

**CORPORATE STRATEGY**

**To:** General Purposes Committee

**Meeting Date:** 27th November 2018

**From:** Amanda Askham – Director of Business Improvement and Development

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To provide an overview of the proposed Corporate Strategy 2019-21.

To seek endorsement for the Strategy.

To recommend that the report template for all Committee Reports is updated to reflect the priorities of the Corporate Strategy from March 2019.

**Recommendation:** The Committee is asked to:

- a) Comment on, endorse and recommend to Full Council to agree the Corporate Strategy 2019 – 2021 as part of the Business Planning process; and
- b) Comment on, endorse and recommend the proposed changes to Committee Reports from March 2019.

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## 1. BACKGROUND

1.1 Since 2016, Cambridgeshire County Council has been developing an ambitious programme of transformation and has successfully:

- managed finances so that we can invest in the areas that really matter;
- made improvements to the way we work and to the services we provide;
- put community outcomes firmly at the centre of all that we do; and
- tackled the issues we face today alongside developing plans and solutions for the future.

Over the last six months, Members and officers have been working together to develop our 2019-21 Corporate Strategy, which builds on the progress we have made so far and sets out our response to new challenges and opportunities.

The General Purposes Committee had a workshop in October to explore and develop the key themes and is now asked to endorse the new Corporate Strategy 2019-21 and to recommend it to Full Council for approval in February 2019 as part of the Business Planning process.

1.2 The Strategic Framework introduced last year has enable us to respond to increasingly complex challenges – both in funding and demand - and to successfully develop deeper collaboration across public sector, partners and with our communities.

The framework ensures that all of our plans are underpinned by a shared vision for the County and are focused on achieving a number of outcomes for the people of Cambridgeshire. The framework, which is driven by the Corporate Strategy, comprises the following elements:

- A **Corporate Strategy**, describing the Council's long term vision for Cambridgeshire, the outcomes we strive for and our priorities for change.
- A set of ambitious **performance measures** which will be used to hold us to account for improvement across Cambridgeshire.
- The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have.
- A suite of **key strategies** describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets.
- **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives.
- The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

## **2. OVERVIEW OF THE CORPORATE STRATEGY 2019-21**

2.1 In developing the new Corporate Strategy (**Appendix A**), the working group and Councillors at the General Purposes Committee workshop agreed that it was important that the strategy:

- clearly articulates our ambition;
- honestly acknowledges the challenges we face;
- helps us to make choices;
- allows us both the freedom to innovate and the rigour to evaluate;
- flows through the business.

2.2 Cambridgeshire County Council has put outcomes for citizens at the heart of its strategy and transformation programme for the last three years. This outcomes based approach has focused the organisation on the difference that we make, not just what we do and how well we do it. It has also helped us to bring partners around common purpose and shared ambitions for the citizens of Cambridgeshire.

The 2019-21 Corporate Strategy articulates the three priority outcomes for this period, which are more fully articulated in the strategy document:

**A good quality of life for everyone**  
**Thriving places for people to live**  
**The best start for Cambridgeshire's children**

2.3 The Strategy also describes a set of priority actions which, when taken together and consistently applied across all of our programmes of change and transformation, should build on each other and focus the energy and resource of the organisation:

- embed a demand management approach across the business;
- develop a range of forward looking data and analytics to guide our choices;
- develop a place based model of practice across all services;
- develop a workforce that works in the ways and places that matter to citizens;
- develop strength and depth in our commercial activity;
- cultivate policy and practice so that citizens are always involved in the design and development of our services; and
- take a system wide and long term view in everything that we do.

2.4 These priority actions have each been allocated an officer lead from either the Strategic Management or Corporate Leadership Team. It is recommended that, if Full Council approves the Corporate Strategy in February 2019, Committee Report templates should be amended to include review by the lead officer for each priority area.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

The Strategy is outcomes focused, with these priorities at its core.

#### **3.1 Developing the local economy for the benefit of all**

#### **3.2 Helping people live healthy and independent lives**

#### **3.3 Supporting and protecting vulnerable people**

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

There are no significant implications within this category directly involved with the approval of the Corporate Strategy. However, the strategy does guide the focus of our effort and activity over the next two years.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

#### **4.4 Equality and Diversity Implications**

There is a particular focus in the Corporate Strategy on reducing inequality and designing services with citizens, mandating inclusion of a diverse range of views and voices.

#### **4.5 Engagement and Communications Implications**

The Corporate Strategy will be communicated through different channels and to different audiences in a variety of formats. Engaging citizens in the development and design of our business is a priority action and a new methodology for co-production will be developed.

#### **4.6 Localism and Local Member Involvement**

Member engagement will be critical to the success of the new Corporate Strategy. Throughout the development of the strategy, Members have championed the needs, priorities and ambitions of local people in their neighbourhoods.

#### **4.7 Public Health Implications**

Public Health and population outcomes are key measures in delivery of the priority outcomes for 2019-21 and Public Health are closely involved in the design and delivery of several priority areas.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	N/A
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	N/A
<b>Have the equality and diversity implications been cleared</b>	Yes Amanda Askham
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Christine Birchall
<b>Have any localism and Local Member involvement issues been cleared</b>	Yes Amanda Askham
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Liz Robin

<b>Source Documents</b>	<b>Location</b>
DRAFT Corporate Strategy 2019-21	Appendix A