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Additional annexes – Developing a Vision for Surrey in
2030 (Item 19)

for the annual meeting of

THE COUNTY COUNCIL

to be held on

22 MAY 2018

19 DEVELOPING A VISION FOR SURREY IN 2030

(Pages 5
- 14)

Surrey County Council is putting together an ambitious programme of transformation that will enable it to respond to these pressures whilst continuing to deliver the outcomes that matter for residents.

To help guide this work, and ensure that we have a shared level of ambition across the county, the Council is asked to endorse the draft vision and 'Surrey County Council of the future' as the basis for a series of engagement activities to enable residents, staff, members, partners and businesses to shape a draft vision for Surrey in 2030. Council are also asked to note the timeline for future work related to the vision and the associated programme of transformation.

Annex A – Draft Vision for Surrey in 2030

Annex B – Surrey County Council of the Future – draft

Annex C – Transformation Themes

Annex D – Communications and Engagement Timeline to Shape Vision

ANNEX A – DRAFT VISION FOR SURREY IN 2030

By 2030 we want Surrey to be a uniquely special place that capitalises on its location and natural assets, where everyone has a great start to life, people live healthy and fulfilling lives, everyone is enabled to achieve their full potential and contribute to their community and no one is left behind.

Our ambition for **people** is for:

- Children and young people to be safe and feel safe, healthy and make good choices about their wellbeing
- Young people to be equipped with the confidence and skills to succeed in life
- People to live healthy, active and fulfilling lives, independently in their local community with choice and control
- People to access the right health and social care at the right time in the right place
- People to access information and services to help prevent, reduce and delay the need for care and support

We want our county's economy to be strong, vibrant and successful and Surrey is seen as a great place to live, work and learn. Communities feel supported and people are able to support each other.

Our ambition for our **place** is for:

- Residents to live in clean, safe, green and resilient communities
- A well-maintained highways infrastructure
- Communities to be inclusive and people feel able to contribute to civic life
- Everyone to have a place they can call home
- Everyone to be able to access the right employment and skills opportunities for them
- Businesses in Surrey to thrive
- People to benefit from sustainable development and growth
- Everyone can travel safely, easily and predictably, and people make choices about transport that are mindful of environmental impacts

In order to achieve the above, we need to be a quite different Council.

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ANNEX B – Surrey County Council of the future - draft

Surrey County Council will need to change in order to manage growing pressures, sustain services and contribute effectively to the future vision for Surrey in 2030.

This is a draft of key capabilities and characteristics we will develop to meet this challenge successfully. These will be further developed with stakeholders as part of our co-ordinated change and transformation programme and will inform the ongoing design of the organisation and our services.

Surrey County Council will:

Work with our residents and communities, by:

- Engaging to understand needs and target support that prevents problems growing
- Empowering residents and communities to use their strengths and be resilient
- Adopting the processes, culture and technology of an internet era

Be part of one team with our partners, by:

- Acting as an enabler for our shared Surrey vision
- Integrating services around the needs of people and places
- Sharing resources and assets to ensure value for money

Make best use of our people, by:

- Working together to achieve shared outcomes for residents
- Equipping staff and Members with the skills, tools and processes to be mobile, flexible and productive
- Directing capacity and capabilities at our priorities

Deliver effectively and efficiently, by:

- Ensuring good governance, with robust performance and financial management
- Organising functions and teams to be more joined up and responsive
- Using data to design, commission and evaluate services
- Directing funding and resources at our priorities

Our Values and behaviours

In order to make the best possible contribution towards the achievement of the Vision for Surrey, in tandem with our organisational design, our work will be founded on the following core values. What these mean in practice will be evidenced by a number of observable behaviours, as set out below.

We are customer-centric

- we always put the customer front and centre of everything we do
- we take personal and collective responsibility for ensuring the highest possible standards of customer service
- we understand and aim to meet our customer's diverse needs
- we treat customers fairly and with respect and as we would like to be treated
- we help customers do as much for themselves as possible

We work together

- we look for opportunities and work together effectively with our partners, customers and colleagues to ensure the best possible outcomes for Surrey and its people
- we trust and support each other and actively contribute to achieve our goals
- we share our expertise, knowledge, intelligence and resources to good effect
- we establish and develop strong and lasting relationships based on listening, trust and mutual respect
- we engage with others respectfully

We set high standards of performance

- we work in a consistent and professional way to achieve the highest standards possible
- we plan and deliver our work on time and effectively, making sure we understand the needs and priorities and considering all our options and risks.
- we take time to recognise and celebrate success
- we learn from past projects and apply lessons to improve performance and outcomes

We achieve

- we are proactive and resourceful and use our creativity to secure the best outcomes
- we feel personally committed to issues at hand and work towards positive outcomes
- we take ownership to deliver what we have committed to, at pace
- we look for opportunities to improve performance and reduce duplication and wastefulness
- we take risks in a considered way and have a 'will do' approach
- we embrace the need for change and innovation to improve our services and processes

We communicate effectively

- We listen to residents, colleagues and stakeholders
- We proactively ask for the ideas of others

- Communication is clear, timely and constructive to all our audiences
- We are transparent about our decisions and actions

We develop ourselves and others

- we seek feedback about our performance, learn continually and support others to learn
- we make time to reflect, develop and look for opportunities to improve
- we take responsibility for our own performance and personal development
- we are supportive of colleagues to achieve better outcomes
- we think whole system in terms of solutions
- we challenge the way things have always been done

We are fair, honest and inclusive

- we are honest, open and realistic about our work and what we can achieve
- we recognise the value of different skills, knowledge and experience
- we act thoughtfully and with consideration
- we work to ensure that everyone is treated well
- we work to ensure that no-one is left behind
- we aim to ensure that everyone has equal access to the opportunities available

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ANNEX C: TRANSFORMATION THEMES

Communications and Engagement

Service Transformation

Transforming services to sustainably meet residents' needs now and in the future

Areas of focus:

- Early help, prevention and demand management
- Social care practice
- Fostering and adoption
- All age disabilities
- Special Educational Needs and Disabilities
- All age learning
- Extra care and supported living

Partnership and Integration

Radically improving the way we work as one team with our partners

Areas of focus:

- Health and Social Care Integration
- Devolution opportunities
- Shared use of spaces and property
- Resilient and resourceful local communities
- Better working with District and Borough Councils

New Ways of Working

Equipping our people with the practices and tools to do the best job

Areas of focus:

- Mobile workforce
- Workspaces
- Performance and productivity
- Process and practice improvement
- Organisational design
- Business support review
- Orbis support functions

Commissioning and Procurement

Driving major savings and value for money

Areas of focus:

- Better value contract and category management
- Unifying commissioning capabilities
- Reform of care markets
- Improved joint commissioning with partners (e.g. Districts and Boroughs, Health, Police, etc.)

Investment and Income

Generating new and additional income and improving our use of capital

Areas of focus:

- Fees and charges review
- Income generation review
- Capital review
- Property review
- Housing and infrastructure

Technology and Digital Innovation

Adopting the processes, culture and technology of an internet era to drive improved outcomes

Areas of focus:

- Customer experience – online platforms
- Robotics process automation
- Social care mobile working
- Health/social care assisted technology
- Enabling technology and design thinking

Culture, Leadership and Management

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Stakeholder	May	June	July	August	Sept	Oct	Nov	Stakeholder Groups	Tactics and opportunities
Key events & milestones	22 Council Engagement				Feedback compiled	Vision - Council	Budget Council		
Staff	Staff roadshows 22 Online engagement	Regular updates			Feedback			Team meetings Orbis Unions	Jive polls, surveys Staff events Newsletters Ideas scheme Presentation for team meetings
Residents	22 Online engagement				Feedback			Cross-section of ages and communities eg Care Council, Youth Parliament	Twitter, facebook, Instagram Website Potential media collaboration Video booth
Members	22 Council	Local & joint committees Briefings for Members eg Transformation Briefing 11 June Surrey Leaders			Feedback			County, district and borough Parish & town councils	Presentations and debate at meetings
MPs		Briefings for MPs							
Business		Briefings and engagement sessions with Surrey businesses Individual meetings			Feedback			LEPs Business forums eg IoD, FSB, Chambers, Rotary	Business forums and meetings
Partners		Briefings and engagement sessions at existing meetings Bespoke meetings and workshops as required			Feedback			Districts & boroughs Health including STPs Police Universities & colleges	Presentations & debate at existing meetings and forums Bespoke workshops
VCFS		Briefings and engagement sessions at existing meetings Bespoke meetings and workshops as required			Feedback			Faith, community, voluntary and third sector	Presentations & debate at existing meetings and forums Bespoke workshops

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