



* Michael D - 16 min Squat - 1 min Rest, lunge + Press, 1 min Curl, 16 R -
 1 min L/R wrist + 16 min massage
 * KME - Balance chair can't tip
 * NEVER PUT THOMAS BONES ON VIBRO
 Rich Jones: Visit on @land
 Luca Talbot (Toni) - fat - low - session...

Making a difference
corporate strategy 2011



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Introduction

Surrey is a great county and its residents deserve a great council. This drives our core aim – to be a world class organisation,

We recognise that to become world class is an ambitious goal but we believe that it is achievable. We are seeing good progress towards our aim and have made some significant improvements.

During 2010 -11 we have focused on the areas where we can make the most significant improvements for our residents. We have improved services for children and vulnerable adults and important services are now better than the national average.

We have also focused on value for money and proactively addressing the financial challenges we face. We have implemented a clear medium term financial plan that enables us to plan our budgets much more effectively. We have also made progress in our programme of Public Value Reviews. These reviews have a twin focus of saving money as well as providing services differently and better. We are on track to make £81m savings over four years.

We will continue with the significant commitment to strengthen our working relationships with partners and build on the excellent foundations established over the past year. We will work with partners to provide leadership for the county to address the financial challenge we face and the high levels of legislative change.

We are tackling immediate challenges as well as ensuring that Surrey is well placed to sustain itself as a prosperous and successful county. Our Fit for the Future programme means Surrey County Council will be at the forefront of new approaches to public services.

We remain committed to being open and transparent and we are taking steps to make it easier to understand and get involved with decisions that affect you and your neighbourhood. We will also strengthen our focus locally so we are better able to understand and support our residents. Over the next two years we will also be required to take responsibility for public health in Surrey.

This strategy - Making a Difference provides a clear direction for employees as well as residents, businesses and the organisations we work with as to where we are heading and how we intend to get there. Its five themes tell our story about where we will focus, and how we aim to work with local people and partners. It is a deliberately brief document – the detail on specific activities and timescales is provided in our directorate and service plans.

We would welcome your comments on our strategy
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Dr Andrew Povey
Leader of the Council



David McNulty
Chief Executive



Keeping Surrey special

Surrey is a great place in which to live, work and bring up children. The high level of house prices in the county reflects the demand from people wanting to live in Surrey. It is a very attractive environment where most people enjoy a high quality of life. We believe that a combination of five things make Surrey special:

A safe place to live

- The county has one of the lowest crime rates in the UK, with low levels of anti social behaviour.
- Road casualty rates continue to fall.

A high standard of education

- Surrey's schools and colleges have high and improving levels of educational attainment.
- The achievement gap at age 19 for those from low income families has closed more quickly than elsewhere in the country.
- More young people are in work, training or education than in similar authorities.

A beautiful environment

- Surrey offers a wealth of world class attractions, contemporary arts venues, unique events, and numerous good restaurants, cafes and pubs.
- There is the breathtaking scenery of the Surrey Hills Area of Outstanding Natural Beauty, as well as extensive open countryside.
- Surrey is England's most wooded county and over 70% of its land lies within the greenbelt.

A vibrant economy

- Surrey has a dynamic economy and unemployment levels are well below the national average.
- The county is rated highly for its economic base and there is a strong focus on knowledge based industries.
- There are high levels of entrepreneurship and above average percentages of the resident workforce are employed as managers and senior officials.

A healthy population

- Life expectancy is high, the rate of early death from cancer and from heart disease and stroke are low, and the infant death rate is lower than the England average.
- The teenage pregnancy rate and the level of smoking in pregnancy are lower than the England average.
- Levels of physical activity in adults are high.

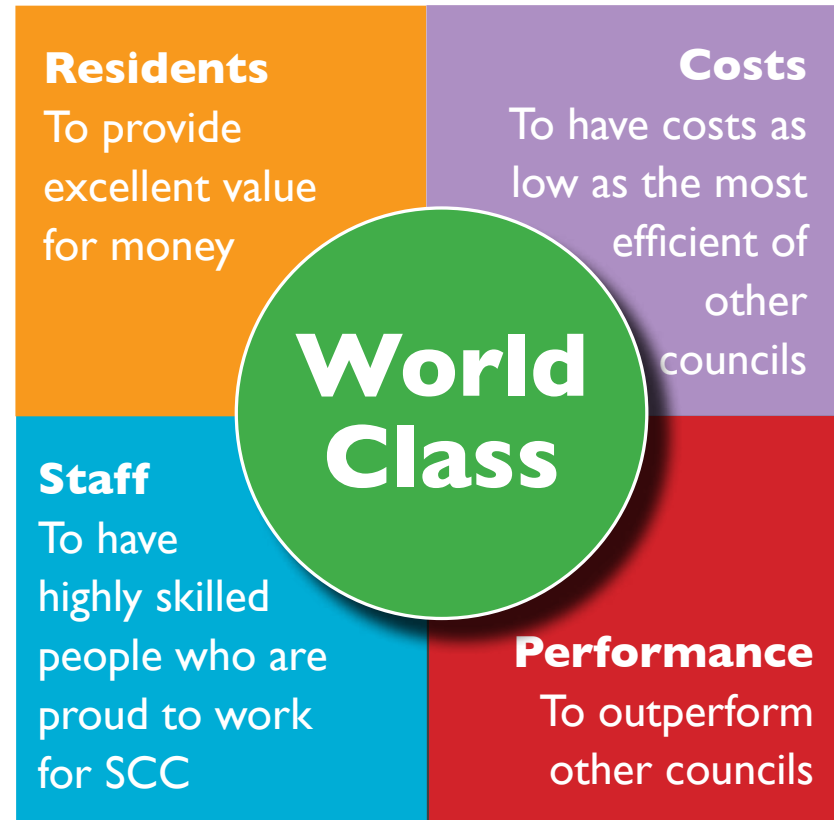
Our main duty is to ensure that we preserve the features that make Surrey special, work to ensure all residents can enjoy them and safeguard them for future generations.



Our corporate objectives

Our aim is to become a world class council by providing excellent value for money and low costs for our residents and businesses, delivered by highly skilled employees and offering exceptional levels of performance.

We are a large and complex organisation responsible for a range of services to a wide area with well over a million residents. This requires sophisticated planning, clear objectives and key performance measures. Each directorate and service has its own priorities that provide a clear focus against which performance is measured. However, we are a single organisation and so we have four key objectives for the whole of Surrey County Council to aspire to and be measured against.



Residents

Surrey County Council is entrusted to spend large sums of money on behalf of the residents and businesses of Surrey. We have a moral obligation to spend that public money wisely. Over the next few years the council and other public services will have less money. It will be more critical than ever that public services are joined up and focused on residents' needs and aspirations. We will focus on a local approach, by engaging with residents and organisations in developing and delivering local solutions.

OBJECTIVE - To provide excellent value for money

Value for money is defined not by us but by our residents. All services are expected to understand and embed excellent value for money in every aspect of their work. We will focus rigorously on reducing our costs wherever possible. But value for money does not mean cheap and low quality. The residents of Surrey are sophisticated and demanding consumers. Our focus is on a continuing drive for genuine innovation in how we do things to further improve value for money and efficiency.

How we will know - The majority of our residents will consider us to be good value for money.

Costs

OBJECTIVE - To have costs as low as the most efficient of other councils

The medium term outlook for public sector finances and the rising expectations of our residents combine to put increasing pressure on us to do our utmost to control our costs. Residents and businesses in Surrey expect us to do our share by taking unnecessary costs out of the organisation and working with partners to ensure the resources for public services in Surrey are used effectively. We will drive our costs down through effective management, use of technology and innovative practices. We will continue to work with government to replace unnecessary red tape and bureaucracy with enhanced transparency and accountability to our residents.

How we will know - Our costs will be well within the lowest 25% of costs for councils

Performance

We are on a journey to become world class. The first step on that journey is to become an outstanding county council.

OBJECTIVE - To outperform other councils

This means striving for quality in everything we do. It means being flexible, responsive and imaginative in working with residents. Our employees are encouraged to use their resources and ability to find innovative ways to meet residents' needs. We are building a culture of continuous improvement with more innovation, much better use of technology and using the best thinking. We are fostering personal initiative and challenge and setting high expectations among all our employees.

How we will know - We will be well within the top 25% of council performance for each service area.

Staff

OBJECTIVE - To ensure that we have highly skilled people who are proud to work for Surrey County Council

People are our greatest asset. This is particularly true for a complex service organisation whose core purpose is to protect and enhance the quality of life in Surrey and which ensures high quality services for residents.

Our success depends on getting the best from all our staff. We are working to make sure that we listen effectively to our staff, involve them fully in the changes that need to be made and provide strong leadership. We will continue to invest significantly in the development of our staff so that they have the right skills and tools to be world class.

How we will know - A significant majority of staff will report they are proud to work for Surrey County Council.

Making a difference

Our strategy has five themes to guide us in achieving the corporate objectives we have set ourselves around residents, costs, performance and staff.

Together they help us establish a new relationship with residents and businesses in Surrey. The themes are about working with partners to understand what residents want, being clear about what they can expect from us and together determining the best way to meet local needs.

We want to help local people to take responsibility, spot local opportunities and develop solutions to local problems. We will make it easier for local people to understand and access public resources available in their area, to participate in deciding how they should be used, and play a role in designing and running services to meet their needs.

By strengthening local decision-making and delivery we will get closer to the communities we serve and will be better able to target scarce resources to where they will have most impact.

Where it makes sense to work with others, including other councils, voluntary, community and faith groups, businesses and residents' groups, we will do so.

These five themes are the framework that will shape our organisation and the way we work so that we can be more effective and efficient in making a difference for Surrey.







Our **CORE RESPONSIBILITY**

Surrey County Council will agree with residents what they can expect from their council. We will be absolutely clear about the services being offered, what people are entitled to, the thresholds for different levels of service and where there are charges for services. This will require:

- **A comprehensive review and definition of all services, including thresholds, charges and usage**
- **A shared understanding of residents' needs and aspirations**
- **A better focus on the different needs of different areas and a commitment to protecting Surrey's most vulnerable people**
- **A mature discussion with residents about what services really cost and what can be delivered for the resources available**
- **The ability to design and develop different service levels and associated pricing**
- **A strong emphasis on commissioning and genuinely open discussions about who is best placed to provide particular services**



PERSONAL RESPONSIBILITY

We want individuals, families and communities to feel both free and empowered to help themselves and enhance their neighbourhoods. We will work with residents to understand what they want to achieve and how we can help them, whether this is making a healthy lifestyle choice or solving a problem in the community. We will design services to offer people more choice and control over how services are delivered to meet local needs. This will require:

- **Freely available, joined up and targeted advice and information**
- **Supporting and leading changes in attitudes and behaviour**
- **A better understanding between the council and residents of what we expect from each other**
- **Removing barriers and encouraging communities and individuals to take action to help themselves**



DECIDING AND DELIVERING LOCALLY

This theme focuses on increasing the ability of residents to influence decisions taken about their local area and how local services are delivered. It develops local commissioning and greater personalisation of our services as a way of increasing satisfaction and reducing costs of delivery. This will require:

- Developing arrangements with district and borough councils, parish and town councils to move decision making to the most local level
- Arrangements for involving people locally in decision making, including the right to petition for a referendum on any issue
- Transparency about how decisions are made, how resources are used and what is achieved
- Much better understanding of local needs and opportunities
- Local commissioning of services where that would improve them
- Putting in place conditions that facilitate local delivery (e.g. reduced bureaucracy, easier procurement, joint budgets)
- Developing arrangements for communities to take over community assets and services where local people could run them better



PREVENTION

We will aim to take action early to deal with issues. By tackling problems early we aim to reduce their impact on residents and reduce the costs of putting things right. This will require:

- Working with communities to agree and commission improvements in health and wellbeing
- Having the necessary information to anticipate and avoid problems before they arise
- A transfer of resource to services that are focused more effectively and that prevent later, more expensive interventions
- Strengthening working arrangements with partners to promote joint accountability and enable pooling of resources
- Learning from others about interventions that make the most difference
- Encouraging personal and community responsibility, with additional support for vulnerable groups and communities



WORKING TOGETHER

A wide range of organisations and agencies contribute to our quality of life in Surrey.

Financial pressures have focused our attention along with our public sector partners on the potential for sharing resources and making savings. This will continue, but we will endeavour to take this to a new level by sharing accountability for outcomes locally and jointly agreeing with local people how to best deploy our resources.

We do not presume that our services are the best solution, but will commission whoever is best placed to meet the needs of our residents. This could mean supporting

local people to develop and deliver their own solution, commissioning a third party or developing a joint service with partners.

We will join up with partners beyond county boundaries where it will help us to get better value for money for Surrey residents, for example, by strengthening our purchasing power or by strengthening our voice, by standing together with our neighbours.

We will continue to work with our partners in tackling the key challenges facing Surrey – such as climate change, obesity, antisocial behaviour.

Our wider responsibilities

Our five themes support us to meet our wider responsibilities. Surrey County Council is not just about service delivery. We have a duty to take care of Surrey and ensure that it remains a great county. This means working with our partners in Surrey to face up to some longer term challenges and issues, including looking after the environment in the face of continuous pressures from economic development, population growth, waste and climate change. We need to have debates locally, ensuring that our communities are supported and empowered to play a strong role in tackling these issues. We need to take full advantage of the new freedoms local authorities have to act in the interest of our communities.

As far as many residents are concerned a place as beautiful as Surrey simply needs to be kept that way. Longer term and global trends mean that change will happen. Managing the impact of change is a key part of our responsibility to residents. We need to build a better understanding with residents about our responsibility in meeting the challenges that we face and how best we can tackle them together.

We need a vibrant economy while managing the growth in demand for housing and the infrastructure that go with it. We will continue to work



with local businesses and neighbouring authorities to make a robust case to the government for increasing investment in our economy as the most effective way to drive the national recovery.

Many large businesses have chosen to have their headquarters in Surrey because it offers an attractive lifestyle and a pleasant environment, enabling them to recruit high quality staff. We need to balance the pressures for development with the risk of damaging just what is so attractive about the county. We will continue to work with Surrey's district and borough councils to engage residents and local businesses in this debate and take advantage of recent government commitments to replace central targets with local control and incentives linked to growth.

This calls for us to build and maintain relationships with residents and businesses that show we understand their needs and lifestyles, and they can trust us to look after the best interests of our communities.



Making it happen

An ambitious strategy requires us to have robust plans, a motivated and skilled workforce and accurate information about our progress and performance.

The corporate strategy sets out the approach and direction for the council. It is supported by a medium term financial plan. The corporate plan and strategy is implemented through a cascade of plans designed to communicate to all employees how this will be delivered, with a clear thread that links our strategic aims to what individuals actually do to for our residents. .

The council's new Quality Management Framework builds on the tools and approaches that have served us well over the last year and will ensure we do these things in a coherent and smart way, underpinned by common principles and quality standards.

We are driving delivery of the strategy through our programme of Public Value Reviews (PVRs), which is taking every area of our business in turn, and challenging it to provide better value for money. We are monitoring our progress in delivering change and efficiencies identified through these reviews so we can be sure we are on track to be Fit for the Future.

The Leader makes a statement to the Council each meeting and the Chief Executive reports progress to the Council twice a year. The council publishes an annual report for residents. We have made good progress since we set out this strategy in 2010.

Alternative formats

If you would like this information in large print, on tape or in another language, please contact us on:

Tel: 03456 009 009

Minicom: 020 8541 9698

Fax: 020 8541 9575

Email: contact.centre@surreycc.gov.uk

Nëse dëshironi që ky dokument të jetë me shkronja të mëdha, në kasetë ose në një gjuhë tjetër, ju lutemi n'a telefononi në një nga numrat e mësipërm.

إذا كنت ترغب بالحصول على هذه الوثيقة في طباعة مكبرة، أو على شريط مسجل أو في لغة أخرى، فنرجو الاتصال بنا على أحد الأرقام المدونة أعلاه.

আপনি যদি এই ডকুমেন্ট বা নথি বড় ছাপার অক্ষরে, টেপে বা অন্য কোন ভাষায় পেতে চান, তাহলে দয়া করে উপরের যে কোন একটি নম্বরে আমাদের সাথে যোগাযোগ করুন।

Si desea este documento impreso en letra grande, en casete o en otro idioma, rogamos que se ponga en contacto con nosotros llamando a uno de los números anteriores.

如欲索取本文的大字體版本、錄音帶版本或另一語言版本，請撥以上任一個電話號碼，與我們聯絡。

اگر آپ کو یہ دستاویز بڑے حروف کی چھپائی میں، ٹیپ پر یا کسی دوسری زبان میں درکار ہو، تو برائے مہربانی اوپر دیئے ہوئے کسی ایک نمبر پر ہم سے رابطہ کریں۔

