

Cambridge City Council

Strategy Portfolio Plan 2013/14

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Version control:

Introduction

a) Purpose of the portfolio

The Leader is responsible for the development, implementation and monitoring of many of the Council's plans, policies, strategies and projects that shape delivery of the Council's Vision Statements. He is responsible for facilitating a corporate approach across Executive portfolios and for enabling Executive Councillors to work together to achieve effective and integrated decision making in the interests of the city and its residents.

In May 2012 responsibility for the Council's overall approach to climate change was transferred to the Planning and Climate Change portfolio, and community safety was added to this Strategy portfolio. The Leader is also the member champion for equalities and diversity.

The leader's role is complemented at officer level by the role of the Chief Executive who has responsibility for providing leadership for managers and staff in the organisation and ensuring the council works effectively to deliver those decisions.

The full set of ongoing operational objectives covered by this portfolio include:

- Working with partners to reduce crime and anti-social behaviour
- Working in partnership to promote economic growth and development
- Ensuring the City Council is transparent and accountable in all that it does
- Engaging residents in the decision making of the City Council
- Promoting equalities and diversity within the City Council and wider community
- Influencing and interpreting wider strategic policy developments
- Leading and co-ordinating the City Council's business planning processes
- Delivering major projects and corporate change

Government Policy

The Coalition Government has developed a number of policies in the past year which have a significant bearing on the work of the Council and the services it provides to residents. In addition to the passage through Parliament of the Localism Act, which aims to deliver greater local decision making, there have been significant announcements and proposals around local government resources, housing, public health, planning and economic growth and data transparency.

Particularly relevant to this portfolio is the invitation to partners in the Greater Cambridge area to develop proposals for a City Deal. If successful in our initial approach, we will work closely with all relevant stakeholders to negotiate proposals that will drive genuine benefits in terms of sustainable economic growth.

Financial Context – delivering savings and efficiency

Portfolio holders and managers have carefully reviewed services to find the further savings that the Council needs to make to live within its resource envelope in the remaining years of the comprehensive spending review. The Council is exploring ways to further close the potential gap between income and expenditure through sharing services, potentially, with other local authorities or organisations, and through generating additional income from our services.

In addition to this, the whole method of local government funding is being examined through the Local Government Resource Review (including proposals for localisation of business rates), self-financing of the Housing Revenue Account and the most significant overhaul of the benefits system (including Housing Benefit and Council Tax Benefit) since the Beveridge report nearly 70 years ago.

Government-funded freezes on Council Tax levels, whilst welcome, have the effect of eroding our Council Tax base in real terms, and therefore create greater pressure on our resources when the central Government funding expires.

The Council also faces pressure from lower-than-anticipated income arising from the ongoing national (and international) economic downturn.

Going forward, the Leader and Executive Councillors will be using three guiding principles to help them make decisions about prioritising services and finding savings across the Council to meet the savings requirements set out in the Council's Medium Term Strategy:

- Protect services for vulnerable individuals and communities
- Protect basic services that keep our city looking good and working well
- Make sure we get things right where we only have one chance to do so – particularly in terms of planning for new communities

The Chief Executive and the Strategic Leadership Team will continue to work with the Leader, Executive Councillors and Heads of Service to ensure the savings requirements are delivered within these principles and to achieve the overall vision of the Council.

Organisational and Cultural Change

Over the last year senior managers across the Council have been implementing service reviews and restructures to deliver savings and improve “one council” ways of working. The Council is now managing a programme of organisational development and cultural change which will support and embed those efficiencies and new ways of working further, to ensure the Council is fit for purpose to deliver its vision within the resources available.

The Council was reassessed against the Investors in People (IIP) standard in December 2012, and the council will incorporate its response to issues emerging from this reassessment into its change programme.

The following service divisions will contribute to the achievement of this Plan's Objectives:

- Corporate Strategy (Corporate Marketing & Communications, Strategy & Partnerships, Corporate Projects)
- Strategic Housing (Community Safety)

Vision Statements applicable to this portfolio

The Leader promotes, and works to deliver, coherence and effectiveness in policies and projects across all Council services and portfolios to deliver the vision and annual statement. The strategy portfolio is particularly concerned with the following vision statements in 2013/14:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all
- A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

Strategic Objectives 2013-2014

Vision Statement 1:	A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.
Strategic Objective S1:	Leverage both the City Council's own role and its partnership relationships to strengthen preventative measures against anti-social behaviour
By March 2014 we will have:	<p>S 1.1 Contributed to a continued reduction in recorded anti-social behaviour incidents</p> <p>S 1.2 Reviewed the impact of current interventions with the street life community and developed a refreshed action plan with our partners to maximise our transformative role with vulnerable individuals</p> <p>S 1.3 Given victims a say in the solutions to anti-social behaviour and low level crime by increasing the number of referrals to the Neighbourhood Resolution Panels from the City Council Anti-social Behaviour (ASB) and Housing Teams and our partner agencies</p> <p>S 1.4 Secured ongoing resources for the Community Safety Partnership to enable continued strong inter-agency sponsorship of projects supporting the city's priorities at a local level</p>
Lead Officer:	Alan Carter, Head of Strategic Housing
Performance Measures:	<p>S 1.1</p> <ul style="list-style-type: none"> Reduce the number of police recorded incidents of anti-social behaviour by 15% (1061) from 2011 [Community Safety Partnership target]

	<p>S 1.2</p> <ul style="list-style-type: none"> • Increase (as a proportion of all people the street outreach team encounter in a year) the volume of people who engage in the team's programme to improve their well-being and their behaviour. <p>Baseline figure (2011-12): Number of people encountered: 493 Number of people engaging: 486 Percentage of people engaging: 98.5%</p> <p>S 1.3</p> <ul style="list-style-type: none"> • Increased the number of referrals to the Neighbourhood Resolution Panels from our partner agencies from a baseline set in 2012/13 <p>S 1.4</p> <ul style="list-style-type: none"> • Satisfactory progress against the targets for the priorities in the 2013/14 Community Safety Plan
Delivery Risks:	<p>Newness and complexity of partnership models.</p> <p>Readiness of PCC to support City priorities</p>

Vision Statement 2:	A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery
Strategic Objective S2:	Working in partnership to promote economic growth and development
By March 2014 we will have:	<p>S2.1 Strengthened our partnership with the Local Enterprise Partnership and other partners to foster sustainable growth in the Greater Cambridge economy</p> <p>S2.2 Negotiated a City Deal for the Greater Cambridge sub-region with Government, established effective governance arrangements; and begun implementation of key projects</p>
Lead Officer:	Antoinette Jackson
Performance Measures:	<p>S 2.1 – Whether the Local Enterprise Partnership delivers initiatives which will support the growth of the Greater Cambridge economy</p> <p>S2.1 & 2.2 – Increased growth of the Cambridge economy in 2013/14 compared to 2012/13</p> <p>S2.2 - Scale of Government powers and funding transferred into the city region through Future Cities and City Deal.</p>
Delivery Risks	<p>S 2.1 - External factors in the national and global economies</p> <p>S2.1 & 2.2 - Complexity of partnership arrangements and willingness of partners to engage and agree shared priorities;</p>

	<p>S2.2 – Willingness of partners to agree to satisfactory governance arrangements; Willingness of Government to agree satisfactory devolution of powers and funding</p> <p>S2.1 & S2.2. - Availability of funding</p>
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Vision Statement 3:	All vision statements
Strategic Objective S3:	Work with colleagues to advance cross-Council initiatives to address long term resource challenges.
By March 2014 we will have:	<p>S3.1 - Explored the potential to generate additional income from council services</p> <p>S3.2 - Explored the feasibility of sharing services with partners in the local public sector, and come to a decision on the way forward on key services.</p> <p>S3.3 – Explored, and decided on, the accommodation strategy and any associated savings.</p>
Lead Officer:	Antoinette Jackson
Performance Measures:	Contribution to the Council’s savings targets achieved
Delivery Risks	<p>S3.1 – 3.3 - Whether we have (or can acquire) the skills, capacity & capability to successfully implement the initiatives</p> <p>S3.2 – Business case for sharing services & partner agencies’ agreement to share services</p>

Background Information: Cambridge City Council's Vision Statements

Our vision

The Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations.

Cambridge – where people matter

A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all

Cambridge – a good place to live, learn and work

A city which recognises and meets needs for housing of all kinds – close to jobs and neighbourhood facilities

A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well- designed buildings

A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

A city where getting around is primarily by public transport, bike and on foot

Cambridge – caring for the planet

A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution