

Notice of Meeting

Overview and Budget Scrutiny Committee – Supplementary Agenda



Date & time
Thursday, 17 May
2018 at 10.00 am

Place
Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Ross Pike or Sharmina
Ullah
Room 122, County Hall
Tel 020 8541 7368 or 020
8213 2838

Chief Executive
Joanna Killian



We're on Twitter
@sccdemocracy

ross.pike@surreycc.gov.uk

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email ross.pike@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike or Sharmina Ullah on 020 8541 7368 or 020 8213 2838.

Elected Members

Mrs Kay Hammond (Chairman), Mr Nick Harrison (Vice-Chairman), Ms Ayesha Azad, Mr Jonathan Essex, Mr Robert Evans, Mr Tim Evans, Mr Tim Hall, Mr David Harmer, Mr John O'Reilly and Mrs Hazel Watson

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Co-ordinates the Council's policy development and scrutiny work by agreeing work programmes for Select Committees, ensuring that reviews are focused on the Council's priorities and value for money, that reviews are cross-cutting where appropriate, and that work is not duplicated.

Performance, finance and risk monitoring for all Council services.

Policy development and scrutiny for Cross-cutting/whole-Council issues, including:

- Budget Strategy/Financial Management
- Improvement Programme, Productivity and Efficiency
- Equalities and Diversity
- Corporate Performance Management
- Corporate and Community Planning
- Transformation
- New models of delivery
- Digital strategy

AGENDA

7 CHIEF EXECUTIVE: FUTURE PRIORITIES AND PLANS

(Pages 3
- 18)

Purpose of the report: to discuss and review of the incoming Chief Executive's analysis of what the Council must achieve in this and future years in order to meet its obligations and deliver a sustainable budget.

This report includes a draft vision for Surrey in 2030, 'Surrey County Council of the future', transformation themes and communications & engagement timeline which will be discussed by the Chief Executive and considered at Council on 22 May 2018.

Joanna Killian
Chief Executive

Published: Tuesday, 15 May 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation



LEADER'S REPORT TO COUNCIL

DEVELOPING A VISION FOR SURREY IN 2030

KEY ISSUE/DECISION:

1. Local Government as a whole is under significant pressure with increasing demand and significant funding pressures. Councils and public services of the future need to shift towards a more place based, outcome driven model working together with residents to improve outcomes, manage demand more effectively, deliver infrastructure and generate new income sources to fund public services.
2. 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.
3. 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.

BACKGROUND:

Context and drivers for change

4. Many residents and businesses thrive in Surrey. Unemployment is low (2.8%), households have more disposable income than the average, and 94% of Surrey schools are judged to be good or outstanding (the highest in the South East). But not everyone has the same opportunities to thrive and it is important that no one is left behind. Surrey is an affluent county and this can have the effect of masking the issues that some residents face, such as domestic abuse, homelessness and mental health issues.
5. It is estimated that over 23,000 children in Surrey are living in poverty, disadvantaged pupils do half as well as their peers in GCSE English and Maths, and by 2021 it is predicted that 24,000 children aged 0-15 years will need a mental health support service.
6. Surrey's population is growing rapidly, with more people living longer, consistently high birth rates and high migration levels. By 2030, over 22% of Surrey residents will be aged 65 and over (compared to 19% in 2018). Over the same time period, the number of residents aged over 65 who will be living in a care home is predicted to increase by 47%. Surrey already cares for the largest number of people with learning disabilities in the UK (over 3,800) and this number is set to

rise. The growth in demand for services, particularly social care, will continue to put pressure on the services which organisations across Surrey are able to provide.

7. The county's proximity to London, airports, and access to arterial roads, as well as frequent rail services into London and beyond, has made Surrey an attractive county both for businesses to locate to and for people to live in. Alongside major towns Surrey has a wealth of beautiful countryside. It is England's most wooded county, with woodland covering over a fifth of the county. It is also home to the Surrey Hills Area of Outstanding Natural Beauty (AONB). Surrey's desirability as a place to live, work and visit is closely linked to its pleasant rural environment.
8. Surrey is therefore characterised by a mixture of both urban and rural features. Like other peri-urban areas, it experiences a complex set of characteristics, including road, rail and air congestion, land pressure, large volumes of commuting to London and a hugely varied environment. These pressures are set to rise as the county's population grows, and the impact of being so close London continues to be felt. The Council and partners need to work together to maximise the advantages resulting from this location while minimising any adverse impacts, balancing open space, agriculture and urban development.
9. The county's location, geography, environment and cultural assets play an important role in shaping the economy, which is worth over £40 billion. And a thriving economy needs good infrastructure. However, the county's roads now carry double the national average amount of traffic. The median house price in Surrey is twelve times a resident's annual average salary, and by 2030 it is predicted that the county will need over 47,000 new homes.
10. These are significant and complex challenges – and opportunities - that require Surrey's public services, businesses and other partners to shift towards a more place based, outcome driven model working together with residents to find sustainable solutions and to fully exploit the benefits.
11. Surrey County Council (SCC) has already begun this shift, changing the way services are delivered, and making £533 million of savings since 2010. The Council and NHS partners are putting in place a new model for health and social care through Surrey Heartlands that has begun the work to revolutionise support offered to residents. Securing the business rates pilot with district and borough councils will open up new ways to support and grow Surrey's businesses and economy. The Council has a good track record of working together – with public services, businesses, charities and the third sector, residents and staff – and more can be done to strengthen these partnerships to focus on improving outcomes for people and organisations in Surrey.
12. Surrey County Council, like most other councils, has been facing increasing financial pressures due to unprecedented increases in demand for its services and continued financial pressures. The Council has delivered significant savings over the last eight years, but has only managed to balance its budget in recent years by using one-off measures. This is not repeatable in future years. Consequently, significant and transformational change is required in order to provide sustainable services for our residents. Without significant change, children in Surrey may not have the best life chances, the system of care and support for older people' will be put under unsustainable strain, while housing and infrastructure pressures risk eroding the vibrancy of communities.

Draft vision – Surrey 2030

13. Central to this fresh approach is a new draft vision for the county, developed to inspire public services, businesses, charities and the third sector, residents and staff to achieve better outcomes for everyone in Surrey. The vision takes a long term view of the county – to 2030 – and draws on data and evidence (for example from www.surreyi.gov.uk) of likely threats and opportunities over the coming years. The draft vision is attached at Annex A. The Council is publishing the vision in draft format as the basis for engagement with residents, staff, Members, partners and businesses on their ideas about the vision for Surrey in 2030. Paragraph 21 and Table 1 set out plans for consultation and engagement on the vision over the summer.

A fresh approach to change

14. Public sector organisations are used to operating in an increasingly complex, interconnected and changing environment. And more change is inevitable. National policy reforms to welfare and social care, along with significant changes to local government funding mechanisms will require the Council to rethink its role in delivering services.

15. Intervening earlier, and preventing problems before they escalate will become increasingly vital to managing demand for services. Local partner organisations will similarly be experiencing major policy and funding changes, offering opportunities to reconsider current commissioning arrangements and further explore service integration. Residents' expectations of public services are changing, with increased expectations around responsiveness, access to information, and involvement in the design and delivery of services. Digital technology has the potential to offer huge benefits in terms of more efficient and effective ways of interacting with people and meeting their needs, advances which need to be balanced against maintaining support for people who aren't able to take advantage of these benefits.

16. To successfully deliver the vision for the county, Surrey County Council will need to transform. The size and scale of the challenges and opportunities facing the Council mean an accelerated, systematic and coordinated approach is needed.

17. It is vital the Council is ready and able to do the best possible job for residents. This means purposefully designing the Council and how things are done, so there is the capacity and capability to succeed now and in the future. A draft statement for the organisation, 'Surrey County Council of the future' is attached at Annex B. This is not comprehensive but serves as a starting point for further work that will be done with staff, partners, Members and stakeholders over the coming months, to inform, shape and clarify the Council's emerging priorities.

Programme of change and transformation

18. Experience shows that focusing on shared outcomes and working across boundaries, internally and externally, drives new ways of doing things. This leads to better results for people, innovative use of technology and greater efficiencies. A refreshed and refocused programme of change is being developed, under key themes identified by Cabinet as the areas where most emphasis is required (see Annex C). For each theme, areas of focus have been listed – these are not

complete or final but do indicate areas for attention. The themes and supporting areas will continue to be developed through systematic programme planning to ensure the transformation work is organised in the most effective way, prioritising the changes that will have greatest impact. Outline business cases with clear costed plans and understood benefits will then be developed in alignment with the budget planning process.

Next steps

19. The level of ambition outlined in this report, and the refreshed programme of change set out, is a significant step for the Council to take at a critical moment for public services. This work will need to be carefully managed, and appropriate political and managerial governance arrangements will be put in place to offer the necessary assurances to this work. This will include looking at how the Council delivers programmes and projects and monitors their progress, how performance against outcomes is measured, and how resources are used to best effect.

20. As this work develops, decisions will need to be taken, for example to finalise the vision for Surrey, agree a budget for the Council, and in some instances services will need to be re- or decommissioned. These decisions will be taken in accordance with the Council’s usual decision making processes, including having due regard to the Council’s duties under the Public Sector Equality Duty in section 149 of the Equality Act 2010.

21. Key to achieving the vision for the county, and to becoming the kind of Council that is needed, is engaging with a range of stakeholders who also have an interest in the future of Surrey and its residents, in addition to any formal consultation that may be necessary. Table 1 at Annex D sets out initial plans for consulting and engaging with residents, staff, members, partners and businesses over the summer, and this will be fed back in to future iterations of the vision, ‘Surrey County Council of the future’ and programme of change. However, the ideas presented in this report and the associated annexes need to be responsive to further change and the end of the engagement period will not mean that the Council stops listening to ideas and suggestions.

22. The key milestones to note over the coming months are:

May - August	Communications and engagement activity Detail of transformation programme developed
September	Engagement feedback collated and analysed
October Council meeting	Surrey 2030 vision agreed Transformation programme update
November Council meeting	Surrey County Council organisation strategy agreed 5 year draft budget agreed (aligned with transformation programme)

<u>RECOMMENDATIONS:</u>

That Council:

- a. 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 the draft vision and ambitions for Surrey in 2030, and
- b. note the timeline for future work related to this and the associated programme of transformation.

Lead Officer:

Joanna Killian, Chief Executive
joanna.killian@surreycc.gov.uk
0208 541 8018

This page is intentionally left blank

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.

This page is intentionally left blank

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

This page is intentionally left blank

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

This page is intentionally left blank

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	Surrey Matters updates Video booth on the road					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		

This page is intentionally left blank