



## LEADER'S REPORT TO COUNCIL

### DEVELOPING A VISION FOR SURREY IN 2030

#### **KEY ISSUE/DECISION:**

1. Local Government as a whole is under significant pressure with increasing demand and significant funding pressures. Councils and public services of the future need to shift towards a more place based, outcome driven model working together with residents to improve outcomes, manage demand more effectively, deliver infrastructure and generate new income sources to fund public services.
2. Surrey County Council is putting together an ambitious programme of transformation that will enable it to respond to these pressures whilst continuing to deliver the outcomes that matter for residents.
3. To help guide this work, and ensure that we have a shared level of ambition across the county, the Council is asked to endorse the draft vision and 'Surrey County Council of the future' as the basis for a series of engagement activities to enable residents, staff, members, partners and businesses to shape a draft vision for Surrey in 2030. Council are also asked to note the timeline for future work related to the vision and the associated programme of transformation.

#### **BACKGROUND:**

##### Context and drivers for change

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

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

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

## Draft vision – Surrey 2030

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

## A fresh approach to change

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

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

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

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

## Programme of change and transformation

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

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

Next steps

19. The level of ambition outlined in this report, and the refreshed programme of change set out, is a significant step for the Council to take at a critical moment for public services. This work will need to be carefully managed, and appropriate political and managerial governance arrangements will be put in place to offer the necessary assurances to this work. This will include looking at how the Council delivers programmes and projects and monitors their progress, how performance against outcomes is measured, and how resources are used to best effect.
20. As this work develops, decisions will need to be taken, for example to finalise the vision for Surrey, agree a budget for the Council, and in some instances services will need to be re- or decommissioned. These decisions will be taken in accordance with the Council’s usual decision making processes, including having due regard to the Council’s duties under the Public Sector Equality Duty in section 149 of the Equality Act 2010.
21. Key to achieving the vision for the county, and to becoming the kind of Council that is needed, is engaging with a range of stakeholders who also have an interest in the future of Surrey and its residents, in addition to any formal consultation that may be necessary. Table 1 at Annex D sets out initial plans for consulting and engaging with residents, staff, members, partners and businesses over the summer, and this will be fed back in to future iterations of the vision, ‘Surrey County Council of the future’ and programme of change. However, the ideas presented in this report and the associated annexes need to be responsive to further change and the end of the engagement period will not mean that the Council stops listening to ideas and suggestions.
22. The key milestones to note over the coming months are:

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

<b><u>RECOMMENDATIONS:</u></b>
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That Council:

- a. endorse the draft vision and 'Surrey County Council of the future' as the basis for a series of engagement activities to enable residents, staff, members, partners and businesses to shape the draft vision and ambitions for Surrey in 2030, and
- b. note the timeline for future work related to this and the associated programme of transformation.

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