

**Cambridge City Council**

## **Strategy Portfolio Plan 2014-15**

**Portfolio Holder: Councillor Tim Bick**

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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.

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 Director for Customer & Community Services is the senior officer responsible for the Community Safety agenda.

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**

Particularly relevant to this portfolio is the negotiation between partners in the Greater Cambridge area and Government for a City Deal. If negotiations are concluded successfully, we will work over the next year to implement the consequent strategic governance and investment actions 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.

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 recent years, 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 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 to deliver its vision within the resources available.

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

- Corporate Strategy (Corporate Marketing & Communications, Strategy & Partnerships, Corporate Projects)
- 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 2014-2015

<b>Vision Statement 1:</b>	All vision statements
<b>Strategic Objective S1:</b>	<b>Delivering on the council's overall financial strategy, ensuring its key positive contribution to the quality of life and social inclusion is secure for the future.</b>
<b>By March 2015 we will have:</b>	<p>S1.1 – Identified alternative models for delivering a range of services more efficiently.</p> <p>S1.2 – Moved towards implementation of sharing specific services with partners in the local public sector.</p> <p>S1.3 –Decided on, and started implementation of, the long term accommodation strategy and any associated savings.</p>
<b>Lead Officer:</b>	Antoinette Jackson
<b>Performance Measures:</b>	Contribution to the Council’s savings targets achieved
<b>Delivery Risks</b>	<p>S1.1 – 1.3 - Whether we have (or can acquire) the skills, capacity &amp; capability to successfully implement all the initiatives</p> <p>S1.2 – Business case for sharing services &amp; partner agencies’ agreement to share services</p> <p>S1.2 – Willingness of partners to agree business cases</p>

<b>Vision Statement 2:</b>	A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery
<b>Strategic Objective 2:</b>	<b>Working in partnership to promote sustainable economic growth &amp; development</b>  <b>Completing the Greater Cambridge city deal, addressing the stress created by growth in transport and housing through £1bn+ investment in infrastructure, governed by a new combined authority</b>
<b>By March 2015 we will have:</b>	S2.1 Established a City Deal Board to govern the investments in infrastructure facilitated by a City Deal between local partners and central Government (subject to Government and local partners agreeing a City Deal).  S2.2 Engaged with the Local Enterprise Partnership to secure funding for projects that benefit the economy and communities of Greater Cambridge.
<b>Lead Officer:</b>	Antoinette Jackson
<b>Performance Measures:</b>	S2.1 - Scale of Government powers and funding transferred into the city region through City Deal.  S 2.2 – Whether the Local Enterprise Partnership Board supports initiatives which will support the growth of the Greater Cambridge economy
<b>Delivery Risks</b>	S 2.1 - Willingness of partners to agree to satisfactory governance arrangements; Willingness of Government to agree satisfactory devolution of powers and funding  S2.2 - Complexity of partnership arrangements and willingness of partners to engage and agree shared priorities

<b>Vision Statement 3:</b>	A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.
<b>Strategic Objective 3:</b>	<b>Implementing the recommendations from our review of street-based anti-Social behaviour and pursuing other aspects of our preventative contribution to community safety</b>
<b>By March 2015 we will have:</b>	<p>S 3.1 Worked with our partners developing and delivering an action plan based on the 7 recommendations from the research into street based anti-social behaviour that will enhance support and establish better co-ordination between agencies</p> <p>S3.2 Developed a communications programme for the public giving information on street based anti-social behaviour, reporting mechanisms and available actions.</p> <p>S3.3 Improved our understanding of the impact of mental health, alcohol and drug misuse on Anti-social behaviour by working with the Local Health Partnership and other partners so that we can deliver a service that better supports customers, provides sustainable solutions and identifies clear care pathways.</p> <p>S 3.4 Continued to give 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 3.5 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>

	S3.6 Enhanced the county wide work on domestic abuse through local awareness raising and improved training of frontline staff within the City Council
<b>Lead Officer:</b>	Alan Carter Head of Strategic Housing
<b>Performance Measures:</b>	<p>S3.1 Progress on the recommendations</p> <p>S3.2 12 events attended and 12 publicity features/Feedback from the public</p> <p>S3.3 Feedback from victims and perpetrators</p> <p>S3.4 Number of referrals increased from 9 to 20</p> <p>S3.5 Spend plan in place and progressing projects delivering on Community Safety Partnership priorities</p> <p>S3.6 3 Awareness campaigns completed. 40 frontline staff trained</p>
<b>Delivery Risks:</b>	Complexity of partnership models



# **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