

## What difference will this make by 2017?

The changes and improvements we will make over the next five years are all designed to achieve better outcomes for Surrey and its residents. We are setting out the following ambitious goals for 2017:

- Surrey's economy is strong and competitive
- every child has a great start to life
- every child or adult in need of support is protected and supported to lead an independent life
- Surrey has strong and vibrant communities
- the county is low-carbon with a sustainable infrastructure that conserves our rich environment
- we respond quickly to the changing needs of individuals, families and communities
- Surrey County Council is acknowledged as the most effective council in England.



## Our priorities for 2012/13

There are some specific things we need to focus on in the next year to help us towards our goals for 2017. These reflect residents' priorities, current challenges, and areas where investment is needed now to realise future ambitions. The detailed measures and targets for the priorities below will be tracked in our quarterly business reports:

- increase the number of young people in employment, education or training
- strengthen support for vulnerable children
- enable more adults who need support to live independently
- devolve as much decision making as possible to more local levels
- support Surrey businesses by shifting up to 60% of council spending to them
- work towards ensuring all Surrey businesses, households and community organisations can gain access to super-fast broadband
- improve the county's roads
- develop an Eco Park to reduce the amount of waste going to landfill and help achieve our ambitious 70% household recycling target
- support a successful and safe 2012 Olympics, maximising the long term benefits for the county
- deliver savings of £72m in the 2012/13 financial year
- invest in the skills and technology that staff and members need to provide an excellent service.

## How will we make this happen?

There are a series of more detailed Strategies and plans that link this high level Corporate Strategy to the specific actions that teams and individuals will take to make it happen.

We will regularly review our progress in implementing this Strategy and will share updates against the key measures and commitments with residents.

Finally, we recognise that over the next five years we will be faced with new opportunities and unexpected challenges. We will learn and be flexible in our approach so we can adapt quickly in changing times. With this in mind we will review and re-issue this Strategy and our supporting plans in March 2013.

# One County... One Team



David Hodge  
Leader



David McNulty  
Chief Executive

In 2008 Surrey County Council was failing Surrey residents. Key essential services were not being delivered effectively: some were close to failure. Our costs were spiralling out of control: our projected spending over the years 2009 to 2013 was over £200 million more than the income we would have. We had little credibility with key partners. We had not invested as well as we should have in the skills and training of staff and the equipment they had to work with.

It wasn't a great starting place to deal with the biggest set of challenges public services have faced in 80 years. In 2009 we set out a four year plan to improve our performance, sort out our finances and recover our status as a leading council.

We've done that. Our first phase of recovery and improvement is complete and we are recognised as a high performer.

## Key actions

### Over the next five years we will invest:

- £149m in improving roads and tackling congestion
- £244m in providing additional school places
- £189m additional funds to ensure vulnerable children and adults are supported.

### We will reduce our costs by more than £200m over the next five years.

### We will develop effective partnerships to reduce costs and improve services.

### We will involve more and more service users in designing and delivering effective services.

## Our next challenge

The challenge facing us is simple. We cannot afford to deliver the services demanded of us in the way we deliver them today. This problem will only get worse.

There are growing demands for our existing services and that growth is speeding up. There are new responsibilities that we have to meet. At the same time our resources in real terms will reduce. If we don't find an answer the future looks very bleak for us

and those residents who need us most. We will also be unable to play our part in working with others to secure strong economic growth in Surrey.

## Time for leadership: time for change

Now that we have re-established Surrey as a high performing Council the time is right to set out how we will continue to improve services for residents within the resources we will have in future.

During the next few years many councils will respond to the challenges they face by reducing their capacity and capability. We won't. We will conserve and where we can build on our strengths. We are a large organisation. That is a major strength if we work together effectively. We will continue to focus on building our one team culture for Surrey.

This short document sets out our vision for 2017 and the steps we will take over the next five years to achieve it. We hope you understand our approach. If you have any comments please contact us at [david.hodge@surreycc.gov.uk](mailto:david.hodge@surreycc.gov.uk) or [david.mcnulty@surreycc.gov.uk](mailto:david.mcnulty@surreycc.gov.uk)

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**Our purpose** - To ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future.

**Our vision for 2017** By 2017 we will be the most effective Council in England

**What we will focus on** - This vision is ambitious. To achieve it there are six things we have to focus on and get right. These tell a story about how we will transform the way we work with residents, businesses, partners and staff to tackle the issues facing Surrey and navigate our way through the most difficult environment local government has faced for the last 80 years.

## Residents

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

Individuals, families and communities across Surrey have different needs and aspirations. To meet these it is crucial we develop new relationships that increase their control over how services are designed and provided. This move to greater localism will develop in different ways. We will stimulate changes by engaging with and listening to residents, moving some decision-making powers and funding to local levels, and being transparent about what we do and how much it costs. We will work with adults and children who need support to shape the sort of services they receive so they can lead more independent and fulfilled lives. In everything we do we will treat all residents fairly and with respect.

## Value

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

In the way that a company seeks to maximise shareholder value, we will focus on generating increased value for residents. We have to reduce our spending by more than £200m over five years to 2017. This is a huge challenge. We will focus relentlessly on reducing our costs. We will deliver the things that are important for Surrey residents, maintain a rigorous focus on value for money, and find innovative solutions that can achieve "more for less".



## Partnerships

**We will work with our partners in the interests of Surrey**

Putting residents' interests first means setting aside organisational boundaries and traditional roles. We will work with whoever is best placed to help improve outcomes for Surrey residents. This could range from co-designing specific services with residents to formal arrangements with social enterprises or partners such as other councils and the private, voluntary, community and faith sectors. If we remain a strong organisation we will have the strength to support others in the voluntary, community and faith sector to make their contribution to Surrey's wellbeing. And we will be able to play our part in working with business partners to improve Surrey's competitiveness as the world economy recovers.



## Quality

**We will ensure the highest quality and encourage innovation**

However services change and whoever delivers them, we will focus on ensuring the highest quality at all times. This means working relentlessly with residents, businesses, partners and staff to find improvements and develop fresh approaches. We will focus on prevention, anticipating and avoiding problems before they arise. We will respond quickly to the changing demands and the opportunities that investment in new technology can bring.



## People

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

One of our key assets is the quality and commitment of the people who work for Surrey. When we remove obstacles for them they are already finding the answers we need. We will invest in the people who work for Surrey. We will make sure that they have the right equipment training and development to support their work. This investment will improve our productivity and the quality of the work we do for residents. It will also support a one team culture where we work in a creative and innovative way for the benefit of residents.



## Stewardship

**We will look after Surrey's resources responsibly**

When striving to fulfil our most pressing duties it is critical we use resources responsibly and safeguard them for future generations. We will focus on conserving Surrey's environment and will reduce our dependency on carbon and other scarce resources. We will maintain rigorous financial and risk management so we have a sound basis for achieving current priorities and investing for future needs.



There is no single one-size fits all answer to the challenges we face over the next five years. Taken together these six strands represent sensible guidelines that create the conditions for individuals, families and communities to find the local solutions that work for them.

## Our values

Making these changes will not be easy and we will face some tough choices. To succeed we will need to live up to our values. These are at the heart of our desire to make a difference for residents and service users in Surrey.



### Listen

We actively listen to others and expect to be listened to



### Responsibility

We take responsibility in all that we do at work



### Trust

We work to inspire trust and we trust in others



### Respect

We are supportive and inclusive and committed to learning from others