

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Council
AUTHOR/S: Leader and Chief Executive

19 July 2007

CORPORATE OBJECTIVES FOR 2008/09 ONWARDS

Purpose

1. To enable Council to adopt new Corporate Objectives for 2008/09 onwards.

Background

2. The Council adopted its current Corporate Objectives in 2001:
 - High Quality, Accessible, Value for money services
 - Quality Village Life
 - A sustainable future for South Cambs
 - A better future through partnership
3. These objectives were intended to give overall general direction for the Council over the long term. They were subsequently supplemented by shorter term, more specific priorities – i.e. to improve customer service, increase the supply of affordable housing; and successful sustainable communities at Northstowe and the other growth areas.
4. It has been intended for some time to review the Corporate Objectives and in particular to achieve improved linkages with the Community Strategy, which is also currently being reviewed.
5. The **Inspire Project Improvement Plan** (Workstream B) sets out plans to:-
 - Develop political priorities and adopt new Corporate Objectives
 - Develop Council vision and values
 - Use the new objectives to influence the development of a new Community Strategy
 - Review the Council's service planning and other processes in order to deliver the new Corporate Objectives.

The Draft Objectives

6. New draft Corporate Objectives and Service Priorities are given in the **Appendix**. These have been developed with the Leader and the Cabinet.
7. The draft objectives and service priorities reflect various sources of evidence:-
 - The wide-ranging consultation carried out to support the development of the Sustainable Community Strategy - for example in the priority given to supporting transport schemes.
 - The results of Quality of Life and Best Value public surveys
 - The results of the CGI and other inspection processes – for example the emphasis on equalities and achieving an improved audit score

- National priorities e.g. recycling and low energy use
- Existing corporate objectives and priorities e.g. the continuing importance of affordable housing, growth and developing the Contact Centre.
- Emerging LAA priorities – e.g. community cohesion

8. The **Appendix** proposes:-

- Three Corporate Objectives which are intended to give longer term direction to the services of the Council.
- For each objective a number of Service Priorities. These set out more specific means by which the Corporate Objectives will be achieved. These Service Priorities may change more frequently than the Corporate Objectives.

9. The draft objectives and service priorities incorporate various aspects of the Council's current objectives, priorities and policy framework - for example the focus on the growth areas; sustainability; affordable housing; recycling; and quality services. However, there are a number of newer priority areas – eg:-

- Ensuring the most value-for-money provision of services
- Working towards level 2 of the equalities standard
- Supporting schemes to improve transport and access
- Working with local people to promote community cohesion and addressing the needs of the most vulnerable in the community

10. If these new areas are to be effectively pursued, it will be necessary to move resources and focus away from non-priority areas.

Using the Objectives

11. Subject to approval by the Council, the new Corporate Objectives and Service Priorities will be used to as the basis for service planning (for 2008/09 onwards) during August – September 2007. This process will enable the Council to establish performance indicators and milestones to measure progress in delivering the priorities.

12. This in turn will lead to the drawing up of a new Medium Term Financial Strategy and Workforce Plan (in October - November) to deliver the new Objectives and Priorities. The objectives and priorities will also be the basis of any other new policies or strategies required by the Council.

13. In a parallel process work is progressing in developing values for the Council. This will support the achievement of the objectives by embedding shared ways of working within the Council.

Links with the Sustainable Community Strategy and Local Area Agreement (LAA)

14. There are clear benefits if the Community Strategy, the LAA and the Council's Corporate Objectives are as consistent as possible, while acknowledging that the Community Strategy and the LAA are wider documents representing the views and contributions of a wide range of partners at district and county level.

15. Currently, all Cambridgeshire LSPs are preparing new community strategies with the intention that these will influence the new LAA which will come into effect in April 2008. Council representatives will be working through the LSP and LAA over the coming months to advocate policy alignment as far as possible.

Financial, Staffing, Legal and Risk Implications

16. The draft Corporate Objectives represent a shift in priorities. This will have implications for resources which will be addressed in the Medium Term Financial Strategy. The risks inherent in delivering the new objectives will be addressed through the Council's corporate risk management process.

Consultation

17. The Corporate Objectives have been drafted with the Cabinet to reflect the policies of the controlling group put forward in the recent district council elections. They also reflect the wide-ranging consultation and research carried out for the community strategy over the last year.
18. The Cabinet initially considered the objectives on 14 June 2007. Since then, Members and officers have been invited to comment on the objectives. The revised objectives in the Appendix reflect the comments received and incorporate other drafting changes.

Recommendation

19. Council is recommended to adopt the Corporate Objectives and Service Priorities set out in the Appendix.

Background Papers: the following background papers were used in the preparation of this report: the evidence base for the Sustainable Community Strategy – including consultation results; parish plans; stakeholder meeting outcomes.

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Draft Corporate Objectives and Service Priorities for 2008/09 onwards
(Revised 10.07.07)

The Council will:-

1. **Work in partnership to manage growth to benefit everyone in South Cambridgeshire now and in the future – by**
 - a) Developing effective working arrangements with major partners to deliver the growth agenda
 - b) Effective project planning and management; maximising S106 gains; and developing and implementing LDF policies to achieve successful new communities and protect existing communities and villages
 - c) Working with partners to deliver affordable housing for local people
 - d) Promoting low carbon living and delivering low carbon growth
 - e) Extending and encouraging the use of recycling opportunities

2. **Deliver high quality services that represent best value and are accessible to all our community – by**
 - a) Ensuring the best value for money options for service delivery
 - b) Strong management and prioritisation of resources, resulting in improved audit assessments
 - c) Achieving improved customer satisfaction with our services
 - d) A commitment to improvement and good quality services, demonstrated by performance against national, local and Direction of Travel indicators.
 - e) Improving access to services through our Contact Centre
 - f) Working towards level 2 of the equalities standard
 - g) Taking account of climate change in all the services we deliver

3. **Enhance quality of life and build a sustainable South Cambridgeshire where everyone is proud to live and work – by**
 - a) Listening to and engaging with the local community
 - b) Working effectively with voluntary organisations and parish councils to improve services through partnership
 - c) Taking an active role in the Crime and Disorder Reduction Partnership and working with the police and other partners to reduce crime and fear of crime and tackle anti social behaviour.
 - d) Protecting and enhancing the environment and maintaining the cleanliness of our villages
 - e) Promoting sustainability for the benefit of the local and global environment
 - f) Supporting schemes to improve rural transport and access to services.
 - g) Promoting participation in sport and active recreation to improve the health of all
 - h) Working with local people to promote community cohesion and addressing the needs of the most vulnerable in the community
 - i) Promoting economic development consistent with our sustainability and environmental aims