

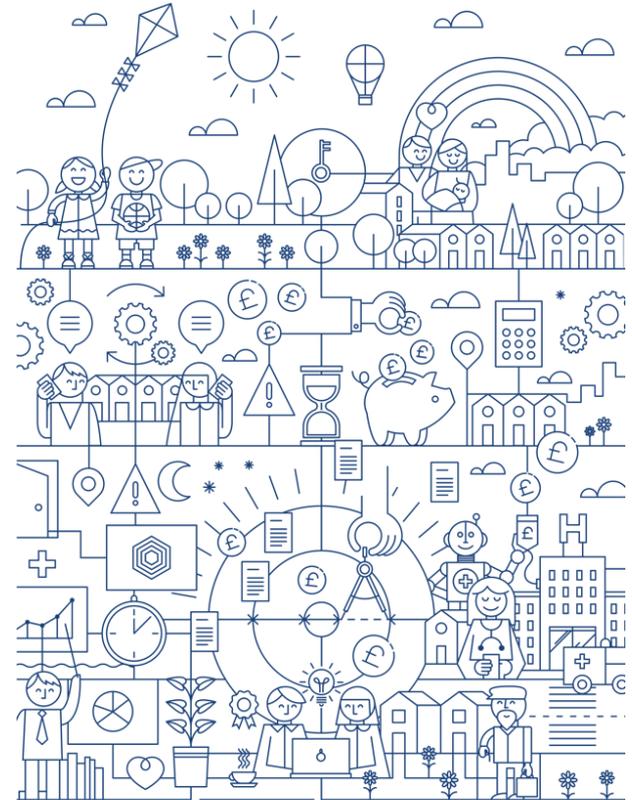


# Levelling up and budget setting



What are we  
hearing nationally  
and locally?

**How can you use the budget setting process to help unlock opportunities for people and place to thrive?**



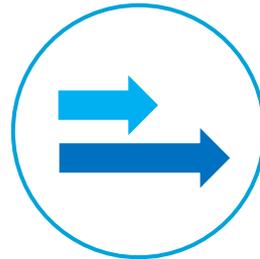
# Surrey County Council's Twin Track Approach

*No one left behind*



**Challenge**

Significant medium term financial challenge and resident inequality



**Solution**

"Twin Track" approach to financial planning and budget setting



**Partnership**

Re-frame boundaries, navigate complexity and manage performance

**IMPOWER**



**EDGE  
WORK**

# Changing behaviours and processes



**Planning in partnership for the now and for the future**



**Commitment to empowering residents and investing in prevention**



**Recognising 'one budget' and removing constraints of structural boundaries**



**Stretching ambition and approaching transformation in a cross-cutting way**



**Maximising the value of the Surrey pound**



**Effectively understanding demand and managing performance**

# Fundamentals of the approach



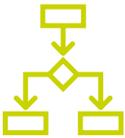
Thematic **outcomes-based** framework



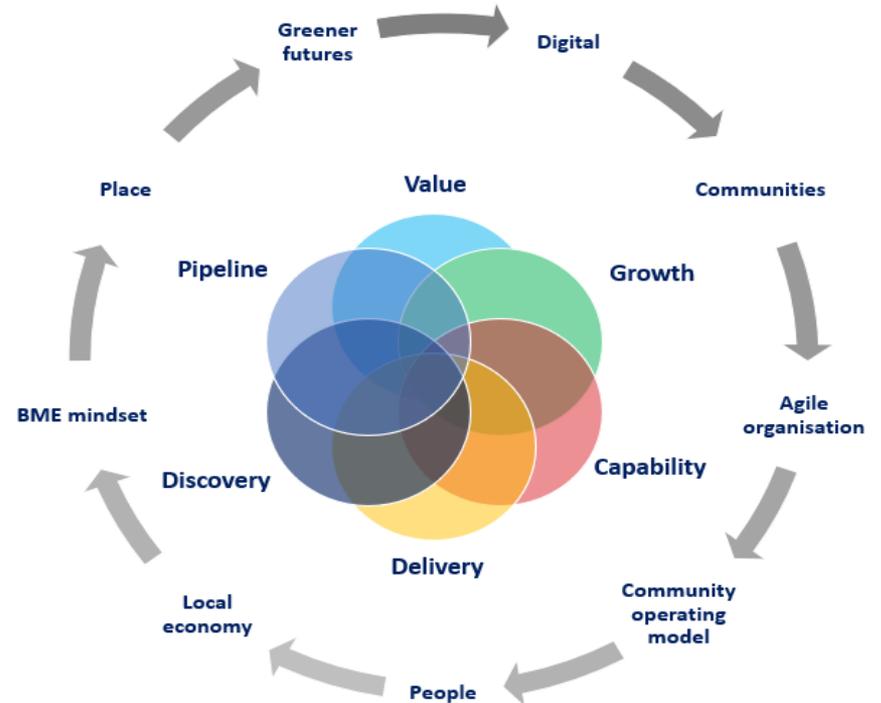
Traditional change with **increased ambition**



Infrastructure to track **impact**



**Cross-cutting** transformation



# Strategic prevention investment is critical

Surrey have taken a phased approach to Prevention Spend Mapping to inform decision making and drive more outcomes-focused budgeting



**Start Well**  
**Supporting Family Resilience**

**£33.5m** non-statutory support provided by SCC in 21/22



**Live and Age Well**  
**Supporting Independence**

**£80m** budget across over **200** contracts and services



**Embedding across the Surrey system**  
**Supporting Better Outcomes for Less**

Inclusion of system partners - built into Budgeting and Planning cycles

# SEN Transport: increasing independence and reducing spend

1

Identification and delivery of 'quick wins' to support 2022/23 financial position



New policies

Behaviour change



Coordinated offer

Understanding local need



Strengths-based

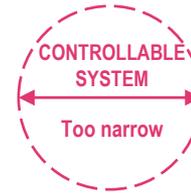
2

Develop coordinated approach to SEN transport to deliver **sustainable change** from 2023/24

# EDGEWORK: Reframing the problem

## Key principles of EDGEWORK are:

- Problems occur at organisational interfaces
- Widening boundaries creates space for shared leadership and ambition
- To manage complex systems, reframe the problem by **widening the lens**



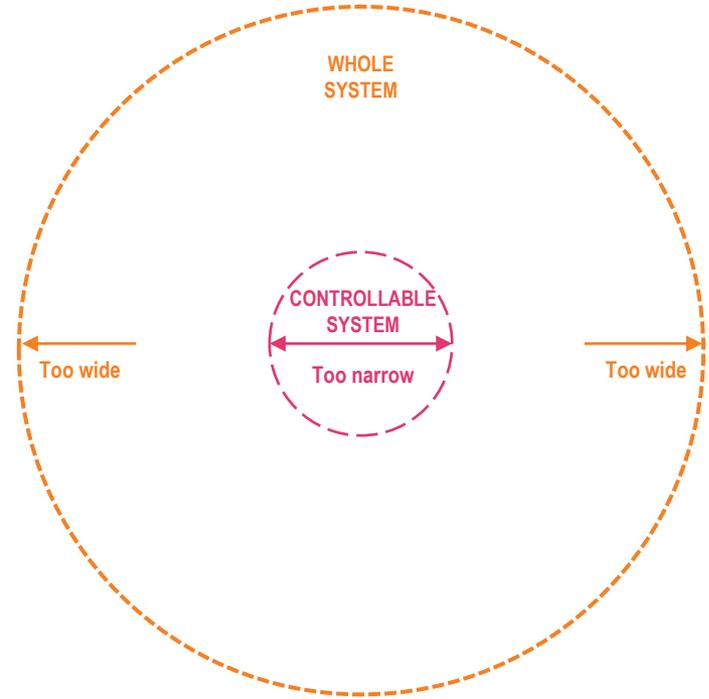
Managing interfaces is critical to delivering change.

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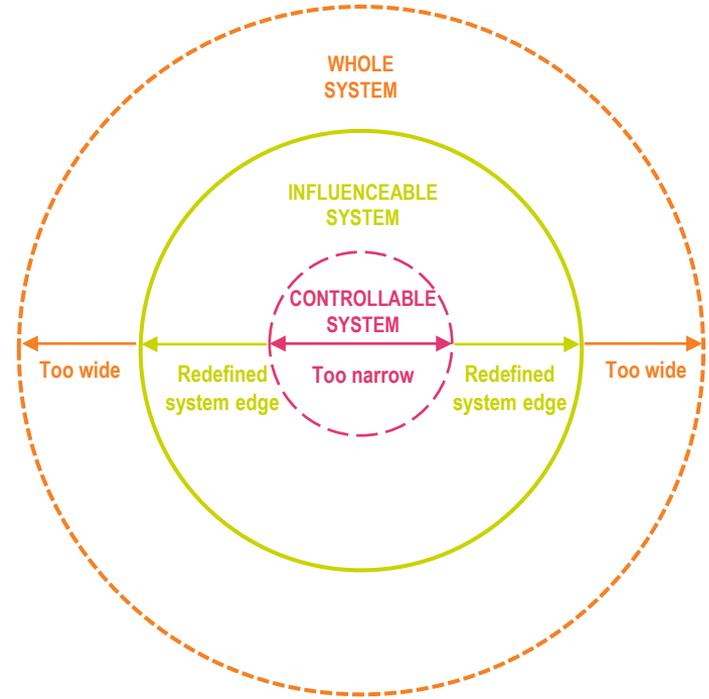


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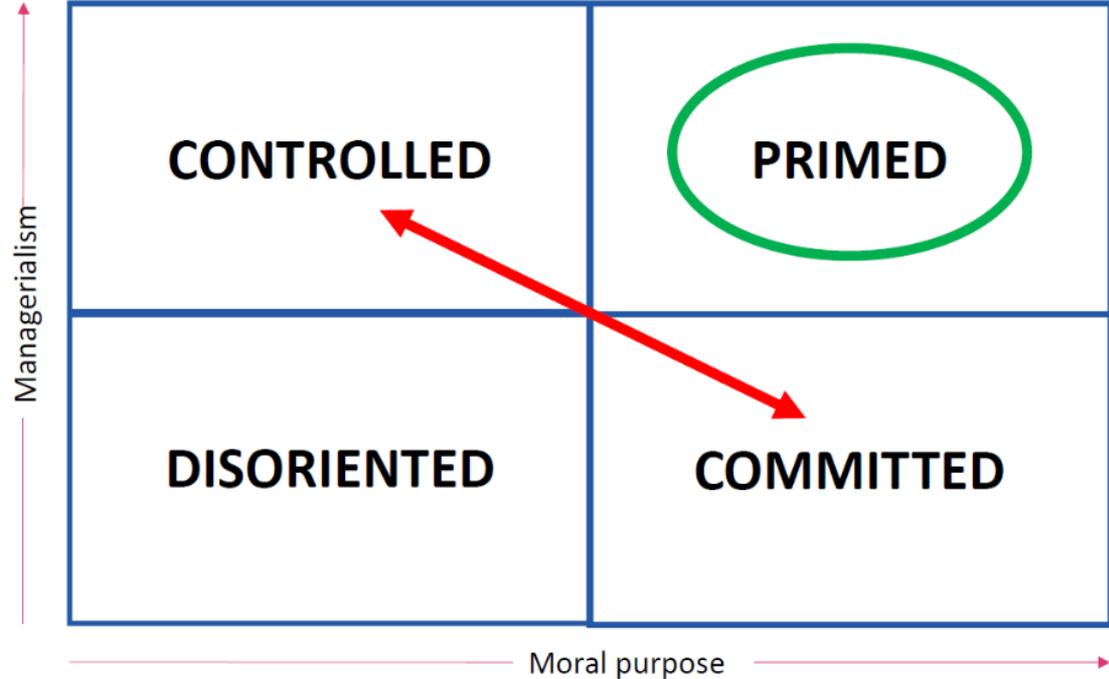
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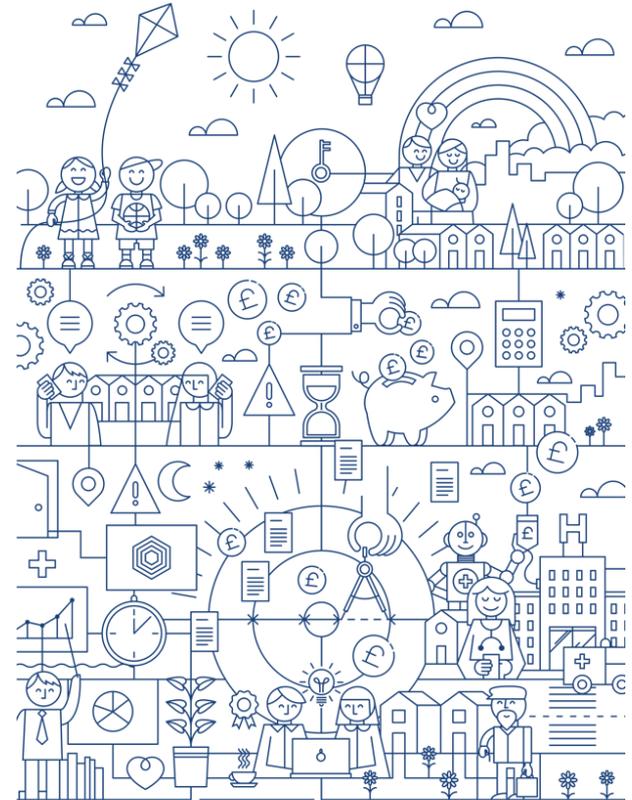


# EDGEWORK: Primed Performance

Driving improved performance in **complex systems** requires new methods for measuring **primed metrics**, forecasting, connecting staff to outcomes in real time, and delivering financial benefits



## Any questions?



# IMPOWER Index: find us at stand 29-30



250

INDICATORS



300

DEVELOPMENT  
HOURS



59

PUBLICLY AVAILABLE  
DATASETS

How can I get services to align with corporate priorities?

How can I get a shared view with the service about what really matters?

How do I know our investment is working?

What should the real priorities for improvement be?

**The IMPOWER INDEX**

is designed to help authorities navigate this space

**IMPOWER**



**EDGE  
WORK**