

Notice of Meeting

Corporate Overview Select Committee



Date & time	Place	Contact	Chief Executive
Thursday, 20 September 2018 at 10.00 am	Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN	Huma Younis or Joss Butler Room 122, County Hall Tel 020 8213 2725 or 020 8541 9702 huma.younis@surreycc.gov.uk or joss.butler@surreycc.gov.uk	Joanna Killian

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 huma.younis@surreycc.gov.uk or joss.butler@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis or Joss Butler on 020 8213 2725 or 020 8541 9702.

Elected Members

Mr Ken Gulati (Chairman), Ms Ayesha Azad, Mr Mark Brett-Warburton, Mr Tim Evans, Mr Tim Hall, Mr David Harmer, Mr Nick Harrison (Vice-Chairman), Mr Keith Witham, Mr Chris Botten and Mr Richard Walsh

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:

- Council's budget and Financial Management
- Change Management Programme (including development and implementation of the Digital Strategy)
- Corporate Performance Management
- Orbis Partnership Functions (HR&OD, IT, Business Ops, Property, Procurement)
- Orbis Public Law
- Equalities and Diversity
- Internal/External Communications
- Legal and Democratic Services
- Coroner
- Customer Services

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions.

2 MINUTES OF THE OVERVIEW AND BUDGET SCRUTINY COMMITTEE: (Pages 5 17 MAY 2018 - 12)

To agree the minutes of the 17 May 2018 Overview and Budget Scrutiny Committee meeting as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- i. any disclosable pecuniary interests and / or;
- ii. other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest;
- as well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner); and
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 QUESTIONS & PETITIONS

To receive any questions or petitions

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*14 September 2018*).
2. The deadline for public questions is seven days before the meeting (*13 September 2018*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 VISION FOR SURREY 2030

(Pages
13 - 66)

Purpose of the Report: For Members to review the feedback and key messages arising from the vision engagement exercise and understand the implications this has on the Vision for Surrey 2030.

6 EXCLUSION OF THE PUBLIC

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the next item of business on the grounds that it involves the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

PART TWO - IN PRIVATE

7 TRANSFORMATION FULL BUSINESS CASES

(Pages
67 - 196)

Purpose of the Report: To allow for formal scrutiny of the business cases that support the Council's Transformation Programme.

Confidential: Not for publication under paragraph 3.

Information relating to the financial or business affairs of any particular persons (including the authority holding that information).

8 FORWARD WORK PROGRAMME AND TASK GROUP SCOPING

(Pages
197 -
206)

The Select Committee is asked to review and approve its Forward Work Programme and the task group scoping document from the Children and Education Select Committee.

9 DATE OF THE NEXT MEETING

The next meeting of the Select Committee will be held on Thursday 25 October 2018 in the Ashcombe Suite at County Hall.

**Joanna Killian
Chief Executive**

Published: Wednesday 12 September 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **OVERVIEW AND BUDGET SCRUTINY COMMITTEE** held at 10.00 am on 17 May 2018 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Corporate Overview Select Committee at its meeting on Thursday, 20 September 2018.

Elected Members:

*present

- * 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
- * Mrs Hazel Watson

In attendance

David Hodge CBE, Leader of the Council
Alison Griffiths

18/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Tim Hall. Alison Griffiths substituted for Tim Hall.

19/18 MINUTES OF THE PREVIOUS MEETING: 22 MARCH 2018 [Item 2]

The minutes were agreed as an accurate record of the meeting.

20/18 DECLARATIONS OF INTEREST [Item 3]

There were no declarations of interest made.

21/18 QUESTIONS AND PETITIONS [Item 4]

There were no questions and petitions submitted to the Committee.

22/18 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

Key points raised during the discussion:

1. It was noted that a response was received to recommendations made on budget scrutiny which was considered at the Cabinet meeting on 27 March 2018.

2. The Board agreed to refer to this response under Item 6, Recommendations Tracker and Forward Work programme to provide a view on how to deal with responses relating to individual Select Committee remits.

23/18 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 6]

Witnesses:

David Hodge, Leader of the Council

Key points raised during the discussion:

1. Owing to a generic response from the Cabinet in Item 5, budget scrutiny, the Chairman advised that responses to future recommendations should include more detail to ensure the respective Select Committee received a detailed response from the relevant Cabinet Member.
2. Members also supported the view to allow timely implementation of recommendations the budget scrutiny process should start earlier as certain aspects were time critical.
3. The Committee were informed that following proposed changes to the scrutiny structure, to be considered at Council on 22 May 2018, each Select Committee would be limited to two task groups which would be led by the Vice-Chairman of the respective Select Committee.
4. The Chairman explained that the transformation programme would be incorporated into the Select Committee Forward Work Programmes subject to the incoming Chairman's approval after the Council Annual General Meeting (AGM).
5. The Committee reviewed all the Select Committee's forward work programmes in turn.

Adults and Health Select Committee (AHSC)

6. It was noted due to the substantial workload of the AHSC, proposals to Council on 22 May 2018 include a recommendation to separate the Committee's remit. Going forward the remit would be branched out to two Select Committee's to effectively manage workloads.
7. It was further noted that the significant demand pressure resulting from the need to support young people with complex needs transitioning into adult social care should be scrutinised and given priority by the incoming Chairman following the Council AGM.

Children and Education Select Committee (CESC)

8. In light of the recently published Ofsted report, the Committee recognised that this was an area of future focus to address and improve issues highlighted within the report.
9. Members further highlighted the ongoing pressures within SEND services and suggested that this aspect of the Children Schools & Families Directorate be given greater emphasis on the forward work programme.

Communities Select Committee (CSC)

10. It was explained that the CSC remit was undergoing drastic changes in the proposals being brought forward to the Council's AGM on 22 May 2018 and that this would need to be reviewed in great detail.

Corporate Services Select Committee (CSSC)

11. Members requested that future scrutiny includes the review of vacant buildings owned by Surrey County Council.
12. In concluding this item, the Committee shared the view that continuity and the pace of change would need to be prioritised whilst managing the revised scrutiny structure.
13. The Leader of the Council assured the Committee that a meeting had taken place with the incoming Chairmen of the proposed new Select Committees and work was underway in developing plans for areas of focus.

RESOLVED:

The Committee recommended that to ensure meaningful contribution from the Council's Select Committees, budget setting should commence in July.

24/18 CHIEF EXECUTIVE: FUTURE PRIORITIES AND PLANS [Item 7]

Declarations of Interest:

None

Witnesses:

Joanna Killian, Chief Executive of Surrey County Council
David Hodge, Leader of the Council

Key points raised during the discussion:

1. The Committee was presented with a draft vision for the county (attached as Annex A to the Supplementary agenda). It was highlighted that the purpose of the vision was to determine clear priorities to improve outcomes for Surrey residents. The vision was a response to the significant reduction in funding as well as the increasing demand and pressures faced by the Council.

2. The Chief Executive assured the Committee that work was underway to develop plans to meet these challenges and explained how this involved bringing the budget setting forward to allow for sufficient time to consult on, and implement change.
3. The Chief Executive provided an overview of the transformation themes (attached as Annex C to the Supplementary Agenda). This included investment in scaling up areas such as early help, an all-age learning disabilities services and further investment in housing to provide extra care. The Chief Executive also referenced mobile technology to help staff to do their jobs in the context of fewer offices, incentivising staff and addressing under-performance, how the Council was organised and the support it received from Orbis.
4. The importance of partnerships and integration to avoid cost was discussed. There was learning to be had from the NHS and district & borough councils to empower the community to respond to need rather than the Council trying to resolve all problems. The Council's commissioning and procurement should be reviewed to ensure value for money and to consolidate good practice.
5. The Chief Executive agreed that income generation was vital but it should deliver a public good, therefore the Council had a contribution to make to Surrey's infrastructure and housing development. On technology the Chief Executive considered the Council to be lagging behind residents' needs. Additionally, the budgeting process must produce clarity on services' needs, challenge of the methods behind assumed activity and a budget is set without recourse to further one-off funding sources.
6. Members commented on the transformation themes and suggested narrowing their focus further to include objectives and performance measures. There was agreement that plans were needed to facilitate scrutiny and accountability. The Committee were reminded that although the vision was in draft form the Chief Executive assumed there would be a meaningful consultation with staff and residents to develop it further.
7. The Committee inquired about how change would be managed. A Change Management Board has been created to guide the transformation programme at a rapid pace. The Chief Executive was also touring the county delivering colleague roadshows with the Leader. These meetings offered a platform for staff to rethink ways of working and generate new ideas. The Chief Executive considered culture change to be critical to transformation.
8. The Chief Executive acknowledged that the last staff survey had shown low morale across the organisation and assured the Committee that this was being addressed. Achieving culture change was a worry but the Chief Executive would be visible explaining to staff and partners why the Council must change.
9. The number of Councillors and the multiple layers of government within Surrey was raised as an area for reform and a review of local

government in the county was suggested. The Leader stated that the Council had good working relationships with the district and borough councils. The Chief Executive reflected on how Members might develop how they might work differently with communities in the future.

10. The Committee questioned the Council's current capacity to deliver such large scale change. The Chief Executive stated the Council does not have the required capability to deliver wide scale change. The consultancy firm, myProteus, had been tasked to identify skilled people within the organisation to support the series of change programmes and to develop and train staff in a consistent project management methodology.
11. The company has been engaged to build a programme management office as well as helping the Council understand the various projects already underway with a view to streamline these. The senior management team would also need to be bolstered to fill skills gaps around IT, digital and financial analysis.
12. There was a discussion around the concept of early help and the need to stimulate this service area as demand for support would not be sustainable and already the Council places many children outside its borders. The Chief Executive wished to see more targeted rather than universal early help along with increased fostering and adoption rates in Surrey. There would also be a review of technology in Children's Services to enable social workers to be more effective.
13. The Committee questioned the Chief Executive on income generation and was advised that the vast majority of additional income raised by the Council was derived from its properties and assets but more could come from advertising. The Chief Executive reiterated the view that the Council should consider expanding on its provision of housing for extra care and that this investment may produce a financial as well as social return over time.
14. The Committee queried the efficacy of the Council's commissioning. The Chief Executive thought this could improve as it has been done in isolation within various service siloes across the Council; not always serving people or pathways. The Council will be a better partner to the NHS in integration by improving its own processes.
15. When asked about the form communication with residents on the vision would take the Chief Executive emphasised that it was engagement and not formal consultation. A number of engagement techniques would be deployed to engage the public on the vision and this included, localised workshops with the voluntary, faith and community sector and Members engaging with communities within their respective division on what the Council might look like in the future.
16. When final business cases had been drafted and taken for decision any subsequent requirement to formally consult would be met. Members requested that communication be transparent and include clarity about the timeline for change.

17. Members received assurances from the Chief Executive that the plan to develop the vision included opportunities for scrutiny and that equality impact assessments would be completed when decisions were being taken to make changes to services.
18. The Leader of the Council stressed that for the vision to be successful all 81 members of the Council needed to play their part by talking and listening to their residents. The Chief Executive further stressed that the proposed vision was a shared vision and effective delivery required ownership from all Councillors. The witnesses stressed the reality that the Council will have to stop providing some services and that Members will need understand that tough decisions will be required.
19. The Chairman emphasised the crucial responsibility Select Committee Members had in the change process and that working with the Cabinet was a key aspect in supporting change.

The Committee recommends that:

1. Consultation and engagement activity effectively involves residents, staff and partners in the development of a shared vision for Surrey.
 - Officers will be able to demonstrate how they have listened and acted on these views in the resulting strategy
 - The Committee requests that the Leader and Chief Executive report back to the Corporate Overview Select Committee at the end of the summer on what the consultation has told the Council.
2. Select Committees are included in the Consultation and Engagement Programme to give Members an opportunity to shape the vision in relation to the services within their remits.
3. Select Committees prioritise scrutiny of the transformation programmes within their remits. This work should challenge the assumptions, forecasts, impact assessments and value for money implications within business cases.

25/18 SELECT COMMITTEE 2017/18 REVIEWS [Item 8]

Key points raised during the discussion:

1. The Committee were presented with key highlights and challenges for each Select Committee, including reflections from the Chairmen on the 2017/18 scrutiny session.
2. Members commended the report and were pleased how well written the summary for each Select Committee was presented.

RESOLVED:

The Committee noted the content of this report.

26/18 DATE OF NEXT MEETING [Item 9]

The Committee noted its next meeting on 12 July 2018 (subject to change).

Meeting ended at: 11.59 am

Chairman

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Corporate Overview Select Committee

20 September 2018



Vision for Surrey 2030

On 22 May 2018 at the Full Council meeting, the Leader of the Council, David Hodge CBE, presented a draft vision for Surrey to 2030. Over the summer of 2018, Surrey County Council carried out an extensive engagement exercise of residents and partners to get their views on a new Vision for Surrey to 2030.

Recommendation:

For Members to review the feedback and key messages arising from the vision engagement exercise and understand the implications this has on the Vision for Surrey 2030.

Next Steps:

Recommendations made by the Select Committee will be submitted to the Cabinet as appropriate.

Report contact: Huma Younis, Democratic Services Officer.

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

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Vision for Surrey 2030, partnership agreement and 'Deals'

Version: 12.09.18

Presented to Corporate Overview Select Committee on
Thursday 20 September



SURREY

Slide pack contents

Vision for Surrey 2030

1

Engagement feedback

Also see attachment 'Our Surrey – engagement report'

2

Proposed changes to the Vision wording following engagement feedback

3

Proposal to develop a new approach to partnerships in Surrey

Also see attachment 'Vision for Surrey – developing a partnership statement'

4

Proposal to negotiate 'Deals' with residents

The material in this slide pack will be incorporated into a report to Council on 9 October

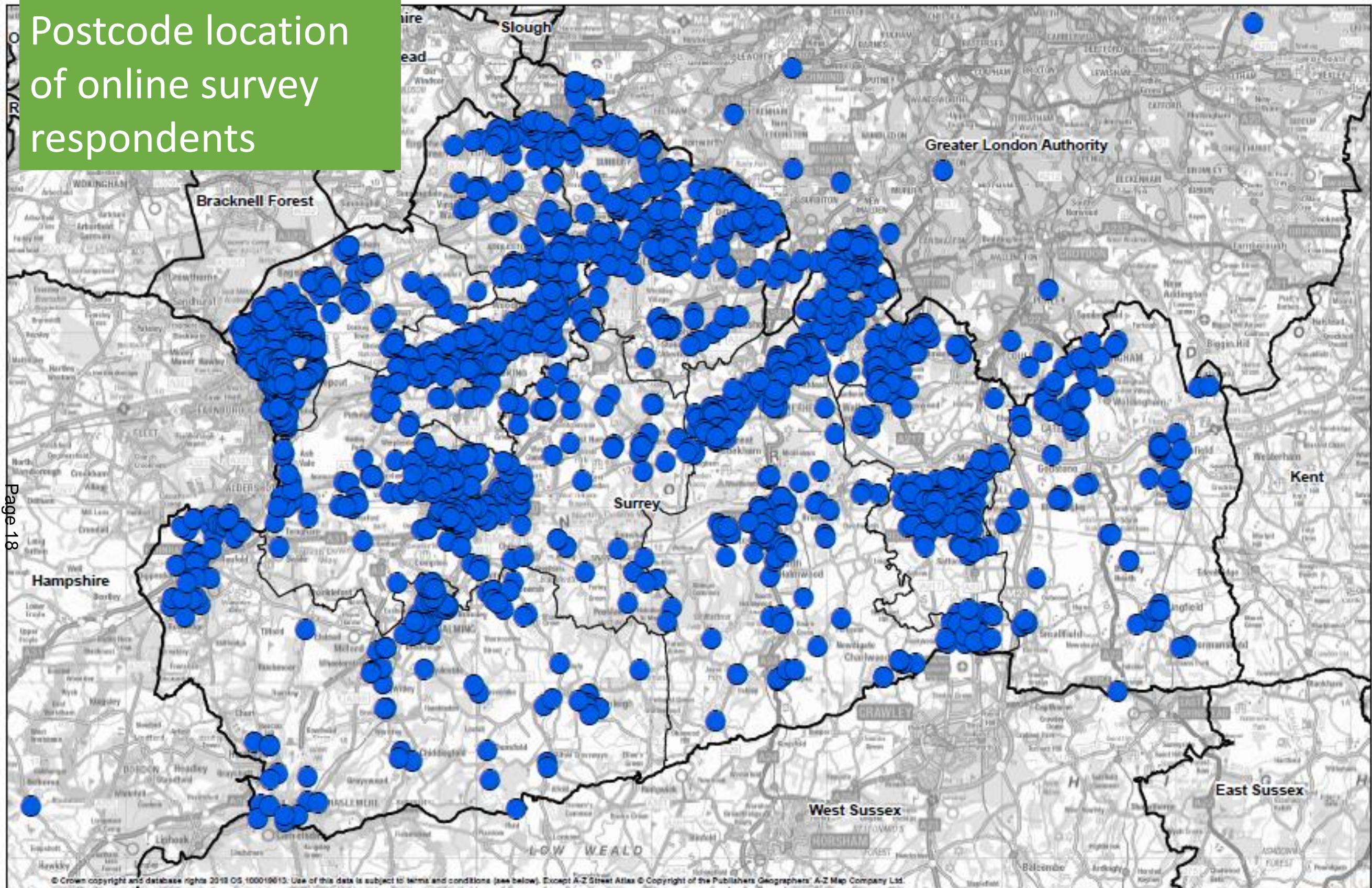
Vision engagement exercise – ‘My Surrey’

- Over the summer of 2018, we carried out the most systematic and extensive engagement exercise of residents and partners we have ever done to get their views on a new Vision for Surrey in 2030
- We **reached out to a wide range of people** and communities including those who were homeless and people who identified as lesbian, gay, bisexual or transgender (LGBT). People joined the conversation on social media and submitted written comments
- **2,192** people provided views via an online survey. **Over 200** people completed a paper survey in their local library or via an easy read survey
- **203** people gave their views in video interviews at over 30 events and High Streets locations
- And over **500** people participated in 40 different engagement sessions for partners, voluntary, community, faith groups and charities, elected representatives and other stakeholders

In total 3,125 people provided their views

Postcode location of online survey respondents

Page 18



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Surrey Vision 2030 - Survey Respondents



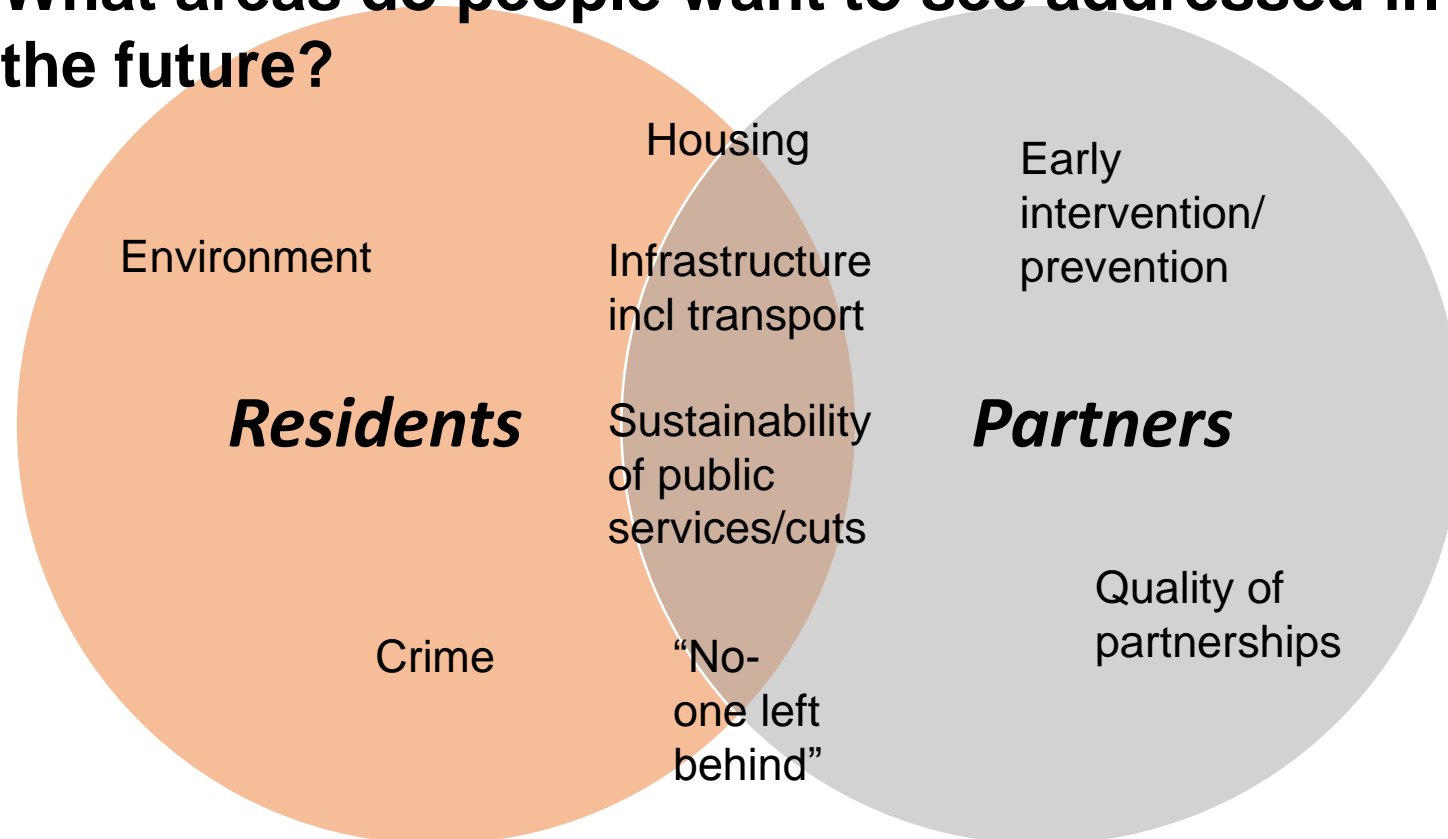
Summary of engagement feedback

See separate attachment 'Our Surrey – engagement report' for the full findings

What do people value about Surrey?

- Advantages offered by its location
- Mix of urban and rural life, in particular green spaces and the countryside
- Low levels of crime
- Access to good quality public services
- Strong sense of community spirit fostered by caring, supportive and friendly people
- Strength of the economy, with low unemployment and thriving independent local businesses

What areas do people want to see addressed in the future?



Overall the feedback we have received offers **broad support for the Vision**. Differing views have emerged (e.g. preserving green spaces and enabling further development for more affordable housing) which we need to try to manage. There are some areas we can strengthen as a result of the feedback, and there is also an opportunity to tidy up the language.

Vision for Surrey in 2030 – this was the first draft agreed in May as the basis for engagement and discussion

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

Vision for Surrey in 2030 – original version with revisions (August 2018)

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~~ are enabled to achieve their full potential and contribute to their community, and no one is left behind.

Our ambitions s for **people** are ~~is for~~:

- Children and young people ~~to be~~ are safe and feel safe and confident, ~~are healthy and make good choices about their wellbeing~~
- ~~Young people to be equipped with the confidence and~~ Everyone benefits from education, skills and employment opportunities that help them ~~to~~ succeed in life
- ~~People to live~~ Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing independently in their local community with choice and control
- ~~People to~~ Everyone gets access the ~~right~~ health and social care support and information they need at the right time ~~in the right and~~ place
- ~~People to access information and services to help prevent, reduce and delay the need for care and support~~
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life

We want our county's economy to be strong, vibrant and successful and Surrey ~~is seen as to be~~ a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

Our ambitions s for our **place** are ~~is for~~:

- Residents ~~to~~ live in clean, safe and green ~~and resilient~~ communities, where people and organisations embrace their environmental responsibilities
- ~~Everyone can travel safely, easily and predictably, and people make choices about transport that are mindful of environmental impacts~~ Journeys across the county are easier, more predictable and safer
- ~~A well maintained highways infrastructure~~
- ~~Communities to be inclusive and people feel able to contribute to civic life~~
- Everyone ~~to have~~ has 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~~ Well connected communities that grow sustainably, with appropriate housing for all and effective infrastructure

Vision for Surrey in 2030 – NEW version following revisions

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

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

Our ambitions for **people** are:

- Children and young people are safe and feel safe and confident
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing
- Everyone gets the health and social care support and information they need at the right time and place
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life

Our ambitions for our **place** are:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- Journeys across the county are easier, more predictable and safer
- Everyone has a place they can call home
- Businesses in Surrey thrive
- Well connected communities that grow sustainably, with appropriate housing for all and effective infrastructure

Developing a new approach to partnerships in Surrey (1)

The Vision for Surrey in 2030 is a shared vision - Surrey County Council has a key role to play but cannot deliver it alone. We know we need to be a different kind of council. And we know when we've done things together, when we've done things differently, we have changed lives. We need to do this more. We need to be a better partner, working together with all our partners, businesses and residents.

The following slides propose a new approach to partnerships in Surrey (through the development of a Partnership Statement), and a new relationship with our residents ('The Deals')

Local evidence for the need to change:

We had had many conversations with partners over the summer. In particular, in early July, two major partner events were organised where a number of principles for partnership working were identified including:

- Directing more resources into prevention and early intervention work for vulnerable children and adults
- Collaborating to meet the county's housing challenge
- Thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population
- Supporting communities to take more responsibility for themselves and for vulnerable people in their neighbourhoods
- Working together in new and creative ways, through a culture of honesty and mutual respect
- Strengthening the financial sustainability of public and VCF sectors so they have stability to deliver services over the long term.

Some residents called for public organisations in Surrey to be better at listening to the needs and concerns of their residents and more meaningful engagement with local communities in their decision-making processes.

Stakeholders wanted to see services working in a joined-up way and decision-making based on evidence and with a long-term view over short-term gain.

Developing a new approach to partnerships in Surrey (2)

See separate attachment 'Vision for Surrey – developing a partnership statement v5'

- In response to what partners have told us - and recognising the need to transform how partnerships in Surrey work to deliver the Vision for Surrey - we are proposing that we work together to agree new approaches to partnership working in Surrey.
- One specific idea that emerged through the Vision engagement process was the development of a strong shared statement about partnership working that all partners would develop together and commit to.
- The attached document “Vision for Surrey – developing our partnership approach” is designed to kick start further conversations about how we develop a statement together and improve our partnership working. It is important to stress that this is **not a final proposal**. It sets out initial thinking on:
 - a reinvigorated purpose to partnership working in Surrey
 - key shared areas and outcomes to focus on
 - the behaviours and working conditions required to achieve these outcomes and make a lasting difference to people’s lives in Surrey
- The concept of a shared Partnership Statement and new approaches to joint working will be discussed with all partners. The broad approach will be presented to County Council in October then we will fully develop it jointly with all partners over the autumn bringing a final version back to Council in the new year.
- Alongside the Partnership Statement we will propose **establishing a new Surrey-wide partnership** that will drive the commitment forward and oversee the development of local ‘Deals’ with residents. It will also drive further opportunities through devolution.

The concept of ‘Deals’

- The concept of ‘The Deal’ was pioneered by Wigan Metropolitan Borough Council as both a transformation programme and a long-term engagement exercise with residents, saving £133m since 2011.
- The Deal is an informal agreement between the Council and the residents of Wigan to work together to create a better borough.

Wigan will...	Residents will...
	Recycle more
Protect front line services	Get involved in the community
No increases to council tax	Go online
Help communities support each other	Be active
	Support local businesses

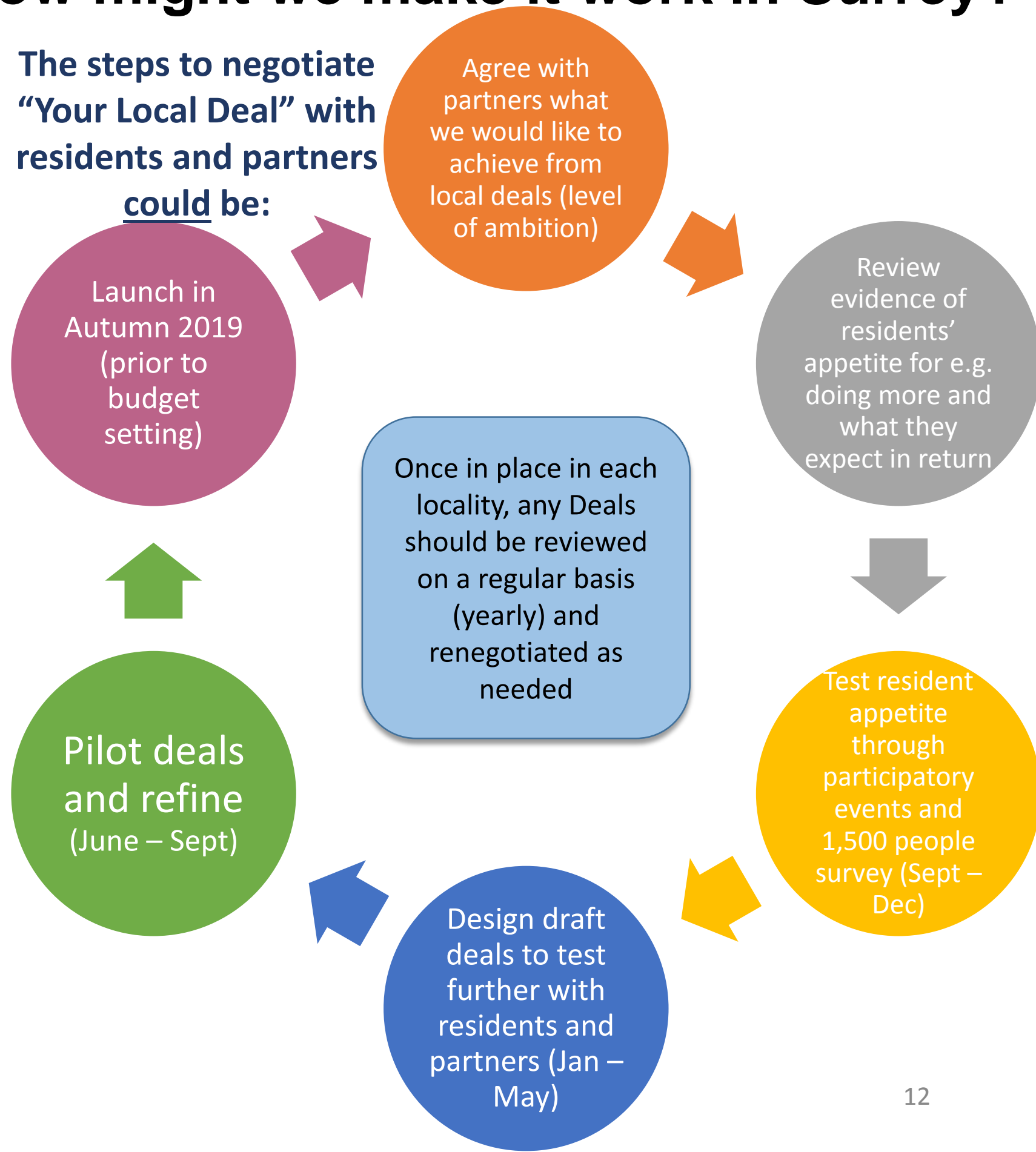
- The Deal, in essence, became the branding under which the Council’s vision and strategic planning was delivered – Wigan launched Deals for: Communities, Adult Social Care, Business, Children and Young People, Health and Wellness and ‘The Deal for the Future’ (the Wigan Vision).
- The notable success of ‘The Deal’ was the way in which it brought buy-in, support and involvement from residents. Wigan believe this was due to clear reiteration of The Deal to residents, as well as the creation of a Community Investment Fund.

Community Investment Fund - Linked to the Wigan’s reduction programme, if the authority was looking to reduce money spent on a service, they invited bids from the third sector and would fund them for three years on a reducing scale – by the end of which they would be self-funding or would have other financial backing. Not all investments worked, but the approach did lead to new ideas and solutions that may not have been created previously.

‘Your Local Deal’ - How might we make it work in Surrey?

- The sentiment of a deal-style negotiation with residents could help shift the focus towards a shared sense of responsibility for achieving the Vision and make the idea of residents helping themselves/each other more tangible.
- There is also an opportunity to harness people’s sense of belonging to their local community, and negotiate many ‘Local Deals’ with residents across different localities in Surrey, rather than one single deal across the county
- We will need to explore how we might, with partners, provide some investment in community led initiatives, aligning these to priority outcomes for our communities
- **Working with residents, all partners and the VCF sector will be crucial to the success of any Deals. We will start to work with partners to explore the art of the possible – and then incorporate our shared thinking in our partnership statement and approach. There is a great opportunity to negotiate as a partnership with our residents, rather than separately**
- Securing the long-term buy-in and support from residents will take time and dedication, and we anticipate this needing to be a year-long process.

The steps to negotiate “Your Local Deal” with residents and partners could be:



Partnership working: achieving a better Surrey for everyone

The engagement process for the Surrey 2030 vision has underlined the fact that partnership working holds the key to delivering on our shared ambitions. This was a particularly strong message from the voluntary, community and faith sector throughout the extensive engagement programme. Colleagues in public services and institutions, including the county, district and borough councils, health, police and the universities and further education colleges have also focused on partnership as the essential way of working to secure better outcomes.

Local evidence for the need to change:

Surrey County Council facilitated, and listened to, many conversations with partners over the summer. In particular, in early July, two major partner events were organised where a number of principles for partnership working were identified including:

- Directing more resources into prevention and early intervention work for vulnerable children and adults
- Collaborating to meet the county's housing challenge
- Thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population
- Supporting communities to take more responsibility for themselves and for vulnerable people in their neighbourhoods
- Working together in new and creative ways, through a culture of honesty and mutual respect
- Strengthening the financial sustainability of public, voluntary, community and faith sectors so they have stability to deliver services over the long term.

Some residents called for public organisations in Surrey to be better at listening to the needs and concerns of their residents and more meaningful engagement with local communities in their decision-making processes.

Stakeholders wanted to see services working in a joined-up way and decision-making based on evidence and with a long-term view over short-term gain.

Partnership provides the key to unlocking the strengths inherent in our communities, businesses, public and civic life through sharing skills, insights and experiences to enable us to make the changes we need to.

There are of course already a wide range of partnership arrangements in Surrey. Now is a significant moment to re-affirm a collective commitment to build on these partnerships and extend and enhance them for the benefit of Surrey residents. We will increasingly face volatility, uncertainty, complexity and ambiguity and our services will progressively become more integrated, our resources shared or pooled and our staff deployed more flexibly. This will involve joining up and innovating in

ways we have not done before, taking a fresh, place-based approach to leadership, and together we believe we can find ways of achieving this.

Based on the above Surrey County Council would like to invite all partners to collectively develop a statement of partnership working that articulates our renewed commitment and focus to delivering outcomes for people in Surrey. To start the discussions, we have set out some areas that could be covered in a shared partnership statement, and we will work with stakeholders to develop these ideas further.

Purpose of a partnership statement

A partnership statement will demonstrate the commitment of organisations from the public, private, voluntary, community and faith sectors in Surrey to extend and enhance partnerships to achieve the Vision for Surrey in 2030. We suggest this can be achieved through shared principles and commitments, and a shared approach to how we work.

The idea of a statement emerged through the extensive engagement with partners on the Vision for Surrey 2030. Taking the feedback on board, our proposal for a statement recognises that partnership working is critical for achieving the shared Vision and that developing a genuine collaborative partnership culture is essential. The statement could build on existing partnership agreements such as, to name a few, the Surrey Compact, Surrey Health and Wellbeing Board, Surrey Heartlands Health and Care Partnership, Community Safety Partnership and the Surrey Waste Partnership.

There are significant and complex challenges in Surrey, characterised by the growing needs of residents and reducing resources across the county to respond. Working collaboratively and collectively leading effective partnerships that work across the whole system of services and support in Surrey will be at the core of a sustainable future. This is the only way to deliver the best outcomes for everyone in Surrey – success is only achievable together.

Developing shared principles:

Experience of partnerships elsewhere suggests that developing an agreed set of shared principles can act as a strong foundation for partnership working. Below is a list of some of the key principles typically adopted in current arrangements. We will discuss and refine these in discussion with partners.

- Partnerships work towards shared common goals
- The contribution of partners is encouraged and valued
- Every partner is respected - they have equal right to be heard and involved in decisions affecting them
- Partners share and learn together
- Partners are honest about the difficult issues
- Trust is at the foundation of every partnership

Developing shared objectives:

Through the engagement work a number of key shared areas of focus emerged. These would benefit from being discussed and developed further, but do provide a helpful starting point:

- Early intervention and preventative support
We will prioritise early intervention and prevention work to identify issues before they escalate thereby avoiding higher costs.
- Support community resilience, inclusivity and equality of access
We will foster safer, more inclusive and connected communities and actively support vulnerable and deprived residents. We will all work with communities to help them feel a sense of ownership and responsibility for those around them. Organisations will make accessing support easier and commit to the continuous improvement of equality of access.
- Deliver value for money
Public services and other organisations have finite resources to respond to the increasing needs of residents. However, together we have the responsibility to deliver the best possible outcomes for residents. So despite these challenges we commit to making best use of our resources, skills and talent to deliver value for money.

Developing a shared approach:

Through the engagement process partners identified the need to work differently to respond to our changing environment. Some key ideas emerged about the behaviours and structures that could better position us for the challenges we are facing. For example:

- Establish a culture of place based leadership
Encourage a culture of honesty, respect and collaboration across organisations and support organisational leaders to work across structural and cultural boundaries to deliver better outcomes for residents. Decisions should be taken at the most appropriate local level.
- Inspire a shared purpose
Build understanding and awareness with communities of shared challenges and establish greater respect for residents through producing and investing in more genuine evidence based solutions that are based on stakeholder and feedback.
- Harness digital ways of working
Embed an open culture that values, incentivises and expects digital ways of working, to help us design and deliver services that best meet people's needs
- Engage and collaborate early and often
We will engage with each other early and often and collaborate to solve problems, reducing duplication and waste. We will engage residents and

communities early on in decisions that affect them, and involve them in the design of solutions, using a commissioning approach which starts with a deep understanding of current experiences and needs

- Be transparent
Partners champion transparency and develop, use and share data and insights openly in order to secure better outcomes for everyone

Next steps

Surrey County Council will test our proposals detailed here with partners before we present them to Council in October in draft format.

We will then develop the ideas and support for it over the autumn, including at a stakeholder event planned for 29 October 2018.

We plan to bring a revised version of a statement of partnership working back to Council in February 2019, and we hope that partners will similarly show their commitment to a statement. We will explore the best way of collectively demonstrating our commitment.

We will then work with partners to begin to implement the agreed statement, and how we will measure the impact of our efforts.

Our Surrey

Report on engagement feedback
on the draft Vision for Surrey to
2030 - DRAFT September 2018

Contents

Executive Summary.....	Page 1
1. Introduction.....	Page 4
2. What do people value about Surrey?.....	Page 5
3. What are people’s concerns?.....	Page 9
4. What are people’s hopes for Surrey in 2030?.....	Page 22
5. What happens next?.....	Page 29
Annex A – Engagement programme summary.....	Page i
Annex B – ‘People’ and ‘Place’ outcome rankings.....	Page a

Executive Summary

- a. Over the summer of 2018, Surrey County Council carried out the most systematic and extensive engagement exercise of residents and partners it has ever done to get their views on a new Vision for Surrey to 2030. This included reaching out to a wide range of people and communities to make sure their views were represented, such as those who were homeless and people who identified as lesbian, gay, bisexual or transgender (LGBT). In total, 3,125 people provided views. 2,192 people shared their views via an online survey, over 200 completed a paper survey in their local library or via an easy read survey, 500 more shared their views across 40 events and meetings and 203 people gave video or audio interviews at over 30 events or High Streets across the county.
- b. People said Surrey was a beautiful place, with multiple advantages offered by its location, such as access to London, countryside, coast and major transport infrastructure, including Gatwick and Heathrow airports. They valued the mix of urban and rural life, in particular green spaces and the countryside, and the peace and tranquillity that life in the county offers.
- c. Some valued the relative safety of living in Surrey with relatively low levels of crime. They valued access to good quality public services, such as the high-performing schools and hospitals, and loved the strong sense of community spirit fostered by caring, supportive and friendly people who lived there. They also appreciated the strength of Surrey's economy, with low unemployment and thriving independent local businesses.
- d. Like other places, Surrey has its share of issues, and there were a number of concerns people raised that affected quality of life in the county. They said the county's physical, social and natural infrastructure was struggling to cope with the needs of a rapidly growing population. They worried about their ability to travel round the county, with high levels of traffic congestion and concerns about the condition of the local road network, leading to increased pollution and long journey times. They said public transport was too expensive and unreliable, and there was a lack of infrastructure to support alternative and more environmentally friendly means of transport, such as cycle and bus lanes.
- e. Housing was a key issue, but in different ways and with a clear division among stakeholders on the way forward. Some stakeholders, including young people and people on lower incomes, complained that housing in Surrey was unaffordable, and there was not enough alternative provision, such as social housing, that they could afford. Others were anxious about the level of development in Surrey, with worries about the implications for the county's green spaces and additional pressures on infrastructure that comes with more homes.
- f. Some stakeholders talked about the levels of inequality in Surrey, and the growing gap in the experiences of richer and poorer residents. Issues such as food bank use,

homelessness and lack of support for some of the county's more vulnerable residents, such as older and disabled people, were a worry.

- g. Pressures and funding issues for public services were mentioned including demands on NHS and social care services; funding and places in the county's schools; improvements in services for children and young people with special educational needs and disabilities (SEND); a need to see rapid improvement in social care services for children and young people; more work and leisure opportunities for young people; access to waste and recycling facilities and library services; and funding for emergency services and adult education.
- h. Some were concerned that issues such as restricted operating hours for streetlights and lack of a visible police presence were leading to certain types of crime increasing, such as burglary and anti-social behaviour.
- i. Environmental issues were also raised such as the impact of fracking; the erosion of natural habitats and increased emissions from new development; and the efficiency and effectiveness of the waste disposal and collection system in Surrey.
- j. Residents also mentioned the high levels of council tax, questioned why the Council still needed to make savings in spite of annual increases, and why more was spent in some parts of the county than others. They wanted the Council to prioritise spending on the most essential services, and greater

transparency on what their council tax was paying for. They also wanted public services to be better at listening to the views of residents, and to be clear about plans for how the vision would be delivered.

- k. Stakeholders shared their hopes on what Surrey would be like by 2030. They hope that Surrey will remain a county that retains its green spaces and protects these now and for future generations. There is a lack of consensus on the future of housing in the county - some hope for a county that has more affordable homes for people to live in, others want development to be tightly managed and restricted to protect Surrey's natural environment and avoid infrastructure becoming overwhelmed.
- l. There is also less consensus on the future of travel and transport in the county. Some want more transport infrastructure, such as parking spaces and roads, to make it easier to get around the county by car. Others argue the county should focus policy on discouraging people from using cars, and provide alternative transport solutions, such as public transport and bicycles.
- m. Some people want a county where people look after each other, and where everyone has the same chances to access opportunities and services. They want more help to invest in local support networks so people have greater capacity to help each other.
- n. People want a county with public services that have the resources to serve the people that need them. They want to

be able to access health and care when they needed it, a continued drive to improve standards in education and children’s social care, and to use community facilities that are accessible to all, such as recycling centres and libraries.

- o. Some want the county to be safer than it is now, and stronger relationships between the police and the community. They also want to see a county where council tax levels were lower than they are now, more evidence on how their money is being spent, and a place where public service organisations are good at listening to and working closely with residents to provide services they needed. Partner organisations across public, private and voluntary sectors also want to make sure that there is a culture of honesty, respect and appetite for collaboration in the approaches to working with each other and with residents.
- p. The issues raised in this report are complex and, in some cases, consensus will need to be built to agree how to tackle some of them. The ideas and views from stakeholders will help shape a new Vision for Surrey that is shared by everyone that lives and works in the county. To achieve the aspirations set in the vision, working in partnership across organisations from the public, private and voluntary, community and faith (VCF) sectors will be central to this. Partners sharing their skills, insights and experiences will be crucial in enabling the changes needed to make the vision a reality.

1. Introduction

1.1. On 22 May 2018 at the full meeting of the Council, the Leader of the Council, Mr David Hodge CBE, presented a draft vision for Surrey to 2030. The aim of the vision was to inspire public services, businesses, charities and the third sector and residents to achieve a better quality of life.

1.2. He also announced there would be intensive and widespread engagement to get their views on what a vision for Surrey should look like:

“[This] is a vision that must be shared by everyone in Surrey. That is why I am calling on everyone to help us shape it – residents, Members, partners and staff. We are beginning a period of intense engagement so that all those with a stake in the future of our beautiful county can have their say.”¹

1.3. The Council facilitated a number of meetings and events over the summer of 2018 with over 500 people across the county and there were over 1,500 responses to a survey on the vision. This was the most extensive and systematic engagement exercise the Council had ever undertaken. This included reaching out to a wide range of people and communities to make sure their views were represented, such as those who were homeless and people who identified as lesbian, gay, bisexual or transgender (LGBT). Messages coming back painted a clear picture of the kind of Surrey they

wanted to live and work in by 2030. Further details on the engagement programme can be read in Appendix A (page i).

1.4. The stories, experiences and ideas people shared are captured in this document. Their vision of Surrey’s future was understood by them talking about:

- What they valued about Surrey;
- What their concerns were; and
- What their hopes are for 2030.

By listening to their views and ideas, these lay the foundations for a vision that recognised the priorities and future that residents and local organisations wanted to see for Surrey by the end of the next decade.

¹ Leader’s Statement to County Council, 22 May 2018

2. What do people value about Surrey?

2.1. **How people describe Surrey** – Most people said Surrey is a beautiful place to live that offers a high quality of life. The county’s geography offers a good mix of urban and rural living that combines the peace and quiet of living in the countryside with the cosmopolitan nature of the county’s towns. Some said it was a good place to raise a family with lots of activities for young people and families to take advantage of, access to shops and a number of ways to relax and have fun.

2.2. Some described Surrey as a place of opportunity, whether in employment, activities or education. Some residents also thought their communities were diverse, multi-cultural and inclusive. The county was also described as affluent, but also viewed by some stakeholders as expensive and had a “posh image” that was not the same experience for everyone living in Surrey.

“I value living in this beautiful wooded county.”

Survey respondent

2.3. **Access and connectivity** – People value the access and connectivity to services and activities within the county that Surrey offers, and its national and international links. A number of residents commented on the ease and convenience of being able to access local services, for example, high streets and other shopping facilities. They also

valued the number of cultural opportunities on offer, such as theatres, galleries and libraries and places of historical significance.

“Living where I do very much suits my lifestyle and needs. I can get transport links where I need them, my job is nearby and the surroundings are gorgeous!”

Survey respondent

2.4. The advantages offered by Surrey’s geographical location and the quality of transport networks that connected people to London, the coast or the countryside were highlighted. For example, XXX survey respondents said they valued being so close to London, without necessarily living in the city. Being close to two of the UK’s major airports – Gatwick and Heathrow – and motorways were further benefits.

“...London and Brighton are both very accessible by rail and road.”

Survey respondent

2.5. Access to good quality public transport was important for getting round the county and beyond, but it was mentioned there was scope for improvement. Some residents expressed an appetite for more transport infrastructure that also supported conservation of the environment and reduced the amount of traffic on Surrey’s roads, for example, cycle lanes. However, some people valued being able to get around the

county in their cars, and did not want to see measures introduced that drivers felt were punitive to them and infringed on their ability to use their vehicles. This is further explored on page 10.

“We must preserve our green spaces and whilst the need for development is important, we must consider the environment.”

Survey respondent

- 2.6. **Natural and built environment** – One of the most important aspects of Surrey that residents care about was the quality of Surrey’s natural environment. XXX survey respondents said they valued the green and open spaces in Surrey, such as the Surrey Hills, North Downs, Box Hill and Farthing Downs, with its diverse range of woodland, wildlife and countryside.
- 2.7. Many people commented that having access to this green space and nature was a key part of the attraction of living in Surrey, and there was a strong desire to see this preserved. In particular, a number of residents were keen to see continued conservation and protection of green spaces. There were views that these spaces are essential to the health and wellbeing of people in Surrey, and offered families the opportunities to relax, explore and appreciate the natural environment.
- 2.8. There were also some positive comments on the cleanliness of the county, with low levels of air pollution and good waste

disposal and recycling facilities.

- 2.9. Some residents also mentioned the appeal of the local built environment, and said Surrey has a range of attractive towns and villages that have character, individuality and architectural diversity. Places such as Farnham and Guildford were mentioned for their historic significance and individuality.
- 2.10. **Communities** – Stakeholders were positive about the diverse nature and character of Surrey communities. In general, Surrey’s communities were perceived as friendly, caring and supportive, and there is a great sense of community spirit. There was also appreciation for the diverse and multi-cultural character of some of Surrey’s communities.

“I have lived in Cranleigh for nine years and value the village life. I rarely walk into town without meeting someone I know and stopping for a chat. This sense of community is a plus for sustaining community feeling and promoting mental health.”

Survey respondent

“Increase police numbers so that they have sufficient resources to tackle burglaries, vehicle crime and all the other things that have been deprioritised due to cuts, cuts and more cuts.”

Survey respondent

as the Reigate and Redhill Sure Start centres.

- 2.11. There were a number of comments on the strength of community spirit in Surrey. People commented that Surrey has a strong volunteering culture, which has a key role in bringing communities together. Surrey’s voluntary, community and faith sector was mentioned as a key player in addressing some of the most challenging social issues, such as domestic abuse or supporting refugees.
- 2.12. Some stakeholders commented that the strong community spirit in Surrey was at risk due to growing inequality on certain issues, for example, young people unable to access the housing market. They also highlighted homelessness and poverty as further issues of concern and the need to boost support for disabled people.
- 2.13. **Public services** – Residents really appreciated having access to high quality public services in Surrey. In particular, there were a number of comments on the good schools, colleges and universities, good hospitals, such as East Surrey and Epsom hospitals, and leisure services across the county. A range of other services were also mentioned including early years services, fire and rescue and children’s centres, such

- 2.14. **Safety** – **XXX** survey respondents said they felt safe living in Surrey and that it is generally a low crime county. Some places, such as Haslemere and Dorking, were particularly highlighted as being safe. Some residents commented that local police were doing a good job in tackling crime such as anti-social behaviour and theft. However, this experience was not replicated in all parts of the county as some voiced

“There needs to be wider availability of social housing. This is critical for the health and wellbeing of Surrey’s residents.”

Housing association at partner event in Leatherhead

concerns that crime is increasing in their local areas. People said causes of this included streetlights being switched off and reductions in police numbers or visibility of police presence.

- 2.15. **Economic prosperity** - A number of residents were proud of the strength of Surrey’s economy. This included the high employment rate, low unemployment and number of job opportunities in the county compared to other areas. People

also valued having access to local, independent businesses and wanted more support and encouragement for them to foster a stronger sense of community and creation of more local jobs.

- 2.16. Key to supporting the county's economic strength was having access to good quality housing and infrastructure. Young people in particular said they wanted more affordable housing, and many organisations also mentioned this as a key issue to focus on for the benefit of key workers and residents on lower incomes. One suggestion was more schemes, like the Thamesway scheme in Woking, should be replicated to ensure more people could afford a home of their own. People also wanted access to improved, affordable and more regular public transport, such as bus services.

3. What are people's concerns?

3.1. While Surrey offers a number of strengths and opportunities for the people that live and work there, there were some key issues identified that residents wanted to see addressed over the next 12 years.

3.2. Their concerns were primarily rooted in the impact a growing and ageing population is having on the county's physical, natural and social infrastructure, the quality and availability of public services, and the difficulties experienced by some of the more vulnerable people in Surrey.

3.3. **Population** – Some residents felt that growth in Surrey's population meant the county was overcrowded, and this meant an adverse knock-on effect on local infrastructure and services.

“Too many people are moving to Surrey, therefore, there is a pressure on housing. Overcrowding could result in Surrey becoming another London and losing the countryside feel”

Survey respondent

3.4. There were also worries about whether local services, particularly social care, would be available to support the growing ageing population.

““We have lost several care homes just in Farnham over the last few years and I am deeply concerned about the lack of social care for the elderly.”

Survey respondent

3.5. **Transport and travel** – XXX survey respondents said they were dissatisfied with Surrey's roads. Some talked about the condition of the network, particularly potholes, and this was exacerbated by the extreme weather and high number of vehicles using the roads. There were comments that more proactive planning was needed to manage these issues, including using materials for road resurfacing that were more durable and longer lasting.

“The roads are an absolute disgrace. I've lived in Caterham since 1954 and have never seen the roads as bad as they are now.”

Survey respondent

3.6. Issues mentioned were the condition of the roads causing damage to private vehicles and the danger posed to cyclists using the network. It also had a knock-on effect on drivers' behaviour as they had to occasionally swerve to avoid potholes, which then put other road users at risk.

- 3.7. The level of road congestion was another concern. Some expressed concern that no matter the length of the journey, getting anywhere took a long time, and this affected people's ability to commute, to do the school run or to go on a day out with their families. Congestion hotspots mentioned included the A3, M25, A31 and A317.

"The roads have to be made safe. I drive and am a road cyclist. The potholes: they are not holes anymore but craters and dangerous for cars. I have bought a four wheel drive vehicle because a normal car cannot cope with our road surfaces."

Survey respondent

- 3.8. The amount of traffic from both cars and commercial vehicles also raised concerns for residents about increasing levels of air and noise pollution. Some commented that not enough was being done to discourage the use of cars, for example, increasing investment in public transport or building safe cycle

"I live in Hascombe, through which we have nose to tail traffic going through during the rush hours, along with HGVs and building supply lorries, all going far too fast on a road which is too narrow and usually full of potholes. The road congestion is actually ruining the quality of life here, so much so that my wife and I are on the verge of moving to another county."

Survey respondent

lanes.

- 3.9. An increasing number of cars meant additional pressures on parking provision in the county. People who used their car as their preferred means of transport said it was becoming more difficult to find parking and the level of parking charges in some places was too high. They said this would affect local economies and impact on the ability of town centres to attract people to do their shopping.
- 3.10. Some residents said they had seen increases in inappropriate parking activity, for example, parking on double yellow lines or grass verges, and that with some households owning more than one car, this made residential areas feel crowded and restricted available parking for residents.
- 3.11. There were some mentions about the condition of some of Surrey's pavements. Residents commented that if they either had poor eyesight, needed to use a wheelchair or mobility scooter or if they were pushing a pram, the unevenness made it difficult to navigate and caused potential trip hazards.
- 3.12. Stakeholders were also worried about the quality, affordability and reliability of public transport. They said this was one of the reasons why residents were so reliant on their cars to get around the county.
- 3.13. Some residents commented that bus services were too expensive. Young people, a stakeholder group more likely to use buses, also said they were unhappy with the cleanliness

and did not feel safe on some buses. There were very few services to communities outside of major town centres, meaning some felt cut off from being able to access services.

“Buses are expensive and services have been reduced since I moved to Woking 12 years ago. Buses aren’t reliable as the countdown timers aren’t always accurate. Sometimes it gets to zero and no bus comes and you have to wait for the next one.”

Survey respondent

- 3.14. Some people also commented on local train services. They said services were unreliable, due to issues like constant cancellations or changes to timetables, not as frequent as they should be and expensive. They also mentioned how congested they could be at peak times, and that projects, such as Crossrail 2, would be helpful in addressing this.
- 3.15. There were concerns about expansion plans to build a third runway at Heathrow airport. People said this would add further traffic to a highway network already under severe pressure, and have impacts on air and noise pollution and climate change.
- 3.16. Some residents who advocated alternative means of transport to cars, expressed frustration that the infrastructure provided for cyclists was not safe due to the lack of an integrated off-road cycling network. Some said they were not using existing

cycle lanes because they were not fit for purpose.

- 3.17. People who wanted to invest in electric vehicles also said there was a lack of charging points, and they wanted to see additional investment in more points being set up across Surrey.

“Very dangerous cycle infrastructure. Surrey seems to have a general dislike of cycling and cyclists, yet it is the only “cheap” way to overcome our chronic congestion. Surrey’s EV (electric vehicle) plans are woeful ... and just shows the car is king now and in the future.”

Survey respondent

- 3.18. **Housing** – There were very different perspectives from stakeholders on the topic of housing in Surrey, which revealed a lack of consensus on how to address to county’s future housing needs. The difference came between those that advocate increasing the number of homes in Surrey to boost affordability, and those who want to protect their local communities and environment from new development.

3.19. People who advocated increasing the housing supply were

“Housing isn’t cheap in this area. We need more affordable homes – there simply aren’t enough!”

Farnham resident video interview

“We need more genuinely affordable housing. We can do this by making cheap land available for social providers”

Housing trust

worried about how expensive housing is in Surrey. The median price for a house in Surrey is 12 times the average annual salary of residents².

3.20. Those who were particularly concerned were parents whose children had not been able to leave home, lower income households and key workers. This was also a concern of some organisations who worked closely with more residents

“The price of housing makes it virtually impossible for young adults to buy a home. We get very limited help towards our first buy, and for some people, despite having saved money, due to their lower salary, they cannot get a mortgage. How can someone in their 20s expect to get a house worth £400,000 with a 10% deposit? Can’t the Council build smaller, basic, cheaper houses for first-time buyers so they can get on the property ladder?”

Survey respondent

who struggled to be able to afford their own home.

3.21. Expense was not just reserved to the amount it cost to buy a property, but also to rent in the private sector. The impact of high costs meant people, in particular younger people, were being priced out of living in Surrey, and would have to move to another more affordable part of the country. They wanted to see greater supply of social housing and houses being built and made available at affordable prices.

3.22. Some reasons suggested were some developers were either not building enough “affordable” homes as part of new development, for example, building luxury five bedroom properties, or new development was being blocked by local residents who did not want it in their local area.

3.23. Suggestions to remedy the lack of affordable housing included councils building more affordable homes, building homes on more brownfield sites, and development of

“My boyfriend and I are currently saving up to buy a house and are both earning just below the UK average salary, but we are struggling to get on the property ladder. We don’t have families which could provide us with any money towards a house, so we are having to work really hard to ensure we can get a house. I have friends who live in other parts of the country and they are all able to afford houses due to the costs of houses being a lot lower.”

Survey respondent

² www.surrey.gov.uk

“guardianship” properties or high rise flats with intermediate rent properties to support young people and families to get on the housing ladder.

3.24. Partner organisations also recognised affordable housing was a key challenge for some residents and developed some ideas for making housing in Surrey more affordable, including:

- Bringing in a more relaxed planning framework;
- Closer working between central government and local authorities to tackle the issue;
- Developing a better understanding of community need;
- Making cheap land available to social housing providers to increase supply; and
- Working closely with private developers to ensure construction of affordable homes were included in their plans

3.25. Increases to housing supply and development was a key concern for a number of residents. In particular, they were worried that more development would mean the loss of existing green spaces and more building on green belt land; the pressures on existing infrastructure and the lack of new infrastructure planned in parallel to the new development, such as roads, doctors surgeries and schools, to accommodate for a growing population; and the threat of urban sprawl, where residents were concerned that Surrey would lose its character and identity and felt like it was becoming part of London.

“I am concerned about the de-commissioning of greenbelt land to hand over to developers. Our infrastructure has been at breaking point for a considerable time, yet it continues to be added to with more and more developments. People move/live in Surrey (and pay high house prices) to live in rural surroundings yet this is being decimated with ill thought out developments and no increase in the infrastructure.”

Survey respondent

3.26. Some stakeholders expressed a preference for the re-use of derelict buildings on brownfield sites (a point with which they agreed with housebuilding supporters on), instead of building further onto greenbelt land. There was some resentment expressed at central government imposing housing targets on local areas, without the implications for local communities being thought through properly. Residents also wanted more of a say in local planning decisions.

“Part of the West Byfleet recreation ground has been sold to the Marstons pub company so they can build a pub here. Not only that, it will go in a site currently occupied by a children’s playground, on a residential road, next to a pre-school and an infant school ... please listen to the local community when we say we do not want this!”

Survey respondent

3.27. There were differences of opinion on how development was built out. On one hand, some residents were concerned with

“infilling” to existing towns and villages as they threatened to destroy their character, but on the other, some were concerned about development being too spread out, with the need to use greenbelt land to meet development goals.

- 3.28. **Inequality and deprivation** – Some residents mentioned they felt there was a widening of the wealth gap between the wealthiest and the poorest residents. The cost of living in Surrey was a factor in this, with levels of council tax and housing costs highlighted as particular concerns. Residents raised issues such as people in work having to use food banks, inequalities in educational outcomes, the problem with Surrey being perceived as being a wealthy county with residents experiencing few issues and neglect for more deprived areas of Surrey.
- 3.29. Some residents suggested that more could be done by more affluent residents to use their resources to support others who were not in as fortunate a position. Others were worried that not enough was being done to support residents who were likely to be impacted by changes in Government policy, for example, the roll-out of Universal Credit.

“There are a large number of incredibly wealthy people in Surrey which makes life for those in less fortunate situations much more difficult – the gap needs closing.”

Survey respondent

- 3.30. Other concerns raised included the lack of affordable housing (see pages 11-13), reductions in public transport, such as buses that some more vulnerable residents depend on, and lack of mental health service provision. There were also worries about the levels of homelessness, and the low levels of support for people who live in social housing.
- 3.31. In addition, children from deprived backgrounds, and their families, were identified as needing greater attention for their safety and wellbeing. The patchy nature of deprivation, and absence of support from a wider community who were “in a similar situation” meant these children and families were isolated and less able to manage.
- 3.32. Provision for children with special educational needs and disabilities (SEND) was another area highlighted. This included concerns around access to services such as speech and language therapy and social opportunities for these children.
- 3.33. There were also worries that provision of social care for vulnerable adults would be reduced so much that the quality of care would be compromised and the safety of service users was at risk.
- 3.34. Issues were raised on the treatment of people from Gypsy, Roma and Traveller (GRT) backgrounds. Some residents felt that members of the GRT community were leaving mess or fly tipping on common land, such as public parks, and that nothing was being done to address this. Other residents were

conscious of the bad feeling this created with the wider community, and wanted to see more effort being put into building understanding between GRT residents and the wider community, and to resolve the issue of a lack of transit sites for people from this community.

“[Gypsy, Roma and Traveller residents] need somewhere to stay, but more needs to be done to prevent groups invading common land, causing waste and mess that has to be cleaned up. I am concerned that there is a lot of hate (and fear) in the settled community towards the traveller community.”

Survey respondent

- 3.35. Partner organisations, particularly those that work in the voluntary, community and faith sector in Surrey, also highlighted the inequality faced by some residents. They suggested that more needed to be done to work with local communities so that more people in local neighbourhoods recognised their responsibility to support other people less fortunate than them.
- 3.36. Key to achieving this would be sustained community engagement, setting up local support networks, and helping communities to make the most of their local assets.
- 3.37. **Public services** – There was apprehension on the level of public service reductions and pressures on services in recent years. Stakeholders made reference to the current financial situation of Surrey County Council and the potential impact

this would have on the services they valued. They also challenged the current quality of some services that were provided.

- 3.38. Some stakeholders questioned whether the vision was deliverable given the uncertainties on finances and other external factors that could affect its achievability, such as Brexit.
- 3.39. The service stakeholders voiced the most concern about was social care for older people and younger adults that relied on the service. This included the difficulty in qualifying for services, lack of good quality care home provision in Surrey, rising costs and a decline in social care staffing levels, partly, they said, due to the rate of staff turnover. This was against the backdrop of a growing ageing population.
- 3.40. Reductions to social care services were putting increasing pressure on carers who were expected to contribute more hours to their caring role, to the detriment of carers' health and wellbeing. There were also concerns that care workers were not spending enough time with people that used services because of the pressures they had in looking after all the people they were responsible for.

3.41. Similar issues with health services were raised. Pressures on local health services were highlighted, partly because of demands from the local population, but also under-investment from Government in these services. For instance, some people mentioned the difficulties in organising a GP appointment because of oversubscribed services. They either had to arrangement an appointment far in advance, or they had challenges being able to talk with specific doctors.

“The GP surgery I attend has far too many patients which means that you cannot always get an appointment with a doctor of your choice.”

Survey respondent

3.42. Some people mentioned the pressures on local hospital services, and they were anxious about some hospitals being under threat of closure, for example, Epsom, East Surrey and Royal Surrey County hospitals. Some talked about the level of strain NHS staff were under, and the difficulties of registering with an NHS dentist.

3.43. People were keen to highlight issues with local mental health services. Some stakeholders talked about the long waiting times to get support for both Children’s and Adolescent Mental Health Services and adults’ services and the lack of empathy shown by some mental health professionals. Some said that they did not receive any support until they were at crisis point.

“I’m having an awful battle trying to get care for my disabled mother. There don’t seem to be enough care workers. In fact, there have been times when they didn’t turn up! A lot of elderly people I’ve spoken to have said there aren’t enough care workers out there to support them. Different people come and go, so they’re not able to build relationships with them. The Council doesn’t seem to be able to cope with the numbers of older people.”

Camberley resident audio interview

3.44. Services for children were another major topic stakeholders shared their views on. The ‘inadequate’ rating Surrey County Council received from their most recent Ofsted inspection was mentioned, and the potential closures of children’s centres.

“Surrey County Council’s decision to close children’s centres is difficult to comprehend, when all the research-based evidence has shown the absolute benefit to children and their parents/carers in supporting relationships, learning, health and wellbeing and safety of those in our community who may be more vulnerable than others.”

Survey respondent

3.45. They also registered concerns with changes to services for young people with SEND, and the experiences of looked after children in Surrey.

3.46. Increases in the county’s population meant some people were unsure if they would be able to get their child a good school

place because of the increased competition for places. This applied both to general and specialist places. There were also mentions of schools not getting the funding they needed, and the quality of education being diluted due to large classroom sizes. Stakeholders wanted to see more resource directed away from assessments and reporting towards direct support for each child.

- 3.47. Other parents discussed the difficulties in helping their child with SEND to access schools or colleges that could offer the specialist support they needed. They also mentioned the County Council appeared to have more of a say in where a child with SEND would be educated than the parents. They wanted more of a say in which school their child would attend. There were also concerns about the number of children with SEND being excluded from Surrey schools.
- 3.48. The availability of recycling facilities and recent proposals to close some of the Community Recycling Centres was raised. People were unhappy with reductions in the opening hours for some centres and charges for the disposal of certain types of waste. They argued that this was likely to result in increases in fly tipping.

“There are lots more people asking for cheap quotes on social media to remove rubbish since the reduction in opening hours and there seem to be many more instances of fly tipping as a result.”

Survey respondent

- 3.49. There were a few comments made on library services. Issues raised included reductions to library budgets, and the use of volunteers to run them instead of paid staff, additional strains placed on library service staff such as computer inquiries, bus passes and support with Universal Credit applications, in addition to their existing duties.
- 3.50. Some argued that they valued libraries for being free community spaces with access to education and learning for all ages, and could help tackle issues such as loneliness. Ways to support the sustainability of the service were suggested, such as hiring out the library buildings to community groups outside of library hours to make better use of space and generate income.
- 3.51. Other services mentioned including limited provision of adult education, and reductions in funding to emergency services, such as Fire and Rescue.
- 3.52. **Economy** – The strongest theme coming from the survey feedback was the current state of high streets. Concerns were raised about the decline of town centres, with many stakeholders referring to high business rates and rents threatening the ongoing viability of local businesses. Some said there did not appear to be a clear plan for what high streets should look like in future, and how to solve the current issues affecting them.

- 3.53. Ideas suggested for the future use of town centres included redeveloping existing buildings for additional housing, increasing the level of support available for smaller high street businesses, such as short-term rent holidays, and more effective traffic and parking management to make it easier for people to access town centres.

“Camberley town centre could do with an upgrade. I’ve seen this happen recently in Guildford and Bracknell, but I would much prefer to shop closer to where I live (Windlesham).”

Camberley resident video interview

- 3.54. Some residents wanted to see more of a focus on supporting smaller, local businesses to thrive. They mentioned the county’s thriving creative industries that could grow in importance, and there should be additional measures to support smaller businesses, such as loan schemes and starter packs for new shop ventures to support increased high street activity.
- 3.55. Some talked about issues for some people accessing job opportunities. This included increasing support for people with additional needs to access work, enabling younger people to be better positioned to get to work via public transport and by improving careers advice and guidance, including more signposting to apprenticeships as a career option and the need to create better conditions for local employers to offer

employment opportunities within the county.

- 3.56. **Community safety** – While some people said they thought Surrey was a county that was relatively safe and where crime was low, others expressed a view that they believed crime was going up. Stakeholders mentioned rural burglaries and acquisitive rural crime, vehicle crime, underfunding of domestic abuse services, theft, moped crime, violent crime and anti-social behaviour.

“I’m concerned about the lack of funding for community policing. There are clearly problems with anti-social behaviour and violent crime in the evenings that aren’t being addressed.”

Survey respondent

- 3.57. Some stakeholders believed that police services were underfunded, and that a lack of visible police presence enabled more crime to be committed than would be otherwise. Another issue raised was reduced operating times for streetlights, which meant people felt more unsafe and that crime was more likely to be committed under those circumstances.
- 3.58. **Environment** – In addition to concerns raised about the level of traffic congestion contributing to pollution levels (see page 10), stakeholders were also worried that projects, such as the proposed expansion of a third runway at Heathrow airport, would compromise air quality and cause additional noise

pollution, and the impact on local residents' health and wellbeing.

- 3.59. Other concerns were raised about oil drilling in certain parts of the county, such as Leith Hill and Brockham, and the knock-on effect on the surrounding environment, such as water contamination.
- 3.60. Building on concerns about the impact of new development on the local environment, some stakeholders said this could result in the destruction of habitats for some of the county's wildlife, and increases in emissions from new development would affect air quality. Some people also worried that some residents were burning waste in their gardens, further affecting air pollution levels, and there was a noticeable increase in fly tipping in certain parts of the county.
- 3.61. Residents also spoke about waste collection and disposal. They said the rules for waste disposal were complex, not enough was being done to support non-car users to access waste disposal facilities and some were unhappy with the frequency of waste collection in their local area.
- 3.62. **Local democracy and partnership** – Some residents said the level of council tax in Surrey was too high and that it could be a factor in forcing people to leave the county. They found it hard to understand why council tax was rising year-on-year when there was a narrative coming from councils about the need to make savings and proposals to reduce services. Some residents said they were worried about the impact increased council tax was having when their wages were not

rising at the same rate.

“...We have seen a large rise in council tax in Surrey this year, which concerns me. One thing I do not understand is that Surrey as a county is one of the most affluent in the country...you would suspect social and welfare bills associated with Surrey County Council to be relatively low as better off individuals tend to fund their own lifestyle/needs.”

Survey respondent

- 3.63. This led some stakeholders to question the financial competence of Surrey County Council, and others questioned the level of officer salaries and increases in Member allowances.
- 3.64. Some residents said they would welcome more transparency with how their council tax was being spent so they could see what they were getting back in services. Others mentioned that they did not think enough money was being prioritised in their part of the county, and that investment was skewed.

“Start spending some money in Waverley and not simply spending it in the east of the county or Guildford.”

Survey respondent

- 3.65. While some residents understood that reductions in central government funding played a role in decisions on Council

services, they also wanted the organisation to make sure that it was focusing on spending money on the most important services, and that non-essential spending was deprioritised and reductions made in those areas. However, there was little elaboration on what was meant by the term “non-essential services”.

3.66. Some stakeholders linked the Council’s current financial situation to the vision and questioned whether it had the capacity or capability to deliver elements of it. Some wanted more specific ideas about how the outcomes would be delivered, and wanted to know where the money would come from to deliver them.

3.67. Questions were asked about the ability of partners to join up and work together to deliver the outcomes in the vision. Specific concerns were raised about the ability of health services and local government to deliver strategies that made a tangible impact on outcomes for residents.

3.68. In early July, two major partner events were organised and facilitated by the County Council where a number of principles for partnership working were agreed including:

- Directing more resources into prevention and early intervention work for vulnerable children and adults;
- Collaborating to meet to county’s affordable housing challenge;
- Thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population;

- Supporting communities to take more responsibility for themselves and for vulnerable people in their neighbourhoods;
- Working together in new and creative ways, through a culture of honesty and mutual respect; and
- Strengthening the financial sustainability of public and VCF sectors so they have stability to deliver services over the long term.

3.69. Political stakeholders, such as District and Borough and parish councillors, also discussed which services needed to be delivered at which level of local government, although there were reservations that their organisations would take on additional responsibilities without the required resources.

3.70. There were also discussions about how best to educate the public on which tier of local government delivered which services. Others argued that the structures of local government in Surrey needed to be looked at for possible savings.

3.71. Some residents also called for public organisations in Surrey to be better at listening to the needs and concerns of their residents. Their experiences were that consultation was a cynical exercise designed to get the answers they wanted, or that organisations were evasive when challenged to account for a decision. There was a call for more meaningful engagement with local communities in their decision-making processes.

“...The county has, in my experience, never been much good at listening to views of the taxpayers, and this exercise is...another cosmetic operation which will cost more and achieve less...”

Survey respondent

4. What are people’s hopes for Surrey in 2030?

- 4.1. Stakeholders were encouraged to picture what they wanted Surrey to look like in 2030. They also considered the draft outcomes in the vision, and identified which ones they thought were the most important to focus on to 2030 – the results are shown in Annex B (page a)
- 4.2. **Environment** – There is a strong desire to see the green spaces and natural environment of Surrey preserved and protected for now and future generations. Most people want Surrey to be a place that respects its woodlands, wildlife and areas of outstanding natural beauty.
- 4.3. Key to this is preventing over-development of rural areas and continued protection of greenbelt land. They hope that the countryside will remain accessible, meaning there is no cost attached to visiting these places, and that there will be more parks and open spaces for families to enjoy.

“[I hope] Surrey remains vibrant and green with lots of natural outdoors environments.”

Survey respondent

- 4.4. Some residents want Surrey to build a national reputation for green spaces that are well-maintained and looked after. Some fear that if this did not happen, parts of Surrey risk becoming an extension of London and communities would lose their identities.
- 4.5. Suggestions to achieve this include the need to manage development of new housing in Surrey, and to work with other partners, such as the National Trust, to improve and join up different countryside “hot spots” in the county.
- 4.6. Residents also want to see more action on other activities that would compromise the natural environment and risked increased pollution, for example, oil drilling and fracking.
- 4.7. **Housing** – Some people want to see an increase in the supply of affordable housing, including social housing, particularly for young people and residents on lower incomes. Some said they would not mind new housing being built, as long as the look of them was in keeping with the aesthetics of other buildings and the natural surrounding environment. There is also some appetite to see new forms of housing that minimises environmental impact, and is more reliant on green forms of energy, such as solar power.

“[Surrey should be] a place where ordinary working people can afford to and want to live.”

Survey respondent

“There needs to be a bit more creative thinking around the issue of housing. There should be cross-party consensus on house-building – it should not be a political battle!”

Working resident video interview

- 4.8. As highlighted in the previous chapter, this is at odds with the desire of some residents to see restrictions on the number of new homes being built. They are clear that any new housing needed the right infrastructure to accompany it, otherwise pressures on existing infrastructure will worsen. They also suggest that brownfield sites could be targeted, and there could be more developments built upwards rather than outwards, for example, apartments in tower blocks.
- 4.9. It is recognised that there need to be more honest conversations with residents about the scale of development required and the best ways to achieve this to meet the wider needs of Surrey’s community, while being sensitive to the concerns of local residents.
- 4.10. Residents want no-one that lives in Surrey to be homeless. They want to make sure there is sufficient provision of services for people who are either currently homeless or at risk of homelessness, such as shelters and more services provided by District and Borough councils. They also want

services in place to support homeless people who are addicted to alcohol or abuse other substances.

- 4.11. **Transport and travel** – Most stakeholders are hopeful that there will be less traffic, with the benefits of quicker journey times and improvements in air quality. In addition, there is consensus among stakeholders that they want to see the quality of roads improved, and for the overall transport network in Surrey to be operating more smoothly and efficiently.
- 4.12. Some stakeholders want more policy solutions to reduce reliance on using cars to get around Surrey so congestion is alleviated and environmental impacts minimised. Suggestions include greater investment in public transport to make it more affordable and reliable, and to be powered by green technologies. For example, some people want to see more bus lanes in the county to remove some cars off the road.
- 4.13. Some residents want greater investment in facilities and infrastructure for cyclists as the comment overleaf demonstrates:

“I hope Surrey could become the leading cycling county in the country by introducing cycle highways up, down and across the county to enable a more sustainable transport network that is second to none.”

Survey respondent

- 4.14. Cyclists want to see more infrastructure that would help them feel safer – some mentioned they are worried about having to use the same roads as cars and lorries. Some said it could be helpful to have regulations to improve cycle safety, such as in Belgium, where cyclists had a right of way. Some residents aspire for Surrey to become a place where it would be common to see families and young children using bicycles to get to work and school each day.
- 4.15. Some alternative views were expressed by some car users. They want to be able to park and not pay high costs to do so. They also want to see more parking spaces created, and for roads to be expanded so to cope with increased traffic flows. This suggests there are choices to be made about the direction local organisations take to develop an efficient and high performing transport network.
- 4.16. **Inequality and deprivation** – Some people hoped that Surrey would become a county with a more diverse population and more inclusive communities between different generations and income status. They also want the county to be known for the care and support that its residents provide

for more vulnerable people in Surrey. This includes all residents being able to access services, no matter their background or their wealth. They also want to see stronger locally-based community support networks in place so residents have the means and capacity to help each other.

- 4.17. Some stakeholders also mentioned they want Surrey to be a county where everyone has the same opportunities to be able to afford a home of their own and the cost of living is more manageable, where children and young people from all backgrounds and of all abilities are able to get the best education and opportunities, and elderly and vulnerable residents received the care and support they needed.
- 4.18. **Public services** – Stakeholders were keen to see improvements to public services although they recognised the constraints on resources. They want more assurance that their money was invested well in the services that mattered to them and that the right level of funding was in place to accommodate all people that needed them.
- 4.19. People want health and social care services for adults that are both good quality and affordable. This includes improved access to GPs and hospitals, ‘outstanding’ ratings for the county’s health and care services by external bodies, sufficient residential care places for older and vulnerable people, social care services providing accurate and timely assessments and advice while remaining independent at home, and appropriate staffing and technologies that enabled

a high performing health and social care system.

“[I hope for] better care services for older people and ensuring where possible they live in their own homes and both without older people having to use their life savings or funding through the sale of their homes...”

Survey respondent

- 4.20. People also want to be able to continue accessing services that supported improved health and wellbeing, such as local council-provided health and fitness centres, country walks or parks. They also want more of a proactive push towards getting people to live healthier lifestyles so that pressures on the health service are reduced, for example, encouraging healthier eating.
- 4.21. Some stakeholders mentioned they want to see improvements in people’s mental health. This would include mental health services that intervene early, and priority given to resourcing the services that support people who were vulnerable and more at risk of mental health issues, for example, homelessness services.
- 4.22. People also want to see more joined up working between health and care service providers to ensure residents’ care needs are met efficiently and effectively, and are hopeful that they will see pressures reducing to give them more assurance

about the future of NHS services.

- 4.23. For Surrey’s children and young people, some stakeholders want more schools that are more inclusive and able to cater to people for all abilities. They want children to access the best possible education, with the majority of schools having been given an ‘Outstanding’ rating by Ofsted, and that these schools have sufficient numbers of places for all children. They also want to be able to exercise more choice as parents in their child’s education. One example mentioned was for summer born children to have the option to start school in Reception class instead of Year One, and for this not to be actively discouraged.
- 4.24. Parents of children with SEND want access to high quality education for their child to be easier, and for them to feel supported within mainstream education. They also want SEND services to have the right level of funding so that schools are able to cope with increasing numbers of pupils with SEND entering the school system. They want to see an increase in the number of places available at specialist schools in Surrey, should some children require them, to prevent them having to travel long distances for their education.
- 4.25. Stakeholders also want to see rapid improvements to children’s social care provision to give them greater assurance that they feel their children will be protected and will get the support they need. They want more families to get

the help they needed before they require more intensive support.

4.26. Young people, partners and residents all commented on the importance of local services for children and families, such as children’s centres, in supporting the most vulnerable families in Surrey. They mentioned their role in mitigating the risk of young people feeling left behind and engaging in criminal activity. They also want a broader range of opportunities to be available such as more access to parks and leisure services, and improved access to mental health support services for young people.

4.27. Having an effective and efficient system for recycling and waste is another outcome residents want to see. They want to see further efforts to increase the county’s recycling rate. To support this, they want to retain free access to waste disposal sites and improved waste collection services.

4.28. There were also calls from some stakeholders to maintain accessibility of libraries and for them to receive full funding. They want them to remain open community spaces and some were open to the idea of libraries evolving into community hubs or centres for learning to access information and support on services as well as their traditional role for lending books.

4.29. Residents also want to make sure leisure opportunities, such as parks and leisure centres, remain accessible and are open to people on lower incomes, as this quote suggests:

“Exercise facilities should be more accessible – many people cannot afford to attend a gym. Even swimming is expensive now at nearly £5 to enter a swimming pool...we are constantly told to exercise more to prevent obesity but all most of us are able to do is walk or run in the streets or green spaces.”

Survey respondent

4.30. People also want to make sure the county remains resilient and prepared in the event of an emergency. This included the right levels of funding for emergency services, such as police and fire and rescue, and more to be done to protect communities from flood risk.

4.31. **Economy** – Stakeholders want to see more businesses

“I hope it is...a rich cultural bed that inspires and creates community businesses for social good that also delivers locally and are sustaining the local economy and working with councils to deliver social and economic gain and long-term training plans.”

Survey respondent

thriving in Surrey. Some want more businesses who were conscious of their environmental footprint, and encouragement of a more diverse and unique range of independent shops and restaurants. They want to see more done to reinvigorate high streets by reducing business rates and rents for local businesses. A few stakeholders commented that they want to see more businesses in Surrey that contribute to the wider benefit of the community.

4.32. A further measure suggested to strengthen Surrey’s economy is having strong digital infrastructure to support efficiencies and innovation across businesses, and to ensure businesses in the rural economy are not left behind. Stakeholders also suggested that addressing physical infrastructure issues, such as with highway maintenance and parking (pages 9-10), would support increased access to town centres to encourage more businesses to set up and grow, and incentivise consumers to spend more locally to support their local economy.

4.33. People also said they want to encourage more businesses to thrive in Surrey to create more local employment opportunities. They also want these opportunities to be able to pay wages that kept pace with the cost of living in Surrey, so that local people did not have to commute to London to do this. Some were mindful about the changing nature of the job market, for example, increasing automation in some sectors, and the need to equip people with the skills for the job market of the future.

4.34. **Community safety** – Stakeholders want Surrey to remain a safe place to live. They want it to be crime-free, and see more done to improve security in the county. They want to see more action to address anti-social behaviour, violent crime and dangerous driving. They want to see street lights operating for longer hours at night to feel safer, and more of a police presence in the community, enabled by an increase in police numbers.

4.35. **Local democracy and partnerships** – Some stakeholders want Surrey County Council to have a sustainable long-term plan for the future, and to see courage to take brave decisions that would mean achievement of the vision was more likely. They want assurance that any strategies or plans put residents at the centre of their thinking.

4.36. Stakeholders want to see services working in a joined-up way and that decision-making is based on evidence and taken with a long-term view over short-term gain. They also want to see

a system of local government in Surrey where organisations operated within their existing budgets, and council tax is made more affordable. Some argued for a rethink of the structure of local government in Surrey.

- 4.37. Residents want to see more evidence that public service organisations are listening to them and their concerns. They want to see what changes are being made from sharing their views, and more honest conversations between organisations and residents. They also want more visibility from councillors and Members of Parliament in their local communities so they can make their views known and feel that their views would be represented and well-articulated. Some residents mentioned they want to see more proactive work in pressing Surrey's case to Government for fairer funding for the county's services.
- 4.38. Some stakeholders said they were hopeful that the vision would become a reality, but others were sceptical it could be delivered in the context of the need to make further savings in public services. Some people asked for detailed, specific plans on how the vision would be delivered.

5. What happens next?

- 5.1. This report should help the people that live and work in Surrey to gain a broad understanding of what the key challenges are facing the county over the next 12 years. They are complex, and in some cases consensus will need to be built to agree how to tackle some of these challenges.
- 5.2. Based on the ideas in this report, the vision will be updated. To be a vision that is truly shared by everyone, it will reflect what people have said and focus on the areas that need to be prioritised so the Surrey that they want to see can be delivered.
- 5.3. Partner organisations across Surrey will also continue discussing how best to tackle the challenges that residents have raised, and will have honest conversations with residents about the role they can play to help deliver the vision. To achieve the aspirations set in the vision, working in partnership across organisations from the public, private and voluntary, community and faith (VCF) sectors will be key. Partners sharing their skills, insights and experiences will be crucial in enabling the changes needed to make the vision a reality.

Annex A – Engagement programme summary

a. The Council undertook a number of different engagement activities to gather the key themes for this report. The methods used to gather this feedback included:

- Web-based and hard copies of a survey for residents and organisations across Surrey³ that asked:
 - The extent to which they agreed or disagreed with the ambitions for “People” and “Place”;
 - Which top three outcomes for both “People” and “Place” were most important to them;
 - What they valued about living in Surrey, if anything;
 - What concerned them as a resident of Surrey, if anything; and
 - What their hopes were for Surrey as a place in 2030.

The survey ran from 6 June 2018 to 3 September 2018. Over 1,600 people responded online and 32 hard copy surveys were completed.

- 100-200 (final number tbc) video interviews carried out with stakeholders at a range of public events and High Streets across the county, for example, Ewhurst Carnival and Cheese and Chilli Festival in Guildford.
- Social media activity across a range of well-known platforms (e.g. Facebook, Twitter, Instagram, etc.) using the hashtags #vision2030 and #mysurrey.
- Over 40 face-to-face meetings with over 500 stakeholders including:
 - Two engagement events in early July with partners from the statutory and voluntary, community and faith sector including NHS, school governors, housing associations and charities for disabled and young people;
 - Engagement event with young people, including looked after children, young carers, young people with mental health issues and the Youth Cabinet in July;
 - Phase Councils for schools;
 - Members and officers from the district and borough councils, local county Members and parish councils;
 - South East Valuing People Group;

³ Note – Respondents completing the survey were self-selecting, so responses do not reflect a statistically representative sample of Surrey’s population.

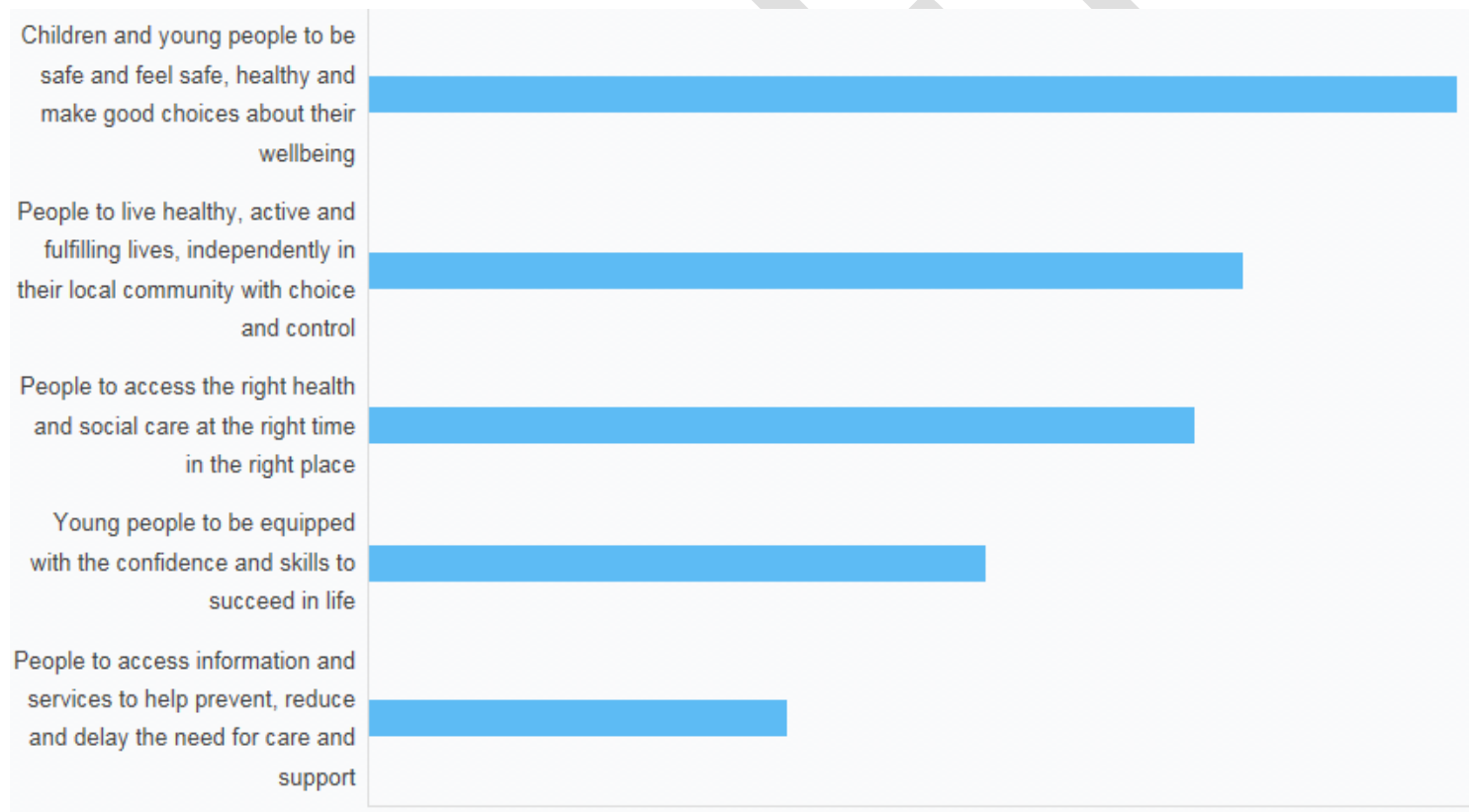
- Surrey Equality Group;
 - Care Council Juniors Residential;
 - Surrey Countryside and Rural Enterprise Forum;
-
- Correspondence was also received via letters or emails from residents and partner organisations. Representative groups for a wide range of communities were also contacted, such as organisations who represented homeless or lesbian, gay, bisexual or transgender (LGBT) residents, to raise awareness of the vision survey and to ask them to send a formal response to the engagement.

Annex B – “People” and “Place” outcome rankings

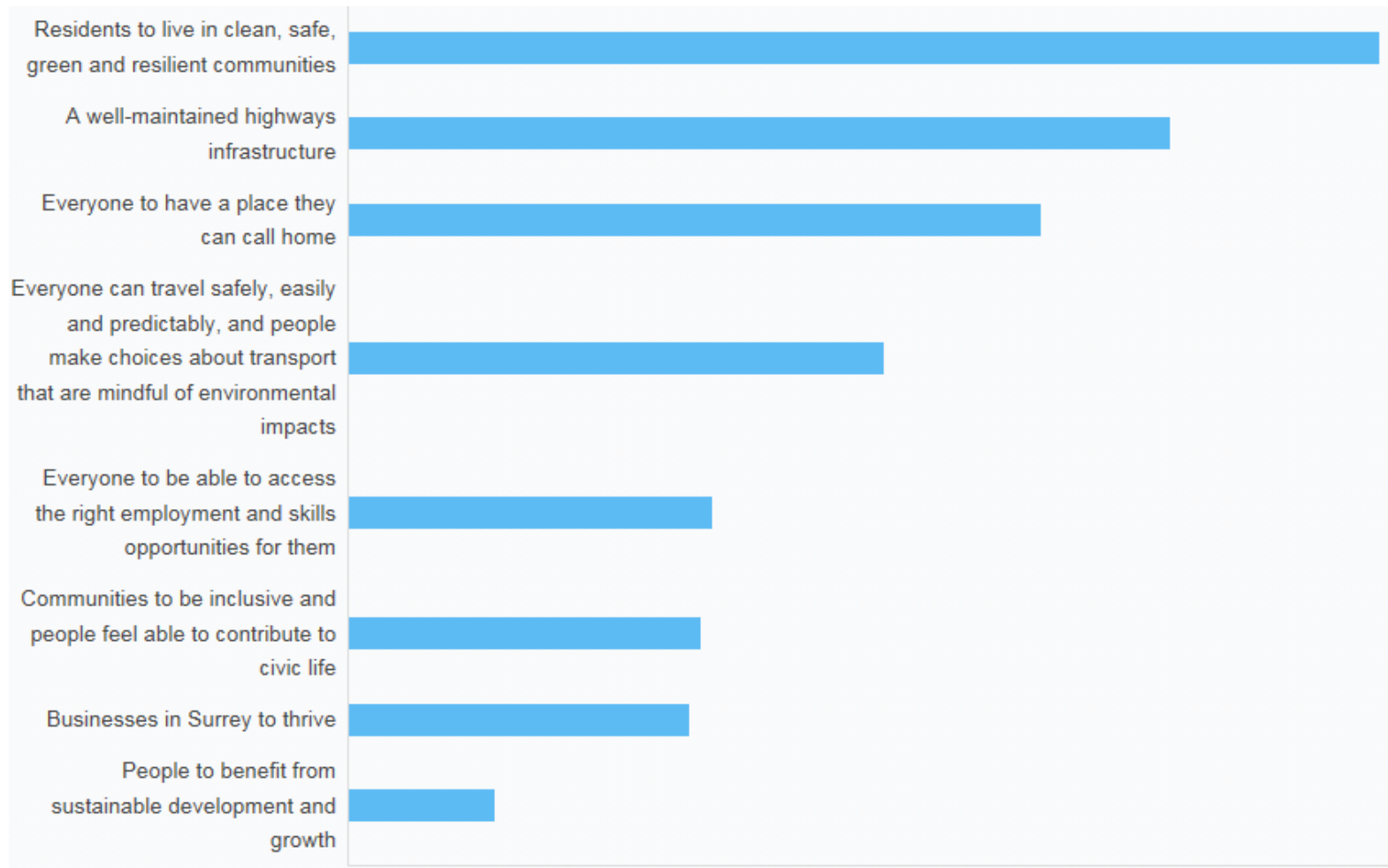
The charts below indicate which outcomes for “People” and “Place” were most and least likely to be in stakeholders’ top three list.

For “People”, keeping children safe, healthy and well was most likely to make stakeholders’ top three, whereas access to information and support was least likely. For “Place”, clean, safe, green and resilient communities was most likely to make the top three list, whereas sustainable development and growth was least likely to be chosen.

People



Place



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Corporate Overview Select Committee

20 September 2018



Forward Work Programme and Task Group Scoping

Recommendations:

- That the Committee reviews and agrees its forward work programme, making suggestions for additions or amendments as appropriate.
- That the Committee reviews the scoping document from the Children and Education Select Committee and suggests any amendments or additions.

Next Steps:

The Committee will review its work programme and recommendations tracker at each of its meetings along with the work programmes of other Select Committees.

Report contact: Huma Younis, Democratic Services Officer

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Corporate Overview Select Committee Forward Work Plan 2018/19

DATE OF MEETING	SCRUTINY TOPIC	DESCRIPTION	OUTCOME	OWNER
25 October 2018	Integrated Budget Planning: Scrutiny of the 3-5 year Preliminary Financial Statement (PFS)	Along with the programme of transformation and a new vision for Surrey. The Council will be agreeing a draft PFS in November 2018.	The Committee to scrutinise the 3-5 year PFS and make recommendations to Cabinet before final sign off by Cabinet in October 2018. For the Committee to ensure the financial processes in place are transparent, outcomes focused and that the plans will deliver a sustainable budget.	Leigh Whitehouse
25 October 2018	3-5 year Organisational Strategy	Along with the programme of transformation and a new vision for Surrey. The Council will be agreeing an organisational strategy in November 2018.	The Committee to have scrutinised the 3- 5 organisational strategy testing its capacity to deliver the required change and make recommendations to Cabinet before final sign off by Cabinet in October 2018.	Michael Coughlin
15 November 2018	Welfare Reform	A report on the impact of Government policy on Surrey and the Council's ongoing work to support residents.	The Committee understands the Surrey context and is assured that adequate preparations have been made to mitigate any negative	Strategy and Performance Team

Corporate Overview Select Committee Forward Work Plan 2018/19

			impacts across Council services.	
15 November 2018	Effectiveness of Scrutiny	A new Select Committee structure was introduced in May 2018. The Committee to evaluate the effectiveness of scrutiny to date and how scrutiny can be more impactful as part of ongoing transformational change.	Members review the current approach to scrutiny and agree their overarching principles for scrutiny in 2019.	Democratic Services
15 November 2018	Modern Councillor Project	On 28 March 2017 the Cabinet agreed to, "Paper free committee meetings by end of first year of new council". To support the services paper-light strategy, digital devices were provided to Members. The Committee is asked to provide feedback on the progress of the Project.	Members to identify areas any successes thus far and where improvements can be made. The Committee further addresses obstacles to becoming paper-free and how they can utilise digital solutions to become more effective in their roles as Councillors.	Democratic Services

TASK AND FINISH GROUP SCOPING DOCUMENT

The process for establishing a task and finish group is:

1. The Select Committee identifies a potential topic for a task and finish group
2. The Select Committee Chairman and the Scrutiny Officer complete the scoping template.
3. The Overview and Budget Scrutiny Committee reviews the scoping document
4. The Select Committee agrees membership of the group.

Review Topic: Out of County Children's Placements Task And Finish Group
Select Committee(s) Children and Education Select Committee
Relevant background <p>In December 2017, the Council agreed a motion unanimously stating "This Council agrees that there is a lack of County Council provided residential place and special needs places for children within Surrey and the County Council will invest in providing more of such places for children in Surrey as soon as practicable."</p> <p>As of April 2018, preliminary statistics state that approximately 49% children who are looked after by the Council are living outside of Surrey borders. The need for stability in child placements, the need to be situated in a location closer to family and friends, and the need to not have to travel long distances to and from school are key components to improving the wellbeing of children and their families.¹</p> <p>To this end, it is proposed that a task and finish group is constituted to fulfil the aims set out in this document and to understand the reasoning for growth, determine options and feasibility for the reduction of Out of County placements, and analyse potential future demand in line with these proposals.</p>

Relevant background

¹ Children's Commissioner Report, Stability Index April 2017 <https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/06/Childrens-Commissioners-Stability-Index-2017-Overview-Document-1.3.pdf>

Why this is a scrutiny item

There are significant numbers of children who are looked after in social care placements with external providers within the borders of Surrey at a high cost to the Council.

There are also substantial numbers of children in SEND placements with external providers at a high cost, with a significant percentage of children being placed outside of Surrey.

The cost of Out of County placements for Surrey and the impact that they have on the outcomes for children in the care of the Council are of concern to the authority and to Members.

It is acknowledged there are myriad reasons why some looked after children live away from their home authority.² However, the quality of these placements and the linking with the home local authority has been noted to be a key determining factor in improving outcomes.³ Therefore, work must be undertaken to determine the reasoning for children being placed Out of County to ensure that these outcomes are as positive as they can be.

What questions are the group aiming to answer?

1. What are the causes for the growth in demand for placements?
 - a. Is there an increasing level of need? If so, where is this need being generated from?
 - b. Can need be alleviated through other methods rather than placements? (eg. Early Help)
2. What is the current provision for placements and assess how sustainable the current model, both financially and in terms of the child's experience.
3. Is there an ideal model to deliver to maximise the experience of the child going through this system?
4. Can Surrey County Council work to commission new affordable provision for children who would, under the current provision, be placed Out of County:
 - a. To determine what the service considers to be affordable provision and what is required to ensure good outcomes.
 - b. To what extent can affordable in county provision be commissioned and;
 - c. Will this serve to reduce Out of County placements in an affordable manner and;
 - d. Can the work of the redesigned Family Resilience services be used to alleviate pressure on county placements?

Aim

That the Task and Finish Group understands current levels of provision available for Children's placements, why they are currently provided as they are, to understand what options are available to deliver these differently and make recommendations based on this to the Cabinet Member.

² From a distance: Looked after children living away from their home area, Ofsted, April 2014

³ Ibid.

Objectives

- To review current provision and why it has been historically delivered that way
- To understand the causes of growth in placements
- To understand how to deliver on placing children in care to maximise the positive experience of the child.
- To review potential proposals based on key strategic outputs
- To reduce need and demand for placements through Family Resilience services
- To align future commissioning and financial planning to robust modelling of future demand
- To inform the Placements Sufficiency Strategy to be published March 2019.

Scope (within / out of)

In scope:

- All placements of Children with SEND and/or Looked After Children out of county and commissioned services.
- Current provision in Surrey and planned and potential future development.
- Work currently in development to develop in County provision.
- Evidence of current in county good practice

Out of scope:

- SEND Transport
- OfSTED improvement actions.
- Individual cases

Outcomes for Surrey / Benefits

Options for the delivery of better placement outcomes, both in value for money and the experience of the child and potential long term savings for the Council.

Proposed work plan

Timescale	Task	Responsible
October 2018	Learning Exercise – Current provision offer and the current costs, as well as projected future costs of continuing to provide these services in the current way, and the profile of children that require these services in SEND and LD	Frank Offer Richard Plummer
December 2018	Detail of the impact that going out of county has on child experience and scoping out for in county provision including: <ul style="list-style-type: none">• Placement stability• Placement quality in county• Placement quality out of county	Belinda Newth Richard Plummer
Early 2019	Interim Report	Richard Plummer

February 2019	Market assessment of potential future provision, including: <ul style="list-style-type: none"> Potential for In-house provision and the costs of providing this Potential for commissioned provision and the costs of providing this	Frank Offer Richard Plummer
March 2019	Provide insight and learning into the Sufficiency Strategy from impact on child experience and market assessment.	Frank Offer Richard Plummer
June 2019	Report to Children and Education Select Committee	Richard Plummer

Potential Witnesses

Frank Offer, Head of Market Strategy
Tina Benjamin, Interim Change Director
Belinda Newth, Head of Quality and Experience
Sam Morrison, Principal Commissioning Manager (SCW)
Gavin Spiller, Principal Commissioning Manager (SEND)
Clare Curran, Cabinet Member for Children
Family Voice
Service Users

Useful Documents

Surrey Placement Strategy for Looked After Children 2016 – 2019,
https://www.surreycc.gov.uk/_data/assets/pdf_file/0008/96209/Surrey-Placement-Strategy-for-Looked-After-Children-April-2016-FINAL.pdf

Children's Commissioner Report, Stability Index April 2017,
<https://www.childrenscommissioner.gov.uk/wp-content/uploads/2017/06/Childrens-Commissioners-Stability-Index-2017-Overview-Document-1.3.pdf>

SEND Commissioning Plan

Child First Commissioning Intentions

Potential barriers to success (Risks / Dependencies)

Member & Officer availability
Time to realise benefits of work
Potential for limited capacity to commission new services in County
Potential initial cost implications of any suggested work

Equalities implications

The services within the scope of this Task and Finish Group will provide support to residents with 'protected characteristics', as defined by The Equality Act 2010, many of which with complex levels of need and support.

The Task and Finish Group will also be looking at services for children with complex needs and will be mindful of the impact of any recommendation upon children in this category.

Task Group Members	Chris Botten Victoria Young Lesley Steeds Chris Townsend
Co-opted Members	None
Spokesman for the Group	Chris Botten
Scrutiny Officer/s	Richard Plummer

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