

ORGANISATION STRATEGY

2020 – 2025

Version 1.3 - October 2019



FOREWORD

I am delighted to introduce this strategy which sets out our contribution to the Community Vision for Surrey in 2030. The Vision is a collective ambition to make Surrey a uniquely special place for people to live and learn, and where no one is left behind.

Since I became Leader last year, we have made tremendous progress to put solid foundations in place to begin transforming the council.

We are looking to the future with renewed optimism and energy.

We are now raising the bar. We have set ourselves an ambitious programme of transformational change within this county council that both reflects the challenges and opportunities of the modern age, and supports investment in the future generations of this great county.

Our relationships with partners go from strength to strength, such as the significant progress we have made with our health partners around the greater integration of health and social care services, reflected through the unprecedented collaboration in developing Surrey's Health and Wellbeing Strategy.

However, our work is never finished and we are doing more to achieve our collective aspirations for the county.

Along with other local authorities across the UK, we are in the midst of unprecedented uncertainty on a national level. I now feel we have the foundation and capability to respond and adapt to ensure the county is thriving and fit for the future.

That is why we have adopted a proactive approach that focuses on:

- Working with partners and residents to strengthen and improve what we do and be more resilient to future challenges.
- Improving how we engage with residents, working in a more agile way and embedding the council in the heart of our communities.
- Tackling inequality of life expectancy and improving quality of life for everyone to ensure no one is left behind.

I want Surrey County Council to be recognised as the leading county council in England, fit for the future and raising the bar in terms of the quality of outcomes we can secure with residents. We are in a strong position to create new opportunities and take advantage of those available to us in order to achieve that goal.

- We are being proactive in tackling the climate emergency and will lead by example through a practical and proactive response. Through our work, and by working with partners and residents, we aim to become a carbon-neutral county as soon as possible and create a greener future for the county.
- We will support residents' independence and help them to help themselves and each other within their communities.
- We will make the most of digital technology to change how we work and innovate and improve our services to help Surrey and its residents thrive.
- We will work with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy.
- We will focus on stronger partnerships with residents, businesses, partners and communities to collectively meet challenges and take opportunities.
- We will speed up plans with partners to join up health and social care by integrating services so residents get more effective, efficient and seamless services.
- We will support the local economy to be strong and resilient, by investing in the infrastructure Surrey needs.
- We will embrace diversity in Surrey to ensure the county is a place full of opportunity for everyone by recognising the benefits of a diverse population and workforce.

I look forward to working with you – residents, partners, Members and staff – to support the Vision and the people of this county to maximise their potential, and achieve a better quality of life for all.

Tim Oliver

Leader of the Council

OUR ORGANISATION STRATEGY IS OUR RESPONSE TO AND CONTRIBUTION TOWARDS THE COMMUNITY VISION FOR SURREY IN 2030

We share in a long term vision for Surrey and we will work alongside residents and partners to realise it. This is our plan for how, over the next five years, we will work towards achieving the outcomes in the Vision and focus on making a real difference to residents' lives.

OUR PURPOSE AND ROLES

Everyone has a role in delivering the Community Vision for Surrey. Collectively as partners we need to work better together and each of us has an individual responsibility to contribute to achieving the outcomes that Surrey's residents deserve – this includes us at Surrey County Council. This is demonstrated within the Surrey Health & Wellbeing Strategy which represents collaborative working to address the root causes of poor health and wellbeing, address inequality of life expectancy and improve quality of life. We have a democratic mandate to represent and be a champion for all residents, and to deliver the best possible outcomes we can. We will focus on supporting the most vulnerable people in our communities and those who do not have the means or resources to help themselves. This will involve truly understanding residents' needs, involving them as early as possible in service design and decision making, and using our resources in the most effective and efficient way. But as the resources available to us become more and more stretched, the way we deliver will need to take multiple forms.

- Sometimes we will be the organisation delivering a service
- Sometimes we will do this alongside other agencies

- Sometimes we will pay another organisation or business to deliver services
- And sometimes we will make resources and support available for communities to help themselves.

Against each of the outcomes in the Community Vision for Surrey in 2030, we have set out our priority deliverables - centred on the themes of People, Place and Organisation – and we will be held to account for our contribution the Vision. We have also set out our strategic principles and themes that are important to us, which will drive our focus and approach over the next five years.

A COMMUNITY VISION FOR SURREY IN 2030

In the summer of 2018, many people provided their views about what they wanted Surrey to be like as a place to live in 2030. Residents, council staff, businesses, universities and organisations from the public, voluntary, community and faith sectors talked about what they valued and what their hopes were for the future. The result of this engagement was the shared Community Vision for Surrey in 2030 (the Vision).

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, with appropriate housing for all**
- **Businesses in Surrey thrive**
- **Well connected communities, with effective infrastructure, that grow sustainably**

STRATEGIC CONTEXT

As a place, Surrey has a range of unique features and qualities that can create different challenges and opportunities. The statistics below set these in context.

<p>Population Surrey has a population 1.19 million and is the twelfth most populous English county By 2030 expected to be 1.26 million</p> <p>Growing ageing population by 2030 over 22% of residents will be aged 65 and over By 2030 47% of residents aged 65 and over will be living in a care home</p> <p>The current population is largely healthy and active Upwards trend in life expectancy for men and women</p>	<p>Education and skills More than 380 schools in Surrey serving around 157,000 children and young people of compulsory school age</p> <p>Good performing schools 94% Surrey schools good or outstanding highest in the South East</p> <p>Highly qualified workforce Over 50% of working age population (16 – 64 year olds) hold a degree-level qualification</p> <p>Over 50% of people leave for study and do not return for employment - significantly higher than the National average</p>
<p>Health and wellbeing Increasing demands on services for vulnerable adults and children + children with additional needs</p> <p>Affluent with pockets of social deprivation that has increased between 2010 and 2015</p> <p>25 most deprived neighbourhoods in Surrey are also within the third most deprived areas in the country</p> <p>Increased food bank usage 2 in 5 emergency food supplies are for children</p>	<p>Housing Increasingly expensive housing</p> <p>Average house price £430,000 increase of 35% over the last 4 years</p> <p>Markedly less affordable housing than other areas in the South East</p> <p>Growing need for affordable housing especially for residents on low incomes</p> <p>Increasing homelessness and fuel poverty</p>
<p>Crime Rising crime Number of crimes recorded second highest rate in the South East</p> <p>Greater than regional average increase in recorded burglary, criminal damage and drug offences and significant increases in robbery and violent crime.</p> <p>Domestic abuse is a growing problem 3,837 [2015/16] New referrals to domestic abuse outreach services</p> <p>Domestic abuse factors in 1/3 of child protection plans [2015 review]</p>	<p>Environment and Infrastructure Surrey's road network is a high priority topic for residents</p> <p>Surrey has one of the busiest road networks in the country, which carry double the national average and have the greatest average delay on the roads out of all counties</p> <p>Greener roads CO2 levels across the whole of Surrey's road network have been falling year-on-year since 2005</p> <p>Tonnage of waste collection risen almost every year and increase in total household waste being recycled</p> <p>Residents have good access to woodland spaces</p>
<p>Economy A strong economy worth £40 billion, which grew by 23% between 2010 and 2017 - in line with economic growth in the South.</p> <p>High and increasing earnings with a high disposable household income £27,865 per head per year</p> <p>An attractive and popular place for businesses Number of business per 10,000 population in Surrey has increased by c.37% between 2010 and 2017.</p> <p>Falling employment rate lower unemployment rate than the South East since 2004.</p>	

OUR FOCUS FOR THE NEXT FIVE YEARS - STRATEGIC PRINCIPLES

Surrey the place and the context within which the council, other public and voluntary, community and faith sector partners and businesses operate has significantly changed over the last decade and will continue to do so. Some of the main challenges include population changes, rising demand for services and support, government policy changes, funding reductions and the impact of continued financial constraints.

Evidence tells us that 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. As we respond to these challenges we will:

- **Focus on ensuring no one is left behind**

We want the people of Surrey to live longer, healthier lives, however we know that some residents experience a poorer quality of life than their neighbours, and this isn't good enough. We believe that people should be supported to look after themselves and those they care for, so we want to work alongside them and their communities to help break down the barriers they face and support them to access opportunities that will improve their quality of life and start well, live well and age well. This means focusing our support on the most vulnerable people in communities and those who do not have the means or resources to help themselves through services that are responsive to Surrey's diverse population. We believe the best measure of the difference we make is through residents' life expectancy and we will work to improve this through early intervention and prevention initiatives, as well as creating the conditions for more opportunities for communities to participate in Surrey. To help achieve this, we will continue to strive for greater health and social care integration with partners. The new Health & Wellbeing Strategy symbolises this shift to greater collaboration between key stakeholders and a collective commitment to improve health and wellbeing to ensure no one is left behind.

- **Take a fresh approach to working in partnership**

The Vision is a shared one – the council has a key role to play but cannot deliver it alone. Partnership provides the key to unlocking the strengths inherent in communities, businesses, public and civic life through sharing skills, insights and experiences to enable us to make changes. Partners across the county face multiple, complex and, in some cases, interrelated challenges, including demographic changes, rising service demand, government policy changes and uncertainty, and reducing resources. Through the engagement work on the Vision, partners identified both where

partnerships were working well and how we needed to change and improve the way we work together. This resulted in a co-designed Partnership Commitment (see **Annex A**) that has been approved and adopted by partners countywide. This re-affirmed a collective commitment to build on existing partnerships and extend and enhance them for the benefit of Surrey residents. As partners, we will work together to deliver the best possible outcomes for people in Surrey. This will involve joining up and innovating in new ways and taking a fresh, place-based approach to leadership.

- **Support people to help themselves and each other**

Individuals and communities lead better, more fulfilling lives the more they help themselves and each other and remain independent for as long as possible. With other public sector organisations, the voluntary, community and faith sector and residents we have been exploring how residents and communities can become more resilient and self-sustaining. This is centred around social action – working with communities to identify practical solutions for improving their own outcomes and those of others - and ‘community participation’ comprised of a genuine drive and appetite for communities to help themselves, particularly the more vulnerable people, and improve their quality of life. We want to change residents’ perception of the council, so they view us as an organisation that supports and works with them to enable community-led ideas, initiatives and projects. With partners, we will continue to explore how to better empower our communities and establish the conditions in Surrey to enable communities to flourish.

- **Involve and engage residents earlier and more often in designing and delivering services, and responding to challenges.**

Residents have told us that they want public sector organisations in Surrey to be better at listening to their needs and concerns through more meaningful engagement with local communities in decision-making processes. We are changing the way we design and shape our services to ensure the right people - including residents - have a more central role in service delivery. For example, to respond to the climate emergency, we established the Surrey Greener Future Design Challenge. The project puts residents and communities at the heart of design and delivery as it aims to develop community-based ideas that will tackle climate change and bring communities together. We will continue to explore new ways to work in partnership and determine what we can do collectively to improve outcomes.

OUR CONTRIBUTION TO THE COMMUNITY VISION FOR SURREY IN 2030: STRATEGIC ACTIVITY

To be able to contribute to making the Community Vision for Surrey in 2030 a success, our role has to fundamentally change. We do not expect a major injection of funding from Government any time soon, so it is clear that we will be unable to continue doing all the things we have done to this point. We need to prioritise those outcomes that matter most to residents and will have the biggest impact on improving people's quality of life. We will focus on carrying out a smaller number of activities, but in a more effective way.

Our contribution also does not mean we will simply deliver services - our democratic mandate and place leadership role for the county puts us in a unique position. We can use this to support communities to help themselves and increase their responsibility for making their own lives better, or to work with Government and local partners to develop solutions together to improve life in the county. Given the limits on our resources, we also need to work smarter and put ourselves on a sustainable footing. We will organise our money, people and other resources in ways which improve outcomes for residents and focus on where it makes sense for us to do so. We will also make our decisions based on the best evidence available, so we are able to maximise the benefits for residents from every single pound of income we get.

CHILDREN AND YOUNG PEOPLE ARE SAFE AND FEEL SAFE AND CONFIDENT

We have a key role in supporting children, young people and families to get the best outcomes in life. In Surrey, we believe that every child should have the opportunity to reach their potential and that children are best supported to grow and achieve within their own families.

By working together with our partners, we will develop flexible services that are responsive to children's and families' needs and provide the right level of help at the right time. This will shift focus away from managing short-term crises, towards effective help and support for children, young people and their families at an earlier stage. The key to success is to make sure the voices of our children, young people and families are heard so they can shape how we work with them to get the best results.

We have taken some important steps to improve our practice and will continue our improvement as we work towards establishing outstanding services.

We will:

- Work in partnership to embed Effective Family Resilience in Surrey, which will strengthen protection and safeguarding, and use the full spectrum of services to intervene as early as possible
- Work with partners to better our Universal Services and Early Help offer to promote and improve the wellbeing and welfare of children and young people
- Focus on earlier intervention and prevention to offer help and meet needs at the earliest opportunity which will reduce the demand on high cost, high need interventions
- Provide practical advice that builds resilience for children, young people, families and carers, which will enable them to make positive choices and resolve their own difficulties before accessing services
- Ensure children and their families' needs are met by confident practitioners trained in 'Motivational Interviewing' and who use evidence-based interventions
- Improve the quality of foster care and its availability to ensure looked after children and young people are able to remain in Surrey and receive the support and stability they need
- Embed the early improvements in our caseload management across all our safeguarding services to ensure all practitioners have the capacity to support and meet the needs of children, young people and families
- Work in partnership to focus on children's first 1000 days to ensure they have the best possible start to life, enabling them to develop, thrive and be happy

EVERYONE BENEFITS FROM EDUCATION, SKILLS AND EMPLOYMENT OPPORTUNITIES THAT HELP THEM SUCCEED IN LIFE

Surrey is fortunate to have a well-educated working age population - over half are qualified to degree level - a range of high performing schools and a good employment rate. These good news stories can mask the experiences of some people in Surrey who have fewer opportunities, and are less likely to be employed, have good levels of skills or qualifications or doing well at school. We are committed to supporting all residents to maximise their education and employment opportunities so no one is left behind.

We will:

- Work with schools and other educational settings to support all children and young people to achieve their full potential
- Support improvement of outcomes for children and young people with special educational needs and disabilities and those who are 'disadvantaged'
- Help prepare people of all ages for employment by working with partners to offer opportunities to return to learning to improve skills through volunteering, work experience or apprenticeship opportunities. This also includes improving access to careers and training information, mentoring opportunities, advice and guidance
- Develop a targeted recruitment approach for apprenticeships for looked after children, care leavers and young people not in education, employment or training to include work experience and pre-apprenticeship style programmes
- Promote and inspire science, technology, engineering and maths (STEM) training and career opportunities to fill future gaps in key sectors of Surrey's economy
- Promote our libraries, heritage, arts services and outdoor learning as places to learn and gain knowledge and skills¹³ for children, young people and adults

EVERYONE LIVES HEALTHY, ACTIVE AND FULFILLING LIVES AND MAKES GOOD CHOICES ABOUT THEIR WELLBEING

Helping residents to stay healthy and well is key to improving residents' quality of life and tackling inequality of life expectancy. The Surrey Health & Wellbeing Strategy describes our ambition with partners to improve health outcomes in the county through an approach centred around prevention and about creating healthy and proactive people who take ownership of their health. We commission services based on evidence, targeting the greatest health and wellbeing needs to secure better health outcomes for the population. Our services are likely to be well recognised by residents, such as stopping smoking services, programmes to promote physical activity, responsible drinking and our sexual health services.

We will:

- Work with partners to address the wider determinants of health such as housing, the built environment, air quality and healthy workplaces that impact on the physical and emotional wellbeing outcomes of residents
- Provide public health information to enable people to make decisions about their health and emotional wellbeing that are based on what is effective and what is available locally to support them
- Improve the life chances of our residents with a key focus on the most vulnerable by supporting them to make healthier lifestyle choices, reduce loneliness and help them actively contribute to their communities
- Work with residents and partners to develop shared prevention projects that encourage lifelong, healthier lifestyle choices
- Work with partners in the cultural sector and outdoor learning to provide opportunities for people to improve their health and wellbeing through creative and active programmes

EVERYONE GETS THE HEALTH AND SOCIAL CARE SUPPORT AND INFORMATION THEY NEED AT THE RIGHT TIME AND PLACE

Surrey’s population is growing rapidly, with more people living longer and consistently high birth rates. We have a responsibility to respond to the growing shared health and care needs that come with these population changes while taking into account increasing complexity in resident needs. We will accelerate the integration of health and social care to deliver services that secure the best possible outcomes. We will also use a strengths- based approach, we focus on what is most important to people, recognise their strengths and networks, help them to stay connected to their communities and feel safe.

We will:

- Build upon the strengths and resources people have in their family, friends and community to help themselves and each other
- Work with partners to accelerate the integration of health and social care so residents are served by an efficient, effective system that improves their outcomes
- Implement new service models in our learning disability, mental health and reablement services to support people to live independently
- Make the best use of technology, work with communities to grow preventative services and look for innovative solutions to secure better outcomes for people
- Work with our health and community partners to support people to live independently, prevent admission to hospital and support people to return home

COMMUNITIES ARE WELCOMING AND SUPPORTIVE, ESPECIALLY OF THOSE MOST IN NEED, AND PEOPLE FEEL ABLE TO CONTRIBUTE TO COMMUNITY LIFE

We will:

- Work better with public, voluntary, community and faith sector partners to help support local communities and the well-being of residents
- Support communities to be resilient by providing them with information and resources to be responsive to their local needs and issues
- Work with partners and residents to establish conditions in the county that better empower and enable communities to develop inclusive projects and initiatives that respond to local needs and issues, particularly for the most vulnerable
- Work with partners to enable communities and residents to have a more active role in decision making and delivery within the local community
- Ensure that the design and delivery of our libraries and cultural services provide opportunities for community involvement and participation.

We will focus our support on the most vulnerable people in communities, and those who do not have the means or resources to help themselves, to ensure no one is left behind. Residents feel a strong sense of community in their local area, with people from different backgrounds enjoying their communities together. We see our role as supporting communities to help themselves, and together with partners and residents we all share a responsibility to maintain community spirit by fostering an inclusive and secure place for everyone.

RESIDENTS LIVE IN CLEAN, SAFE AND GREEN COMMUNITIES WHERE PEOPLE AND ORGANISATIONS EMBRACE THEIR ENVIRONMENTAL RESPONSIBILITIES

Residents say they value living in Surrey as it is clean, has a number of open, green spaces, including some Areas of Outstanding Natural Beauty, and feels safe. They are clear that they want these aspects of Surrey to be preserved for future generations, pollution to be minimised and for Surrey to continue being a county with a low crime rate. We declared a climate emergency in July 2019, and have started to work towards Surrey becoming a carbon-neutral county, and we will work with people and organisations in Surrey to help them fulfil their responsibilities for being mindful of their impact on their local environment and helping their communities feel safer.

We will:

- Work with partners and residents to minimise the amount of waste sent to landfill, reduce the usage of single use plastics, and increase recycling
- Facilitate the planting of new trees in Surrey to meet the council's pledge of 1.2m new trees by 2030 and improve access to the countryside while conserving and protecting its biodiversity and working towards its financial stability. This includes encouraging residents to use and care for Surrey's green spaces, which will enable them to experience the subsequent benefits around physical activity and improved mental health and emotional wellbeing
- Lead Surrey's response to the 'climate emergency', including improving local air quality, and achieve carbon neutrality as soon as possible. We will also work with residents and partners to reduce carbon emissions from all sources in the county and reducing our own carbon footprint further through rationalisation of our operational and non-operational estates, and supporting agile ways of working across our workforce
- Work with partners to make Surrey a safer place to live, work, travel and do business. We will protect residents from harm both physically and financially through our prevention and protection work by effectively preparing for and responding to emergencies. We will do this by further enhancing road safety, tackling rogue traders, and other deceptive, unsafe, and illegal practices, which will help communities feel safer and more resilient as a result
- Work with partners to tackle serious and organised crime, domestic abuse, modern slavery, human trafficking, radicalisation and terrorism

JOURNEYS ACROSS THE COUNTY ARE EASIER, MORE PREDICTABLE AND SAFER

Surrey has some of the busiest transport infrastructure in the country. We are responsible for 3,300 miles of roads, which are well used with a rising trend of vehicles registered within the county, rising volumes of traffic and higher than average daily traffic flow. While 62% of residents commute by car, Surrey is served by a busy rail network, with main and branch lines connecting London to the South East and South West running through Surrey.

We have a role in maintaining Surrey's transport infrastructure to enable residents to travel as freely and easily as possible. This includes working within partnerships, such as Transport for the South East, to influence and support investments in greener transport infrastructure, such as electric vehicle charging and LED street lighting, as well as building reciprocal relationships with local people to help influence behaviour and help them make considered choices about the way they choose to travel.

We will:

- Encourage our workforce, partners and residents to use low-carbon, environmentally sustainable means of transport, and actively support our residents and business to switch to low and ultra-low emission vehicles, including company vehicle fleets and bus services
- Maintain Surrey's highway network and work with third party utility companies who work on Surrey's roads to minimise disruption to residents
- Engage with key stakeholders to encourage greater use of, and investment in, sustainable transport so that people may travel to / within the county more safely, quickly, easily and efficiently, no matter how they choose to travel
- Collaborate with public transport providers, district and borough councils, highways enforcement, Surrey Police and the voluntary, community and faith sector to help support those who are physically and financially unable to provide their own transport

BUSINESSES IN SURREY THRIVE

We will:

- Help to ensure that Surrey's young people and adults have the qualifications and skills required by local businesses and employers - particularly in growing sectors - to enable them to have successful and stimulating careers now and in the future
- Work in partnership to improve connectivity both within Surrey and between strategically important hubs. We will also improve the place offer of Surrey's towns and maximise the potential of Surrey's economic assets to build on Surrey's established reputation as a place for businesses to invest and prosper
- Continue to work with Local Enterprise Partnerships, districts and boroughs, universities, businesses and other partners to promote economic growth. In particular, drive towards achieving the strategic principles of Surrey's 2050 Place Ambition and making the case for additional investment in the county
- Encourage businesses to use their resources to create social value in the communities where they are based
- Work with Surrey Police and wider partners under the Modern Slavery Act 2015 to boost awareness and identify and defend against workplace exploitation within our organisation, our sub-contractors and partners or supply chains

Surrey has a strong economy with highly skilled residents contributing significantly to the national economy. The county is attractive to business, with a high proportion of active enterprises providing higher than average earnings and disposable household income. Surrey is uniquely positioned between international airports, Heathrow and Gatwick, and hosts some of the world's leading companies. While Surrey's economy is strong it has above national average skills gaps and skills shortages, and without some investment and interventions, growth in Surrey will slow down significantly.

Economic growth in Surrey improves the health and wellbeing of residents and general living standards. We will encourage Surrey's businesses to think about how to deliver social value. This means people using their own resources to make positive changes to the lives of others in their local area. We will encourage them to do things now for the longer term benefit and use their skills and time to deliver social value to communities.

With partners, we will play our part in targeted strategic development, helping to upskill residents and continuing to attract, incentivise and support high growth industries within the county. We also have a responsibility to safeguard people against workplace exploitation through our duties to work with partners to tackle modern slavery.

EVERYONE HAS A PLACE THEY CAN CALL HOME, WITH APPROPRIATE HOUSING FOR ALL

Surrey is a growing county and people value the opportunity to live here. Everyone deserves to have a place to call home and residents are clear that the county needs more affordable and social housing, while maintaining its green spaces and natural assets. Alongside partners we have a role in the provision of housing for vulnerable residents, such as supported accommodation.

By working with partners, our role is to help facilitate the county's housing needs – which means enabling housing growth, developing the infrastructure to support this and maintaining spaces that residents cherish.

We will:

- Work with partners to deliver more housing options for vulnerable residents (such as extra care accommodation) and key sector workers (such as health and care, education and emergency services) to ensure their housing demands and needs are met
- Work collaboratively within and across the council and with partners to identify wider opportunities to benefit Surrey's communities within the context of asset strategy and planning
- Work with partners to support economic growth across Surrey to assist in local place shaping in growing communities

WELL CONNECTED COMMUNITIES WITH EFFECTIVE INFRASTRUCTURE, THAT GROW SUSTAINABLY

Surrey has an array of different communities, some of which are more connected – physically and digitally – and possess more available infrastructure than others. As our economy grows, we have a responsibility to develop Surrey’s communities, ensuring they all experience modern connectivity and accessible infrastructure that supports them. This includes 5G connectivity, schools, transport, retail and health services. This will ensure communities can continue to prosper and have the support to enable them to develop. Where communities are being regenerated, we will work with everybody in the area to create opportunities for people to both contribute and benefit from the changes in a way that makes the growth sustainable. At the same time, we will work to preserve the distinctiveness of individual communities.

We will:

- Work with industry leaders and partners to transition to a ‘green economy’ for Surrey and to ensure communities have the available opportunities to contribute and benefit from the changes that growth brings
- Work towards the roll out of 5G networks across the county to ensure better digital connectivity and facilitate accessible infrastructure across rural areas
- Work better with partners to develop existing infrastructure such as community facilities, schools, retail, transport, health services and other public sector services
- Work with developers, partners and funding bodies to improve and grow Surrey’s transport and digital infrastructure so that it meets the needs of growing communities
- Focus investment on strategic infrastructure in areas where it can unlock development opportunities and/or better and more sustainable connectivity

HOW WE WILL TRANSFORM AS A COUNCIL:

We need to transform our organisation and its culture to successfully deliver our contribution to the Community Vision for Surrey in 2030 within the resources we have available.

We have established an ambitious transformation programme designed to fundamentally reform the function, form and focus of the council so we can add more value, make greater impact and improve services so they deliver the best possible long-term outcomes for residents, balance our budget and better manage demand. This programme set the foundations for change including stronger leadership, governance, project discipline, assurance and change management, and has enabled us to accelerate our approach.

We are continuing to purposefully redesign the council and how things are done so there is the capacity and capability to succeed now and in the future.

Our focus areas are...

Financial management

Our objective is to be a financially sustainable council with a strong culture of financial management, accountability and evidence-based decision-making across the organisation. It sets out the overall framework within which the council manages its financial resources and supports the delivery of the council's priorities and the Vision.

We will spend our money in the most efficient and effective ways, so we can have the greatest impact on improving people's quality of life and ensure we provide the best value for money to our residents.

Over recent years the council has continued to achieve significant savings. During 2018/19 we moved the organisation away from a planned use of reserves to balance the budget, to instead slightly increasing our reserves. We have sustained this and set a budget for 2019/20 without the planned use of reserves.

Looking forward there are significant proposals to change the way that councils are funded. We are also likely to see more of a whole system approach to funding, such as integrated care systems with the NHS. While heading in the right direction, there is still a lot to do to secure the medium-term sustainability of the council's finances.

We will ensure that our managers have greater financial awareness and confidence so that they better understand our economic context and are able to consider the financial impact in decisions. We will support this by establishing a Finance Academy and embedding business partnering to better support and advise managers.

Our culture

Our organisational culture directly affects our performance and ability to deliver the best possible outcomes and value for residents.

As the council's role and impact changes, how we think and behave as an organisation also needs to adapt and develop. We are shifting our culture towards one that is agile, outward-looking, collaborative, open and focused. We want to develop a culture of inclusion, nurturing talent, promoting diversity and creating connected employee communities.

We will develop new patterns of thinking and working that reflect the modern society in which we operate and enable the organisation to effectively adapt, change and perform sustainably, in line with the Vision.

Our people

Our people are crucial to the successful delivery of our residents' priorities.

We will ensure everyone has a thorough understanding of our role and will develop a collective sense of purpose. We are already carrying out ground-breaking work with health and other partners and will continue focusing on working together, building and strengthening relationships between residents, communities and partner organisations and developing a shared sense of responsibility in delivering the outcomes for our residents and communities.

Our People Workforce Strategy sets out how we will develop the capacity and capability of our workforce to enable us to achieve our priorities. We will transform and modernise our ways of working and be more agile to meet our future challenges. We will have a highly productive and motivated workforce which is collaborative, flexible and mobile and able to work effectively anywhere, anytime and with anyone.

We will continue to focus on becoming an organisation with a strong reputation for being a truly great place to work and will develop a compelling employer brand that enables us to attract and retain the best people.

Digital council

Digital innovations are reshaping our society, economy, culture and lifestyle. We must transform how our organisation operates, interacts with customers and delivers services to meet the demands and needs of a digital society.

Being digital is intrinsic to our transformation and inherent to the delivery of our services. It means that we are able to leverage digital technologies, expertise and infrastructure to help us transform our organisation and services to deliver the outcomes for the people and place of Surrey.

To do this we need to cultivate a digital culture within the council and in everything we do. We will develop our digital capabilities and invest in digital technologies that will help drive transformation and whole system change and reshape how local services are designed and delivered to help meet the challenges of the future.

Data and insight

Data is a vital asset with the power to transform the way we see the world, and our ability to change it. It has a crucial role in designing, delivering and transforming our services to improve outcomes, drive efficiencies, and achieve greater collaboration.

We must become more data-driven and further develop our understanding of the people and places in Surrey, where needs are located and how we are collectively responding to those needs.

We will improve the way we use our data and our analytical capabilities to better manage our performance and develop greater intelligence about demand and the needs of the residents, communities and places. With partners, we will use data to help predict future demand for services and design and deliver preventative solutions.

We will better share data and intelligence across our organisation and with partners, embracing digital technology to help achieve greater alignment, increase transparency and shared understanding. This will support more accurate and efficient evidence-led decision-making, more effectively meet needs and allocate resources where they will have the biggest impact.

Customer experience

We will get better at seeing things from a resident's perspective, giving customers a more consistent experience while reducing costs. We will support the most vulnerable people in our communities and will encourage and enable increased independence where it is appropriate to do so.

Currently, customers must transact, interact and get information from us a number of times and in different ways. We will create an improved customer experience by streamlining and simplifying this to a single point of contact where appropriate. This will help us get things right first time more often, as well as help shape demand for our services by proactively providing advice and information at an early stage.

We will also continue to make better use of technology to improve online self-serve options, as well as explore opportunities to deliver services differently. By encouraging and empowering those people that can to access our services online at times and places that suit them, we will free up capacity to support those that need us the most.

We will actively engage with our customers to understand their differing current and future needs and the challenges they face, so we can deliver our services in a way that puts them first and enhances their experience of dealing with us.

Commissioning

We believe commissioning – how resources are used to meet residents' needs – should be about the right people coming together to first understand the issue (what's the need and what are the capabilities of the people or place) and then working together to decide what we can do to collectively to improve outcomes. It is about how we bring together all possible resources within communities, the council and partner organisations around an identified need.

We have now developed our strategic commissioning framework which provides a single approach to how we use resources to meet residents' needs across the council. This framework is supporting joined up working across a number of key public service areas, including transport, social value, climate change, and health and social care integration.

We will continue to develop our strategic commissioning approach as we learn from this work, providing a template for the council and its partners to work together to achieve the ambitions of the Vision and improve outcomes for residents.

Property

We own a broad range of assets, including land and buildings, where we operate the council, deliver services, and that provide us with income. Our use of these assets will change as we transform how we operate and re-design services for the people and place of Surrey. We need to be located in the most appropriate places and have more efficient, multi-use operational properties to best deliver and support services.

We are developing modern, agile ways of working to enable our workforce to be more mobile and work effectively anywhere. This will support us in getting closer to our residents and customers, developing our relationships with them and better understanding their needs.

We will continue to review our assets and property needs and will aim to consolidate and rationalise the assets we own to reduce revenue costs and increase revenue income.

We will collaborate with partners in transforming services and places, working with them to understand local priorities and identify opportunities to join up across organisations, consolidate services, co-locate and create multi-functional properties. This will enable us to better locate services and make them more accessible.

In addition we will work in partnership with district and borough councils to assist in local place shaping, support economic growth and ensure housing demand and needs are met.

Governance

We want to adopt a fresh approach to governance which replaces the current traditional models and processes in favour of processes that support swift and effective decision making.

We will minimise levels of bureaucracy and stop processes that slow down decision making by making sure the right people are involved at the right time and producing better outcomes in decision making. This involves providing officers at all levels with greater autonomy accompanied by more accountability.

As a democratic organisation we will increase transparency by fostering genuine and meaningful involvement from residents and partners in decision making processes.

MEASURING SUCCESS

Success is determined by the collective ability of public sector organisations, the voluntary, community and faith sector, businesses and residents to achieve the outcomes set out in the Community Vision for Surrey. Each individual organisation has a responsibility to contribute towards achieving the outcomes, but success will be a result of our combined efforts. Knowing if we are making the progress we all want to see will rely upon transparent and accountable performance monitoring.

We will publish success measures annually which clearly track our performance and delivery towards the vision outcomes. We will develop an outcomes based performance framework with indicators that will track and monitor our progress. Every individual in the council should be able to link their daily work back to the deliverables set out in this strategy and the Vision for Surrey.

Scrutiny will be an important part of the process to ensure we remain on track. This will be internal through the council's scrutiny processes but also through the inclusion of partners and residents in our performance monitoring process to ensure a comprehensive evaluation of progress.

ANNEX A – PARTNERSHIP COMMITMENT

We are here for the people of Surrey. Together we're unlocking the county's strengths in communities, businesses, public organisations and the voluntary, community and faith sector. Through sharing ideas, skills and resources we will create the future we all want to see, and deliver the Community Vision for Surrey in 2030 together.

We will be...

Ambitious

We're creative and innovative in our thinking and approach, and we adopt a future and forward thinking attitude.

We take pride in what we all do, and inspire each other. Every partner is respected and has an equal right to be heard and involved in decisions affecting them.

We're flexible with each other, residents and communities, to think creatively about tackling issues in new ways.

Empowering

We'll seek to involve everyone in the design of solutions and we actively encourage people and organisations to participate in community activity.

We work together to grow active and participatory communities that feel a genuine sense of ownership and responsibility for the people and environment around them.

We'll engage with residents and communities earlier, giving voice to new and underrepresented ideas.

Open

We put trust at the foundation of every partnership – openness, transparency and honesty are important to us.

We champion openness and sharing quality and consistent data and insights in order to secure better outcomes for residents.

We're open to new ideas and doing things differently, and we'll support each other to work in new ways.