

SURREY COUNTY COUNCIL**CABINET****DATE: 3 FEBRUARY 2015****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: CONFIDENT IN SURREY'S FUTURE, CORPORATE STRATEGY 2015- 2020****SUMMARY OF ISSUE:**

The Cabinet are asked to endorse a refreshed version of the Council's Corporate Strategy. The Strategy will then be presented to the County Council meeting on 10 February 2015 for approval alongside the Revenue and Capital Budget. The Strategy will ensure that Surrey residents remain healthy, safe and confident about their future.

RECOMMENDATIONS:

It is recommended that the Cabinet endorses the refreshed version of *Confident in Surrey's future*, Corporate Strategy 2015-2020 and recommend that it be presented to the County Council meeting on 10 February 2015 for approval alongside the Revenue and Capital Budget 2015-20.

REASON FOR RECOMMENDATIONS:

By reconfirming a long term vision for the county and setting goals and key actions for the next financial year the refreshed Corporate Strategy provides a clear sense of direction for Council staff, residents, businesses and partner organisations. As part of the Council's Policy Framework (as set out in the Constitution) the Corporate Strategy must be approved by the County Council.

DETAILS:**Background**

1. On 16 July 2013 the County Council approved a long term Strategy for the Council. It was agreed that the Strategy would undergo a light touch refresh on an annual basis. This report presents a refresh of the version that was previously approved by the Council on 11 February 2014.

***Confident in Surrey's future*, Corporate Strategy 2015-2020**

2. The strategic challenges facing the Council stem from two significant and persisting trends. Firstly, population changes - alongside the introduction of new responsibilities and duties - mean there are an increasing number of things the Council needs to do in order to fulfil its purpose. Secondly, the total financial resource available to do these things continues to reduce in real terms.

3. By putting its Strategy into action since 2013 the Council has made good progress in meeting these challenges. The recently published [Annual Report 2013/14](#) and [Chief Executive's six month progress reports](#) illustrate this.
4. The progress made confirms the value of staying true to the long term Strategy the Council agreed in July 2013. The refreshed document for 2015-20 therefore reconfirms the strategic direction which has helped the Council to navigate significant challenges over recent years.
5. What has been altered this year is the presentation and structure of the document. In particular, reflecting feedback from staff and Members, it is now an even shorter document. This is intended to make the key points clearer and easier to absorb for readers.
6. The refreshed document (**Annex 1**) is shaped succinctly around five key elements.
 - (1) **Purpose:** the unique role the Council has, what it exists to do.
 - (2) **Context:** the conditions the Council will operate in for the next five years.
 - (3) **Vision:** a statement communicating what will need to change over the next five years so the Council can continue to fulfil its purpose.
 - (4) **Values:** the values everyone at the Council will uphold in all their work.
 - (5) **Goals:** the headline outcomes required over the next five years and the specific key actions for the next year that will help achieve these.
7. Given the continuity in strategic direction the content of this shorter version is largely distilled from the existing Strategy, but there are some key updates.
8. Firstly, the vision statement has been updated to "*one place, one budget, one team for Surrey*". This reflects the need to further deepen and accelerate collaboration among partners over coming years, and the strong case for Surrey to be granted greater local powers.
9. Secondly, the list of key actions for the next financial year has been updated. These actions have also been grouped under three headline goals. These goals (Wellbeing, Economic prosperity, Resident experience) describe the key outcomes that everyone in the Council will be contributing to for the benefit of residents.
10. Attached to this report is a plain text version of the refreshed Strategy: *Confident in Surrey's future*, Corporate Strategy 2015-2020 (**Annex 1**).

Supporting strategies and plans

11. There are a number of more detailed supporting strategies and plans which contribute to the delivery of the Strategy. These will continue to be refreshed periodically as required. This includes, for example, a new Fairness and Respect Strategy, which will be refreshed to align with the Corporate Strategy 2015-2020.
12. The detailed goals and actions that services will deliver in 2015/16 will be included as part of the Medium Term Financial Plan reported to the Cabinet on 24 March 2015.

CONSULTATION:

- 13. The Council’s long term strategy has been discussed at a range of events over recent months involving Members and officers from across the Council. These include the all Member seminars on the Chief Executive’s six month progress report and budget workshops.

RISK MANAGEMENT AND IMPLICATIONS:

- 14. There are no direct risk management implications arising from this report.

Financial and Value for Money Implications

- 15. The Corporate Strategy is developed in line with budget planning. It sets the strategic direction reflected in the Revenue and Capital Budget 2015-20 which is presented separately to Cabinet at this meeting.

Section 151 Officer Commentary

- 16. The Corporate Strategy has been refreshed alongside the development of the Council’s future budget. The Revenue and Capital Budget 2015-20 is presented separately to Cabinet at this meeting.

Legal Implications – Monitoring Officer

- 17. Cabinet will need to take account of the Public Sector Equality Duty in considering this Strategy. There is a requirement to have due regard to the need to advance equality of opportunity for people with protected characteristics, foster good relations between such groups, and eliminate any unlawful discrimination. These matters are dealt with in the equalities paragraphs of the report. Otherwise there are no legal implications/legislative requirements arising directly from this report.

Equalities and Diversity

- 18. The Strategy sets out goals and commitments that have positive implications for all residents, including protected groups. There are specific positive commitments in relation to children and young people, older people, and people with disabilities. However, given the high-level nature of these goals it is not possible to carry out an equality impact assessment at this stage.
- 19. The equalities implications of the goals will continue to be considered in relation to the more detailed and specific policies that stem from the overall Strategy, including the full Medium Term Financial Plan 2015-20 which will be reported to Cabinet on 24 March 2015.

Other Implications:

- 20. The potential implications for the following council priorities and policy areas have been considered. There are no direct implications arising from this report but the strategic goals set out in the Corporate Strategy will ensure the Council maintains a focus on these key areas.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report. Note the commitment in the Strategy to improve outcomes for children in need.

Safeguarding responsibilities for vulnerable children and adults	No significant implications arising from this report. Note the commitments in the Strategy to improve outcomes for children in need, older people, and people with disabilities.
Public Health	No significant implications arising from this report. Note the commitment in the Strategy to support a healthy living approach.
Climate change	No significant implications arising from this report. Note the commitment in the Strategy on a sustainable economy.
Carbon emissions	No significant implications arising from this report. Note the commitment in the Strategy on a sustainable economy.

WHAT HAPPENS NEXT:

- *Confident in Surrey's future*, Corporate Strategy 2015-2020 is presented to the County Council meeting on 10 February 2015 for approval.
- The detailed goals and actions that services will deliver in 2015/16 to support the Corporate Strategy are presented to Cabinet alongside the Medium Term Financial Plan on 24 March 2015.
- In readiness for the start of the 2015/16 financial year a fully designed version of the Strategy is published on the Council's website.
- An internal communications campaign is run to raise awareness of the Strategy.
- The measures and targets for the Council's goals and key actions for 2015/16 are finalised and progress is reported through the year on the Council's website.
- The Chief Executive submits six-monthly progress reports to the Council meetings in July and December 2015.
- Select Committees continue to scrutinise work programmes and performance.

Lead Officer:

David McNulty, Chief Executive

Consulted:

Cabinet Members

Council Overview and Scrutiny Committee (29 January 2014)

Continual Improvement and Productivity Network

Annexes:

Annex 1: *Confident in Surrey's future*, Corporate Strategy 2015-2020 (plain text version)

Sources/background papers:

- *Confident in our future*, Corporate Strategy 2014-2019, report to Council 11 February 2014
- Chief Executive's six-monthly progress report, report to Council 9 December 2014
- Surrey County Council's Annual Report 2013/14