

**Report To:** Leader and Cabinet  
**Lead Officer:** Chief Executive

7 November 2018

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## **Priorities for the Business Plan 2019-2024**

### **Purpose**

1. To agree emerging priorities for consultation to inform the development of a Business Plan for 2019-2024.
2. This is not a key decision as it involves only the identification of high-level priorities and agreement on the content of the accompanying document that summarises the main focusses of the Business Plan at this stage.

### **Recommendations**

3. (a) Cabinet agree for a public consultation to be carried out on the priorities for the 2019-2024 Business Plan set out within paragraph 8 and the attached document (see appendix 1). The document and public consultation responses will then inform the further development of a full Business Plan.  
  
(b) That the Chief Executive be authorised to agree consultation arrangements, based on the outlines set out in paragraphs 17 below, in consultation with the Leader.

### **Reasons for Recommendations**

4. It is necessary to identify and agree a set of priority areas for the 2019-2024 Business Plan to form the basis for consultation. The consultation feedback will then be used to inform the development of a full Business Plan prior to adoption in February 2019.

### **Background**

5. The Council's Business Plan is the document that sets out the Council's vision and strategic priorities. It is agreed for a five-year rolling basis and refreshed annually to provide the flexibility to respond to emerging priorities. Council adopted a Corporate Plan for 2017-2022 in February 2017 (and refreshed in February 2018). With a new Council elected in May 2018, the development of a new corporate strategy and an impending revised local government finance settlement, it is appropriate to refresh the business plan and priorities.

### **Considerations**

6. The purpose of a corporate Business Plan is to co-ordinate actions and bring focus to our activity to continue to deliver high quality services for residents and businesses and to maintain a strong financial position from 2019 to 2024.
7. The newly developing five-year strategy once finalised will set a clear direction for the council from April 2019 up until March 2024. It will articulate our ambitions and priorities, helping us to focus on the right things in anticipation of reducing resources.

8. The following priorities have been identified in consultation with the new administration:

**Economic Development** – We will support businesses of all sizes, including rural enterprise and farming, to help create new jobs and opportunities near to where people live.

**Housing that is affordable for everyone to live in** – Our focus will be on building vibrant and healthy communities with a range of homes people can genuinely afford to live in. Our communities will have the right facilities and services and be places where people love to live, not just groups of houses.

**Climate and Environment** – We will put the environment at the centre of everything we do to create a cleaner, greener future for our communities.

**A 21st Century Council** – We will provide our customers with the high quality services that we would expect ourselves, always strive to reduce costs, build on what we are good at to generate our own income and make decisions in a transparent, open and inclusive way.

### **Implications**

9. In the writing of this report, considering financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

#### ***Financial***

10. The Business Plan should be agreed with reference to the Medium Term Financial Strategy (MTFS), which provides financial context and ensures that resources are identified to deliver it.

#### ***Staffing***

11. The Business Plan will be carried out within existing staffing resources wherever possible. Specific proposals for additional staffing capacity and other resources will be considered as part of the emerging MTFS and incorporated within the draft revenue and capital estimates as required.
12. The emerging priorities put forward, and approaches to delivering them, are consistent with the Council's Values of Working Together, Integrity, Dynamism and Innovation.

#### ***Risk Management***

13. Cabinet and Executive Management Team have considered the Council's Strategic Risk Register as part of the evidence base for the development of revised priorities.

#### ***Equality and Diversity***

14. This report covers the priorities for the Business Plan. Equality implications will be considered as part of the final Business Plan.

### ***Climate Change***

15. Climate and Environment has been identified specifically as one of the four key emerging priorities.

### **Consultation**

16. The emerging themes agreed by Cabinet will form the basis for consultation to test whether customers, partners and staff consider they focus in the right areas and are meaningful, realistic and achievable. The approach to the development of the new strategy will be open and involving through listening to feedback. In developing the strategy and emerging priorities, evidence about local needs has been reviewed, consultation with residents and business will be undertaken, workshops and briefings will be arranged to seek the views of staff and councillors
17. The consultation will run from Monday 19 November until Monday 7 January. The priorities will be published on the Council's website for comment, publicised in the South Cambs Magazines, promoted through social media, businesses who receive the Council's business newsletter will also be contacted and staff engaged through the Council's intranet and by holding briefings.
18. A report containing the findings of the consultation and presenting the proposed Business Plan for approval will go to Scrutiny in January, followed by Cabinet and Council in February, in order to approve the plan.

### **Effect on Strategic Aims**

19. The Business Plan will set out our strategic aims.

### **Background Paper:**

District Profile: An Economic, Social and Environmental Summary Profile of South Cambridgeshire (Grant Thornton, July 2016)

### **Report Authors:**

Gareth Bell – Communications Manager  
Telephone: (01954) 713289  
e-mail: [gareth.bell@scambs.gov.uk](mailto:gareth.bell@scambs.gov.uk)

Kevin Ledger – Policy and Performance Officer  
Telephone: (01954) 713018  
e-mail: [kevin.ledger@scambs.gov.uk](mailto:kevin.ledger@scambs.gov.uk)