

CABINET – 18 JANUARY 2006

ROLL FORWARD OF CORPORATE STRATEGY 2006/09

REPORT OF LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE

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RECENT REFERENCES:

CAB1099 – Financial Strategy 2006/07 to 2010/11

CAB1126 – Roll Forward of Corporate Strategy and Revenue Budget 2006/09

CAB1149 – Roll Forward of Corporate Strategy and Revenue Budget 2006/09 (update)

EXECUTIVE SUMMARY:

This report seeks Cabinet views on the roll forward of the Corporate Strategy for 2006/09 in light of comments raised during consultation and further development of parts of the strategy.

No substantive changes have been proposed as a result of the consultation that has taken place, although some amendments to wording have been suggested to bring the text in line with the agreed Community Strategy.

The 'Working Better' part of the Strategy, together with the organisational values are also brought forward for further Cabinet consideration. Again, no substantive changes are proposed but the sections have been reworded to reflect progress being made with the process of organisational development.

RECOMMENDATIONS:

That Cabinet provides comments on the draft Corporate Strategy.

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### ROLL FORWARD OF CORPORATE STRATEGY 2006/09

#### REPORT OF LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE

##### 1. Introduction

- 1.1 The Council's Corporate Strategy sets out the organisation's key priorities for the medium term – a period of three years. It is a key document in the Council's policy framework that the Cabinet is then empowered to deliver, within the agreed budget. It is reviewed and rolled forward on an annual basis.
- 1.2 At its meetings in October and November Cabinet has considered the roll forward of the Corporate Strategy, key targets to deliver corporate priorities and changes to the budget required to support delivery of those priorities, while setting a balanced budget for the authority. In considering the Strategy, they have had full regard to the Community Strategy for the District, core demographic and statistical information, Government priorities and national targets and views expressed by local communities, for example through the Citizens' Panel Survey.
- 1.3 Whilst the key themes addressed by the strategy have not changed from set out in the 2005/08 Corporate Strategy, the attached draft changes the presentation to improve the focus on three key themes: homes and jobs (recognising the strong link between housing and economic prosperity); communities; and the environment. This will encourage joint working between council services and with partner organisations to address these complex issues.
- 1.4 During November and early December the Council's partners (through the Local Strategic Partnership (LSP)) and Scrutiny Panels were consulted on the proposed roll forward of the strategy. Scrutiny Panels were also asked to comment on proposed changes to the budget. Principal Scrutiny Committee is being asked for its views at its meeting on 16 January and these will be reported verbally to Cabinet.
- 1.5 This report brings back to Cabinet comments made on the draft Corporate Strategy as part of that consultation process and seeks guidance on the form of wording to be recommended to Council, together with the budget, at its meeting on 23 February. Report CAB 1171, elsewhere on this agenda, provides an overview of the budget and it is recommended that the two reports are considered as a package, to ensure that the budget is geared to the delivery of the Council's corporate priorities.

##### 2. Feedback from Consultation

###### 2.1 **Local Strategic Partnership**

- 2.1.1 The City Council's draft corporate strategy and budget were considered at the LSP Board meeting on 17 November and comments invited from partners. Following that meeting WACA, who represents the voluntary sector, suggested some amendments which it considered would bring wording more

in line with the Community Strategy for the District. Changes suggested are shown in italics on Appendix 1.

## 2.2 **Scrutiny Panels**

- 2.2.1 The Scrutiny Panels made no comments on the proposed corporate strategy at their meetings in late November and early December. Comments made on budget proposals are incorporated into report CAB 1171 elsewhere on this agenda.

## 3. Working Better

- 3.1 Consultation on the Corporate Strategy has focussed on the statements relating to 'Better Services'. The Chief Executive has also been developing the 'Working Better' section of the strategy, with the revised wording incorporated into Appendix 1 to this report.
- 3.2 Although there has been no fundamental change to the areas to be tackled, this section, which forms the Council's Modernisation and Improvement Plan, has been grouped into three programme areas. This is designed to allow easier application of project management techniques to ensure that work is properly scoped, resourced and co-ordinated so that projects are delivered on target and to budget.
- 3.3 The revised values for the organisation, as considered by Cabinet on 12 October have also been included in Appendix 1 for completeness. These underpin the way we approach both service delivery and management of the Council, and are particularly important in setting a context for projects under the 'Working Better' section of the draft Strategy.

## 4. Next Steps in the Process

### 4.1 **Corporate Strategy**

- 4.1.1 Subject to comments made at this meeting, the Corporate Strategy will be worked up into its final form and be brought to the Cabinet meeting on 7 February for recommendation to Council on 23 February.

### 4.2 **Targets for delivery**

- 4.2.1 Following the organisational development process that took place early in 2005, Business Plans for 2006/07 onwards are being prepared on a Divisional basis, with a covering Directorate overview. As part of the preparation of Divisional Business Plans, all Heads of Division are discussing with Portfolio Holders the key actions required to deliver the improvements identified in the Corporate Strategy.
- 4.2.2 These will then be set out in the Council's Performance Plan and form the basis of performance monitoring reports to Cabinet and Scrutiny Panels during 2006/07.
- 4.2.3 It is proposed that the Performance Plan will be divided into two sections this year. The first part, including the targets for delivering corporate priorities, will form the Corporate Business Plan and come for approval to Council in April. The second part will form an Annual Report which sets out our performance

over the year just completed (ie.2005/06) and come for approval at the special Council meeting due to take place towards the end of June 2006.

#### 4.3 Resources

4.3.1 CAB 1171, elsewhere on this agenda, provides information on the budget for 2006/07 onwards. More detailed information on the budget, together with a recommendation on the Council Tax level, will then be brought to Cabinet on 7 February for recommendation to Council on 23 February.

4.3.2 The budget has been developed taking full account of the draft Corporate Strategy. Potential growth items reflect areas identified as priorities, whilst savings identified can be realised without harming our ability to deliver the Strategy. Full details will be set out in the Corporate Business Plan and Divisional Business Plans

#### 5. Relevance to Corporate Strategy

5.1 This report is part of the process of review of the Corporate Strategy to ensure that it remains relevant to the needs of the District and that the policies, programmes and budgets are in place to support its delivery.

#### 6. Resource Implications

6.1 This report should be considered in conjunction with report CAB 1171 which sets out proposals for the budget required to deliver the corporate strategy.

#### Background Documents

The following documents have helped to establish the needs of the District. Copies can be obtained from the Chief Executive's Directorate.

- Winchester and District Community Strategy
- WCC Demographic Information (compiled as at 20 July 2005)
- Officer views on perceived pressures for 2006
- WCC Selected BVPI Information
- Key outcomes identified by City Councillors at Member Seminar held on 12 July 2005
- Information on comparative costs obtained through the Audit Commission 'value for money' tool.

#### Appendices

Appendix 1 Draft Corporate Strategy for 2006/09

CAB1185

## Corporate Strategy 2006 - 2009

Our goal is to have a healthy population, living in decent and affordable homes with opportunities for work. Our communities should be inclusive and share a high quality, safe environment. We should work together to protect this so that the best opportunities are passed on to future generations.

### Better Services

Our priorities are:

#### Homes & Jobs

- Provide housing for those in need  
*Alternative wording suggested: Provide housing to meet the needs of the community, including vulnerable people*
- Meet the Decent Homes Standard in our own housing stock
- Foster a strong and diverse urban and rural economy

#### Safer and More Inclusive Communities

- Increase feelings of safety by reducing the likelihood that people will indulge in anti-social behaviour
- Improve access to services and to cultural opportunities for residents
- Help the most deprived parts of our community to be more self confident and self supporting  
*Alternative wording suggested: Addressing inequalities by supporting and empowering people in the most deprived parts of our community*
- Improve health outcomes by encouraging more active lives  
*Alternative wording suggested: Improve health outcomes by encouraging more active lives, healthy eating and anti-smoking strategies*

#### Safeguarding our high quality environment for the future

- Make better use of resources
- Improve air quality in Winchester and reduce congestion
- Minimise the loss of green fields to development  
*Alternative wording suggested: Ensure development minimises loss of green fields*
- Increase our residents' pride in the place where we live
- Protect our important heritage

## **Working Better**

### **Making our working practices fit for the 21<sup>st</sup> Century**

- Customer Focus – putting customers at the heart of our work
- Clear Communication – enhancing communication with customers, elected members and staff
- Skilled Workforce – giving our people the skills to provide excellent services
- Modern working practices – modernising our working practices to meet changing customer expectations while respecting the needs of staff
- Sustainability – ensuring we act in a sustainable manner in all that we do
- Equalities – ensuring all services meet the needs of all sectors of our community

### **Managing the Council effectively**

- Community Leadership – ensuring elected members lead all we do, from representing their communities to scrutinising service performance
- Clear Aims - maintaining an evidence based, outcome focused vision for the future endorsed by our community and translating this into priorities for action shared by our partners
- Partnership – ensuring we work with partner organisations to deliver real improvements to peoples' quality of life
- Service & Financial Planning – joining up our service priorities and budget commitments
- Performance Management – setting ourselves challenging, risk based targets for improvement which are adequately resourced and efficiently delivered

### **Creating an Efficient, Effective Working Environment**

- Council Offices – ensuring office accommodation meets the needs of staff and customers, and reflects changing approaches to service delivery
- Information systems – ensuring we have the information systems and technology to support excellent service delivery
- Efficiency – ensuring our services are delivered efficiently, offering value for money and taking advantages of opportunities to secure improvement through partnership working

## **Values**

The City Council recognises that the way we work and our values as an organisation determines the quality of services we provide. The Council strives to be an organisation which:

- provides the highest standards of service to all our customers
- is efficient and offers value for money
- listens to local people and takes full account of their wishes
- is creative and innovative in all that it does
- works with partners to improve quality of life in the district
- seeks to promote sustainable communities through all its actions
- seeks to be an employer of choice