

Strategic Framework

To: Strategy and Resources Committee

Meeting Date: 27 January 2022

From: Julia Turner, Head of Policy, Design and Delivery

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: To provide an overview and seek endorsement of the Strategic Framework and Performance Management Framework.

Recommendation: Strategy and Resources Committee is asked to:

- a) Review and recommend the Strategic Framework to Full Council as part of the 2022/23 Business Plan; and
- b) Review and recommend the Performance Management Framework

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1. Background

- 1.1 The Joint Administration published the Joint Administration Agreement in May 2021 which describes the ambitions of the new administration. This prioritises COVID-19 recovery for all of Cambridgeshire and puts healthy living and bringing forward targets to tackle the climate emergency, central to its agenda. It also signals a commitment to form strong and positive partnerships in the areas of public health, support for business, climate change, public transport, and building affordable, sustainable homes.
- 1.2 The Joint Administration created an action plan to identify and monitor progress against areas of priority. This has formed the foundations of the Strategic Framework, which will continue to drive forward the Strategic Vision of the Council.

2. Strategic Framework 2022-23 Overview

- 2.1 This Strategic Framework (Appendix A) signals a change to the Council's direction and priorities whilst ensuring that the delivery of core council services is maintained, particularly at this crucial time as we recover from COVID-19 and address the inequalities this has created or made worse.
- 2.2 In this constantly changing environment, we need to respond to the ongoing challenge of COVID-19, continue to do all we can to tackle climate change, make sure that all of our communities benefit from growth, and keep pace with the dynamic changes, to the way the world connects. Our strategic framework ensures that our resources and investments are driven by our strategic vision of **creating a greener, fairer and more caring Cambridgeshire** and recognises the importance of working in partnership across the public and voluntary sector, businesses and residents.

The framework outlines our five corporate priorities:

1. **Environment and Sustainability** - tackling climate change and sustainability
2. **Health and Care** - people in Cambridgeshire enjoy healthy, safe and independent lives
3. **Places and Communities** - communities are inclusive, better connected and cohesive
4. **Children and Young People** - children and young people have the opportunity to thrive
5. **Transport** - enabling safer and sustainable travel around the county

Delivering on these priorities is at the heart of our strategic planning and service design and therefore drives the Business Plan as well as Service Plans and Strategies.

3 Performance Management Framework

- 3.1 The Performance Management Framework (Appendix B) sets out how the Council will manage its performance in delivering the corporate priorities. It explains how the Council will approach performance management at a strategic level in the different Committees.

- 3.2 We have refreshed and updated our approach to performance management in response to an internal audit and the peer review. A key change is the addition of the concept of 'strategic' performance management as well as 'operational' and 'individual' performance management. Strategy and Resources Committee will have central oversight of the framework and will monitor a strategic KPI set of 15-25 indicators, which will help us identify whether we are making progress on our corporate priorities. An initial proposal for a strategic set of KPIs is included in the draft document.
- 3.3 Policy and Service Committees will continue to monitor KPIs relating to their areas of oversight and will have indicator sets that look at their areas in more detail. Following the confirmation of the Strategic Framework, the Policy and Service Committees will start work to develop their indicator sets. Some of the indicators which are proposed in the Performance Management Framework are reliant on that more detailed work being completed, and so the indicators which the Strategy and Resources Committee receive may change. The final set will highlight changes and be presented to Strategy and Resources for approval.
- 3.4 This work is part of a broader performance management development workstream that also includes revision of the KPI Suite, associated training for Members, and a research project about engagement with performance management.

4. Alignment with corporate priorities

There are no significant implications directly involved with the development of the Corporate Strategy as part of the 2022-23 Business Plan.

4.1 Communities at the heart of everything we do

This paper describes the proposed Corporate Strategy for 2022-23 which includes reviewing and updating the priorities in line with the Council's vision.

4.2 A good quality of life for everyone

This paper describes the proposed Corporate Strategy for 2022-23 which includes reviewing and updating the priorities in line with the Council's vision.

4.3 Helping our children learn, develop and live life to the full

This paper describes the proposed Corporate Strategy for 2022-23 which includes reviewing and updating the priorities in line with the Council's vision.

4.4 Cambridgeshire: a well-connected, safe, clean, green environment

This paper describes the proposed Corporate Strategy for 2022-23 which includes reviewing and updating the priorities in line with the Council's vision.

4.5 Protecting and caring for those who need us

This paper describes the proposed Corporate Strategy for 2022-23 which includes reviewing and updating the priorities in line with the Council's vision.

5. Significant Implications

5.1 Resource Implications

There are no significant implications within this category directly involved with the development and approval of the Corporate Strategy. However, the strategy does guide the focus of our resources.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

5.3 Statutory, Legal and Risk Implications

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

5.4 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.

5.5 Engagement and Communications Implications

The Corporate Strategy will be communicated through different channels and to different audiences in a variety of formats.

5.6 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.

5.7 Public Health Implications

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

5.8 Environment and Climate Change Implications on Priority Areas:

Environment and sustainability is one of the five corporate priorities and as work progresses on this priority the implication against the seven implications below will be identified and explained.

5.8.1 Implication 1: Energy efficient, low carbon buildings.

5.8.2 Implication 2: Low carbon transport.

5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

5.8.5 Implication 5: Water use, availability and management:

5.8.6 Implication 6: Air Pollution.

5.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes

Name of Officer: Henry Swan

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Beatrice Brown

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Julia Turner

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Jyoti Atri

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes

Name of Officer: Emily Bolton

6. Source documents

6.1 Joint Administration Agreement between Liberal Democrat, Labour and Independent groups – May 2021

Location [here](#)