

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Scrutiny and Overview Committee  
Leader and Cabinet

7 February 2017  
9 February 2017

**AUTHOR/S:** Executive Management Team

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### CORPORATE PLAN 2017 - 2022

#### Purpose

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

#### Recommendations

2. That **Cabinet:**
  - (a) recommend to Council that the Corporate Plan setting out the Council's vision, objectives and actions for 2017–2022, be approved as set out at **Appendix 1**, subject to consideration of any recommendations by the Scrutiny and Overview Committee,
  - (b) endorse the indicative performance measurements set out in the draft plan and authorise the Interim Chief Executive, in consultation with Portfolio Holders, to prepare a detailed suite of Key Performance Indicators for subsequent endorsement within the first Position Report of 2017/18,
  - (c) Agree the Consultation Brief at **Appendix 2** attached as the basis for an engagement exercise to inform the next Corporate Plan review, and
  - (d) Authorise the Interim Chief Executive to make any minor wording changes required to final drafts, in consultation with the Leader of the Council.
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 2016 Forward Plan.
4. This report will be submitted to the Scrutiny and Overview Committee for consideration at its meeting on 7 February 2017. The Committee's recommendations will be reported to Cabinet.

#### Background

5. The Corporate Plan attached at **Appendix 1** is the document that sets out the Council's vision and strategic objectives.
6. The Council's current Corporate Plan, agreed in February 2016 for 2016-2021, set out an approach to strategic delivery based around:
  - Our Vision for the district;
  - Four Strategic Objectives setting out how the Vision will be achieved, delivered through 21 Actions;
  - For each Action, what success will look like and how this will be measured.

7. The Corporate Plan informs the subsequent agreement of annual business plans setting out service, team and individual objectives, aligned to the Vision and Corporate Aims. Progress against plan objectives is monitored through quarterly position reports to senior management and Members.

### **Considerations – Corporate Plan 2017-2022**

8. The Corporate Plan needs 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. Cabinet, in November 2016, taking into account that the majority of the objectives and actions set out in the current plan reflected ongoing long-term priorities, proposed retaining the following priority themes as the basis for consultation:

### **Living Well**

We want to support our communities to make sure the district is a healthy place for everyone to live in. We know that for new and established communities to thrive they must have the facilities they need. This is why we plan to make sure the right facilities are available as we build new communities. Our partnership with the Police through the South Cambridgeshire Crime and Disorder Reduction Partnership also makes sure we are dealing with local crime and anti-social behaviour issues.

### **Homes for our Future**

We know there is a pressing demand for housing. That's why we want to keep working with developers to ensure early delivery of high quality new homes, good transport links and facilities. We are also focussing on preventing people becoming homeless through giving support early.

### **Connected Communities**

Transport links and better digital infrastructure, such as broadband, are important to connect people and businesses. One of our focuses is the Greater Cambridge City Deal – which covers Cambridge and South Cambridgeshire. This multi-million pound programme is looking to help keep the area moving with millions of pounds of investment in transport and smarter ways to connect people. Making sure we get the right devolution deal from government that puts powers in the hands of local people rather than decisions being made in Whitehall is also a top priority.

### **An Innovative and Dynamic Organisation**

Huge cuts to the money we receive from government to provide services has meant we are now generating our own income. Our housing company – Ermine Street Housing – is one of the ways we are already doing this with profits invested straight back into service delivery. We plan to keep doing this so we can continue to deliver the best possible services at the lowest possible cost – including sharing services with neighbouring councils where there is a sound business case.

10. The priority themes have been developed into a final draft plan, which is recommended for Cabinet endorsement and subsequent Council approval, at **Appendix A** attached. The plan retains the four priority themes as objectives, whilst the key actions under each objective have been updated to reflect the latest position with key initiatives, taking account also the recommendations from the recent Peer Challenge by the Local Government Association. Updates have been made to the following priorities:

*Homes for our Future / Connected Communities*

- Emphasise proactive role in preventing homelessness – B(v)
- Clarify Combined Authority and City Deal objectives with regard to housing and infrastructure – B(vi), C(i),
- Taking a stronger leadership role in shaping economic growth - C(iii)

*An Innovative and Dynamic Organisation*

- Identify and take advantage of commercial and investment opportunities – D(i)
- Consolidate existing and develop plans for new Shared Services – D(ii), D(iii)
- Organisational Development Strategy now incorporates Member Development priorities – D(iv)
- Develop a Digital Strategy which incorporates channel shift to electronic means – D(v)

11. As in previous years, we have set out what success will look like under each objective, and identified indicative performance measures, which will be worked up for presentation as a suite of strategic Key Performance Indicators for subsequent agreement and monitoring within Quarterly Position Reports on Finance, Performance and Risk during 2017/18.
12. 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 (adopted in July 2016) 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.
13. 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 business 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.

**Consultation**

14. The draft plan was available for comment between 1 December 2016 – 20 January 2017 on the council's website, intranet, councillors' bulletin and in paper copy, publicised through press releases and an article in the Winter 2016 edition of the residents' magazine.

15. 130 completed consultation questionnaire responses were received, an increase on the previous year's total of 73. All of the proposed objectives and actions were supported by a majority of respondents, whilst there were a number of specific comments urging the Council to prioritise the delivery of infrastructure to support housing development, finalise the Local Plan to address the five-year land supply issue, and ensure the drive to digitise customer contact did not exclude residents unable or unwilling to switch to electronic methods of communication.
16. The Corporate Peer Challenge of the Council, carried out by the Local Government Association (LGA) in November 2016, identified a 'pivotal moment' for the Council in terms of establishing what the district might look like in 5-10 years' time, and SCDC's role in shaping this. In order to build this future state together, the Leader of the Council has requested a community engagement exercise, as part of the next strategic review of the Corporate Plan, to inform this process. The Consultation Brief at **Appendix B** attached, sets out indicative scope and timescale for the review, the outputs from which would be included in a revised Corporate Plan for implementation from April 2018.

### **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 2017-2022 and Budget Estimates for 2017-18.

#### *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 Corporate Plan. Without such a plan in place, the risk of failing to deliver for our communities 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 2017-2018. By continuing to support more vulnerable residents and connect communities through initiatives such as Living Well, Localised Council Tax Support, improved Broadband 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 Council's Vision commits us to maintaining residents' quality of life in an exceptionally beautiful, rural and green environment. This will be delivered through a combination of strategic growth projects focussing on quality design, community-led initiatives and 'business as usual' responsibilities for environmental protection and enhancement.

### **Effect on Strategic Aims**

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

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### **Background Papers:**

Available from the Contact Officer:

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