

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Scrutiny and Overview Committee
Leader and Cabinet

10 February 2015
12 February 2015

AUTHOR/S: Executive Management Team

CORPORATE PLAN 2015 - 2020

Purpose

1. This report proposes changes to the Corporate Plan following consultation and requests a Cabinet recommendation to Council that the amended plan be approved.

Recommendation

2. That **Cabinet** recommend to Council that the Corporate Plan setting out the Council's vision, objectives and actions for 2015–2020, and incorporating Key Performance Measures under each aim, be approved as set out at **Appendix 1**, subject to consideration of any recommendations by the Scrutiny and Overview Committee.
3. This is a key decision as it involves the development of a revised policy framework containing actions which will affect customers throughout the district. It was first published in the October 2014 Forward Plan.

Background

4. The Corporate Plan attached at **Appendix 1** is the document that sets out the Council's vision and strategic objectives.
5. The Council's current Corporate Plan, agreed in February 2014 for 2014-2019, continued the 'Three As' approach based on:
 - Our Vision for the district;
 - Three Strategic Aims setting out how the Vision will be achieved, delivered through 12 key Objectives;
 - What we will do to achieve each objective, and what success will look like;
 - Key performance measures.
6. The Corporate Plan informed the subsequent agreement of annual service plans setting out service, team and individual objectives, aligned to the Vision and Corporate Aims. Progress against plan objectives is monitored through quarterly reports to senior management and Members.

Considerations

7. Cabinet, in November 2014, agreed a revised draft Corporate Plan for consultation, which proposed retaining the Council's Vision and strategic aims from the previous plan. The twelve objectives were subject to minor amendment, whilst the 'What we will do' and 'What success will look like' sections were updated to reflect the progress of ongoing major initiatives.

8. The Corporate Plan needs to be contemporary and continue to reflect the needs and aspirations of our communities, taking account of the local and national context of increasing demand on core services and diminishing central government funding.
9. Our objectives are intended to provide a strategic focus on the issues of greatest significance to the Council, residents and businesses in the district and key partners. They are arranged under the themes of Engagement, Partnerships and Wellbeing, and are summarised as follows:

Engagement

- Housing property company
- Efficiency, value for money and financial viability
- Support for new and existing businesses
- Facilitate and sustain successful, vibrant villages

Partnerships

- Council house building programme.
- Best use of Council assets and partnership working
- Explore a commercial, income-based approach to service delivery
- Working with waste partners to reduce costs, carbon impacts and waste sent to landfill.

Wellbeing

- Improving the health of our communities
 - Managing the impacts of the government's welfare reform programme
 - Successful and sustainable new communities with housing and employment
 - Increasing the range and supply of temporary accommodation
10. The draft Plan was developed using informal and formal feedback from residents, customers and Members together with an analysis of the district's demographic profile, the needs of the local community, performance trends and consideration of the opportunities and challenges presented by the external environment.
 11. The Corporate Plan does not exist in isolation. The Medium Term Financial Strategy (also subject to a recommendation to Council on this agenda), Strategic Risk Register (set out in the Position Report on this agenda), and People and Organisational Development Strategy (revised draft under development) also support the delivery of the Council's priorities and the allocation of resources. The significant financial constraints faced by the Council make it even more important that there is a priority-led approach to spending in order to make sure the Council focuses its resources in the right areas.

Consultation

12. The draft plan was available for comment between 1 December 2014 – 31 January 2015 on the council's website, intranet and in paper copy, publicised through press releases and an article in the Winter 2014 edition of the residents' magazine. Members of the Consultation Panel, Youth Council and Disability Forum were also contacted for their views.

13. The consultation draft was based on a robust evidence base which, in addition to the sources identified in paragraph 10 above, included major consultations on important issues for the district, most notably the South Cambridgeshire Local Plan (over 30,000 responses to the issues and draft plan consultations during 2012 and 2013). The Council's Vision and Aims have been in place for a number of years, during which time they have been subject to regular consultation and publicity and retained consistent themes of local importance.
14. Whilst many of the Corporate Plan proposals for 2015-2016 are expressed in general terms at this stage, the Council is committed to further engagement on subsequent service proposals with those who will be affected by them including, where appropriate, community-led approaches to service design and delivery.
15. Feedback received during the consultation was broadly supportive of the Council's identification of key objectives, with concerns raised around transport and housing endorsing the high priority given to these items within the draft plan. As such, it is recommended that the plan is adopted without substantial modification.
16. Concern was expressed about the clarity of objectives in terms of their deliverability and measurement. Actions and outcomes are expressed in necessarily general terms within a strategic document, but will be developed into realistic, achievable and measurable projects and actions as part of the service planning process. Delivery of key actions and performance against key indicators will be closely monitored via quarterly Position Reports to Scrutiny and Overview Committee, providing opportunities for the Council to be held publicly to account.

Options

17. Cabinet may recommend the Corporate Plan to Council as presented, or agree changes.

Implications

Financial

18. The priorities in the Corporate Plan are reflected in the Medium Term Financial Strategy 2015-2020 and Budget for 2015-16.

Legal and Staffing

19. There are no direct legal and staffing implications arising from this report and recommendations.

Risk Management

20. The risks in the Strategic Risk Register have been taken into account in developing the draft Corporate Plan. Without such a plan in place, the risk of failing to deliver for our stakeholders increases.

Equality and Diversity

21. The draft plan has been subject to an initial screen, as a precursor to updated and new impact assessments which will be required as part of the implementation of Council Actions during 2015-2016. By continuing to support more vulnerable sections of our community through initiatives such as Localised Council Tax Support and

Community Transport, it is anticipated that the plan will provide a number of positive equality impacts in pursuance of its Statutory Public Sector Equality Duty.

Climate Change

22. The plan contains specific commitments to take forward the Sustainable Parish Energy Partnership and community energy initiatives as part of the objective to sustain successful, vibrant villages. Subject to planning permission, the installation of solar panels on the Council's properties will significantly reduce carbon footprint and enhance its reputation as a community leader in addressing climate change.

Effect on Strategic Aims

23. The Corporate will enables effective delivery of the Council's Vision and strategic objectives.

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Background Papers:

Available from the Policy and Performance Team (01954 713366 e-mail policy.performance@scambs.gov.uk):

- (1) Strategic Risk Register
- (2) Equality Impact Assessment of the Corporate Plan: Screening Tool
- (3) People and Organisation Development Strategy
- (4) Consultation response summary