction - We are improving induction processes to better equip new employees to perform effectively in a new role.</p> <p>17. Virtual handbook - We are reviewing and updating our HR policies and guidance to provide colleagues with all the essential information they need in one place, accessible online.</p> <p>18. Essential Training - We are identifying and reviewing annually the essential training requirements for every role within the council. This information will be held electronically so that we can report and manage individual training needs.</p> <p>19. Children Schools & Families improvement programmes – We are delivering a programme of work to improve the wellbeing and management of the Children Schools & Families workforce. This includes a leadership development programme and team wellbeing assessments.</p>
<p>Adapting our Orbis model</p>	<p>20. Staff engagement – We are planning and organising the way we communicate HR services to the workforce more effectively to better inform colleagues of the range of support and services available and how to access them.</p> <p>21. Transformation – We are transforming the way we organise and deliver HR services as part of the Orbis partnership with East Sussex County Council and Brighton and Hove City Council.</p>
<p>Resourcing and new ways of working</p>	<p>22. Workforce planning - We are providing services with key workforce data, including attraction, development and retention and supporting them to identify the opportunities and challenges for their service.</p> <p>23. Health & Social care integration - We are supporting colleagues in Adult Social Care to work across organisational boundaries in an integrated way. This will develop services resident centred services across the health and social care system.</p> <p>24. Collaborative approaches to partnership working – We are forging new networks to enhance and facilitate partnership alliances and shared goals which support the Sustainability and Transformation Programmes.</p>

Induction

Colleague induction

I have really enjoyed meeting new colleagues at 'Welcome to Surrey' induction sessions over the past eight years.

The sessions bring together new joiners to Surrey County Council, so that they can learn more about what we do as an organisation. They meet other new colleagues and representatives from across the organisation in the market place. As part of the event colleagues can ask me any questions and I've been able to welcome and thank them for joining.

Over the years I've received some really useful and positive feedback from these sessions.

Some of the comments from recent sessions demonstrate how colleagues value senior leaders taking the time to meet them:

"It was nice to meet the Chief Executive – I have not had this experience in the past and it made me feel welcome to the council."

"The session with David McNulty was great, his passion and approachability came across very well. It was good to see how he handled the questions, it made the delegates comfortable to ask some role specific issues and feel he would address them."

Member induction

During the months leading up to the local elections on 4 May, Democratic Services worked closely with district and borough colleagues to coordinate the process and make sure it went smoothly.

The results, announced on Friday 5 May, saw the election of 52 returning members and 29 new members who together, will lead us through to May 2021.

Democratic Services has led a comprehensive induction process for both the new and returning members, including essential training on areas such as code of conduct, committee processes, and introductions to the council's service areas. Members have also had the opportunity to visit teams such as our contact centre, and I've had some hugely positive feedback from them regarding the work that we do.

New members were 'buddied' with senior managers, who helped them learn the role and services of the council and signposted them to the right officers for queries. They also helped them get to grips with procedures and made sure they understood the responsibilities of the council and our partners, both in where we work together and where we have distinct roles. Each officer 'buddy' made a visit to their member's division during the summer to learn more about the life of a member.

In line with our drive towards digital two of our graduate trainees, Sarah and Victoria, developed a new member portal. The portal provides an online resource for members to access information and support, as well as providing a confidential space to upload videos from briefings and training events, so that members can be kept informed and up to date. There is still some work to do to ensure the portal fully meets members' needs, but there has been very good progress so far.

Democratic Services is doing an induction survey to learn lessons from the process and so that ongoing member support is effective. In the autumn, each member will also be offered a personal development conversation with a representative from the Democratic Services senior management team, to make sure their individual needs are being met. By listening to our members, we can help them to be better equipped to perform their roles effectively and make a positive contribution to their communities.

DRAFT

Care Council

Care Council is a group of Surrey's looked after children and care leavers between the ages of 13-24. The group meets monthly to discuss what they would 'stop, start or change' about the care system and they are committed to improving the lives of other young people in care and those about to come into care. Their motto is 'change is on the horizon' and they work with Surrey's Children's Rights and Participation Service to make sure change happens. The group is run by apprentices with care experience who work within the service and are brilliant role models for the young people who attend.

The significance of this group echoes Surrey's commitment as corporate parents, to listen to and work with young people to help them live the best lives possible. Care Council is linked to the Corporate Parenting Board and regularly raises 'action cards' to challenge the Board on something that needs to stop, start or change. These cards require a response in a set time frame and are allocated to an officer to take accountability. This process means that young people can have direct influence on policy, procedure and practice and improve the experiences for others.

As well as enjoying the opportunity to meet other young people and share experiences at monthly meetings, Care Council enjoys a varied agenda often welcoming officers from the local authority as well as partner agencies and elected members. They offer the opportunity for consultation on a number of issues and have been involved in commissioning, policy development, service design and designing forms such as Pathway Plans and feedback forms.

There is also a Care Council Juniors group, aged 8-13, who meet monthly to learn independent living skills, such as cooking, DIY and budgeting. Young people who attend this group then move into Care Council and make sure that there is good representation of all ages.

Care Council also works to improve the lives of other young people. Recently the Children's Rights and Participation service worked with Fostering and Surrey Arts to host a fun day for unaccompanied asylum seeking children who would like to get involved in participation events and consultations.

Working in partnership with the Children's Rights and Participation service, Care Council helps to design and deliver a number of events throughout the year, including Skillsfest, Oscarz, a Christmas party, a residential trip and social events. They also work with social pedagogy, fostering and care leavers by attending events and conferences to give opportunities to all young people.

The Community Improvements Fund

The Community Improvements Fund has been going for the last five years and is the Leader's initiative to support local residents to turn a great idea into something real that will benefit people in their community. Grants have been used to cover capital costs for community infrastructure projects, with grants to support our strategic objectives. The fund has supported 100 projects to become a reality, providing £2,925,654 to help release £16,564,014.68 from other organisations towards community projects. Below are some examples of what the Community Improvements Fund has been used for.

Epsom Foodbank



Epsom Foodbank was successful in 2015 in securing £9,000 to help refurbish their premises in Ewell. The funding covered additional storage space which is used for food before it's distributed to vulnerable residents. The main hall at the offices, used to sort food as well as hold meetings and courses, was repainted and benefitted from new blinds, carpets, chairs, a television and speakers to make it a more inviting and useful space.

BFree Youth Café

The aim of BFree is to provide a safe, positive space for young people to meet friends, enjoy activities and games, and get to know youth workers. It's a hub open every day after school for local young people aged 11-17. They received £10,000 from the Community Improvement Fund.



BFree builds positive relationships with local young people to understand their needs and support them in other areas of their lives. The team helps with counselling, careers advice, and support with learning specific skills and Assessment and Qualification Alliance (AQA) awards.

The café is attended by around 70 young people every week. Each week they run competitions, arts

and crafts, and '5-A-Day', their Friday afternoon healthy cooking project. Their state of the art space is equipped with six iMac computers, a pool table, four games consoles and a coffee shop. Young people can get involved with running BFree by joining the BFree Youth Council, which meets every six weeks to discuss how BFree should be run and to plan events.

Mickleham Children's Playground Association and Nower Wood Education Centre

Mickleham Children's Playground Association and Surrey Wildlife Trust's Nower Wood site at Leatherhead have both been selected as recipients of funding - £45,000 will be used for a playground and an outdoor education centre.



Surrey Wildlife Trust is currently seeking to rebuild its education centre at Nower Wood, replacing the existing cluster of woodland huts that were bought by the trust in 1972. It was awarded £30,000 for this project.

Nigel Davenport, CEO at the trust said: "We are delighted to receive this support from the Community Investment Fund. Nower Wood Education Centre has been the keystone of outdoor learning for the last 40 years. This funding

means that we are a step closer to securing a more accessible, modern facility that will enable both current and future generations to gain an understanding and respect for nature."

The Merstham Community Hub

The Merstham Community Hub was created in partnership between Surrey County Council and Reigate and Banstead Borough Council (RBBC) to deliver improved services to residents in Merstham. We worked with other stakeholders including Raven Housing Trust Limited so that a number of public services could come together under one roof.

The main building works were completed during the summer. Work is now under way to bring together Merstham Library, the Merstham Community Facility Trust (MCFT), a Community Café, Surrey's Youth service, an early years day provision and four new retail units owned by RBBC.

With the range of services on offer, the hub will be at the heart of the local community, and will allow people to use the space flexibly to access useful services and modern facilities in a shared, safe and vibrant environment. The space has been designed to facilitate learning for all age groups, and provide a building that is sustainable in the future.

During construction, children from Furzefield Primary and Nursery School were given the opportunity to nominate items to be included in a time capsule that was buried outside the retail units. A plaque will be on display in the reception area of the new hub showing the coordinates of the capsule, and will be unearthed in 2047 giving an insight into the lives of children in 2017. The event brought our younger residents together, making them feel part of their community and its future.

This project has demonstrated how successful joint working can be, turning aspirational dreams into reality and bringing real change to a local community.

Part 4

Case studies & Awards and recognition



SURREY

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Wellbeing

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



Alison Wrigley

Alison Wrigley, Special Needs Team Leader, talks about how she has been helping provide singing opportunities to people with special educational needs.

“Choir members benefit immensely from feeling part of a group and can develop transferable skills such as learning to work together.”

Providing singing opportunities to people with special educational needs

Background

For the past six years Alison has worked with young people with special educational needs at schools in the county, bringing the joy of music to them. This has included holding singing workshops and sessions for 600 young people on becoming a singing leader.

She's involved with music groups – an internationally recognised group called VOCES8 and special educational needs group, Just So Singers, for young people aged 9-19.

There has been some opportunities to bring the groups together, with Christmas concerts proving popular.

A few years ago a Surrey grant of £15,000 a year for three years, allowed Alison to continue her collaborative work on singing leadership skills with VOCES8 and development for the Just So Singers, to support their work with the young people.

What was the challenge?

Alison knows that young people gain so much more from being in a choir than just singing skills. They learn how to interact with others and it hugely benefits their mental and physical wellbeing. But she found that young people moving on from their school to further education and into adulthood were disappointed when they were faced with the limited opportunities to be in a choir. She wants to change that by enabling special educational needs young people across the county to continue being in a choir into adulthood.

Alison is passionate about supporting adults with special educational needs and disabilities (SEND) through the shared experience of singing together. She knows choir members benefit immensely from feeling part of a group and can develop transferable skills such as learning to work together.

Alison also runs The High Notes choir on behalf of the LinkAble charity. She supported them through the Associated Board for the Royal Schools of Music (ABRSM) choral exam in March and they passed, making it a first for a special educational needs choir.

Alison has been recognised for her pioneering work, receiving the British Empire Medal in the 2016 New Year's Honours List.

“Public performances will also help to raise awareness of the talents and potential of people with disabilities.”

What's next?

It is hoped that the choral exam achievement and the existing work with both young people and adults choirs will encourage others to join one of the three new adult choirs Alison is setting up on behalf of Surrey. She's aiming for similar experiences for these choirs too.

Further funding of £15,000 per year over the next three years will help to provide new and existing singers with opportunities to practice, perform and, for some, to develop leadership skills.

Part of the plan is to host annual workshops for singers to come together and share their experiences, maintain friendships, learn new skills and refresh existing ones. There will be opportunities for mentoring alongside professional vocal leaders. Public performances will also help to raise awareness of the talents and potential of people with disabilities.

Find out more

If you would like to find out more about this work, please contact [Alison](#).

Carl Bussey

“Carl Bussey, Head of MASH, tells us the impact that the safeguarding hub at Guildford Police Station is having.

“We worked in partnership with other agencies to coordinate responses to better support children and vulnerable adults.”

Multi-Agency Safeguarding Hub (MASH)

What was the opportunity?

A safeguarding hub operated at Guildford Police Station from July 2013, with a joint Central Referral Unit (CRU) that included Children's Services social workers and colleagues from Surrey and Borders Partnership (adult mental health) and the police.

The purpose was to have a joint unit that managed and made decisions about police notifications which were being received by Children's Services. It was felt that more could be done if we worked in partnership with other agencies to coordinate responses to better support children and vulnerable adults.

What did you do?

In April 2014, a Governance Board was established to include the development of the safeguarding hub into the Multi-Agency Safeguarding Hub (MASH).

This brought together key partners including Surrey's Children's Services, Adult Social Care, Surrey Police and health and education colleagues in one location to provide a more effective and coordinated response to safeguarding concerns.

The MASH launched on 5 October 2016, formalising a single point of contact for reporting concerns about a child, young person or adult. There was an almost immediate increase in the number of calls received which threw up initial challenges but these were rectified and the benefits gained from working together were clear to see.

Colleagues from the early help team relocated to the MASH in July 2017 enabling us to work better together and improve the journey for the child.

What impact does it have?

In April 2017 a low level concern for the welfare of a child was received. However the information available was insufficient for a decision to be made about the support needed, so it was directed to the MASH.

The MASH gathered more details. We learned that an older step sibling had been implicated in six sexual assaults on boys and girls - both older and younger, and was having unsupervised contact with the child we'd received concern for. We also learned of another child who was at risk. Both children were young siblings whose parents have children and step children from previous relationships in different locations.

“The MASH is at the heart of helping to support vulnerable children and adults in Surrey.”

The additional information gathered meant that a clear decision could be made and action taken to protect the children. Without a MASH enquiry, the initial concern shared about the child would have resulted in either a referral being made for early help or more information and guidance being provided to the referrer, which could have slowed down getting the correct resolution to the situation.

What's next?

Those working in the MASH are continuing to learn from experiences and to develop plans to strengthen the service by using revised processes to improve the timeliness and consistency of decision making.

The MASH is at the heart of helping to support vulnerable children and adults in Surrey.

Find out more

Find out more about the MASH and how to contact them on our [website](#).

DRAFT



Chris Stevens

Chris Stevens, Principal Commissioning Manager (RP), talks about restorative practice and how we are using it in the Youth Justice Service.

“Surrey’s Youth Justice Transformation is the envy of other authorities and a good example of a large scale positive change we’ve made using strengths-based practices.”

Reducing offending by children in care

Background

Restorative practice is about working with others from the belief that people make positive changes when those in authority do things with them, rather than to them, or for them. It helps to build relationships and can resolve difficulties and harm following conflict. As a practice it is strengths-based and fits the Safer Surrey approach within Children, Schools and Families.

Safer Surrey defines the consistent experience we want children and families to have during their involvement with us. It is also about our behaviours and skills and the tools we apply in our practice. We support children through a variety of circumstances and services, so practitioners can vary the tools they use to suit a particular situation. However, key to the Safer Surrey approach is our ability to build positive, enabling, and empowering relationships that recognise children and families as resourceful and able to make a success of their lives. Working in this way, we’ve recently started to see better outcomes in a wide range of services where we’re supporting children and young people.

What have we done?

Surrey’s Youth Justice Transformation is the envy of other authorities and a good example of a large scale positive change we’ve made using strengths-based practices. Over the last eight years we’ve replaced a punishing approach to youth justice with a more relational, restorative, inclusive and compassionate people-centred approach. This change has helped us to deliver an improved experience for children in our care and has helped us significantly reduce costs.

In August I met with colleagues from the Department for Education (DfE) to discuss the work we’ve put into reducing offending by children in care. During the visit, I took the DfE representatives to Burbank Children’s Home in Wych Hill, Woking. We reviewed films, reports and data together that helped to tell the story of eight consecutive years of reduction in the number of children in our care who feature in the criminal justice statistics.

What impact have you made?

In 2016 an independent evaluation found that £3.41 had been saved for every £1 invested in our Youth Restorative Intervention, as reported in [Surrey News](#). This amounted to £1.4m of tax payers’ money saved, according to the [Office of the Police and Crime Commissioners of Surrey](#).

We’ve achieved this through integrated working and taking steps to be preventative and restorative in our approach. We’ve developed positive parenting that reduces the risk that children come into contact with police in

“We’ve developed positive parenting that reduces the risk that children come into contact with police in the first place.”

the first place. And, if any child does have police contact, we restoratively divert from prosecution.

When talking with the DfE visitors, they were clearly blown away and inspired by our success. They heard testimonies from Burbank colleagues, who spoke about the critical relationship between culture and practice and their own journeys towards restorative care. The way colleagues use different tools to suit particular circumstances perfectly illustrated how we can adapt to suit individual needs and yet maintain the consistency of our Safer Surrey approach.

What is next?

From the DfE visit to discuss how we have reduced offending by children in care, it’s clear that they want to involve us closely in shaping national policy and practice. It feels really good that they want our involvement and to get this recognition for our achievements.

Find out more

If you would like to find out more information about this work please contact [Chris](#).

DRAFT



Jo Ashworth

Jo Ashworth, Head Teacher, talks about how her school uses a restorative approach to support young people.

“It’s clear that the young people really benefit from the opportunity to have one-to-one time to reflect on situations.”

Restorative school gets results

What was the challenge?

I work at North West Surrey Short Stay School. We have many vulnerable young people who need support, particularly in managing their behaviour. I realised that a punishment/sanction model of detention and exclusion wasn’t improving some young people’s behaviour. We’ve developed a way of working that takes into account the needs of the young person, starting with finding out what is going well, before looking at what they can build on. We want the young people to be able to manage their behaviour when they leave school, knowing they have sufficient ways to cope in different situations.

How did you overcome it?

Using a restorative approach can be time consuming, both in terms of resource, and in the length of time to help the young people. It could look like we are tolerating bad behaviour as we allow young people to make mistakes and then give them time to reflect and develop their self-control and resilience. It’s clear that the young people really benefit from the opportunity to have one-to-one time to reflect on situations. This approach helps them to build trusting relationships, which then means they are able to help others to reflect on their situations.

A member of staff supporting a student off-site for a while to allow a situation to settle, could be perceived as rewarding the bad behaviour. Sending a child home may be seen as the easiest and best option, however in the longer term they cannot learn about improving their behaviour away from the school environment.

What’s next?

The school is always looking at what works well and what could work even better. Young people need to feel heard. We will be doing some further work to find out about the school experience from the young person’s perspective. I have also been working with Chris Stevens and Carmel Ring in the Restorative Practice team to talk through different restorative approaches. Part of the work around restorative practice has included running restorative workshops with staff, and producing films that share what restorative practice looks like for those using it day to day.

By sharing the school’s restorative practice stories, we hope to raise awareness about the positive effect it is having on the outcomes for vulnerable young people.

The North West Surrey Short Stay School will be featured in a film this autumn.

Find out more

You can get more information about how the school is supporting young people by contacting [Jo Ashworth](#) and more details about restorative practice from [Carmel Ring](#) or on our **website**.

DRAFT



Jeremy Crouch

Jeremy Crouch, Partnership & Community Lead, tells us about new support that is available to children and young people suffering a mental health crisis.

“The Children and Young People’s (CYP) Haven is a friendly, safe space that children and young people can go to instead of needing to attend A&E.”

Jeremy Crouch – Children and Young People Haven

What was the challenge?

Young people struggling with a mental health crisis have been faced limited support options. They could go to A&E or their GP.

Guildford and Waverley Clinical Commissioning Group (CCG), on behalf of Surrey CCGs, wanted to provide the best support for young people suffering with mental health issues and also reduce A&E admissions.

What did you do?

Using a model similar to the successful adult Safe Havens, we worked in partnership with Guildford and Waverley CCG and Surrey and Borders Partnership Trust (SABP) to introduce a service to fill the gap between no help and A&E. The CCG funded a two-year pilot project between Surrey and SABP.

The Children and Young People’s (CYP) Haven is a friendly, safe space that children and young people can go to instead of needing to attend A&E. It doesn’t have a clinical feel and is run as a service rather than a youth club. It provides young people with the support of a youth worker, a youth mental health nurse and a peer support worker.

It also helps them to address any social issues, such as potential homelessness and abuse, as well as supporting them through the mental health system which can be confusing.

It is a drop-in service that young people can be directed to without needing a referral.

What impact have you had?

Since opening in May 2017, 93 young people have accessed the service. We asked them what they would have done if the Haven didn’t exist and 28 said they would have gone to A&E, with a further 26 saying they would have self-harmed.

One young person said: *“I can be who I am and just get away from everything! It’s really nice and calming.”*

What is next for your work?

We will assess the service after its first full year in operation and will look into long-term possibilities for after the pilot.

We have already identified youth centres in Staines and Epsom and found funding so that we can expand the existing service to more areas. We are recruiting staff for these new CYP Havens and expect them to open in November 2017.

Find out more

For more information about the CYP Haven you can visit the [CYP Haven website](#) or contact [Jeremy Crouch](#).

DRAFT



Sandra Wright

Sandra Wright, Contact Centre Supervisor, talks about ensuring that the Adult Social Care contact centre are able to offer a range of solutions to vulnerable residents.

“When people call us they are often at their lowest ebb and believe that nothing can be done to help their situation. We are able to talk them through the options that are available.”

Contact centre helping residents remain independent

Background

We want to ensure that vulnerable residents get the care and support they need from the local community to help them remain independent.

So far this year the contact centre adults social care team has made over 5,000 referrals to preventative community based services. Referral rates continue to rise.

What was the Challenge?

The Care Act 2014 was the biggest change to Adult Social Care in over 60 years. One key area of change was around the responsibility for local authorities to focus on prevention and provide information and advice to vulnerable residents, their families and carers.

The contact centre adults social care team acts as the front door and information and advice service for adult social care. We want to make sure we can confidently offer a range of effective solutions that enable residents to retain their independence.

What did you do?

We started by increasing our knowledge and understanding about community providers and the services they offered. We invited representatives from community services to attend our team meetings so they could explain exactly what services they offer and how to make referrals. Organisations who have attended include, the Soldiers, Sailors, Airmen and Families Association (SSAFA), local dementia services, Headway (the brain injury association) and i-Access (an organisation supporting people in Surrey with substance misuse).

We introduced ‘champion’ roles within the team. Our champions are responsible for keeping up to date on community services and information relating to a specific subject area. Topics include autism, mental health, adult Attention Deficit Hyperactivity Disorder (ADHD), dementia or substance abuse.

When people call us they are often at their lowest ebb and believe that nothing can be done to help their situation. We are able to talk them through the options that are available.

Rather than just giving contact details of organisations that might be able to help, we offer to make referrals on the behalf of the caller. We can do this either at the time of their call, or after they have had a chance to consider

“We will continue our effort to make a positive impact for adult residents’ who need us.”

what’s available to them. Referrals to preventative services continue to rise with our highest ever referral rate of 986 this July, a 42% increase from July 2016.

We have over sixty different organisations that we make referrals to regularly. These include Action for Carers, the Alzheimer’s Society, Good Neighbours Schemes, Samaritans and Telecare Services.

We’ve been able to support many residents, including an American veteran who was struggling to get much needed help. Through our contacts in SSAFA, we were able to refer them to US veterans’ organisation.

What’s next?

We have more organisations booked to attend future team meetings to talk about their services. Our champions also continue to make sure that our team have the information and skills needed to increase referral rates. We will continue our effort to make a positive impact for adult residents’ who need us.

Find out more

For more information contact [Carole Comfort](#) or [Sandra Wright](#).

DRAFT



Tracey Morris

Tracey Morris, Social Care Development Coordinator, tells us how working with local charities and organisations can help vulnerable residents.

“The Rotary Club was able to offer assistance and be flexible in the help they could provide, including volunteering their time.”

Rotary Club partnership working

What was the challenge?

The Adult Social Care, Epsom and Ewell locality team work hard to make sure that residents immediate needs are met as quickly as possible. Through discussions with individuals and their carers, and with our Adult Social Care assessments, we are able to identify eligible social care needs.

Sometimes residents require additional support and we work with other organisations such as charities and the voluntary sector, to achieve a good outcome for them.

When we were approached by The Rotary Club of Ewell we saw this as a good opportunity to work together. They were interested in getting involved with small projects to support local vulnerable residents.

What did you do?

The club was able to offer assistance and be flexible in the help they could provide, including volunteering their time. They have donated toiletries, clothing and household items to vulnerable residents.

Once the social care team establishes a potential need for additional support, we have a discussion with the residents to get their permission and see if they are happy to be involved with the rotary club.

What impact did you make?

We have helped residents in a variety of ways:

- The Narnia Project - essentially this is a store of clothing, bedding and toiletries that can be given to residents who are in need. A range of local charities and organisations have helped us with this. The Rotary Club of Ewell, together with other local charities, sourced items to furnish a small flat for an older person who had no personal belongings. This included bedding, cutlery, clothing, furniture and white goods.
- The Rotary Club of Ewell supported a 52 year old gentleman who had become wheelchair-bound. He had previously enjoyed gardening but due to his reduced mobility he was no longer able to independently work in the garden. The rotary club built a raised garden so he could continue his hobby.
- Bed linen has been provided to several clients.
- A cooker has been provided to a lady with a learning disability to allow her to cook independently.
- Arts and crafts items given to a client to help them pursue their hobby.
- The Rotary Club of Ewell received a new microwave from a local business and donated it to an older person.

What are the next steps?

We are establishing links with other organisations including Besoms, Epsom and Ewell Foodbank and the Rotary Club of Epsom. We are helping other teams in Surrey establish links with organisations in their areas.

Find out more

If you would like to find out more about these projects, contact [Tracey Morris](#).

DRAFT



Tracy Lepine

Tracy Lepine, Senior Social Care Assistant, has created a new assessment tool to use in occupational therapy clinics. “We wanted to empower clients by allowing them to have ownership of their needs, assessment and intervention.”

Tracy Lepine – MeAssured clinics

Background

The Reigate and Banstead Locality Team has been under enormous pressure. A number of colleagues had left which was adding to the huge caseloads. Many cases were being outsourced each week - in a single year 265 clients were outsourced at a cost of over £80,000.

While outsourcing ensured clients could be seen, it didn't always result in a better service and we knew for some it was a poor customer experience. We knew we had to bring our service back in house so that we could provide a good, cost-effective service.

What did you do?

We had been using an online assessment tool to facilitate Occupational Therapy (OT) clinics. Due to financial pressures, the licence for the online assessment tool was cancelled. We viewed this as an opportunity to develop our own, custom-made approach. We looked at the resources available to us and knew we had to learn to work smarter.

We wanted to empower clients by allowing them to have ownership of their needs, assessment and intervention. Rather than clients always being seen at home and being told what was best for them, we were keen for them to have more control over their care from start to finish.

We created a new assessment process called MeAssured that starts with the client completing an OT workbook. They then either send back the completed workbook – that has given them a chance to outline their situation and what care needs they think they have – and have a telephone assessment or they bring it with them to a face to face session at the clinic.

We ask about any falls, if they have a community alarm, whether they're living alone and what family support they have, which in turn enables us to manage risk in a positive and inclusive way. We then prescribe equipment to them with their agreement, making sure it addresses their needs. It is effectively a joint assessment.

The clinics initially focussed purely on OT equipment, but it quickly developed to cover social care as well as extensive signposting, which means on many occasions clients do not need to be referred to the social care team.

We now run two clinics per week - one in Redhill and one in Banstead – seeing up to nine clients per day. We experimented with how long assessments take and found that 30 minutes is generally sufficient to assess the clients and agree a plan of action.

“We’d love to share with others the benefits this new way of working is having”

From completing the workbook, to the conversation in clinic or over the phone, the client remains at the centre of the process as we explore with them how their identified needs can be best met.

What impact have you had?

MeAssured has transformed our service. The Occupational Therapists are able to focus on clients who are unable to attend a clinic, whose needs are complex. The reality is that the complexity of clients’ needs in the community is increasing, and the demand for OT assessments continues to grow. MeAssured has reduced clients’ waiting times for assessments, and we’ve not needed to outsource any clients since July 2016.

Not only are we able to offer a service that is cost-effective, timely and efficient for the Reigate Team, we are also able to provide the clients with an excellent service. We’ve had really positive feedback from clients. They find the new process positive, like the friendly approach and have embraced working together to make joint decisions about their care needs. I believe this is the key to our success.

What’s next?

We now run a joint clinic with Raven (our main social housing provider) every three weeks – alternating between Redhill and Banstead. These clinics are hugely successful for Raven, the residents and us and have resulted in a 50% saving on staff time and a reduction in our costs.

As part of our integrated working we are building relationships with East Surrey Hospital and Epsom General Hospital, and anticipate referrals directly from them to the clinic in the near future.

We want to make the clinics as accessible as possible, so we are looking into using Skype to assess clients who can’t attend a MeAssured clinic due to transport issues. We’re also planning to make the workbook available for residents as part of the Adult Social Care online offer later in the year.

We’d love to share with others the benefits this new way of working is having, so we’re offering shadowing opportunities, advice and support to other teams who are interested in setting up their own assessment clinics.

Find out more

For more information about MeAssured contact [Tracy Lepine](#), [Kirsten Callander](#) or the Reigate and Banstead Locality OT Team on 01737 737179.

Economic prosperity

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



SURREY



Amanda Nye

Amanda Nye, Property Commercial Manager, shares how we have developed our filming and events business in Surrey.

“We have developed ideas to create strong and sustainable income for the council.”

Filming and events in County Hall and Surrey

Background

Filming at County Hall has been an income business for the county since the late 1990s, specifically using the historic courtroom.

In 2013, Property Services created the Property Commercial Team to generate and implement new ideas around driving income from council owned property. This team are responsible for filming, weddings and events taking place at County Hall and a range of Surrey owned buildings including, issuing Highways filming permits and the administration of external hiring of Surrey's youth centres.

What was the challenge?

Working with film location managers and producers at County Hall, we found that filming across wider-Surrey was not centrally managed. Industry professionals were finding it difficult to navigate through Districts, Boroughs and the County Council, as well as privately owned estates.

With a more skilled and dedicated team we knew we could do more to develop new ideas. We wanted to provide an offer to meet demand, make the most of our assets and bring investment to the county.

What have you done?

We have developed ideas to create strong and sustainable income for the council. The income we create goes into our central finance and supports the council's services.

We adjusted our costs for filming at County Hall in line with the market and promoted areas of the building, like the cells and the stone staircase in the grand hall. Surprisingly, our two gents' councillor toilets are now our second most popular area for filming after the courtroom and our basement archives have also been in demand.

Last year we launched the Surrey Film Office, becoming an expert point of contact and coordination hub for all filming in Surrey. The Film Office works with buyers in the film industry and sellers of locations and services within Surrey to arrange filming. We have worked hard to improve our relationship with the industry.

We've also created a wedding and events business at County Hall. We made a decision to only hold weddings outside of the operational hours of County Hall, so it is available for hire Saturdays, Sundays and bank holidays. Customers especially like to use the internal courtyard as a drinks reception area and the exclusivity of the venue is a key selling point.

“County Hall can be seen in films and TV dramas such as, Hampstead and Denial, Fearless, Call the Midwife, The Halcyon, and Man in an Orange Shirt.”

What impact have you had?

We have significantly increased filming revenue over the last few years. County Hall can be seen in films and TV dramas such as, Hampstead and Denial, Fearless, Call the Midwife, The Halcyon, and Man in an Orange Shirt. Last financial year (2016-17) was our best yet, generating **£172,000**.

Filming in Surrey generates investment into Surrey's economy - depending on the production's size and budget, a production can spend up to £33,000* per day on everything from local caterers, security, taxi firms, hotels and restaurants.

Our Surrey Film Office has played a significant role in supporting an increase in filming across the county by promoting Surrey as an attractive place for the film industry that offers advantages over other regions. In 2016/2017, filming brought a value of £4.6 million into Surrey's local economy and included productions such as Wonder Woman, Transformers 5 and The Mummy.

The wedding and events business is now in its second year and we have already hosted 21 weddings at County Hall this year. The historic and traditional parts of the building have been appreciated by our customers. This part of the business generated an income of **£73,000** in 2016/2017.

What's next?

We will continue to explore further business opportunities to increase revenue into the council.

We are also looking to extend our current services with things like open air and pop up cinemas, tea dances and exhibitions. There is also some interest from other partners including districts and boroughs to directly manage filming business/income from their properties.

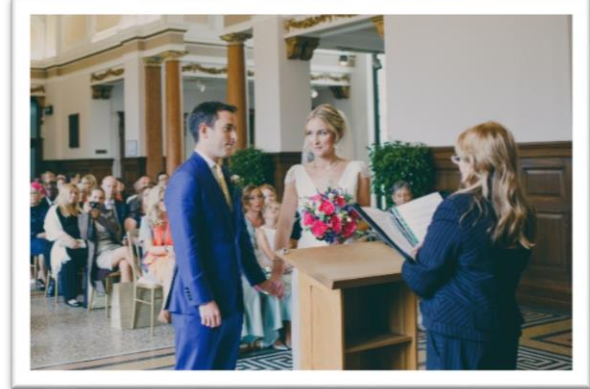
Find out more

If you would like more information about the Property Commercial team activities please contact Amanda Nye on 020 8213 2789.

You can find out more about filming that has taken place in County Hall and Surrey by visiting the [Surrey Film Office website](#).



Tarry & Adam's Wedding – Council Chamber



Ella & Olli's Wedding – Grand Hall



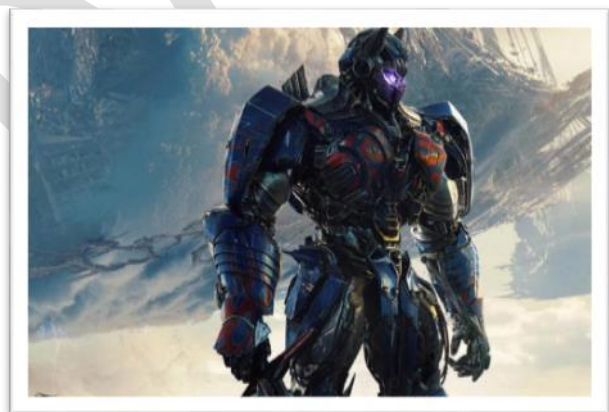
Court Room – Denial



Committee Room B - Downton Abbey



Wonder Woman – Bourne Wood



Transformers 5 - Bourne Wood



Jessica Clark

Jessica Clark, Employment Development Officer, talks about working with Kier to support vulnerable young people.

“While the young people are involved in the programme, they are also offered support and counselling for personal challenges and problems.”

S-skills for highways

What was the challenge?

We work with a number of young people not engaged in employment or education. Many have personal challenges and other support needs to overcome.

We wanted to bridge the gap for these low-skilled young people to help them into employment with our full training scheme in partnership with Kier. Most apprenticeship programmes require young people to have GCSEs as a minimum requirement, which can feel out of reach for some of these young people.

What did you do?

We worked with our partners at Kier to develop a supportive programme for up to 24 vulnerable young people. In 2016 we ran a pilot scheme, which saw eight young people go through a two week induction at Brooklands Motor Museum. The museum provided a controlled environment for them to learn highway maintenance tasks without the risks of a live highway.

In May 2017 we launched our first full programme with Kier supported by SCC. The programme started with a two week induction and training phase. Successful candidates then moved onto pre-apprenticeship training for 12 weeks. During this phase the candidates joined existing teams and carried out works in the community. Those who completed the initial programme successfully were then offered a one or two year apprenticeship with Kier.

While the young people are involved in the programme, they are also offered support and counselling for personal challenges and problems.

What impact did you make?

Since the programme started, nine young people achieved industry-accredited qualifications for completing the 12 week programme. Four young people were offered paid placements and two have been offered the full one or two year apprenticeship at Kier.

The young people have really benefitted from the programme:

- *“It has helped me gain more confidence in meeting new people and has also helped my sleeping patterns”*
- *“The course has changed me physically and mentally”*
- *“It has improved my sleeping patterns and I've given up cannabis”*

“It has helped me gain more confidence in meeting new people and has also helped my sleeping patterns”

We received a special commendation at the Constructing Excellence Awards in the people development category for our programme. The judges said the programme has already demonstrated some success and is definitely one to watch next year.

What are the next steps?

We are starting our second programme of 10 young people in October 2017. This group includes young people out of work and education, some with behavioural support needs, and others with special educational needs and disabilities (SEND).

To sustain the project for future participants we are actively looking to secure funding through the High Sheriff and Surrey.

We want to widen the programme to attract people from a larger age group and we are working with social housing groups to help identify others who could benefit from the programme.

Find out more

If you would like to find out more about the programme contact [Jessica Clark](#).

Resident experience

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



SURREY



Avril Itani & Di Kennedy

Avril Itani,
Nominated
Office
Manager, and
Di Kennedy,
Additional
Superintendent
Registrar, tell
us how they
have gone the
extra mile to
meet residents'
need.

“Occasionally
we are faced
with situations
that challenge
and particularly
move us.”

Registration Service – going above and beyond

Background

Surrey's Register Offices are responsible for recording all births, deaths and stillbirths, civil ceremonies and marriages and citizenship ceremonies that take place in Surrey. Many registrations are joyous occasions, but registrars often deal with customers in difficult and emotional circumstances.

What challenges have you faced and how have you helped?

Occasionally we are faced with situations that challenge and particularly move us.

Organising a funeral

One such situation was when Sybil, an elderly lady, passed away at Frimley Park hospital. Her only known next of kin, her brother, died a few days later. As there was no other known next of kin, Bracknell Forest council registered Sybil's death. Although the funeral for Sybil's brother went ahead, the council did not want to take responsibility for arranging Sybil's funeral due to complications with her estate, and the possibility of other family members coming forward. Likewise, Sybil's solicitors did not want to take responsibility for legal reasons.

We work with hospitals and district and borough councils when registering deaths to make sure everything runs smoothly. At a routine meeting with Alison Gottler, Senior Anatomical Pathology Technician at Frimley Park hospital and Alison Azzopardi Technical Manager, Avril heard that sadly there still hadn't been a burial or cremation for Sybil. They all wanted to help, so made enquiries to Bracknell Forest Council, Sybil's solicitors and a local funeral director to work out how a funeral could be finally arranged for Sybil.

After several telephone calls, they discovered that the hospital could pay for the funeral and claim back fees from the estate afterwards. Alison discussed this with the hospital and it was agreed that the hospital would arrange a funeral for Sybil a few weeks later. By working together we were able to give Sybil a funeral and a final resting place.

“Two touching examples of how our team works together.”

Organising a death bed wedding

In registration, we always have someone on call, both overnight and at weekends, to manage any urgent registration issues that happen during these times. Alison Brock, Area Manager, from our Guildford Register Office received a call one Sunday evening about a couple in Staines. The couple needed to be married that night as the groom was very ill and had been told he didn't have long to live.

Arranging and conducting a wedding ceremony requires a lot of work, and when it has to be done at short notice we need to pull together as a team. Alison contacted Di Kennedy, Technical Manager, who provides registration support for this area, to see if she could help. Di was happy to and asked Sue Garner, Ceremonies Registrar, to work with her.

Lots of paperwork had to be organised so that the marriage could legally go ahead. Di arranged documents for the notice of marriage, a letter from the doctor to say the individual couldn't be moved and wasn't expected to recover, and they contacted the General Register Office for the Registrar General's licence that gives permission for the marriage to go ahead.

After preparing the necessary documentation, Di and Sue arrived at the couple's home at 1am on Monday morning, just a few hours after receiving the call. Friends had come to visit the groom so they were able to stay and witness the marriage, giving the bride memories of their wedding with their close friends.

Going above and beyond

There are some registration situations that require us to go the extra mile, these are just two touching examples of how our team works together to make sure that the needs of our residents are met.



Helen Currie

Helen Currie, Principal Highway Maintenance Engineer and army reserve, tells us how Surrey is supporting our reservists.

“We wanted to both support and recognise the commitment of our reservists and promote their skills.”

Supporting our Reservists

Background

Surrey County Council is a strong advocate of the Armed Forces Community, employing over 25 reservists and many veterans. In 2012, we signed the Armed Forces Covenant, which is a promise to ensure that current and former service personnel and their families are treated fairly. We recognise the huge value and contribution that our colleagues who are reservists and ex-service men and women, make to the council.

In October 2016, we were one of the first councils nationally to receive the Gold Award under the Ministry of Defence Employer Recognition Scheme for the work we do in supporting and promoting the interests of former servicemen and women and their families as well as members of the reserve forces.

What did you do?

Following on from the success of our Gold Award we wanted to both support and recognise the commitment of our reservists and promote their skills. We also wanted to continue to strengthen our relationship with the Ministry of Defence and ex- service personnel to develop our workforce.

At a thank you reception for all our reservists (and those working in the district and borough councils and Surrey Police), we explored further ways to support them. The reception was the first opportunity many had been given to meet other reservist colleagues, so we want to provide more opportunities like this in the future.

What have you been doing?

As a result of our Gold Award, we have a number of places for colleagues to develop their skills at the Sandhurst Leadership Challenge course held by the Army at Royal Military Academy (RMA) Sandhurst. The course provides a unique opportunity to develop their leadership and teamwork skills under the expert guidance of the reserve forces.

We've also worked with Forces TV to record a short film with Guildford Fire Station's Greenwatch, which is mainly made up of reservists and ex-service personnel. The video promotes the value of the transferrable skills gained from the Armed Forces and explains how these benefit the Surrey Fire and Rescue Service.

What impact have you had?

Each year up to 10 colleagues get to attend the Sandhurst Leadership Challenge course, which has a really positive effect on the individuals attending:

“Surrey County Council is a great place to work and I'm proud to work for an organisation that clearly shares many of the values and ethics that define the Armed Forces.”

“The Sandhurst Leadership Challenge was great fun and a really good opportunity to think about leadership in a different environment. Undertaking a range of different challenges with people you have never met before, was a great test of teamwork and leadership skills and in the debrief after each challenge it was interesting to see what had worked well or more often where we had gone wrong! I've been able to use lots of learning from the day to think about how I can work more effectively on collaborative projects with colleagues from across the council and in partner organisations.”

“Attending the Sandhurst Leadership Day has had a big impact on me: I constantly find myself reflecting on my approach to team work and leadership, using my experiences from the day, and learning from the other participants”.

Reservists and veterans also feel supported by Surrey:

“Surrey County Council is a great place to work and I'm proud to work for an organisation that clearly shares many of the values and ethics that define the Armed Forces. I enjoy working as part of a strong team and I've found that the organisation recognises and values the transferable skills that Service people bring.”

Being a Gold Award holder also gave Surrey County Council the opportunity to be hosted by the Ministry of Defence to witness the training undertaken by the Royal Marines to gain first hand insight into the military out in the field to further support our work in Surrey.

What is next for your work?

As a Gold Award holder, Surrey County Council has been offered two places on a new Interactive Leadership and Management Training experience at Royal Air Force (RAF) Halton in Buckinghamshire, taking place in autumn 2017. We offered these places to colleagues in children's services to help them improve their offer. We will hold a focus group for those who have attended the Halton or Sandhurst courses to share learning and discuss how best to promote it.

We are continuing to support reservists by ensuring that our systems recognise colleague military status. We're exploring the use of Jive Surrey so that a virtual community for reservists and ex-service personnel enables colleagues to network and have peer support. We'll also be looking into recruitment opportunities that can be promoted to ex-service personnel, and internships for military personnel for hard to fill roles.

Find out more

To find out more please email the team on armedforces@surreycc.gov.uk

You can register your interest in attending training at Sandhurst by emailing Armedforces@surreycc.gov.uk



James Painter

James Painter, Partnership Manager, tells us how SCC is making sure that the armed forces have the same access to support as the civilian community.

“Forces Connect South East aims to develop referral pathways for key issues such as mental health, housing, carers support, and education.”

Forces Connect South East - Consistent Support to the Armed Forces Community

What was the challenge?

We have a large Armed Forces presence in Surrey who often find it harder to access public services than civilians do. Members of the Armed Forces and their families are often subject to frequent moves and extended periods of time away from home, meaning sometimes they don't know what support is available in the area. They may also need more specific medical or social care as a result of their time in service. It's important that we make sure that the Armed Forces communities have the access to the same opportunities as all Surrey residents.

What did you do?

We led on developing a cross border partnership with six neighbouring councils in the south east, sharing best practice and considering common issues. Two key issues identified were a need for better signposting to information and making sure colleagues are fully aware of the specific needs of the Armed Forces community and that they offer consistent advice.

In June 2017, we were successful in a bid for two years of funding from the Ministry of Defence's Armed Forces Covenant Fund. This funding is helping us to develop a project called Forces Connect South East to deliver a range of training packages for colleagues and councillors.

The project is the first of its kind in the country and involves training hundreds of colleagues across Surrey and the south east so that we can effectively meet the needs of the Armed Forces. Forces Connect South East aims to develop referral pathways for key issues such as mental health, housing, carers support, and education.

We are developing a smartphone app so it's quick and easy to find appropriate and timely support. We are also establishing a network of career coaches to help those making the transition to civilian life and expanding the role and number of trained Councillor Armed Forces Champions.

Colonel Andrew Barr, Deputy Commander of 11th Infantry Brigade - the Army regional point of command for the south east said: *“11th Infantry Brigade is very pleased to be working with our local authorities, service charities, and Clinical Commissioning Groups to develop a gateway service that will make it easier for the military to access local services. This is a true partnership in the making.”*

“The project is the first of its kind in the country and involves training hundreds of colleagues across Surrey and the south east so that we can effectively meet the needs of the Armed Forces.”

What impact will this have?

By the end of the project:

- Over 5,000 staff across the region, will have received training.
- 18 referral pathways covering all the key service issues such as housing, education, mental health and employment will have been produced and widely circulated for each county.
- Updated signposting information will be available electronically via smart phones and websites.

More information

For more information contact the Forces Connect South East Programme Officer Amanda. (amanda.barnes@surreycc.gov.uk)

DRAFT



Saba Hussain

Saba Hussain,
Strategic
Partnerships &
Policy
Manager, talks
about bringing
old trust funds
back in to use
for residents.

“Most of the
funds were
education
related and
fairly small so
the Charity
Commission
agreed that
these could be
combined to
form a new
fund - The
Surrey
Education
Fund.”

Trust fund transfers

What was the challenge?

A number of trusts were gifted to Surrey a long time ago and were not being used. Many of the funds had objectives which were no longer relevant, meaning that the money couldn't be used as originally intended to deliver benefits for communities in Surrey.

What did you do?

The Council Overview Board set up a trust fund task group to bring the inactive trusts back into use, looking at the trusts we were the sole trustees for.

SCC worked with the Community Foundation Surrey (CFS) and the Charity Commission to agree a way to transfer the funds to CFS. Transferring the funds to the CFS brings the funds in to use for the communities of Surrey and frees the council from the administrative, financial and legal burdens and any issues relating to the trust funds.

We reviewed documents relating to trust funds, identified stakeholders that needed to be consulted and considered any special circumstances.

Most of the funds were education related and fairly small so the Charity Commission agreed that these could be combined to form a new fund - The Surrey Education Fund.

The new fund has been set up in a way that honours the original objectives of the individual trust funds and will be available for Surrey residents to give them opportunities they may not have otherwise had.

What impact did you make?

We've transferred 34 trusts to the CFS totalling just under £400,000, enabling us to offer grants supporting education, training, art, music and sport.

These grants have opened up opportunities for Surrey residents, enhancing their wellbeing, in line with the original objectives of the trust funds. The grants are Surrey wide and you can find out how to apply by contacting CFS.

It's been great to bring the funds back in to use for Surrey residents as they can finally bring benefits as originally intended.

What is next?

We have started phase two of this work, working with trustees of shared funds to consider the possibility of transferring these funds to the CFS so

that we are able to help even more residents. The objectives for this would be to get maximum value from the funds for Surrey's residents and freeing Surrey from being accountable for these trusts.

Find out more

For more information contact Saba Hussain saba.hussain@surreycc.gov.uk

DRAFT



Tina Thorburn

Tina Thorburn,
Works
Communications
Team Leader,
tells us how
Highways are
keeping
residents
informed of
roadworks.

“Working with
our media team,
the Highways
team decided to
produce a series
of news videos
(every 2-3
weeks), focusing
on some of the
major highways
projects and
events going on
in the county.”

Highways communicating with residents

What was the challenge?

Our highways service and media team receive a large number of emails and telephone enquiries from residents about roadworks in Surrey. The contact centre alone has an average of 379 roadworks related telephone calls per month.

Instead of contacting the council, we wanted to make it easier for residents to find roadworks information online and reduce enquiries to officers.

We found posting ‘before’ and ‘after’ pictures of our roads on the Surrey News twitter page was well received and decided to build on that.

What’s happened so far?

Working with our media team, the Highways team decided to produce a series of news videos (every 2-3 weeks), focusing on some of the major highways projects and events going on in the county. The videos focus on local issues that are having a big impact on our roads. We agreed that having a regular ‘presenter’ fronting the videos would give the highways service a ‘human face’, making the service more approachable.

As the Works Communications Team Leader in the highways team, I agreed to be the face of the new videos posted on the [Surrey news website](#) and social media, including Twitter and Instagram sites.

The media team writes the initial script, picking up on major works going on and then speak with me and my team to check on what enquiries are being made. My team has weekly meetings with the Operation Horizon team and other contractors we work with, such as Kier. These discussions help us update the script.

In recent videos we covered how to plan ahead for the Prudential RideLondon-Surrey cycling event in July, including the link to the RideLondon website for further information. I also gave an update on the resurfacing of Kingston Road in Leatherhead and a major redesign to cut congestion of the Runnymede roundabout. The videos showed pictures of the road in the background to bring the updates to life for residents.

What’s next?

The YouTube videos have received more than 600 views so far, which is a good start.

“A project manager from our Major Projects team has seen the videos and now wants to use them for improvement works due later in the year”

We plan to make future videos scheme specific. A project manager from our Major Projects team has seen the videos and now wants to use them for improvement works due later in the year, at the Meadows gyratory, in Camberley.

The media team hopes to roll out a similar approach for other services, using videos to update residents on our work. For example, they are talking with Trading Standards colleagues to develop a video about raids on importing illegal goods.

Find out more

You can find the latest Highways video on [our website](#). For more information contact Tina Thorburn.

DRAFT

Surrey history treasure trove achieves national accreditation

Surrey County Council's History Centre has been accredited for its care in preserving nine centuries of Surrey's heritage.

The centre in Woking was awarded Archive Service Accreditation by the UK Archive Service Accreditation Committee for demonstrating high standards in preserving records and making them accessible to the public.

Surrey History Centre is the county's record office and local studies library. Treasures housed in its six miles of shelving include letters from Henry VIII, Lady Jane Grey, Lewis Carroll and soldiers serving in the trenches of World War I as well as a vast array of documents recording the lives of millions of Surrey people over nine centuries. There are also beautiful parchment maps of the county stretching back to the 16th century.

Denise Turner-Stewart, Surrey County Council's Cabinet Member for Communities, said: "Collections housed at Surrey History Centre chronicle the county's rich and varied past since the middle ages and I'm delighted that the meticulous work of the centre's staff in preserving such an extraordinary array of documents, images and manuscripts and bringing them to a wider audience has been recognised."

In granting the status, the accreditation panel hailed 'real strength in the service' and praised it for 'proactively working with the communities of Surrey' as well as its effective collections management.

The accreditation announcement can be found on the National Archives website.

More information about Surrey History Centre, that aims to work with communities and groups across Surrey to ensure their heritage is preserved for the future, can be found on our website.

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