

Cambridge City Council

Strategy & Transformation Portfolio Plan 2015-16

Portfolio Holder: *Councillor Lewis Herbert*

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| Vision Statement 1: | Supports delivery of all vision statements |
| Strategic Objective 1: | Work with neighbouring councils and other partners to increase the efficiency, accessibility and inclusiveness of council services |
| By March 2016 we will have: | <p>1.1 Identified and progressed alternative models for delivering a range of services more efficiently, including by working in collaboration or sharing services, buildings and costs to create efficiencies and improve service resilience. In particular, we will have implemented shared service arrangements for:</p> <ul style="list-style-type: none"> • Waste and recycling services • Information & Communications Technology services • Legal services • Planning, including plans for greater integration with transport • Building Control • Some aspects of Finance <p>1.2 Implemented “arms-length” delivery models for tourism (via a Destination Management Organisation) and culture (via Cambridge Live, the cultural trust)</p> <p>1.3 Developed a digital strategy that aims to provide better services for residents at lower cost, whilst investing in the online skills, capacity and capability of those who are currently digitally excluded.</p> |
| Lead Officer: | <p>1.1 Ray Ward & Simon Payne</p> <p>1.2 Ray Ward, Debbie Kaye & Emma Thornton</p> <p>1.3 Antoinette Jackson</p> |

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| Performance Measures: | <p>ST1.1 & 1.2 Achievement of benefits and savings identified in the relevant business plans; Maintenance of service outcomes including waste collection and recycling rates</p> <p>ST1.3 Agreement of strategy; and progress against timescales and objectives in the associated action plan; skills, capacity and capability of digitally excluded residents is increased</p> |
| Delivery Risks: | <ul style="list-style-type: none">1.1 Complexity of partnership arrangements1.2 Newness of governance and resourcing arrangements1.3 Skills and capacity within the organisation to develop and deliver a new strategy and approach |

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| Vision Statement: | <p>An entrepreneurial city with a thriving local economy, in which businesses are assisted to build on their global and national pre-eminence in learning, discovery and production, and develop a full range of local employment and skills development, while also recognising and delivering on their social responsibilities.</p> <p>A city where ‘town’ and ‘gown’ combine, and where mutual understanding and partnerships are developed through joint working, community initiatives and volunteering.</p> <p>A city where getting around is primarily by public transport, bike and on foot.</p> |
| Strategic Objective 2: | <p>Build partnerships with other Councils (particularly South Cambridgeshire and the County Council), businesses, educational institutions and others to achieve City Deal and Greater Cambridge objectives for enhanced sustainable economic growth; and to advocate the needs of Greater Cambridge with Whitehall and other external partners</p> |
| By March 2016 we will have: | <p>2.1 Taken forward work including delivery on the City Deal infrastructure programme, skills targets and affordable housing projects to support sustainable growth of the Greater Cambridge economy and facilitate delivery of the homes and jobs envisaged in the submitted Local Plans.</p> <p>2.2 Progressed partnership thinking on plans for a Combined Authority for the City Deal with South Cambridgeshire and Cambridgeshire County Council and initiated the required governance review, subject to necessary change in the relevant legislation</p> <p>2.3 Worked with the Cambridgeshire councils, Key Cities Group, LGA and others to lead work to increase devolution to Cambridge and Greater Cambridge; identified those powers which would enable us to deliver enhanced outcomes if devolved; increased joint working</p> |

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| | <p>with Cambridgeshire councils; and made the case to national Government to deliver genuinely localist solutions.</p> <p>2.4 Supported the development of a “Cambridge Promotion Agency” approach for the Greater Cambridge economy to ensure a more pro-active and coherent way of promoting Cambridge linked to Council and City Deal delivery.</p> |
| Lead Officer: | Antoinette Jackson & Andrew Limb |
| Performance Measures: | <p>2.1 Progress against timescales for delivering the transport improvements in the City Deal infrastructure programme and the additional apprenticeship and extra homes set out in the project plans for skills and housing</p> <p>2.2 Progress against project plan for undertaking governance review</p> <p>2.3 Progress against timescales and objectives for developing the promotion agency approach</p> <p>2.4 Commitments secured at national level to implement change</p> |
| Delivery Risks | Complexity of City Deal programme schemes and delivery arrangements; ability of partners to sustain commitment and resourcing; Uncertainty around Parliamentary election outcomes and any future Government’s commitment to legislation; |

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| Vision Statement: | <p>A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.</p> <p>An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.</p> |
| Strategic Objective 3: | Work with the police, the voluntary sector and other agencies to make Cambridge a safer, tolerant and inclusive city. |
| By March 2016 we will have: | <p>3.1 Strengthened partnership working and delivered joint initiatives with the police including work to implement the Prevent initiative, focusing on what is expected of local government working in partnership with local community groups and organisations.</p> <p>3.2 Work with the community including business, voluntary sector and partner agencies to deliver the White Ribbon Campaign (WRC) action plan.</p> <p>3.3 Expand the Neighbourhood Resolution Panels in the City and integrate with the Victim Support Hub set up by the Police and Crime Commissioner.</p> <p>3.4 Work with the police and partner agencies through the Alcohol Related Violent Crime group to tackle violent crime in Abbey.</p> <p>3.5 Introduce Public Space Protection Orders where appropriate responding to suggestions made at Area Committees and put forward by the public.</p> |
| Lead Officer: | Lynda Kilkelly & Liz Bisset |
| Performance Measures: | 3.1 Action plan for working together produced following community engagement workshop |

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| | <p>in January 2015</p> <p>3.2 Fulfilled the ongoing requirements for White Ribbon Campaign status as detailed in our action plan</p> <p>3.3 Business plan for integration of the Neighbourhood Resolution Panels within the County wide Victim Support Hub developed</p> <p>3.4 Seek an improvement in the volume and seriousness of alcohol related violent crime, linked to the rolling 12 month figure as 31st March 2015</p> <p>3.5 Introduce Public Spaces Protection Orders where appropriate and reduce the number of incidents of Anti-social behaviour related to street drinking from the 2014/15 baseline.</p> |
| Delivery Risks | Complexity of partnership models |