

**SURREY COUNTY COUNCIL****CABINET****DATE: 25 JUNE 2013****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: CONFIDENT IN OUR FUTURE, CORPORATE STRATEGY 2013-2018 AND SUPPORTING STRATEGIES****SUMMARY OF ISSUE:**

The Cabinet are asked to endorse *Confident in our future*, the Council's Corporate Strategy 2013-2018 and approve the supporting Directorate Strategies and Communications and Engagement Strategy. Delivery of these strategies will help ensure that Surrey residents remain healthy, safe and confident about their future.

**RECOMMENDATIONS:**

It is recommended that:

1. The Cabinet endorses *Confident in our future*, Corporate Strategy 2013-2018 and recommends that it be presented to the County Council meeting on 16 July 2013 for approval.
2. The Cabinet approves the Directorate Strategies 2013-2018 and the Communications and Engagement Strategy which will support delivery of the Corporate Strategy.

**REASON FOR RECOMMENDATIONS:**

The Council reviews and refreshes its Corporate Strategy each year. By confirming a long term vision for the county and setting priorities for the next year the Corporate Strategy provides a clear sense of direction for Council staff and signposts the Council's approach for residents, businesses and partner organisations. As part of the Council's Policy Framework (as set out in the Council's Constitution) the Corporate Strategy must be approved by the County Council.

The Directorate Strategies and the Communications and Engagement Strategy will support delivery of the priorities set out in the Corporate Strategy, ensuring the Council delivers great value to Surrey residents.

**DETAILS:****Background**

1. On 31 January 2012, the Cabinet endorsed *One County, One Team*, Corporate Strategy 2012-2017, which was subsequently approved by the County Council on 7 February 2012.

2. The Strategy has been reviewed following the election of a new Council. It retains the core themes of its predecessor, but also includes some new elements, reflecting the changing context in which the Council operates.

***Confident in our future, Corporate Strategy 2013–2018***

3. The *Confident in our future, Corporate Strategy 2013-2018* acknowledges the achievements of the last four years and the positive difference the Council makes to people's lives every day. It describes how the Council will navigate the significant challenges it faces and continue to improve services for residents within the resources it will have. It provides a clear sense of direction for Council staff and signposts the Council's approach for residents, businesses and partner organisations by setting out:

- **The Council's purpose:**

- We are the Council elected to ensure that Surrey residents remain healthy, safe and confident about their future.

- **The Council's vision for 2018:**

- To be delivering great value for Surrey's residents.

- **Six areas of focus** for the Council to achieve the vision:

- **Residents:** Individuals, families and communities will have more influence, control and responsibility;
- **Value:** We will create public value by improving outcomes for residents;
- **Partnerships:** We will work with our partners in the interests of Surrey;
- **Quality:** We will ensure high quality and encourage innovation;
- **People:** We will develop and equip our officers and Members to provide excellent service; and
- **Stewardship:** We will look after Surrey's resources responsibly.

- **The Council's Values**

- **Listen:** We actively listen to others;
- **Responsibility:** We take responsibility in all that we do;
- **Trust:** We work to inspire trust and we trust others; and
- **Respect:** We treat people with respect and are committed to learning from others.

4. Attached to this report is:

Annex 1      *Confident in our future, Corporate Strategy 2013–2018*

## Directorate Strategies 2013-2018

5. Each of the Council's Directorates has developed a one-side Directorate Strategy document. These set out the vision, objectives and priorities for the Directorates, demonstrating how they will support delivery of the *Confident in our future*, Corporate Strategy 2013–2018. As part of the Council's performance management arrangements, Strategic Directors and Cabinet Members will ensure that robust plans, personal objectives and tracking arrangements are in place to deliver the Strategies.
6. The Council formally assumed responsibility for Public Health services on 1 April 2013. The Public Health team is hosted within the Chief Executive's Office, therefore Public Health priorities and budget allocations are reflected in the Chief Executive's Office Directorate Strategy.
7. Attached to this report are the following Directorate Strategies 2013-18:
  - Annex 2a: Adult Social Care
  - Annex 2b: Children, Schools and Families
  - Annex 2c: Environment and Infrastructure
  - Annex 2d: Customers and Communities
  - Annex 2e: Business Services (formerly Change and Efficiency)
  - Annex 2f: Chief Executive's Office

## Communications and Engagement Strategy

8. Effective communications and engagement is integral to the delivery of the vision in the Corporate Strategy. The Council will focus on consistently proactive communications and engagement to raise awareness and understanding of Surrey, recruit and retain good staff and engage residents and communities in our services and how they are changing.
9. The Communications and Engagement Strategy has been developed in parallel with the refreshed Corporate Strategy. It includes five communications and engagement priorities:
  - **Improve our digital communications ability:** This will be achieved through, for example, improving interactivity of the Council's website and finding new ways of engaging people through digital and social media.
  - **Use data and insight to underpin and target communications and engagement to maximise impact:** Communications and engagement activity will be tailored to its audience groups to ensure key messages are getting across.
  - **Maintaining a strategic approach to our communications and engagement supported by action plans, measurement and evaluation:** There will be a relentless focus on communications and engagement activity related to the priorities in the Corporate Strategy, for example, highlighting apprenticeships and supporting economic growth.

- **Ensuring Surrey has an influential voice regionally and nationally:** The organisation's work on its priorities will be represented at regional and national levels.
- **Offering the best communications and engagement activity and advice by working as one team across the organisation:** Work will continue to build effective coordinated communications that is consistently high quality and provides value for money.

10. Attached to this report is:

Annex 3: Communications and Engagement Strategy 2013–2018

### **Making it happen**

11. There are a series of more detailed plans that link these high level strategies to the specific actions that teams and individuals within the Council will take to make it happen.
12. Delivery of the strategic goals will be supported by work already underway to strengthen the Council's capacity and capability to innovate. This includes developing the Council's approach to trading, mastering specific tools and techniques for innovation (e.g. service re-design, use of technology, rapid improvement events), and further developing commissioning and joint-commissioning arrangements.
13. As described in the Communications and Engagement Strategy 2013-2018 the Council will continue to engage with residents as it implements its strategies. Progress on delivering the goals in the strategies will be published quarterly on the Council's website.

### **CONSULTATION:**

14. The strategies have been developed through a range of discussions and events over recent months involving Members and officers from across the Council. These include the all Member seminars and induction workshops that took place through May.

### **RISK MANAGEMENT AND IMPLICATIONS:**

15. There are no direct risk management implications arising from this report.
16. The Leadership Risk Register and Strategic Director Risk Registers are being reviewed and updated alongside the annual refresh of the Corporate Strategy and Directorate Strategies. These will continue to be regularly monitored by the Corporate Leadership Team and Directorate Management / Leadership Teams.

### **FINANCIAL AND VALUE FOR MONEY IMPLICATIONS**

17. The Corporate Strategy and Directorate Strategies were developed in line with budget planning. They set out a refreshed strategic direction which will inform the review of the Medium Term Financial Plan (MTFP) 2013-18, the results of which are due to be presented to Cabinet on 23 July 2013.

**SECTION 151 OFFICER COMMENTARY**

- 18. The Section 151 Officer reported to the Council on 12 February 2013 that the MTFP 2013-18 contained a number of risks. The Section 151 Officer therefore recommended that the assumptions and savings included within the MTFP 2013-18 be reviewed after quarter one of the new financial year, which is the end of June 2013.
- 19. The Corporate and Directorate Strategies have been developed within the context of this review and the budgets presented within them reflect the current MTFP.

**LEGAL IMPLICATIONS – MONITORING OFFICER**

- 20. There are no legal implications/legislative requirements arising directly from this report.

**EQUALITIES AND DIVERSITY**

- 21. There are no direct equalities implications arising from this report so it does not require a specific Equality Impact Assessment. Where appropriate Equality Impact Assessments will be completed for new plans developed to deliver the high level strategic priorities set out in the documents.
- 22. Addressing inequality by delivering excellent services that are accessible and responsive to all Surrey residents underpins the Council’s vision to be delivering great value for residents. The Council’s Fairness and Respect Strategy, which was endorsed by Cabinet on 27 March 2012, sets out the Council’s approach in more detail.

**OTHER IMPLICATIONS:**

- 23. 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 priorities in the Corporate Strategy, Directorate Strategies and the Communications and Engagement Strategy ensure that the Council maintains a focus on each of these policy areas.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No direct implications arise from this report. The Council has a duty to act as an effective corporate parent. The Corporate Strategy and the Children, Schools and Families Directorate Strategy contain priorities to strengthen support for vulnerable children.
Public Health	The Council formally received responsibility for Public Health functions on 1 April 2013. The Corporate Strategy contains a stated objective to improve Surrey residents’ health and wellbeing. The Chief Executive’s Office Directorate Strategy contains Public Health priorities.

Climate change/carbon emissions	The Council attaches great importance to being environmentally aware and wishes to show leadership in cutting carbon emissions and tackling climate change. The Corporate Strategy contains a stewardship theme and a commitment to reduce dependency on carbon and other scarce resources. The Environment and Infrastructure Directorate Strategy contains a stated priority to invest in schemes to reduce carbon impact for the Council and Surrey residents and businesses.
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#### **WHAT HAPPENS NEXT:**

- *Confident in our future*, Corporate Strategy 2013–2018 is presented to the County Council meeting on 16 July 2013 for approval.
- Subject to approval at County Council the Corporate Strategy will be published on the '[Strategy Bookcase](#)' on the Council's website.
- Final formatting will be completed on the supporting strategies and they will also be published on the '[Strategy Bookcase](#)' on the Council's website.
- Progress against the Council's strategic and Directorate priorities will be published quarterly on the Council's website.
- The Chief Executive will submit six-monthly progress reports to the Council meetings in July and December 2013.
- Select Committees continue to scrutinise work programmes and performance.

#### **Lead Officer:**

David McNulty, Chief Executive, 020 8541 8018

#### **Consulted:**

Cabinet Members  
 Council Overview and Scrutiny Committee  
 All Member seminars and induction workshops  
 Corporate Board  
 Chief Finance Officer  
 Heads of Service  
 Senior managers and staff within Directorates

#### **Annexes:**

Annex 1: *Confident in our future*, Corporate Strategy 2013–2018  
 Annex 2a: Adult Social Care Directorate Strategy 2013–2018  
 Annex 2b: Children, Schools and Families Directorate Strategy 2013–2018  
 Annex 2c: Environment and Infrastructure Directorate Strategy 2013–2018  
 Annex 2d: Customers and Communities Directorate Strategy 2013–2018  
 Annex 2e: Business Services Directorate Strategy 2013–2018\*  
 Annex 2f: Chief Executive's Office Directorate Strategy 2013–2018  
 Annex 3: Communications and Engagement Strategy 2013–2018

\*formerly Change and Efficiency

**Sources/background papers:**

*One County One Team*, Corporate Strategy 2012-17, report to Council 7 February 2012

Medium Term Financial Plan 2013-18, report to Cabinet 26 March 2013

Strengthening the Council's approach to Innovation: Update on our Innovation Journey, report to Cabinet 26 March 2013

Strengthening the Council's approach to Innovation: Models of Delivery, report to Cabinet 26 March 2013

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