

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Leader and Cabinet
LEAD OFFICER: Chief Executive

9 July 2015

CORPORATE PLAN FORWARD LOOK AND STRATEGIC RISK REGISTER

Purpose

1. This report sets the scene for the refresh of the Corporate Plan and Medium Term Financial Strategy (MTFS) marking the beginning of the review stage of the Corporate Cycle, bringing together:

Part One – Profile of the district (paragraphs 7-18)

- Updated profiles of district's population, health, qualifications and economy
- An updated Strategic Risk Register and Matrix, (*for approval*)

Part Two – Review of Corporate Cycle (paragraphs 19-25)

- Options for reviewing the evidence base for the Corporate Plan, as part of the timetable for the preparation of, and consultation on, refreshed MTFS and Corporate Plan, linking to the service planning process

Part Three – Review of the Corporate Plan (paragraphs 26-28)

- Assessment of continuing and emerging priorities to inform the development of the Corporate Plan and MTFS 2016-2021.

This is not a key decision.

Recommendations

2. It is recommended that Cabinet:
 - (i) Note the policy and financial context for the annual refresh of the Corporate Plan and MTFS set out in the report and appendices;
 - (ii) Approve the Strategic Risk Register and Matrix at appendices D-E attached.
 - (iii) Agree the Corporate Cycle for the development of the Corporate Plan 2016-2021 at Appendix F attached and approve the commencement of a fuller review of the evidence base in 2016, comprising the elements set out in paragraph 22;
 - (iv) Endorse the provisional priority areas to inform the development of the Corporate Plan 2016-2021, identified in paragraphs 24-26.

Reasons for Recommendations

3. These recommendations are required to provide Members with an overview of the evidence base for the annual refresh of its key strategies and to provide early identification of continuing and emerging priorities for refreshed corporate and financial strategies for 2016-2021.
4. The Strategic Risk Register and Matrix form the record of corporate risks the Council currently faces in the delivery of services and the achievement of strategic aims, together with control measures to address / sources of assurance over the risks.

Background

5. The Council refreshes its rolling five-year Corporate Plan and MTFs annually. Achievements against the 2014-2019 Corporate Plan are reported in the 2014-15 Year-End Position Report elsewhere on this agenda, with ongoing priorities reflected in the current Corporate Plan 2015-2020, agreed in February 2015.
6. Cabinet, led by the designated portfolio holder for risk management, has responsibility for management of the strategic risks facing the Council, including review of the Strategic Risk Register. Corporate Governance Committee monitors the review and approval of the Strategic Risk Register on an annual basis.

Considerations

Part One - Profile of the district

7. 'Proxy indicators' of the health of the district in terms of its economy, environment and society have been obtained from a variety of sources. Grant Thornton (formerly Local Futures) has produced an updated District Profile, which brings together over 200 indicators from many different sources to paint a picture of the district. The full report is available as a Background Paper, with a summary of key headlines set out at **Appendix B** attached.
8. The Finance, Policy and Performance team also produces and updates a Key Statistics paper, setting out key demographic information about the district. The latest version is attached at **Appendix C**.
9. The Annual Public Health Report, produced by the County Council, identifies some positive trends for some important health outcomes in Cambridgeshire; life expectancy is improving in all parts of the county and is highest in the district (83 years from birth for men, 85.9 for women), and there are fewer premature deaths from heart and circulatory disease. The report identifies three new opportunities for public health action in the coming year, around:
 - A focus on promoting the health of school age children, including mental health;
 - A 'whole system' approach to healthy diet and physical activity – reversing the trend in obesity;
 - Supporting a positive approach to healthy ageing.
10. The Health Profile for the District prepared by Public Health England, confirms that the health of people in South Cambridgeshire is generally better than the England average, but that there are highly-localised pockets of ill-health and specific issues for vulnerable groups.
11. The statistics confirm the picture of a healthy and affluent district characterised by:
 - a growing and increasingly diverse population: The 2011 Office for National Statistics (ONS) mid-year estimates showed an increase in population from 149,800 to 153,300 between June 2011 – June 2014. 5.0% of residents identified themselves as White Other (7,396), and 3.7% as Asian (5,540) (2011 Census)
 - high proportions of skilled employment and educational attainment (49.6% qualified to NVQ Level 4 and above, compared to 36% nationally), and a healthy business survival rate, yet a corresponding shortage of lower and unskilled jobs and unaffordable house prices for those on lower and middle incomes;
 - low and continuing falling crime rates (31 total crimes per 1,000 population compared to 47 in Cambridgeshire); South Cambridgeshire is one of the safest places to live in England;
12. These figures confirm the need for SCDC to maintain a healthy economy and attractive environment whilst identifying what are often small and highly-localised pockets of

deprivation and providing services which meet the needs of an ageing population. We are working to address these issues as part of our current Corporate Plan objectives around welfare reform and improving the health of our communities, and should continue to prioritise them as we move into the annual review process.

Resident satisfaction with quality of life

13. Consultation undertaken by Cambridgeshire County Council during 2014 provided disaggregated district-level data. 83.6% of SCDC residents surveyed were satisfied with their local area as a place to live, whilst 71.3% agreed or tended to agree that people in their local area pulled together to improve it. Respondents were also asked to rank values in priority order, for themselves and their families and for the wider community of Cambridgeshire.
14. The four most important values 'for you and your family' for SCDC respondents were:
 - Helping people of all ages stay healthy;
 - Supporting good mental health and well-being
 - Keeping the County's roads and footpaths in good condition
 - Managing waste, encouraging recycling and protecting the environment.

The four more important values for 'the wider community of Cambridgeshire' for SCDC respondents were:

- Supporting good mental health and well-being
 - Supporting vulnerable and disabled adults to live full and rewarding lives
 - Safeguarding and protecting children and young people at risk of harm
 - Ensuring high quality education and support for children and young people.
15. These results provide further evidence that the district is considered a cohesive community in which residents are proud to live and satisfied with their quality of life, and endorses the council's prioritisation of issues of health, well-being, transport and waste within its Corporate Plan, as well as its policy commitments to equalities and safeguarding children and vulnerable adults.

Risk Management

16. The Council has a responsibility to consider risks involved in providing or enabling service delivery, both in fulfilment of its statutory obligations, achievement of current and planning of future, strategic aims. The Strategic Risk Register records the top risks facing the Council from a corporate perspective.
17. The Strategic Risk Register has been reviewed with the nominated risk owners and other members of EMT. Changes proposed to risk descriptions, control measures / sources of assurance timescales to progress or impact / likelihood scores are highlighted in the draft Strategic Risk Register, attached as **Appendix D**. The draft Strategic Risk Matrix, attached as **Appendix E**, shows risk impact and likelihood score in tabular form. A particular risk to note is:
 - ***STR25, Increase in numbers in Bed & Breakfast accommodation.*** The Council has achieved considerable progress in reducing the number of people in bed & breakfast accommodation, opening a new hostel in April 2015 with increased capacity. The Likelihood score has therefore been reduced from 3 (Possible) to 2 (Unlikely).
18. In reviewing the Strategic Risk Register and Matrix, Cabinet could:

- (a) Add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
- (b) alter the assessment of risks, in terms of either their impact or likelihood.

Part Two – Review of Corporate Cycle

19. The Corporate Plan was extensively redesigned in 2013, with the capability of being refreshed each year without requiring substantial overhaul. Many of our strategic objectives and key projects are pursuant of medium to long-term goals, lending themselves well to this approach.
20. The corporate cycle provides for a draft refreshed Corporate Plan for 2016-2021 to be approved by Cabinet as a consultation draft in November. In recent years, consultation responses have been limited; whilst the representations received have largely supported the council's approach, high-level strategic documents of this nature are aspirational and inclusive by definition and therefore difficult to influence materially or object to.
21. In this context, 'pre-consultation' ahead of plan preparation provides more constructive opportunities for staff, Members, residents and businesses to shape the identification and agreement of corporate priorities. The Council's evidence base for its current plan derives from the contextual and strategic risk information in this report, with a number of other components:
 - An analysis of performance against key objectives and performance indicators set out in the Corporate 2014-2019 (available elsewhere on this agenda), and in the Annual Monitoring Report for the Local Plan (approved by the Planning Portfolio Holder);
 - The results of major consultation and engagement exercises, e.g. Local Plan Issues and Options, Neighbourhood Plans, Local Council Tax Support Scheme
 - Established engagement mechanisms such as the Tenant Participation Group, Consultation Panel, growth area fora, agents forum, parish forum and youth council, support for community groups and informal feedback from comments, complaints and compliments
 - The results of formal customer satisfaction exercises by service area e.g. housing repairs, development control, waste services, environmental quality.
22. It is considered that our evidence base remains sufficiently robust to be relied upon for the next review of the Corporate Plan, ahead of a more wide ranging review of the Council's Vision and strategic direction in 2016. Cabinet is therefore recommended to retain the current Corporate Cycle at **Appendix F** attached for the preparation of the Corporate Plan 2016-2021, and to approve the development of a fuller review of the evidence base in 2016, comprising:
 - (i) A 'desktop' review of the Corporate Plan, testing our current objectives and actions to ensure they are based on sound evidence, and that delivery projects carry out stakeholder mapping exercises and make adequate provision for user involvement and consultation within project plans;
 - (ii) Pre-consultation ahead of draft plan development to establish residents' and businesses' priorities, using existing engagement mechanisms, taking advantage of opportunities which may arise to share resources and intelligence with partners.
 - (iii) A review of consultation and engagement activity across the organisation, including a review of the Community Engagement Strategy and Toolkit, building on the recommendations of the 'Four Plans' (Localism) Task and Finish Group in this regard.
 - (iv) An analysis of additional evidence arising from forthcoming major consultation exercises, particularly those relating to the Local Plan and City Deal.

Service Plans

23. Annual Service Plans are key documents articulating how Corporate Plan objectives will be delivered by our four directorates, and how outcomes for the organisation and community will be measured. Following the approval of service plan priorities by Portfolio Holders by 31 October 2015, plans will be developed in the context of the draft Corporate Plan, and informed by staff and stakeholder input, prior to being approved by Directors and Portfolio Holders by 1 April 2016. These elements are shown in the Corporate Cycle diagram at **Appendix F** attached.

Part Three - Reviewing the Corporate Plan

24. The Queen has set out the new Government's legislative proposals to deliver its agenda during the next Parliamentary year. Bills with particular relevance to district councils are summarised in **Appendix A** attached. The Government's devolution proposals are likely to have additional consequences for local government structure, affecting City Deal governance arrangements in particular, which would need to be taken into account once legislative details become clearer. The Chancellor's budget, being presented to Parliament on Wednesday 8 July, is likely to have implications for future local government financial settlements; headlines for local authorities and the Council will be reported verbally at the meeting, before being taken into account as part of detailed MTFS preparation.
25. The Corporate Plan 2015-2020 sets out the Council's approach to meeting its Vision whilst continually seeking innovative ways of delivering high quality, cost-effective services. Whilst emerging national policy will continue to impact upon our structure and services, our key challenges around strategic housing and infrastructure delivery remain, therefore the next Corporate Plan should continue to provide us with an overarching mandate to address these.
26. A number of current Corporate plan initiatives will contribute to meeting future MTFS income generation and savings requirements and reflect ongoing priorities beyond March 2016. Bringing together the contents of this report, and subject to consultation and engagement to review the evidence base, it is recommended that a revised Corporate Plan, to be presented in draft form to Cabinet in November 2015, retains a number of consistent themes. Taken together, building on current year aims, strategic priorities are likely to include, though may not be confined to:

Engagement: Engage with residents, parishes and businesses to ensure we deliver first class services and value for money

- Ongoing business transformation to deliver major change programmes and efficiencies, principally the Business Improvement and Efficiency Programme (BIEP), Modern Planning Office, Customer Contact Service, Commercialisation and Working Smarter, ensuring planned savings and income projections are delivered
- Business support initiatives delivering outcomes: Business Register, Key Account Management, Business Hub
- Supporting communities to implement Neighbourhood Planning and 'patch-based' working and protect key local amenities.
- Ermine Street Housing: subject to outcomes of pilot review (being presented to Cabinet in November 2015);

Partnerships: Work with partners to create opportunities for employment, enterprise, education and world-leading innovation

- City Deal: governance (combined authority), transport infrastructure, housing and skills.
- Working with the Local Enterprise Partnership and other partners to ensure a strategic approach to economic development

- RECAP waste partnership: shared waste service (Cambridge City Council), county-wide integration and joint commissioning opportunities.
- Successfully implement and monitor existing proposals (ICT, Building Control, Legal Services), and explore new opportunities (Planning, Finance), to share services.

Wellbeing: Ensure that South Cambridgeshire continues to offer an outstanding quality of life for our residents

- Progress the Local Plan, providing new evidence as may be required in light of the suspension of the current process.
- Take forward the growth agenda, building communities not just homes at Northstowe and the other major growth sites
- Delivering positive health and well-being outcomes for children and young people and older people;
- Continue to align resources to manage the impacts of welfare reform, provide much-needed affordable housing through the Housing and New Build strategies and maximise the supply of temporary accommodation.

Implications

27. Financial and risk implications are described fully in above. There are no direct legal, staffing, equality and diversity or climate change implications arising from this report and recommendations.

Consultation responses (including from the Youth Council)

28. There has been no direct consultation on this information report.

Effect on Strategic Aims

29. The Council needs an overview of the policy and financial context and an effective corporate cycle for strategic aims to be developed, consulted upon, delivered and reviewed.

Background Papers: District Place Profile for South Cambs (Grant Thornton, June 2015)
 South Cambridgeshire Health Profile 2015 (Public Health England)
 Annual Public Health Report 2014-2015 (Cambridgeshire CC)

Report Author: Richard May – Policy and Performance Manager
 Telephone: (01954) 713366