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Date	3 March 2015

Ward (s) affected	None specifically
Subject	Corporate Strategy 2015-19

RECOMMENDATION

The Executive is asked to recommend that the Council approves the Corporate Strategy (Appendix 1).

EXECUTIVE SUMMARY

The Corporate Strategy 2015-19 describes the vision and priorities for the district over the next four years. The development of the strategy involved a comprehensive programme of research, consultation and analysis. Progress against the commitments under each of the three priorities will be reported regularly to the Executive.

There are three appendices:

- Appendix 1: Corporate Strategy 2015-19
- Appendix 2: Have Your Say survey results
- Appendix 3: Corporate Strategy Equality Impact Assessment

CORPORATE PRIORITIES

The Corporate Strategy sets out the Council's new priorities, effective from 1st April 2015.

Council has the authority to determine the recommendations

1.0 INTRODUCTION

1.1 MVDC's Corporate Strategy has been developed for 2015-19. An examination of available data sources for the district was undertaken to provide a solid evidence base.

- 1.2 The priorities were developed alongside the budget setting process for 2015/16. Both were informed by stakeholder consultation, including a series of community events and a district-wide Have Your Say survey.

2.0 DEVELOPMENT OF THE CORPORATE STRATEGY

- 2.1 The development of the Corporate Strategy 2015-19 began in the summer of 2014.
- 2.2 Specific data was collated and analysed, and comparison made with other authorities. A 'State of the District' document was produced highlighting key facts and challenges on topics such as the local economy, the local housing market and the demography of Mole Valley. Sources included the Census, Public Health England, and ONS¹ neighbourhood statistics.
- 2.3 The public consultation involved a programme of stakeholder events and the Have Your Say survey which was open from 20th October to 30th November 2014.

3.0 PUBLIC CONSULTATION

- 3.1 During the autumn of 2014 MVDC undertook a series of consultation events.

3.2 Stakeholder events

Dorking Town Centre Forum, 27th October 2014

- 3.2.1 There was a strong desire for improvements to parking arrangements for businesses, residents and visitors with reasonable parking rates for those who work in the town. Concern was voiced that parking is causing congestion in the side roads.

Youth Voice meeting – 10th November 2014

- 3.2.2 The aim was to seek views and encourage Youth Voice members to take part in the Have Your Say survey. A short presentation was given explaining the purpose of the survey, the significance of the Corporate Strategy and a reminder of the range of services MVDC delivers.
- 3.2.3 There followed an active and participative discussion. The main topics were:
- Parks – a range of issues were raised which were particularly of concern in the designated play areas. This included: the amount of litter / debris left around (and not cleared up promptly or effectively); presence of older young people smoking / drinking in areas intended for younger children and the threat / deterrent effect this has on people of all ages; vandalism.
 - Leisure / recreational facilities – positive comments on the quality and relevance of specific facilities such as skate parks which are well regarded.

¹ Office for National Statistics

- Public transport – cost and availability, especially the more outlying parts of the district.
- Cycling – discussion about etiquette and safety, especially on cycle lanes and shared cycle / pedestrian routes.

Doing Business with your Council event – 20th November 2014

- 3.2.4 This was a joint event with Reigate and Banstead Borough Council held at Dorking Halls, which was attended by approximately 70 businesses.
- 3.2.5 The Have Your Say survey was promoted and attendees were encouraged to complete the survey, either individually or as an organisation. Businesses were enthusiastic about the opportunity to take part and the Surrey Chambers of Commerce agreed to publicise the survey on their website and in their e-newsletter.

3.3 Have Your Say survey

- 3.3.1 The aim of the survey was to obtain views from a cross-section of individuals and organisations with an interest in the future of Mole Valley, to feed into the development of the vision and priorities for inclusion in the forthcoming Corporate Strategy.
- 3.3.2 The survey was available on-line on MVDC's website and also as an A4 leaflet, and was publicised and promoted in the following ways:
- There was a link to the survey on the home page of the MVDC website; press release to local media outlets; and messages on Twitter and Streetlife
 - The Executive Member for Finance and Corporate Services contacted over 200 businesses, community and voluntary organisations, residents' associations and partner agencies by email (with a link to the online survey), followed up with reminder emails as the deadline approached
 - There were high street survey sessions, one in Dorking and one in Leatherhead to distribute paper copies of the survey and encourage members of the public to complete it
 - MVDC colleagues and partners helped ensure posters and paper surveys were available in a number of locations across the district. This included GP surgeries, local libraries, the Help Shop in Leatherhead and reception at the Pippbrook offices in Dorking
 - The paper survey was included in letters sent to Mole Valley residents by the Benefits team and Revenues and Exchequer team
 - Parish Clerks and Residents' Associations undertook to publicise and distribute paper copies at local information points

3.3.3 The consultation period ran for six weeks (20th October to 30th November 2014). A total of 448 responses were received, of which 30 were from an organisation. A summary of the responses is given in Appendix 2.

4.0 STRUCTURE OF THE CORPORATE STRATEGY

4.1 As the Council's highest level strategic document, the Corporate Strategy provides the vision and priorities for the district (see Appendix 1 for the full document). Feedback from the public consultation was used to influence the content of the Corporate Strategy.

4.2 Vision

4.2.1 The vision, '*a place where people want to live, work, do business and spend their leisure time*', encapsulates the importance of Mole Valley's on-going natural appeal and the desire for a long-term successful local economy.

4.2.2 This reflects strong sentiments arising from the Have Your Say survey responses. In response to the question, '*Thinking about the District as a whole, and what is required to enable it to continue to thrive, what are the three most important elements that the District Council should seek to influence,*' the top two choices were, '*preserving the natural beauty and heritage*', and '*ensuring a strong local economy*'.

4.2.3 The natural environment of the District was the dominant factor throughout the responses to the survey, in terms of what residents and communities most value and seek to protect. Nearly 75% of responses to the question, '*What do you like most about Mole Valley?*' reflected how much the natural beauty, town character, good communication links and friendly and safe communities are valued.

4.3 Priorities

4.3.1 The priorities are the three main areas that will be focused on over the coming years.

Environment – a highly attractive area with housing that meets local need

4.3.2 Have Your Say survey responses indicated a strong desire for the green belt to be protected and also for more affordable housing to be available in the District (178 people put '*provision of affordable homes*' in their top three when asked the question about what was required for the district to continue thriving).

4.3.3 In response to the question asking people to rank services from one to ten, the services most often placed in respondents' top three were refuse collection, housing, and street cleaning. Survey responses also included strong messages about the need to tackle dog-fouling.

Prosperity – a vibrant local economy with thriving towns and villages

- 4.3.4 A total of 236 respondents selected '*ensuring a strong local economy*' in their top three in response to the question about the District continuing to thrive, and 193 put '*improving town and village centres*' in their top three.

Community Wellbeing – active communities and support for those who need it

- 4.3.5 In response to the survey question about ensuring the health and wellbeing of local people, 267 respondents placed the enhancement of our open spaces, parks and play areas in their top three choices. 229 placed helping people to live independent lives in the community in their top three, and 214 cited helping people with mental health issues and tackling issues such as dementia in their top three.

4.4 Guiding principles

- 4.4.1 The guiding principles will guide our approach to decision making.

- Sustainability
- Cost effectiveness
- Openness and accessibility

5.0 PERFORMANCE MANAGEMENT AND REVIEW

- 5.1 To ensure MVDC is making good progress in achieving its priorities we will report progress to the Executive against a set of performance indicators and key work areas. These will be reviewed regularly to ensure we continue to monitor and manage the performance of the right things.

6.0 RISK MANAGEMENT

- 6.1 MVDC maintains a Strategic Risk Register which includes the key strategic risks linked to delivering the priority outcomes in the Corporate Strategy. These risks will be reviewed in the light of the new Corporate Strategy to ensure they remain relevant and appropriate.

7.0 OPTIONS

- 7.1 The Executive has two options for consideration:

Option One – The Executive is asked to recommend the Corporate Strategy to the Council for approval.

Option Two – The Executive can ask for further work to be undertaken.

8.0 CORPORATE IMPLICATIONS

Monitoring Officer Commentary

The Monitoring Officer has confirmed that there are no legal implications arising as a direct consequence of this report.

S151 Officer Commentary

The S151 Officer confirms that all financial implications have been taken into account.

Risk Implications

The Strategic Risk Register will be updated as appropriate to ensure that key strategic risks associated with delivering the priority outcomes in the Corporate Strategy are included.

Equalities Implications

An Equality Impact Assessment has been undertaken (Appendix 3). No negative impacts were identified. Once work gets underway to progress areas of work that deliver against the Corporate Strategy priorities, additional Equality Impact Assessments will be completed where relevant.

Employment Issues

There are no employment implications arising as a direct consequence of this report.

Sustainability Issues

One of the guiding principles in the new Corporate Strategy is 'Sustainability - Meeting the needs of the present without compromising future generations requires responsible decision making and innovation. Helping communities to be resilient is an important aspect of this principle.'

Consultation

The public consultation phase involved a programme of stakeholder events and a 'Have Your Say survey' (October/November 2014).

Communications

The Corporate Strategy will be made available to the public on the Council's website.

9.0 BACKGROUND PAPERS

- State of the District fact sheet
- Have Your Say survey
- Consultation responses – papers held by the Policy and Performance Team

Vision

A place where people want to live, work, do business and spend their leisure time



After listening to what our communities have told us, we have identified three priorities that we want to achieve.

Please read on to find out what we will be focussing on over the next few years to realise the potential of Mole Valley.

**Councillor Chris Townsend
Leader**

Guiding Principles



Sustainability

Meeting the needs of the present without compromising future generations requires responsible decision making and innovation. Helping communities to be resilient is an important aspect of this principle.



Cost effectiveness

By applying a cost-effective approach to delivering and developing services we are able to give residents the best deal. Reviewing the way in which we provide our services ensures that we focus on what matters most and that we deliver services that are value for money.



Openness and accessibility

Residents need clear timely information that enables them to help themselves, with support for those who need it. Listening to and involving residents is an important part of how we make decisions, develop our services, and help people to shape their communities.

Priorities

ENVIRONMENT

A highly attractive area with housing that meets local need

To support this priority, together with our partners, we will:

- Protect and enhance the natural and built environment and ensure our areas of natural beauty are well looked after
- In consultation with the community, develop plans for how land is used in Mole Valley. Whilst safeguarding the Green Belt, we will set out proposals for jobs and homes, retail, leisure and commercial development
- Maximise the provision of affordable housing
- Encourage residents to protect the environment by recycling more and wasting less
- Help protect our communities and their properties by taking an active role in flood management
- Encourage communities to take care of the environment, and tackle littering and dog fouling

PROSPERITY

A vibrant local economy with thriving towns and villages

To support this priority, together with our partners, we will:

- Work with rural communities and businesses to help them thrive
- Promote business opportunities across the district
- Begin the transformation of Leatherhead town centre
- Promote Dorking Town Centre, and encourage improvements to St Martin's Walk
- Make best use of our town centre parking, balancing the needs of residents and local businesses
- Look for innovative ways to minimise the cost of our services to save money for residents

COMMUNITY WELLBEING

Active communities and support for those who need it

To support this priority, together with our partners, we will:

- Improve facilities and services that support active and healthy living
- Deliver a programme of inclusive sport and arts activities, which increases participation, and that everyone can take part in and enjoy
- Support residents to live independently in their own homes for longer
- Promote community spirit and help communities to be more self reliant
- Reduce homelessness and the use of emergency bed and breakfast accommodation
- Welcome considerate cyclists, promoting a healthy lifestyle and sustainable transport

Have Your Say survey results

A total of 448 responses were received during October/November 2014. 281 people completed the survey on-line and a further 167 people returned paper copies. The survey return rate was 1.25% (based on 35,828 households in Mole Valley). This level of return provides a 95% confidence level with a +/- 5% margin of error (source: SNAP Surveys).

The survey results are shown in the tables below.

Q1 Responding to survey as an individual	418	93.3%
Responding on behalf of an organisation	30	6.7%

Q2 Thinking about the District as a whole, and what is required to enable it to continue to thrive, the three most important elements that the District Council should seek to influence are:

(Please chose three of the options below and rank them 1 to 3 with 1 being the most important)

	1	2	3	Top 3
Natural beauty / heritage	128	73	87	288
Strong local economy	112	55	69	236
Affordable homes	73	73	32	178
Improving town and village centres	52	79	62	193
Helping young people to live and work	31	64	48	143
Attracting new businesses	24	44	35	103
Helping older people to lead independent lives	12	35	75	122
Bringing money through tourism	6	11	20	37

Q3 To ensure the health and wellbeing of local people Mole Valley District Council should seek to influence and focus its service provision on these three things:

(Please chose three of the options below and rank them 1 to 3 with 1 being the most important)

RANKED AS:	1	2	3	Top 3
Open spaces, parks, play areas	137	54	76	267
Helping people to live independent lives in the community	79	78	72	229
Helping people with mental health issues	73	78	63	214
Encouraging healthier lifestyles	51	47	59	157
Access to Sports and Recreational facilities	40	64	64	168
Access to Leisure and Entertainment facilities	37	75	61	173
Helping to reduce smoking and excessive alcohol	16	37	28	81

Q4 To support a sustainable environment, Mole Valley District Council should seek to influence and focus its service provision on these three things:

(Please chose three of the options below and rank them 1 to 3 with 1 being the most important)

	1	2	3	Top 3
Reducing waste and encouraging recycling	161	60	56	277
Tackling anti-social behaviour	105	72	68	245
Ensuring parks and open spaces are well maintained	64	82	128	274
Tackling litter and dog fouling	44	77	84	205
Reducing CO2 emissions	36	51	23	110
Dealing with fly tipping	26	91	74	191

Q5 I prefer to obtain information about the Council's services in the following ways:

(Please chose three of the options below and rank them 1 to 3 with 1 being the most important)

	1	2	3	Top 3
Council website	213	66	70	349
Talking to someone on phone - office hours	60	94	61	215
Receiving information in the post	56	55	80	191
Adverts and articles in local paper	33	74	71	178
Talking to somone face-to-face - office hours	31	55	43	129
Leaflets in libraries, GP surgeries etc.	24	56	57	137
Social media	16	28	37	81

Q6 Below is a list of some services that Mole Valley District Council provides.
Please rank these services in order from 1 (most important) to 10 (least important)

	1	2	3	4	5	6	7	8	9	10	TOP 3
Refuse Collection	128	96	58	35	25	30	16	16	11	7	282
Housing	112	42	33	33	32	31	35	37	24	31	187
Parks and Open Spaces	37	50	75	66	50	40	32	30	15	10	162
Street Cleaning	31	96	68	53	44	36	40	27	13	10	195
Car Parking	25	27	40	33	48	41	44	43	39	58	92
Environmental Health	24	26	52	50	47	57	45	39	34	30	102
Arts and Entertainment	22	25	25	41	41	39	35	33	54	82	72
Day Centre provision	20	31	20	28	35	39	45	55	58	68	71
Leisure Centres	18	23	33	36	45	38	56	52	54	41	74
Community Support	15	27	28	23	29	44	43	55	80	48	70

Q7 What do you like most about Mole Valley?

This was a 'free text' question. The natural environment of the District was the dominant factor throughout the responses in terms of what people most value and seek to protect. Nearly 75% of responses to this question reflected how much the natural beauty, town character, good communication links and friendly / safe communities are valued. A sense of community and 'belonging' also comes through, both in terms of individuals' friendly and welcoming behaviour and wider community character. A strong sense of pride is evident in many responses. There were also many positive references to proximity and ease of access to London, the coast, airports and other commercial or leisure destinations.

Q8 If there was one thing about any aspect of life you could change about Mole Valley what would it be?

This was a 'free text' question. There were 97 comments about the steady worsening of traffic and road congestion / conditions - some of which linked this to more housing and development in the District. The most frequently identified pinch point was Dorking, including the A24 approach. Several suggestions for traffic flow solutions in the town are made. Parking costs, availability and enforcement – were frequently mentioned, often by association with economic development and town centre vitality. The viability and attractiveness of the town centres, principally Dorking and Leatherhead, was cited in 40 of the responses to this question. Air traffic noise was referred to, linked with concerns about the potential Gatwick developments and the environmental and congestion impacts that this may have. Cycling was seen in fairly equal measure as a positive, healthy development to be encouraged, and a potentially damaging environmental risk. The 'management' of the activity, including dedicated facilities such as cycle ways, and regulatory controls on behaviour and encroachment were an area of general agreement.

Equality Impact Assessment

Corporate Strategy 2015-19

Name of assessor/s	Candida Goulden, Senior Policy and Performance Officer
Strategic Management Lead	Angela Griffiths, Corporate Head of Service
Date	26th January 2015
Is this a new or existing function or policy?	Refresh of existing policy document

Section 1: Introduction and background (see p.10 of the guidance)

Please describe your service or function. This should include:

- The aims and scope
- The main beneficiaries or users
- The main equality, accessibility, social exclusion issues and barriers, and the 'protected characteristics'¹ they relate to (not all assessments will encounter issues relating to every protected characteristic)

If this EIA is part of a project it is important to focus on the service or policy the project aims to review or improve.

The Corporate Strategy 2015-19 sets the policy framework for the Council's priorities and key areas of focus for a four-year period. The Corporate Strategy has been developed alongside the Council budget which is also subject to an Equality Impact Assessment.

The Corporate Strategy is the Council's key overarching strategic planning document and as such contains top level priorities. Once work gets underway to progress work areas that deliver against these priorities, additional Equality Impact Assessments will be completed where relevant.

The three priorities are set out below:

1. Environment – A highly attractive area with housing than meets local need
2. Prosperity – A vibrant local economy with thriving towns and villages
3. Community Wellbeing – Active communities and support for those who need it

The three guiding principles are:

4. Sustainability
5. Cost effectiveness
6. Openness and accessibility

Now describe how this fits into the Council's Corporate Priorities, Sustainable Community Strategy or other local, regional or national plans and priorities.

The Corporate Strategy sets out the Council's priorities.

¹ More information and definition of protected characteristics can be found [here](#)

If you are not carrying out an equality impact assessment, briefly summarise reasons why you have reached this conclusion, the evidence for this and the nature of any stakeholder verification of your conclusion.

Not applicable.

Section 2: Analysis and assessment (see pp. 10-13 of the guidance)

Given available information, what is the actual or likely impact on minority, disadvantaged, vulnerable and socially excluded groups?

Indicate for each 'protected characteristics' whether there may be a positive impact, negative impact, a mixture of both or no impact.

Protected characteristics	Positive	Negative	No impact	Reason
Age	√			Under the Community Wellbeing priority there is a commitment to support residents to live independently in their own homes for longer. The clientele for many support services are elderly and/or people with disabilities and as such are likely to be positively impacted.
Disability	√			Under the Community Wellbeing priority there is a commitment to deliver a programme of inclusive sport and arts activities. The aim is to improve participation for people with disabilities and other vulnerable groups. The guiding principle of Openness and Accessibility expresses the Council's commitment to help provide support for people who need it.
Gender reassignment			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on people who have undergone

Protected characteristics	Positive	Negative	No impact	Reason
				or are undergoing gender re-assignment.
Marriage and civil partnership			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on people who are married or in a civil partnership.
Pregnancy and maternity			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on people who are pregnant or on maternity leave.
Race			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on people's race.
Religion or belief			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on people because of their religion or belief (or lack of).
Sex			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on a person's sex.
Sexual orientation			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, based on a person's sexual orientation.
OTHER ASPECTS				
Carers			√	It is not considered that the Corporate Strategy will have a significant impact, positive or negative, on carers.
Rural/urban issues	√			The commitment to

Protected characteristics	Positive	Negative	No impact	Reason
				<p>safeguard the green belt is likely to have a positive impact on people in rural areas. In addition, there is a commitment to 'work with rural communities and businesses to help them thrive.'</p> <p>Commitments under the Prosperity priority include plans related to the town centres, which will bring benefits to those in urban areas.</p>
HR issues			√	<p>No immediate implications.</p> <p>HR issues will be taken into account when EIAs are produced for any new policies/ services that are developed during the life of the Corporate Strategy.</p>

What can be done to reduce the effects of any negative impacts? Where negative impact cannot be completely diminished, can this be justified, and is it lawful?

No negative impacts have been identified.

Where there are positive impacts, what changes have been or will be made? Who are the beneficiaries? How have they benefited?

Main beneficiaries identified are older people and people with disabilities who will benefit from a commitments to support residents to live independently in their own homes for longer and to deliver a programme of inclusive sport and arts activities.

Section 3: Evidence gathering and fact-finding (see p.14 of the guidance)

What evidence is available to support your views above? Please include:

- A summary of the available evidence
- Identification of where there are gaps in the evidence (this may identify a need for more evidence in the action plan)
- What information is currently captured with respect to usage and take up of services.
- What the current situation is in relation to equality and diversity monitoring (where relevant)

The development of the strategy involved a comprehensive programme of research, consultation and analysis:

Data was collated and analysed, including comparisons with other areas. A 'State of the District' document was produced highlighting key facts and challenges on topics such as the local economy, the local housing market and the demography of Mole Valley. Sources included the Census, Public Health England, and ONS neighbourhood statistics.

The public consultation phase involved a programme of stakeholder events and an online Have Your Say survey (also available as a paper leaflet) which was open from 20th October to 30th November 2014.

How have stakeholders been involved in this assessment? Who are they, and what is their view?

A programme of stakeholder events included:

- Dorking Town Centre Forum, 27th October 2014
- Youth Voice meeting – 10th November 2014
- Doing Business with your Council event – 20th November 2014

Stakeholders will continue to be involved as the work areas in support of the Corporate Strategy get underway and separate EIAs are undertaken where relevant.

Recommendations

Please summarise the main recommendations arising from the assessment. NB If it is impossible to diminish negative impacts to an acceptable or even lawful level the recommendation should be that the proposal or the relevant part of it should not proceed.

None.

Section 4: Action Plan (see pp.15-16 of the guidance)

Actions needed to implement the EIA recommendations

Issue	Action	Expected outcome	Who	Deadline for action

Summary Sheet

Review date	February 2016
Person responsible for review	Candida Goulden
Strategic Management Lead signed off	Angela Griffiths
Date completed	26 January 2015
Date forwarded to Policy Officer for publishing	26 January 2015