



REPORT TO COUNCIL

A COMMUNITY VISION FOR SURREY IN 2030

KEY ISSUE:

In May 2018 a draft Vision for Surrey in 2030 was set out. Since May, further evidence of what life in Surrey is like, and what the key challenges are, has been compiled, along with feedback from the most systematic and extensive engagement exercise of residents and partners Surrey County Council (SCC) has ever facilitated. A new Community Vision for Surrey in 2030 (Vision for Surrey), informed by all of this information, is presented in this report.

The engagement on the draft vision underlined the belief that partnership working between the council, district and borough councils, public sector organisations, the voluntary, community and faith (VCF) sector and businesses holds the key to delivering on shared ambitions. Based on this feedback, the council would like to work with all partners to help develop a statement of partnership working that articulates a renewed commitment and focus to delivering improved outcomes for people in Surrey.

However, organisations cannot deliver the Vision for Surrey alone - we will need the support and involvement of residents. The council, collectively with partners, would like to carry on a conversation with residents about the shared sense of responsibility for Surrey's future that came through in the vision engagement feedback. This includes exploring what residents can do to help themselves and each other more. Initial ideas on a new partnership commitment and a new relationship with residents are presented in this report.

BACKGROUND:

1. Our county and the context within which the council, other public and VCF sector partners and businesses operate has significantly changed over the last decade and will continue to do so. A report to Full Council on 22 May 2018 ([Developing a Vision for Surrey in 2030](#)) set out some of the main challenges, including population changes, rising demand for services and support, government policy changes, funding reductions and the impact of continued financial constraints. It also outlined how while many residents and businesses thrive in Surrey, not everyone has the same opportunities to flourish. Surrey is an affluent county and this image often masks the problems that some residents face, such as domestic abuse, homelessness and mental health issues.
2. Since May further evidence of what life in Surrey is like, and what the key challenges are, has been compiled. A summary evidence base is in **Annex A**.

3. The significant and complex challenges the council faces, some of which councils across the country are also grappling with, require a radically different response. We know we cannot address these all by ourselves, and we recognise - and stakeholders have told us - that Surrey's public services, VCF sector, businesses and other partners need to come together in a more place based, outcome driven model working with residents to find sustainable solutions and maximise all opportunities. A new, shared Community Vision for Surrey that aims to address these challenges and capture these opportunities has therefore been developed.

A Community Vision for Surrey in 2030

4. In May 2018 a draft Vision for Surrey in 2030 was set out. This draft was informed by a review of an existing evidence base and feedback. For example, it was already known that Surrey's population was growing, with more people living longer, consistently high birth rates and high migration levels. It was also known that, like other peri-urban areas, Surrey has a complex set of characteristics, including road, rail and air congestion, land pressure, large volumes of commuting to London and a mixed urban and rural environment. And it was widely understood that these pressures were set to rise as the county's population grew, and the impact of being so close London continued to be felt.
5. Drawing on this evidence and feedback, we recognised the need for, and value of, a shared set of outcomes to focus on - to inspire public services, businesses, charities and the VCF sector, residents and staff as we collectively strive to improve the lives of everyone who lives in the county. Some organisations in Surrey had already set out a vision relating to their area of work or location, but a shared community vision for the whole of Surrey did not exist.
6. After publishing a draft vision in May, the council embarked on the most systematic and extensive engagement exercise of residents and partners ever facilitated. We reached out to a wide range of people and communities, including groups such as homeless people and those who identify as lesbian, gay, bisexual or transgender (LGBT). People joined in the conversation on social media and submitted written comments. In total, 3,125 people provided their views, including responses from online surveys, paper surveys completed in libraries or using an easyread format, video interviews and engagement sessions for partners, VCF groups and charities, elected representatives and other stakeholders. Everyone's views have been captured and summarised in a report, 'Our Surrey', in **Annex B**.
7. Overall, the feedback received offered broad support for the vision. People said they value the:
 - advantages offered by Surrey's location
 - mix of urban and rural life, in particular the green spaces and 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, low unemployment and thriving independent local businesses.
8. People also talked about their concerns and hopes for the future, including:
 - the impact on the county's environment from increasing pollution and developments

- rising crime and a perceived lack of visible police presence
 - a need for more affordable housing
 - frustrations with public transport services, such as buses and trains
 - reductions in public services and their ongoing financial viability
 - differences in quality of life between wealthier and poorer residents
 - investing in services to prevent problems before they escalate
 - organisations that should listen to residents' concerns and work in a joined up way
9. The feedback, considered alongside the data in the evidence base, has been used to reword the vision. A final version is included in **Annex C**. Improvements to the draft version include:
- recognising the importance people placed upon green spaces and the environment by strengthening the focus on these, including emphasising shared environmental responsibilities
 - highlighting the strong sense of community spirit felt by many people and the benefits this can bring, including the importance of communities supporting those most in need
 - changing the outcome around growth and development to reflect aspirations around securing sustainable growth, with appropriate housing and effective infrastructure.

A fresh approach to partnerships in Surrey

10. The Vision for Surrey in 2030 is a shared one – the council has a key role to play but cannot deliver it alone. As was set out in the report approved by Members at Full Council in May 2018, we know we need to be a different kind of council. When we have done things together, and when we have done things differently, we have changed lives. In order to achieve the level of ambition set out in the vision we need to do this more. We need to be a better partner, working together with all our partners, businesses and residents.
11. The engagement on the vision underlined the belief that partnership working holds the key to delivering on shared ambitions. This was a particularly strong message from the VCF sector. Colleagues in public service organisations, including the council, district and borough councils, health, police and the universities and further education colleges of Surrey also focused on partnership as the essential way of working to secure better outcomes.
12. We had many conversations with partners and stakeholders over the summer. In particular, in early July 2018, at two major events partners and stakeholders identified key areas where collective working will add value:
- directing more resources into prevention and early intervention work for vulnerable children and adults
 - collaborating to meet the county's housing challenges, addressing housing supply issues and affordability for people on lower incomes
 - thinking collectively about developing long-term, sustainable infrastructure solutions for a growing population, for example schools, hospitals and transport links
 - 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 voluntary, community and faith sectors so they have stability to deliver services over the long term.
13. 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. Residents called for public organisations in Surrey to be better at listening to their needs and concerns through more meaningful engagement with local communities in decision-making processes.
 14. 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 changes. There are of course already a wide range of partnership arrangements in Surrey. This 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. All of us will increasingly face volatility, uncertainty and complexity and our services are becoming more integrated, our resources shared or pooled and our staff deployed more flexibly. This will involve joining up and innovating in new ways and taking a fresh, place-based approach to leadership. The feedback demonstrates that together partners believe we can find ways of achieving this.
 15. Based on the above, the council would like to work with all partners to help develop a statement of partnership working that articulates a renewed commitment and focus to delivering outcomes for people in Surrey. To help start shaping the conversations, some areas are set out in **Annex D** that could be included in a shared partnership statement, and we will work with stakeholders and partners to develop these and new ideas further. We are proposing a statement, however we are open to hearing others' ideas about how partners feel we can take this work forward.
 16. As we develop this commitment together we will take into account significant partnership activities, such as the 10 year modelling and strategic planning work that the council and NHS partners have initiated.
 17. Alongside a commitment to working together, we will work with partners to see how well placed we are to deliver the vision. There are a number of long-standing and legacy partnerships, some of which are statutory, and we will need to ensure that partnerships are well-connected and in alignment to place us all in the best possible position to tackle ongoing challenges. This may lead to the repositioning of partnerships, or the creation of new ones. As the landscape is reviewed, how we can drive further opportunities through devolution will also be considered.

A new relationship with residents

18. Given all of the engagement feedback, and the council's intentions to both change as a council and facilitate the development of a new approach to partnership working, it is also important that we consider, collectively with partners, our relationship with residents.
19. Organisations cannot deliver the Vision for Surrey alone - we know we will need the support and involvement of residents. Strong relationships between organisations, communities and residents exist across the county. We would like to build on these and explore the sense of pride in the county and shared sense of responsibility for Surrey's future that came through in the engagement feedback. We hope to develop a new type of relationship between residents,

communities and organisations in Surrey (public sector bodies including district and borough councils, the police and the NHS, as well as the VCF sector). Individuals and communities lead better, more fulfilling lives the more they help themselves and each other and remain independent for as long as possible. There is a huge VCF sector in Surrey doing much good work, but more people could be more involved in these groups, as well as being 'good neighbours' to the more vulnerable in their communities.

20. While the council modernises itself and inevitably focuses its limited resources on doing fewer things better, for example prioritising vulnerable children and adults, residents will likely have to accept greater responsibility for more aspects of their own lives. We want to explore with residents what they can do to help themselves and each other more. Taking inspiration from what others have done, we're thinking about calling this idea a 'deal' or 'deals'. For example, part of the deal could be that we provide services for vulnerable older adults who need social care, while residents undertake to live a more healthy and active lifestyle, to reduce or delay their likelihood of needing help from us or the NHS.
21. There is an opportunity for public sector organisations, VCF bodies and other stakeholders, to work in partnership to explore the concept of 'deals' in Surrey to foster a shared sense of responsibility for delivering the vision and achieving the best outcomes for residents. This would help build a new type of relationship between residents, communities and organisations focused on who is best placed to deliver the outcomes for people in Surrey.
22. There could also be an opportunity to work with people in their local communities, and negotiate many 'local deals' with residents across different localities in Surrey, rather than one single deal across the county.
23. We will also explore how we might, with partners, provide some investment in community led initiatives, aligning these to priority outcomes for our communities.
24. Working side by side 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 this idea, and propose incorporating our shared thinking on this into the partnership statement and approach. This offers a great opportunity to develop as a partnership with residents, rather than separately. Developing this relationship with residents will take time and dedication and ongoing engagement, and we anticipate this will take at least a year to start taking shape.

Next steps

25. Over the next few months we will work with partners, residents and staff to:
 - a. Widely share the new Community Vision for Surrey in 2030, to inspire everyone to work towards achieving these outcomes together.
 - b. Facilitate wide-reaching conversations with partners and stakeholders to develop the idea of a partnership commitment. This will include a partner event on Monday 29 October. More developed thoughts on a partnership commitment will be brought back to Full Council in spring 2019.
 - c. Explore ideas to develop a new relationship with residents, in partnership with other public and VCF organisations, including whether this could be in the form of a deal or deals. More developed thoughts on a new relationship will be brought back to Full Council later in 2019.

26. And as a council we will:
- a. Set out our priorities for the next three to five years and how we plan to contribute to achieving the outcomes in the Vision for Surrey in 2030 through publishing an Organisation Strategy, and a Transformation Programme which will show how we will transform as a council over the next three years to respond to the challenges and demands we are facing.
 - b. Publish a Preliminary Financial Strategy that will set out the overall framework within which the council manages its financial resources and supports the delivery of the council's priorities and the vision.
 - c. Share our People Strategy, which will describe how we will attract, retain, support and motivate staff to continue how we will affect the cultural change necessary to support organisational transformation and develop our workforce to ensure they are able to successfully contribute to achieving the outcomes in the Vision.
27. A report will be presented to Cabinet on 30 October and Council on 9 November that sets out further information around the Organisation Strategy, Transformation Programme, Preliminary Financial Strategy and People Strategy.

RECOMMENDATIONS:

That Council:

- a. Approves the revised Community Vision for Surrey 2030 and notes the extensive engagement activities with residents, staff, members, partners and businesses carried out over the summer that has informed this revision.
- b. Approves the proposal to develop a new approach to partnership working in Surrey by engaging all partners in the development of a partnership commitment
- c. Approves the proposal to explore, collectively with partners in the public and VCF sectors, the development of a new relationship with residents, including engaging with residents to establish what they can do to help themselves and each other more.
- d. Notes the timeline for future work and SCC's associated activity to support the achievement of the vision, outlined in paragraphs 28 and 29.

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