

SURREY COUNTY COUNCIL**CABINET**

DATE: 29 OCTOBER 2019

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

LEAD OFFICER: JOANNA KILLIAN, CHIEF EXECUTIVE

SUBJECT: ORGANISATION STRATEGY 2020-2025 AND NEXT PHASE OF TRANSFORMATION

SUMMARY:

Surrey County Council has a substantial and significant role in supporting the Community Vision for Surrey in 2030. We want to help create better lives, a better place and a county where no-one is left behind.

Our Organisation Strategy, originally agreed by Cabinet in October 2018, defined how we would contribute to the Vision, but the strategic environment has continued to shift over the last 12 months.

The refreshed Organisation Strategy has been updated to amplify the actions we will take to address new challenges and opportunities that have emerged over the last 12 months, and previews thinking on how our next phase of transformation can support this.

RECOMMENDATION:

Cabinet are asked to approve the Surrey County Council Organisation Strategy 2020-2025, and agree to present it to the County Council meeting on 10 December 2019 for approval.

REASON FOR RECOMMENDATION:

The refreshed Organisation Strategy reaffirms our commitment to the Community Vision for Surrey in 2030. It also sets out a roadmap for our audaciously ambitious agenda and how we will respond to the complex and rapidly changing context we are working in with renewed energy and optimism. Delivering on these ambitions and priorities will in part be through the next phase of our forward-looking and ambitious transformation programme.

DETAILS:**Background**

1. This report reflects on our progress since we originally agreed the Organisation Strategy on 30 October 2018, assesses the Council's current strategic context to

identify emerging challenges and opportunities, and confirms how the Strategy and our transformation plans will adapt and respond to them.

2. When the Organisation Strategy 2019 – 2023 was agreed last year, we had just agreed a new Community Vision for Surrey in 2030 (Vision) with stakeholders - a shared set of outcomes to inspire partners, staff, Members and residents as we work to improve the lives of people who live, work and study in Surrey. The Strategy defined how we would contribute to making it a reality, and would help us target activity to address shortcomings in our performance, finance and culture.
3. We have made significant steps forward in improving service performance and stabilising our finances over the last year. Our clear strategic focus helped us take decisions to transform the organisation at scale and pace to secure better outcomes for residents and develop a council that is fit for the future. An Impact Statement (Annex A) reflects some of our progress and achievements from the past year.

Where we are now

4. A number of issues are emerging in a very complex, uncertain and rapidly changing strategic environment. This is made up of a number of factors, such as uncertainty on the outcomes of the UK's negotiations to leave the EU, delays to urgent policy reforms, such as the Local Government Fair Funding Review, and increasing urgency to tackle climate change. We also still continue to face the twin pressures of rising demand for our services and pressure on resources.
5. We are confident that we can respond to these issues, and we will also capitalise on our strengths and opportunities, such as our high performing £40 billion economy, emerging new and exciting technologies, and our plans to move to a new civic heart to support our workforce to work in a truly agile way.

Organisation Strategy 2020 - 2025

6. This context has informed the refreshed Organisation Strategy (Annex B and summarised version in Annex C). A number of the core elements of the document are unchanged from the version agreed in October 2018. It still confirms how we will contribute to the Vision for Surrey. It now also aligns with the new [Surrey Health and Wellbeing Strategy](#) - the partnership strategy that supports the Vision by tackling key health and wellbeing priorities for the county.
7. We remain focused on creating better lives, a better place and a county where no-one is left behind. In practice, this means our focus should be on two key objectives: improving the quality of residents' lives and reducing the inequality in life expectancy that exists across the county.
8. To deliver on these objectives, and strengthen our unique role as democratic champion for all residents in Surrey, the refreshed strategy for 2020 - 2025 emphasises:
 - **Tackling inequality** - Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy
 - **Supporting independence** – Helping residents help themselves and each other within their community

- **More joined up health and social care** – Integrating health and council services so they're more effective, efficient and seamless for residents
 - **Creating a greener future** – Tackling the causes of climate change and become a carbon neutral county as soon as possible
 - **Embracing Surrey's diversity** – Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity for everyone
 - **Partnership** – Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities
 - **Supporting the local economy** – Investing in the infrastructure Surrey needs to build a strong and resilient economy
 - **Digital revolution** – Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.
9. These complement other existing priorities, such as continued work on embedding our Family Resilience approach and ensuring people can access health and care services at the right time and place.
10. The strategy puts us in a very strong position to look ahead to the next five years with renewed energy and optimism. It positions us well to deliver our ambitious agenda and sets a course for the next phase of our transformation journey.

Next phase of transformation

11. Over the last year we have made good progress in delivering the far reaching and ambitious transformation programme that was agreed by Council and launched in November 2018.
12. It has stabilised the organisation by addressing immediate financial and performance challenges and has started to fundamentally reform the organisation so we can deliver the best possible outcomes for residents and achieve the Vision.
13. At its heart is the need to develop very different service models and approaches, so that we are working with our residents and partners in new ways, helping to prevent problems earlier and better supporting residents and communities to be independent.
14. Different approaches have now been applied in key service areas and we are seeing the positive impact this can have for residents. For example:
- In Adult Social Care we have introduced a new strength-based practice approach changing the conversation with residents to focus on their strengths, and being clearer about the role of the Council in supporting people. This, along with other changes, is helping to prevent problems earlier and better support residents and communities to be independent. The principle of supporting independence is also central to the work of the newly established specialist team for people with Learning Disabilities and Autism.
 - In Children's Services, the Effective Family Resilience Model is now providing a framework for working differently with partners to support families and children as soon as problems emerge. This includes a new Children's Academy that has been established to attract, train and support the staff, from across multiple agencies, who will put the new approach into practice. We

have also established a Single Point of Access (C-SPA) service to direct children and families to the right help as quickly as possible. These changes are improving services for children with the encouraging progress being made reflected in feedback from Ofsted and the Department for Education appointed commissioner.¹

15. The relevant Select Committees have considered progress on specific projects and will continue to help shape our transformational agenda and scrutinise progress.
16. We must continue to flex and adapt our programme to ensure the Council meets its strategic objectives and effectively responds to the changing operating environment, so we have committed to review and, as necessary, refresh it regularly.
17. The next refresh is reasonably significant given that existing work is nearing completion, there are new priorities and that, as a Council, we are in a different place to this time last year. This refresh will be guided and informed by the progress we have made, our restated ambitions in our Organisation Strategy, and the changing context in which we operate.
18. Although we are refreshing the programme, a range of existing projects and programmes will continue so that we deliver the planned savings for 2020/21. In the next phase, we will set the foundations to add further value, make positive impacts for residents and drive service improvement for the medium to longer term, stretching out beyond 2021. Focusing on this will support the delivery of savings and cost containment for 2021/22 and future years.
19. We will transition from our current programme to the next phase between now and January 2020. We will consider the existing services, programmes and initiatives and where we need to further focus our transformation efforts, investment and capabilities to deliver improved outcomes. In doing this we must continue to shift from a collection of individual organisations and services tackling single issues towards collective system-wide responses designed around people's needs. We are consciously moving towards a place-based approach to better align service activity and public resource around the needs of people and places.
20. We know that complex issues, such as climate change, mobility and care, can only be tackled through joint effort among all public organisations, voluntary, community and faith sector, academia, businesses, and, critically, communities themselves. The projects that we have begun to develop in these areas will also need to be brought into our overall programme. This will include continuing to work ever more closely through Surrey Heartlands with our health system colleagues and delivering on joint transformation objectives.
21. Officers will lead the detailed development of the refreshed programme, which will be reviewed by Cabinet and Council alongside the Medium Term Financial Strategy (MTFS) in January and February 2020. This will include any proposed changes in investment required to deliver transformation.

CONSULTATION:

22. Since we agreed the original Organisation Strategy last year, we have engaged partners and residents in continued discussions about the county's future strategic

¹ Safeguarding of Children In Surrey, Report to Children, Families, Lifelong Learning and Culture Select Committee, 12 September 2019

direction and how we can improve outcomes for residents. Changes to the Organisation Strategy, and emerging thinking for the next phase of transformation, have been shaped based on collective understanding with partners on the challenges and opportunities we need to respond to.

23. Over the summer of 2019, Cabinet and the Corporate Leadership Team have used this knowledge, among other things, to discuss and agree the future strategic direction for the Council. This was supported by officers across the council to develop thinking and shaping of the Council's future strategy and transformation plans.

RISK MANAGEMENT AND IMPLICATIONS:

24. The Organisation Strategy is a wholesale and significant document that defines our contribution to the Vision. There is a risk that the scale of change needed to implement and deliver the plans that support it is too complex, and the pace too fast.
25. To mitigate this, we will continue our approach to integrated planning, so our transformation plans, budget, workforce and digital strategies and service plans align with the Organisation Strategy and with each other.
26. The transformation programme is a major undertaking, which is far reaching and ambitious. We will continue to use the governance and assurance mechanisms in place, co-ordinated through the Transformation Support Unit, to track delivery and manage the risks associated with the programme. As part of the refresh of the programme the assurance arrangements will be further developed and re-stated.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

27. We take an integrated approach to our strategic and financial planning. This enables us to better target our resources, be more efficient, contain the demands which our services are under, and transform the council in order to deliver improved value for money.
28. As part of the development of an outcomes-based accountability framework for the Organisation Strategy, we are selecting performance measures that capture how we are providing value for money. We will also work with all our partners, including district and borough councils, other public bodies, the Voluntary, Community and Faith sector and businesses to create the best value for every pound we spend.

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29. We are taking an integrated approach to financial and strategic planning. The refresh of the Organisation Strategy and transformation programme have been developed alongside the budget planning and therefore the financial implications of this re-fresh will be included in the draft budget (MTFS), due to be presented to Cabinet in November.
30. Taking an integrated approach to our financial and strategic planning enables us to better target our resources, be more efficient, contain the demands which our services are under, and transform the council in order to deliver improved value for money for our residents.

LEGAL IMPLICATIONS – MONITORING OFFICER

31. This report provides a refresh of the Council’s Organisation Strategy. A key component of delivering this is the transformation programme.
32. This report acknowledges that as the transformation progresses there may be a need for engagement and, in appropriate cases, consultation with residents and other stakeholders, together with ongoing review of the potential equality implications arising.

EQUALITIES AND DIVERSITY

33. There are no direct equality implications arising from the Organisation Strategy. A key strategic principle at the heart of the strategy is to ‘focus on ensuring no-one is left behind’. This commits us to working with some of the most vulnerable people in Surrey, and their communities, to help them break down the barriers they face and access opportunities that improve their quality of life and reduce inequalities in life expectancy.
34. When approving the Organisation Strategy, the Cabinet and Council must comply with the Public Sector Equality Duty as set out in section 149 of the Equality Act 2010 (Equality Act) which requires it to have due regard to:
 - “eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”
35. As the next phase of transformation emerges over the coming months, Equality Impact Assessments may be needed depending on the nature of the changes proposed through the transformation programmes, and their impacts on residents and staff. These will be presented to Cabinet as and when decisions on these programmes are required.

WHAT HAPPENS NEXT:

36. If the recommendation is agreed, the next steps are:
 - The Impact Statement will be published on the council’s website following this meeting
 - The Organisation Strategy will be presented to the meeting of Full Council on 10 December 2019 for approval
 - A draft budget will be presented to Cabinet outlining how the Strategy will be resourced at their meeting on 26 November 2019
 - The refreshed transformation programme will be developed and presented to Cabinet on 28 January 2020 and then to the meeting of Full Council on 4 February 2020, alongside the MTFs, for approval.
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Consulted:

Cabinet Members
Corporate Leadership Team and other staff

Annexes:

Annex A – Surrey County Council Impact Statement 2019
Annex B – Surrey County Council Organisation Strategy 2020 – 2025
Annex C – Surrey County Council: Our focus for the next five years

Sources/background papers:

- [A Community Vision for Surrey in 2030](#), Report to Council 9 October 2018
 - [Delivering the Community Vision for Surrey in 2030: Working with partners and residents](#), Report to Council 21 May 2019
 - [Safeguarding of Children In Surrey](#), Report to Children, Families, Lifelong Learning and Culture Select Committee, 12 September 2019
 - Surrey Health and Wellbeing Strategy, available at https://www.healthysurrey.org.uk/_data/assets/pdf_file/0007/197530/Surrey-Health-and-Wellbeing-Strategy-FINALV2.pdf
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