

CABINET

13 February 2008

CORPORATE STRATEGY 2008 - 2013

REPORT OF HEAD OF PERFORMANCE & MANAGEMENT

Contact Officer: Jacky Adams    Tel No: 01962 848356

RECENT REFERENCES:

CAB 1552: Corporate Strategy 2008-2013 Consultation Draft

EXECUTIVE SUMMARY:

The consultation draft of the Corporate Strategy has been considered by Principal Scrutiny Committee and the four Scrutiny Panels and been discussed at meetings with Parish Councils and the business community.

A number of detailed wording amendments were suggested by the Scrutiny Panels which strengthen elements of the Strategy. The Parish Councils drew attention to rural bus services and asked that the Council considers ways that these can be provided more cost effectively. There were no particular issues raised by the business community.

RECOMMENDATIONS:

That the Corporate Strategy for 2008-13 attached as Appendix 2 to this report, be recommended for approval by Council.

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### CORPORATE STRATEGY 2008 - 2013

#### REPORT OF HEAD OF PERFORMANCE & MANAGEMENT

## 1 Introduction

- 1.1 The Corporate Strategy sets out the key priorities that the City Council will be seeking to address over the medium term. Specific actions and the 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 the corporate strategy and, in more detail, throughout the business planning process.
- 1.2 The Corporate Strategy was revised last year and links to the Community Strategy, identifying the City Council's contribution towards achieving the shared objectives that will work towards the sustainable future for the District set out in that Strategy. The City Council contributes to these aims both through the services it delivers and its leadership role within the community.
- 1.3 The Corporate Strategy covers a five year time scale. It is supported by a Corporate Business Plan that identifies the projects and programmes of work required over coming years to deliver longer term aims for the community. These feed into individual Divisional Business Plans and are delivered over the coming year. Work on these documents is in progress.

## 2 Consultation Process

- 2.1 Amendments to the text of the Corporate Strategy were agreed by Cabinet at its meeting in November to form the basis of consultation. Given the full review carried out during 2006/07, the changes proposed were relatively minor, reflecting experience in delivering the aims during the present financial year and ensuring that it was up to date.
- 2.2 All Scrutiny Panels were consulted on the proposed changes to the Corporate Strategy and a number of changes to the wording were proposed. These are shown on Appendix 1 and sought to strengthen the weight given to certain elements of the strategy rather than to change its direction.
- 2.3 Principal Scrutiny Committee considered the draft Strategy at its meeting in January. In addition to the proposed wording amendment, shown in Appendix 1, the Committee drew attention to two particular issues:
  - a) a possible conflict between the aim for the District to offer a range of jobs, particularly high value jobs, and the priority being given to support for tourism businesses, which generally provide low value employment opportunities; and
  - b) the degree to which the draft Strategy reflected issues raised by the public as being 'most in need of attention'.

2.4 The Corporate Strategy was considered at a meeting with Parish Councils held in January. While not wishing to change the wording of the document, Parish Council representatives at the meeting raised the issue of rural bus services and asked that the City Council consider ways to improve rural transport. This will be considered as part of the more detailed business planning process.

2.5 The draft Strategy was also discussed at a business breakfast. No substantive points were raised.

### 3 Response to the Consultation

3.1 Wording changes proposed by Principal Scrutiny Committee and the Scrutiny Panels have been incorporated into the final text, as set out in Appendix 2, with the exception of:

- a) The Environment Scrutiny Panel proposal that the word 'Encourage' be added before the above aim 'To improve access to town and village centre'. While it is recognised that this can only be achieved by drawing together the work of other agencies, the additional wording is considered unnecessary;
- b) The Local Economy Scrutiny Panel proposal that the aim to 'Extend the scope of the Customer Service Centre to improve advice and assistance to residents' revert to the wording used in the 2007 Strategy, which read 'Ensure our customers can get ready access to advice, information and services'. The Local Economy Scrutiny Panel considered that the previous wording provided a broader strategic aim. However the current wording is considered to provide a more specific and manageable target.
- c) The wording amendment proposed to the final bullet point under 'Efficient and Effective Council' has not been accepted but an alternative wording is proposed to reflect the point raised that the judgement on whether to devolve powers should look wider than just the operational efficiency of the Council. The term 'value for money of local services' is proposed instead of 'efficacy of local services'.

3.2 No changes are proposed in response to the issues raised by Principal Scrutiny Committee. The aim set out in the strategy is to provide a range of jobs and the tourism industry forms an important part of that overall range. The issues raised in the survey of local residents that took place in the autumn of 2006 as being of most need of improvement were set out in Paragraph 2.2 of CAB 1552 as part of the evidence taken into account in bringing forward proposed changes to the Corporate Strategy. Principal Scrutiny Committee did not draw attention to any particular issues where they felt that the strategy needed to be strengthened to respond to these.

### 4 Relevance to Corporate Strategy

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 Resources Implications

5.1 The resources required to support the delivery of outcomes set out in the Corporate Strategy are being considered as part of the associated budget process.

Background Documents:

None

Appendices:

Appendix 1: Draft Corporate Strategy showing proposed changes and comments on these.

Appendix 2: Corporate Strategy being recommended to Council.

## **Winchester City Council Corporate Strategy 2008 – 2013**

This document sets out the aims of Winchester City Council, which has been elected by the people of the District to deliver a good quality of life for current and future residents. The City Council has a leading role in promoting the well-being of the District, balancing economic, environmental and social pressures.

The Winchester District Community Strategy sets out a sustainable, long term vision for the District, shared by and delivered through the City Council, its communities and partner organisations.

The Winchester Local Development Framework supports the Community Strategy, identifying how the District will develop over the next twenty years and putting in place the policies to encourage and facilitate that development.

This Corporate Strategy sets out how the City Council, as a community leader and provider of services, will contribute towards these broader outcomes, either directly or in partnership.

The City Council will endeavour to meet the needs of all sections of the community and is mindful of its duties in respect of equality and diversity. This includes the need to play our part in achieving well-being for children and young people as set out in the Children Act 2004.

### **Economic Prosperity**

#### **What do we want Winchester to be like?**

*The Winchester District economy meets the challenges of the 21<sup>st</sup> century:*

- *sectors which build on our natural strengths are thriving*
- *the district offers a range of jobs, particularly high value jobs, and local people have the skills needed to fill them*
- *people have the opportunity to enhance their quality of life by working close to their home*
- *the infrastructure business needs for success is in place*
- *we offer an environment where business wants to locate and grow*

#### **To help achieve this, over the next five years, the City Council will:**

- Provide the environment and facilities for business start up and growth throughout the District
- Support vibrant city, town and village centres
- Promote the creative economy
- Encourage a diverse rural economy
- Support tourism businesses throughout the District
- Ensure an adequate housing supply to support the local economy

## High Quality Environment

### What do we want Winchester to be like?

*We are proud of our natural and built environment:*

- *neighbourhoods are clean and green*
- *resources are used efficiently, pollution levels are low and we are responding to the challenges of climate change*
- *wildlife species are thriving*
- *the historic environment is preserved and enhanced*
- *local distinctiveness is protected and the public realm is well designed, built and maintained.*

### To help achieve this, over the next five years the City Council will:

- Ensure that streets and open spaces are clean, attractive and accessible
- Reduce the volume of waste produced locally and increase levels of recycling
- Encourage biodiversity
- Improve air quality in Winchester town centre
- Improve access to town and village centres

***[Environment Scrutiny Panel proposes that the word ‘Encourage’ be added before the above aim, as other partners this can only be achieved by drawing together the work of other agencies]***

- Ensure that the historic environment of the District is preserved and enhanced
- Use the planning system to promote the building of new homes to both meet local needs and Government set targets while protecting local character through sensitive design and appropriate densities

***[Environment Scrutiny Panel proposes that the words ‘high quality’ be inserted after ‘sensitive’ in the above aim to reflect the importance placed on the quality of design]***

- Reduce our emissions of ‘greenhouse’ gases and assist others to do the same

## Safe and Strong Communities

### What do we want Winchester to be like?

*Citizens are happy in their day-to-day lives because they:*

- *feel safe wherever they live, work or spend their leisure time*
- *can enjoy a healthy, active life, and receive the care they need when they need it*
- *are not disadvantaged by where they live or the community they come from*
- *are able to influence the future of their community*

**To help achieve this, over the next five years the City Council will:**Promote freedom from fear by

- Working with local communities and our partners to reduce levels of crime and disorder and increase feelings of safety
- Dealing promptly and effectively with anti-social behaviour
- 'Designing out crime' through all aspects of the Council's work

Promote health and well-being by

- Supporting the promotion of healthy lifestyles
- Making full use of the 2012 London Olympics to increase opportunities to participate in sporting and cultural activities

***[Local Economy Scrutiny Panel, on the advice of the Portfolio Holder for Culture, Heritage and Sport, propose that this aim be reworded as follows:***

***Making full use of the 2012 games, paralympic games and The Cultural Olympiad as a catalyst to increase participation in sporting and cultural activities.]***

- Improving the quality of Council housing stock and promoting high standards in private sector housing

Promote an inclusive society by

- Promoting good relationships between all sections of the community
- Improving access to local services for rural communities and those who have a disability
- Enabling, and improving access to, affordable housing
- Taking steps to understand better the needs of all sections of the community

**An Efficient and Effective Council****What will the Council be like?**

*We will be recognised as a Council which:*

- *provides community leadership*
- *offers excellent customer service in our local communities*
- *is efficient*
- *adopts sustainable working practices*
- *works well with others*

**To achieve this, over the next five years the City Council will:**

- Identify efficiencies and ensure their delivery
- Extend the scope of the Customer Service Centre to improve advice and assistance to residents

***[Local Economy Scrutiny Panel proposes that the above aim reverts to the original wording 'Ensure our customers can get ready access to advice, information and services' as this provides a broader strategic aim]***

- Actively manage the Council's physical assets in support of its corporate priorities
- Invest in information technology where it will improve our effectiveness
- Generate the maximum amount of income from our operations consistent with meeting our other corporate priorities
- Work with local communities in the District to help them achieve their aspirations
- Optimise the number of strategies produced by the Council and ensure that they are fit for purpose
- Support the role of Councillors as community leaders

***[Local Economy Scrutiny Panel proposes that the words 'and develop' be added after 'support' in the above aim to reflect the need for continued Member development]***

- Devolve powers where this improves the operational efficiency of the Council

***[Principal Scrutiny Committee proposes that this be reworded 'Devolve powers where this improves the efficacy of services' to allow local service improvements to take place even where they may not directly improve the operational efficiency of the City Council]***

- Assisting employees to adopt flexible work patterns to help improve service to our customers

***[Wording proposed by Chief Executive to reflect one of the key aims of the 2010 programme]***

### **Our Values**

The City Council recognises that the way we work and our values as an organisation determine the quality of services we provide. Our values define the way we approach our responsibilities and will guide the delivery of our Corporate Strategy.

The Council strives to be an organisation which:

- Provides the highest standards of service to all our customers
- Adopts the highest standards of integrity, openness and honesty in all that we do
- Keeps sustainability principles at the heart of all we do
- Supports and develops our staff to meet the new challenges we face
- Promotes equality and diversity in all we do



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