

**BUSINESS PLANNING - DRAFT STRATEGIC FRAMEWORK**

*To:* **General Purposes Committee**

*Meeting Date:* **20th October 2015**

*From:* **Director of Customer Service and Transformation**

*Electoral division(s):* **All**

*Forward Plan ref:* **2015/058** *Key decision:* **Yes**

*Purpose:* **This report sets out the draft Strategic Framework as part of this year's Business Planning Process, and asks the Committee to agree this version ahead of a more detailed version being incorporated into the final Business Plan recommended to Council in February 2015.**

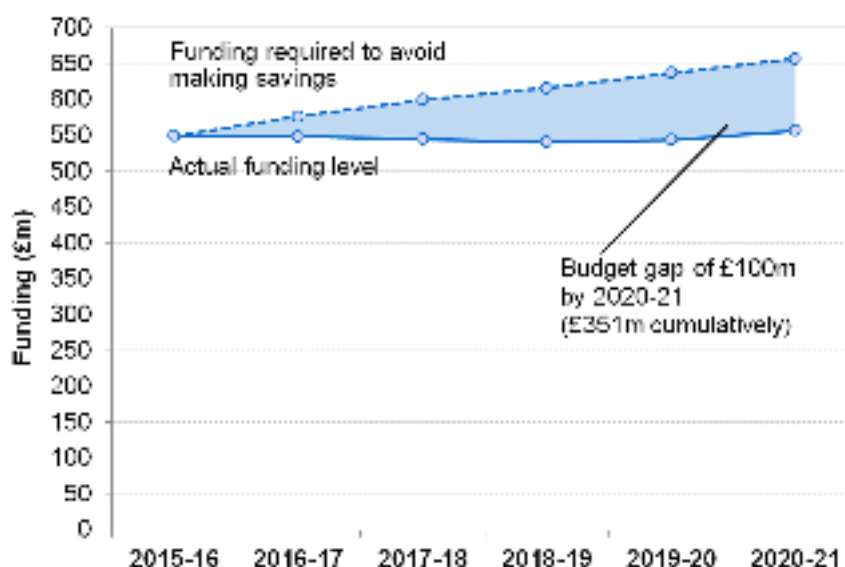
*Recommendation:* **It is recommended that the Committee:**

- **Approve the Draft Strategic Framework as the basis for Service Committees consideration of Business Plan proposals in the period November 2015 – January 2016.**

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## 1. BACKGROUND

- 1.1 The outlook facing this Council is deeply challenging for Cambridgeshire and its communities. The scale of funding being taken out of local public services is vast, and demand for the same services is steadily rising. Significant cuts have already been made to Council services over the last five years, with deeper and tougher cuts to come. This has driven innovation and transformation across the board to protect frontline services as much as possible, but it is inescapable that in the future these pressures will be felt by our communities and those that rely on the Council's support.



- 1.2 The Council has recognised that in the face of this, a new strategic approach is needed to drive Council-wide transformation and provide a clear framework for how the organisation will adapt to the circumstances it faces.
- 1.3 Since the Council's unanimous approval of the Criswell / Manning motion in October 2014, senior Members and officers have developed a new "operating model" that is better suited to tackle the scale and severity of the challenge facing the organisation. This new model is based upon outcome-led planning, better coordination of services across the Council and with our partners, and taking a longer-term view to the planning and delivery of services.
- 1.4 This model has been developed with Members and officers through organisation-wide Members' Seminars, General Purposes Committee (GPC) and Strategic Management Team (SMT) workshops and further work specific to the role of Service Committees. It has been developed alongside the business planning process this year to produce a budget for 2016/17 onwards.
- 1.5 The draft Strategic Framework that is presented to the Committee today is intended to articulate the key principles that will guide the decisions and changes the Council makes over the next five years, and describe clearly our current understanding of what this is likely to mean for our communities. It is before the Committee today so that GPC can through this Strategic Framework set the tone and context for the business planning discussions that Service Committees will hold throughout November and December 2015.
- 1.6 This draft of the Strategic Framework encompasses other specific strategies, such as the *CFA 2020 Strategy* that was approved in draft by Adults and

Children's Committees in September this year, and the *Building Resilient Communities Strategy* which is featured later on the agenda of this GPC meeting.

- 1.7 The approaches and ways of working set out in this Strategic Framework are not a solution to the huge financial challenges facing the Council, instead they are the way the Council says that it will work to tackle these challenges.

## **2.0 THE DRAFT STRATEGIC FRAMEWORK**

- 2.1 The draft Strategic Framework is attached as **Appendix A** of this report. It is covers four main sections:
- 2.2 Our vision and ambition – being clear with our communities and our partners about what the Council is aiming to achieve over the next five years, and outlining the principles of the way we will plan and work to do that.
- 2.3 What will be different by 2020 – describing how our high-level strategies and approaches will change over the next five years, in order that we are focussed in the best way possible on achieving our vision with significantly less resource.
- 2.4 The key principles of our approach – describing in more detail the key principles that will underpin all of the above, so that we can use these principles to shape the responses we develop to these challenges with our customers, our communities, our partners and our workforce.
- 2.5 The headline implications for our communities – This Strategic Framework depicts a Council over the next five years that is going to be markedly different from the Council we have been over the last five years. We want to be clear about that change, and most importantly the implications that this will bring for people, places and us as an organisation.
- 2.6 It is intended that this draft document forms the first section of a three part Strategic Framework. As the Council's Business Plan develops over coming months, as Service Committees and GPC make further budget decisions, Sections 2 and 3 of the Strategic Framework will be developed to articulate and bind together the way that the strategies, principles and enablers defined in this first section are turned into delivery objectives, action plans and performance measures against which the organisation can be held to account.
- 2.7 The period between November 2015 and January 2016 will be used to engage further with our workforce, our partners and our communities so that the final Strategic Framework is refined and strengthened prior to it being recommended to full Council in February 2016.

## **3.0 THE GENERAL PURPOSES COMMITTEE'S ROLE IN IMPLEMENTING THIS STRATEGIC FRAMEWORK**

- 3.1 This Strategic Framework represents vast and challenging organisational change over the next five years, which in turn has far-reaching implications for people and communities across Cambridgeshire. General Purposes Committee has a primary role in leading and then monitoring the progress of this transformation on behalf of the Council.

- 3.2 This will involve ensuring that the Council's governance is aligned to the delivery of the 2016-21 Business Plan, and that services and teams across the Council are focused on achieving the transformation that is defined within the Strategic Framework and the resulting detailed Business Plan.
- 3.3 The Council's constitution confirms that the General Purposes Committee has the remit to carry out this role through agreeing and recommending to Council this Strategic Framework alongside the Council's detailed Business Plan. Subsequently GPC has a role leading the Council's strategic transformation, and monitoring the performance of the organisation against the delivery of the changes and actions involved.
- 3.4 GPC is asked to approve this draft Strategic Framework. Service Committees are requested to use this draft Framework to assist them in their consideration of Business Plan proposals over the next few months. Feedback and further engagement on the draft Framework will inform the re-working of this document for further consideration by GPC in the New Year prior to recommendation to full Council along with the detailed Business Plan for 2016-21.

#### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

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

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

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

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

##### **4.3 Supporting and protecting vulnerable people**

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

#### **5. SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

This draft Strategic Framework is intended to set a basis for subsequent Business Planning discussions and decisions on the use of the Council's resource over the period 2016-21.

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

There are no significant implications within this category.

### 5.3 Equality and Diversity Implications

This draft Strategic Framework forms the introduction to the Council's wider Business Plan 2016-21. The Business Plan itself will contain the detail of the changes that will take place to the organisation and its services over the period described, and as such specific proposals and plans are subject to Community Impact Assessments which consider equality and diversity implications.

The Committee should be aware that given the challenges faced by the Council over the period 2016-21, the adoption of the Strategic Framework will inescapably lead to the development of proposals which may have a negative impact across Cambridgeshire's communities. As stated above, the development of specific proposals will be assessed to ensure a strong awareness of the potential impacts across protected characteristics as defined in the Equality Act 2010.

### 5.4 Engagement and Consultation Implications

This draft Strategic Framework, and the documents that have fed into its development, are based upon the Council's ongoing engagement and consultation activity. As the Business Plan 2016-21 is developed it will be subject to specific consultation, a major aspect of which is the "budget challenge" film and accompanying survey currently live on the Council's website at: [www.cambridgeshire.gov.uk/challenge](http://www.cambridgeshire.gov.uk/challenge).

### 5.5 Localism and Local Member Involvement

There are no significant implications within this category.

### 5.6 Public Health Implications

There are no significant implications within this category.

Source Documents	Location
The Council's Constitution	<a href="http://www.cambridgeshire.gov.uk/info/20050/council_structure/288/councils_constitution">http://www.cambridgeshire.gov.uk/info/20050/council_structure/288/councils_constitution</a>
Scheme of Financial Management	<a href="http://www.cambridgeshire.gov.uk/site/scripts/google_results.aspx?q=scheme+of+financial+management">http://www.cambridgeshire.gov.uk/site/scripts/google_results.aspx?q=scheme+of+financial+management</a>