

# ORGANISATION STRATEGY

## 2019 – 2023

October 2018

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

We share in the 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 four 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 in the vision – this includes us at Surrey County Council. 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 will 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 outcome in the Community Vision for Surrey in 2030 we have set out our priority deliverables - centred on the themes of People and Place - and a section about the Council, and we will be held to account for our contribution to the vision. We have also set out our strategic principles, themes that are important to us, and will drive our focus and approach over the next four 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. This extensive engagement activity produced a shared Community Vision for Surrey in 2030

**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**

# OUR FOCUS FOR THE NEXT FOUR 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, difficulty finding appropriate housing or homelessness, and mental health issues. As we respond to these challenges we will:

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

We know that some residents experience a poorer quality of life than their neighbours, and this isn't good enough. We want to work alongside people and their communities to help break down the barriers they face and support them to access opportunities that will improve their quality of life. 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.

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

The Community Vision for Surrey in 2030 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. 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 is a significant moment to re-affirm 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 articulate a renewed commitment and focus to delivering 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. There is a huge voluntary, community and faith sector in Surrey doing much good work, but there is an opportunity for more people to be involved in these groups, as well as being 'good neighbours' to the

more vulnerable people in their communities. We will explore ideas with residents about how they can help themselves and each other more. There is also an opportunity for public sector organisations, voluntary, community and faith sector bodies and other stakeholders to work in partnership to build a new type of relationship between residents, communities and organisations focused on who is best placed to deliver outcomes for people in Surrey. With partners, we will explore the idea of 'deals' to develop a shared sense of responsibility for delivering the vision and achieving the best outcomes for residents.

- **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 want to design services so that the right people, including residents, come together to first understand the issues and then work together to decide 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 do all the things we have done to this point. We need to prioritise those services 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 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. Our services haven't always lived up to our aspirations, and we are taking steps to address this. Our priority is that children and young people are safe and feel safe and confident. The key to success is to make sure the voices of children, young people and families are heard so they can shape how we work with them to get the best results. This means providing accessible help and support, as timely as possible, to ensure they are resilient, independent and confident in their future. Our services include safeguarding vulnerable children and young people and providing early help to identify and address problems before they escalate.

We will:

- Work in partnership to 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, reducing the demand on high cost, high need interventions
- Provide practical advice that builds resilience for children, young people and families, enabling them to make positive choices and resolve their own difficulties before accessing services
- Improve our caseload management to ensure practitioners have the capacity to support and meet the needs of children and young people
- Improve the quality of foster care and its availability to ensure looked after children and young people are able to remain in Surrey and experience the support and stability they need

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

We will:

- Work with schools to support all children and young people to achieve their full potential
- Support improvement of educational outcomes for children and young people with special educational needs and disabilities
- Collaborate with partners to help prepare people of all ages for employment through offering and supporting volunteering, work experience and apprenticeship opportunities
- Work with partners to improve access to careers and training information, advice and guidance
- Promote and inspire science, technology, engineering and maths (STEM) training and career opportunities to fill future gaps in key sectors of Surrey's economy

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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 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.

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

Helping residents to stay healthy and well is a priority for us. We work closely with partners to address health inequalities in the population. 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

# 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, consistently high birth rates and high migration levels. 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 resident expectations. To ensure residents can stay as healthy and independent as possible we support those with social care needs and work closely with partners to provide effective, integrated health and social care services. This is centred on ensuring people receive care as soon as they need it and are able to move smoothly through health and care services while using the resources available to them.

We will:

- Reduce the number of people unnecessarily entering and re-entering our services by changing the conversation we have with individuals, families and communities at our 'front door', so they can make better use of all the resources available
- Develop new models of community care to support the independence and well-being of residents
- Work with residents and partners to develop shared prevention projects that encourage lifelong, healthier lifestyle choices
- Help people to help support themselves, where appropriate, including through digital innovations such as online referrals and accounts and greater support to self-assess and self-serve
- Work with all health partners, including acute hospitals, GPs, community services and mental health, to deliver integrated models of health and social care that reduce the need for people to go into hospital wherever possible, and facilitate returning home

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

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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 the community feeling by fostering an inclusive and secure place for everyone.

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
- Encourage communities to be inclusive and give them the ability to support the vulnerable and those who could be left behind

# 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. People and organisations in Surrey are individually and collectively responsible for being mindful of their impact on their local environment and helping their communities feel safer.

We will:

- Work with partners and residents to continue minimising the amount of waste sent to landfill
- Improve access to the countryside, conserve and protect its biodiversity and work towards making it financially sustainable, while encouraging residents to use green spaces, increase physical activity and improve their mental health and emotional well-being
- Reduce our carbon footprint through rationalisation of our operational and non-operational estates, and supporting new, agile, ways of working across our workforce
- Collaborate closely with leaders on community safety, such as Surrey Police, to help communities feel safer and focusing on priority areas such as domestic abuse, serious organised crime, modern slavery, human trafficking, counter terrorism and road safety
- Work with partners to reduce the impact of emergencies such as fire and floods on communities

# JOURNEYS ACROSS THE COUNTY ARE EASIER, ARE 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 well 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 and Local Enterprise Partnerships, to influence and support investments in infrastructure.

We will:

- Encourage our workforce, partners and residents to use low-carbon and environmentally sympathetic means of transport across the county wherever possible
- Maintain Surrey's highway network, and work with third party utility companies who work on Surrey's roads, to minimise their disruption to residents
- Engage with key stakeholders to help people travel within the county quickly, easily, safely and efficiently
- Collaborate with partners, including public transport providers, district and borough councils 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
- Maintain Surrey's established reputation as a place for businesses to invest and prosper, while supporting them and their employees
- Work with Local Enterprise Partnerships, districts and boroughs, universities, businesses and other partners to promote economic growth. In particular, establish a positive strategic context for growth, make the case for additional investment in the county and develop support for business growth and enterprise
- Encourage businesses to use their resources to create social value in the communities where they work
- Work with Surrey Police and wider partners under the Modern Slavery Act 2015 to boost awareness of, and identify and defend against, workplace exploitation within our organisation, our sub-contractors and supply chains

Surrey has a strong economy with highly skilled residents contributing more to the national economy than the South East and England averages. 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. Whilst Surrey's economy is strong, it has above national average skills gaps and skills shortages, and without some investment and interventions Surrey's growth pattern will slow down significantly.

Economic growth in Surrey will improve both the health and wellbeing of residents, as well as general living standards. An important part of our strategy is to encourage everybody to think about how to deliver social value, which means people using their own resources to make positive changes to the lives of others in the local area. We will encourage businesses to use their skills and time to deliver social value to communities.

Alongside partners, we want to play our part in targeted strategic development, helping to upskill residents and continuing to attract, incentivise and grow 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 help provide housing for vulnerable residents, such as accommodation with care and support. 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:

- Make better use of available land and property, where possible, to help deliver appropriate housing for residents
- Work with partners to deliver more housing options for key sector workers
- Work with Surrey's one public estate team and other partners to deliver new affordable and social housing for residents, contributing to Surrey's growing communities

# WELL-CONNECTED COMMUNITIES WITH EFFECTIVE INFRASTRUCTURE THAT GROW SUSTAINABLY

Surrey is home to a mix of different communities, some of which are more connected – physically and digitally – and possess more available infrastructure than others. As the county grows, we have a responsibility to develop Surrey’s communities - ensuring they all experience modern connectivity and accessible infrastructure that supports them; including 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.

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We will:

- Work with industry leaders and partners to ensure communities have the available opportunities to contribute and benefit from the changes that growth brings
- 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

## HOW WE WILL TRANSFORM AS A COUNCIL:

To successfully deliver our contribution to the Community Vision for Surrey in 2030 with the resources we have available, we need to transform our organisation and its culture. We have some experience to draw on as we have already made changes to the way services are delivered, and made £540 million of savings since 2010. But now the size and scale of the challenges and opportunities facing us mean an accelerated, systematic and coordinated approach is needed. We are purposefully redesigning 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**

We will spend public money in the most efficient and effective way so that we can have the greatest impact on improving people's quality of life. Over the last eight years we have worked hard to contain the pressures on our budget but we've also had to make use of our reserves. Like most other councils, we're facing unprecedented increases in demand for services and rising costs, and we need to balance our budget without having to use our savings. We will put in place robust, resilient and effective financial management to support the council's transformation and achieve a sustainable financial position.

- **Our culture**

The organisational culture directly affects our performance and ability to deliver the best possible outcomes and value for residents. The culture of the organisation has evolved over many years. As the council's role and impact changes, how we think and behave as an organisation also needs to adapt and develop. We know from surveys, analysis and member and staff feedback that we need to change the course of our present culture towards one that is agile, outward-looking, collaborative, open and focused. 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

Community Vision for Surrey and this strategy. This will involve and require the contribution of every single person leading and working for us.

- **Our people**

Our staff are our ambassadors and are crucial to the successful delivery of the priorities our residents have articulated. We will share the Community Vision for Surrey so we all understand our role in achieving it. As we transform as a council we will have a smaller, highly productive and motivated workforce which is flexible and mobile. We will foster honest, open and constructive conversations that enable all staff to be involved in shaping the council and its work. Staff at all levels of the organisation will focus on working collaboratively - internally and externally with partners - to deliver outcomes within the budgets available.

- **Digital council**

To keep up with the digital demands of society we need faster, quicker and better public services, available through multiple channels and devices, and available any time. We will exploit these digital advances to the benefit of residents and staff. We will invest in digital technologies that will drive service transformation, reduce costs and enable us to become a truly digital council. We will use digital technology to innovate and reshape how local services are designed and delivered to help meet the challenges of the future.

- **Customer experience**

We will get better at seeing things from a resident's perspective, giving customers a more consistent experience while reducing costs. Currently, customers have to transact, interact and get information from us a number of times in different ways. We will create an improved customer experience by streamlining and simplifying this to a single point of contact where appropriate. We will also make better use of technology to improve online self-serve options, so people can access and use our services at times and places that suit them. We know that some of the most vulnerable residents and customers may not be able to make use of these digital options so people will still be able to use other communications channels so they are not excluded.

- **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 collectively to improve outcomes. It is about how we bring together all possible resources around an identified need including communities, the council and partner organisations, and the organisations providing the services. We will develop a single approach to how we use resources to meet residents' needs (an integrated commissioning framework) across the council, lead on developing and implementing a joined up approach for delivering public services across Surrey to deliver improved outcomes for residents (a commissioning hub for public services), and work with partners to support an ambitious health and social care devolution agenda.

- **Data and insight**

We will improve the way we use our data. Currently there are significant gaps in our approach to performance management and insight – hindering our decision making and the achievement of improvements and savings. We will improve our performance management and analytical capabilities by adopting a shared single view of our performance and activity, accompanied by data and insight that is easily available and can be used in decision making across all levels. We will use these improvements to target services and support more effectively to meet residents' needs and increase transparency so it's easier for people to understand what the council is doing. This will drive the council's transformation work, decision making, commissioning and continuous improvement. We will develop strong links between this work and the development of a Surrey-wide data and information hub.

- **Property**

We own buildings to deliver services to residents, run the council, and generate income that can be re-invested back into services. Our use of buildings will change as we take opportunities to provide services in different ways with, for example, more online services. Many of the buildings we currently operate from are not modern and do not reflect the way in which the design of future services will develop. We will

review our property needs so that we create an estate that is multi-use, better supports modern ways of working, and will create income revenue, homes and jobs in Surrey. Our strategy will enable our staff to be more mobile and work flexibly, services will be better located and more accessible to residents, and where possible, co-located with district and borough and other community services.

- **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 the levels of bureaucracy and stop those processes that slow down decision making – making sure the right people are involved at the right time, 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.

Annually we will publish success measures 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 Community 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.