

SURREY COUNTY COUNCIL**CABINET****DATE:** 31 JANUARY 2023**REPORT OF CABINET MEMBER:** TIM OLIVER, LEADER OF THE COUNCIL**LEAD OFFICER:** LEIGH WHITEHOUSE, DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR FOR RESOURCES**SUBJECT:** REFRESH OF THE ORGANISATION STRATEGY 2023-2028

ORGANISATION STRATEGY PRIORITY AREA: GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT/TACKLING HEALTH INEQUALITY / ENABLING A GREENER FUTURE / EMPOWERING COMMUNITIES

Purpose of the Report:

This version of the Organisation Strategy refreshes the information on Surrey County Council's current operating context within the agreed "Surrey Way" (Strategic Framework). It also enhances the clarity and centrality of 'No One Left Behind' as our guiding mission in tackling inequality and the existing four priority objectives.

Recommendations:

It is recommended that Cabinet:

1. Commend the updated version of the Organisation Strategy to Council.

Reason for Recommendations:

The Organisation Strategy is updated at least every two years to ensure that Surrey County Council's plan for delivering under the Community Vision for Surrey 2030 remains up-to-date and relevant to the changes in circumstance of the county.

Executive Summary:

1. As with previous years, this update of the Organisation Strategy ensures that the Council's public plan for its commitments to the 2030 Vision are tailored to the current operating context and reflect the -strategies in place to put the Council in a better place to deliver.
2. The new structure of the full strategy [**See: ANNEX 1**] includes the following:

Section 1 – Context

- Foreword, Community Vision, strategic context, and progress update

Section 2 – Strategy

- 'Our Role' – delivering against the Community Vision 2030

- 'Our Guiding Mission' – outlining in detail 'No One Left Behind' and EDI principles
- 'Our Objectives' – describing the SCC vision for being a high performing council:
 - *Priority Objectives*: reflecting the detail of the four areas where the Council can have the greatest impact on tackling inequality and improving outcomes for people living and working in the county
 - *Service effectiveness*: gives prominence to how the Council delivers core services as the 'bedrock' for all other activity and for achieving the four priority objectives
 - *Organisational Effectiveness*: explains the four commitments under both 'Our Organisation' and 'Our People' sections of the Strategic Framework to describe the kind of culture and behaviours needed to be high performing

Section 3 – Delivery & Measuring Impact

- Includes the strategic outcomes, and EDI objectives, under each of the four priority objectives to be transparent about what the Council will do for each and how it intends to deliver change.
- Performance monitoring will include quantitative and qualitative measurement of performance on core service delivery, organisational effectiveness, and achievements under the priority objectives.

Consultation:

3. This version of the Organisation Strategy builds on the existing consultation conducted when formulating the Community Vision for Surrey 2030, and draws in more recent resident and partner feedback (e.g. Budget consultation) on how to better align the County's role to the current challenges that face the 2030 Vision.

Risk Management and Implications:

4. Updating the Organisation Strategy is a significant part of the Council's risk mitigation strategy – ensuring transparency of the Council's current priorities, awareness of operating challenges within the county, and updates the approach to address the County's challenges. This document helps residents and partners to better understand the Council's priorities and choices made within the political and economic environment faced in 2023.

Financial and Value for Money Implications:

5. There are no funding implications to updating the strategy as it merely explains the rationale for prioritising certain projects, services, and other spending.

Section 151 Officer Commentary:

6. Although significant progress has been made to improve the council's financial position, the financial environment remains challenging. The UK is experiencing the highest levels of inflation for decades, putting significant pressure on the cost of delivering our services. Coupled with continued increasing demand and fixed Government funding this requires an increased focus on financial management to ensure we can continue to deliver services within available funding. In addition to these immediate challenges, the medium term financial outlook beyond 2022/23 remains uncertain. With no clarity on central government funding in the medium term,

our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.

7. The updated organisation strategy reaffirms the strategic direction of the council and there are no direct financial impacts in agreeing the recommendation. Any financial implications as a result of implementing plans to achieve the strategy will be factored into the Medium-Term Financial Strategy as part of future budget planning processes. As such, the Section 151 Officer supports the recommendations.

Legal Implications – Monitoring Officer:

8. This report seeks cabinet approval of a high-level strategy and as such there are no legal implications to consider. As the strategy is implemented the Cabinet may be asked to take particular decisions and specific legal commentary will be provided as necessary.

Equalities and Diversity:

9. The update of the Organisation Strategy is completed expressly to reclarify the EDI commitments that the Council will uphold in tackling inequalities widely in the county and locally within its workforce.

Other Implications:

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	N/A
Safeguarding responsibilities for vulnerable children and adults	N/A
Environmental sustainability	N/A
Compliance against net-zero emissions target and future climate compatibility/resilience	N/A
Public Health	N/A

What Happens Next:

10. If Council agrees to commend to Council, the strategy will
 - a. Travel to the next Council meeting (07 Feb 2023)
 - b. If adopted by Council, be uploaded as the official public strategy document for the Council on its webpage

Report Author:

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Consulted:

Council Leadership Team

Representatives of all Council service areas

Annexes:

Annex 1- Organisation Strategy 2023-2028
