

CAB1334  
FOR DECISION  
WARD(S): ALL

CABINET

11 October 2006

CORPORATE STRATEGY 2007-2012 – CONSULTATION DRAFT

REPORT OF THE CHIEF EXECUTIVE

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RECENT REFERENCES:

CAB1126 - Roll Forward of Corporate Strategy and Revenue Budget 2006/09 - 12 October 2005

EXECUTIVE SUMMARY:

A consultation draft of the Corporate Strategy 2007-2012 is attached at Appendix 1. This report describes the context for the development of the Strategy, and the process and timetable for finalising it.

The Council's Corporate Strategy sets out the organisation's key priorities for the medium term. It is a key document in the Council's policy framework that the Cabinet is then empowered to deliver, within the agreed budget. The Strategy is reviewed annually to take account of changing local and national circumstances.

The programme for developing this Strategy has been designed to achieve three key improvements in the Council's corporate planning process. These are:

- To more clearly demonstrate links between the Council's activities and the Community Strategy, and show how the Council will contribute to the wider desired outcomes for the district as set out in the Community Strategy
- To further embed medium term planning and look five years ahead (three years 'hard', two years 'soft');
- To ensure that the planning of services leads the budget process.

**RECOMMENDATION:**

That Cabinet agrees the draft Corporate Strategy as a basis for consultation with Members, staff and partner organisations over the autumn, on the understanding that the documentation will continue to be refined as the budget is developed.

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##### 1 Introduction

- 1.1 The role of the City Council's Corporate Strategy is to set out the key priorities that the City Council will be seeking to address over the medium term. Specific actions and the staff/systems resources required to achieve these priorities are identified through the business planning process. Financial resources required are identified through the budget process which is developed in an iterative way alongside business planning. The Government is urging all local authorities to think about priorities in terms of the actual outcomes they will achieve for the local community.
- 1.2 The City Council's Corporate Strategy relates to the district Community Strategy as follows. The Community Strategy sets out the priority outcomes for the Winchester district to achieve a good quality of life which is sustainable for the future. It also sets out the indicators which will monitor whether the district is making progress towards the desired outcomes. The Community Strategy can only be achieved by the combined efforts of partner organisations and local people themselves. The Community Strategy seeks to align all these efforts together so as to achieve the maximum positive impact.
- 1.3 The Council's Corporate Strategy sets out the City Council's own contribution towards achieving the outcomes in the Community Strategy. However, the City Council's role in delivering the Community Strategy is more complex than for our partners because of the Council's democratic mandate, and also its 'convening' role. The convening role entails bringing together the right partners to take collaborative action and includes work to support the Local Strategic Partnership. Therefore the City Council's Corporate Strategy necessarily mentions working through partnerships in order to achieve a joined up approach.
- 1.4 The programme for developing this draft Corporate Strategy has been designed to achieve three key improvements in the Council's corporate planning process. These are:
- To more clearly demonstrate links between the Council's activities and the Community Strategy, and show how the Council will contribute to the wider desired outcomes for the district as set out in the Community Strategy.
  - To further embed medium term planning and look five years ahead (three years 'hard', two years 'soft').
  - To ensure that the planning of services leads the budget process.
- 1.5 This approach will also inform the further development of the City Council's performance management and scrutiny arrangements to ensure that these also focus on the delivery of real outcomes for local communities.

## 2.0 The Corporate Planning Process To Date

2.1 A proposed consultation draft of the Corporate Strategy 2007-2012 is at Appendix 1. The draft Strategy has been developed to date with input from both Portfolio Holders, partner organisations, and staff as follows:-

- June - Initial Cabinet ambitions circulated to senior managers for comment
- July - An event for elected representatives in the Winchester district including town and parish councillors, city councillors and county councillors. This gave an opportunity for participants to review the outcomes in the Community Strategy, and to comment on what changes were required in their areas to achieve the outcomes.
- July - Special meeting of Corporate Management Team with Portfolio Holders informed by an evidence base drawn from Senior Managers' advice on forthcoming requirements and constraints, demographic information, the views of residents as expressed through the Citizens' Panel, and current performance standards being achieved by Council services.
- August/September - Staff workshops under the 5 outcomes identified in the draft Community Strategy namely 'health and wellbeing'; 'freedom from fear'; 'economic prosperity'; 'high quality environment'; 'inclusive society'. An additional workshop looked at the actions needed to take forward 'an efficient, and effective organisation'. The workshops encouraged comment on the feasibility of proposed actions, opportunities for working differently more efficiently to achieve them, opportunities for working in partnership, key milestones, and resource requirements. They were useful in developing a broader understanding amongst staff of the cross-cutting nature of the Council's work, and the need to link together the business planning process appropriately across relevant individual services and teams.

## 3.0 Next Steps

3.1 The consultation period for this draft Corporate Strategy will last for 6 weeks, with approval of the final document by Cabinet on 13<sup>th</sup> December 2006. During this time, and led by priorities set out in the draft Strategy, work will continue on the development of the budget. A report setting out progress with this work will be considered at the Cabinet meeting on 15<sup>th</sup> November 2006, which will be followed by further consultation with the Town Forum, Scrutiny Panels, and partners.

3.2 The consultation draft of the updated Community Strategy will follow the same timescale for consultation and adoption as the Corporate Strategy (as set out in 3.1)

## 4.0 CORPORATE STRATEGY (RELEVANCE TO):

4.1 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.

## 5.0 RESOURCE IMPLICATIONS:

1.6 The resource required to support the delivery of outcomes set out in the Corporate Strategy are being considered as part of the process for updating this Strategy.

BACKGROUND DOCUMENTS:

ROLL FORWARD OF CORPORATE STRATEGY AND REVENUE BUDGET 2006/09  
CAB 1126, 12 October 2005

APPENDICES:

Appendix 1 - Draft Corporate Strategy