

## Strategic Framework - Update

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: The council's Strategic Framework 2023-28 was refreshed for the first time in last year's business planning cycle. It has been updated again for the current cycle to include new insights from the 2024 Quality of Life Survey and further progress the council has made toward the seven Ambitions.

Recommendation: The Strategy, Resources and Performance Committee is asked to:

- a) Approve the newly updated Strategic Framework 2023-28 (Appendix 1); and
- b) Delegate any amendments to the Strategic Framework, approved by the committee, to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance committee.

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# 1. Creating a greener, fairer and more caring Cambridgeshire

1.1 The Strategic Framework 2023-28 ('the framework') sets out the council's high-level approach for achieving the vision of a greener, fairer and more caring Cambridgeshire through seven 'Ambitions'. As the primary statement of the council's strategic direction, it is the main reference point for practically everything the council plans and delivers for local communities. The update set out in this report provides an overview of the progress made in delivering the seven ambitions over 2023-24 as well as new insights from the 2024 Quality of Life survey.

## 2. Background

2.1 In its original form, the strategic framework was developed by the Council's Joint Administration Political Leadership with professional advice and support from the Corporate Leadership Team and Directorate Management Teams, during the 2022-23 financial year. It was formally approved as part of the 2023-24 Business Plan by Full Council in February 2023 and came into effect on 1 April 2023.

2.2 During the 2023-24 financial year, the framework was updated to include insights from the first annual Quality of Life Survey in Cambridgeshire as well as updates on the council's progress toward delivering the seven ambitions, new commitments to support our services to get 'closer to communities', as well as other minor revisions informed by council officers from across our services. The refreshed Strategic Framework 2023-28 was formally approved as part of the 2024-25 Business Plan by Full Council in February 2024 and came into effect on 1 April 2024.

## 3. Main Issues

3.1 The newly updated Strategic Framework 2023-28 (Appendix 1) remains the primary statement of the council's vision for Cambridgeshire and its main ambitions for the people and places of the county, whilst also providing a record of successful progress and delivery against these. Alongside this outward facing strategy document, the council has also developed an internal, organisationally facing Change Strategy – 'Our Future Council', which is being considered as another item on the agenda for this meeting of the Committee. The Change Strategy complements and underpins the externally facing Strategic Framework by providing a more inward facing direction for the way the council's services must evolve and adapt so that it is able to continue delivering its ambitions and remain financially sustainable.

3.2 This updated framework contains the following changes:

- updated forewords from the Joint Administration and the Chief Executive (pages 2-3)
- updated insights from the 2024 Quality of Life Survey (page 5 and each individual ambition page)
- updated metrics related to the greener and more caring elements of the greener, fairer and more caring Cambridgeshire vision (pages 6 and 8)
- additional progress updates on the seven ambitions from council services (after each individual ambition page)
- a new page on the council's approach to delivering change (following all individual ambition pages and progress updates).

- a new page on the council's shared ambition with partners in the region (after the above page).

3.2.1 Overall findings of the 2024 Quality of Life Survey are presented in item 7 on the agenda of this committee. In the updated framework, the 2023 Quality of Life Survey results have been replaced with the 2024 results to bring the framework up to date with the latest findings, to track progress over time and reiterate the council's commitment to its strategic ambitions being informed by the needs and priorities of the people of Cambridgeshire.

3.2.2 The updated metrics relating to the greener and more caring elements of the greener, fairer and more caring Cambridgeshire vision draw on multiple sources of local and internal data and reiterate the council's commitment to the framework being evidence-informed. New figures have been updated for Cambridgeshire's carbon footprint as a county, the council's carbon footprint as an organisation, and multiple points relating to education and adults' and children's social care.

3.2.3 Additional progress updates on the seven ambitions have been provided by services across all council directorates. They represent the council's commitments to achieving the seven ambitions and continually tracking delivery progress. In the context of the council's business planning cycle, these updates provide evidence of the progress the council has made in spite of challenging macro-economic and budgetary circumstances and pressures in some of our demand-led services. There are new progress updates added to the document following each ambition's individual page.

3.2.4 A new page has been created to outline the council's approach to change, informed by the "Our Future Council" Change Strategy. This page outlines the main principles and approach of "Our Future Council", in recognition of its link to the delivery of the council's seven ambitions toward a greener, fairer, and more caring Cambridgeshire noted in 3.1 above.

## 4. Significant Implications

### 4.1 Finance Implications

No significant implications

### 4.2 Legal Implications

No significant implications

### 4.3 Risk Implications

No significant implications

### 4.4 Equality and Diversity Implications

No significant implications. An Equality Impact Assessment has been completed.

## 5. Source Documents

5.1 None