

SOCIAL ISSUES SCRUTINY PANEL – 10 NOVEMBER 2009
ENVIRONMENT SCRUTINY PANEL – 11 NOVEMBER 2009
CABINET -12 NOVEMBER 2009
PRINCIPAL SCRUTINY COMMITTEE – 16 NOVEMBER 2009
LOCAL ECONOMY SCRUTINY PANEL - 17 NOVEMBER 2009
RESOURCES SCRUTINY PANEL – 18 NOVEMBER 2009

CORPORATE BUSINESS PLAN 2010-2015 – CONSULTATION DRAFT

REPORT OF HEAD OF PARTNERSHIPS, COMMUNICATION AND
IMPROVEMENT

Contact Officer: Jen Anderson Tel No: 01962 848592

RECENT REFERENCES:

None.

EXECUTIVE SUMMARY:

As part of the corporate planning process the current Corporate Business Plan is reviewed and any changes included in a revised draft for consultation. This report presents the proposed consultation draft Corporate Business Plan 2010-2015 for approval. The consultation will take place alongside the planned consultation on budget proposals - via November scrutiny panels, and with parish and town councils, the business community and the Winchester District Strategic Partnership.

RECOMMENDATION TO CABINET:

That Cabinet approves the draft Corporate Business Plan for consultation.

RECOMMENDATION TO PRINCIPAL SCRUTINY COMMITTEE AND SCRUTINY
PANELS:

That Principal Scrutiny Committee and Scrutiny Panels provide comments to Cabinet on the draft Corporate Business Plan.

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REPORT OF HEAD OF PARTNERSHIPS, COMMUNICATIONS AND
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1. Introduction

- 1.1 As part of the corporate planning process the current Corporate Business Plan is reviewed and any changes included in a revised draft for consultation. The consultation will take place alongside the planned consultation on budget proposals (via November scrutiny panels, and with parish and town councils, the business community and the Winchester District Strategic Partnership).

2 Background

- 2.1 The Leader has agreed that the current Winchester District Sustainable Community Strategy (SCS) will be reviewed in Spring 2010, so priorities for the District as set out in the SCS remain the same for now. The SCS reflects the priorities of the Hampshire Local Area Agreement. Members will recall that the Council no longer has a 'corporate strategy' and takes its strategic objectives directly from the SCS.
- 2.2 The Corporate Business Plan comprises an introduction setting out the Council's values and the outcome it is aiming to achieve for itself, ie to be an efficient and effective organisation. This is followed by a summary of the major programmes of work which the Council will undertake in future years, including their relevance to the SCS. Many of these programmes contain major projects which will take a number of years to complete and will therefore be rolled forward if it is agreed that they should continue.
- 2.3 Appendix 1 shows the proposed consultation draft Corporate Business Plan. It is recommended that Cabinet approve the consultation draft. A final draft will be presented to Cabinet for approval in January 2010.

OTHER CONSIDERATIONS:

3. SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN (RELEVANCE TO):

3.1 The Corporate Business Plan sets out major programmes of work and their relevance to the SCS.

4. RESOURCE IMPLICATIONS:

4.1 None

5. RISK MANAGEMENT ISSUES

5.1 None

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendix 1 – Consultation Draft Corporate Business Plan 2010-2015

Winchester City Council

Draft Corporate Business Plan 2010-2015

1 Introduction

- 1.1 This Corporate Business Plan summarises a set of significant programmes which are being/will be undertaken by the City Council over the next 5 years. These programmes have been selected for inclusion in the Corporate Business Plan because they are significant enough to warrant regular monitoring by Cabinet, Principal Scrutiny Committee and Corporate Management Team. They are often crosscutting requiring input from teams across the organisation.

2 Links to the Winchester District Sustainable Community Strategy

- 2.1 The Winchester District Sustainable Community Strategy (SCS) is led by the Council but also shared with all the partners of the Winchester District Strategic Partnership. The SCS is delivered in two ways:
- Via shared partnership programmes where partners act together and pool resources (many of these being co-ordinated by the City Council);
 - By individual partners taking action in line with their own specific remits.
- 2.2 This Corporate Business Plan, seen alongside the Council's divisional business plans and its role in co-ordinating partnership programmes, represents the Council's own individual response to the SCS and sets out a series of major programmes which will take the district forward towards our shared vision.
- 2.3 In addition to the five outcomes set out in the Community Strategy which the Council wants to achieve for the District, there is one additional outcome which the Council seeks for itself. This is to be *an efficient and effective council*. Thus some of the programmes in the plan are linked specifically to this outcome.

3 Our Values

- 3.1 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 the Corporate Business Plan and divisional business plans.

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

4 The Hampshire Local Area Agreement

4.1 The Council has signed up to assist with the delivery of targets within the Hampshire Local Area Agreement (LAA). The LAA targets are well reflected in the Sustainable Community Strategy so that actions by the Council and its partners largely contribute to both sets of objectives. As an individual agency the Council will take action to help deliver the LAA at both the level of this Corporate Business Plan and within individual divisional business plans.

4.2 The LAA targets are based on indicators drawn from the National Indicator Set against which performance will be monitored. By signing up to the LAA, partner agencies of the Hampshire area such as Winchester City Council agree to put their resources behind a shared effort to achieve good results in respect of issues which are considered especially important to our county. The full set of LAA targets can be viewed on the LAA web pages at <http://www3.hants.gov.uk/localareaagreement.htm>

5. Monitoring the Corporate Business Plan

5.1 All the programmes contained in the Corporate Business Plan are considered to be key areas of work for the Council and will support the delivery of our Sustainable Community Strategy. Where required major projects are given support via the Council's Project Office.

5.2 Each project within the programmes has its own internal set of milestones and performance measures which will be reflected on Covalent. Regular monitoring of progress will be undertaken by the Programme Board and quarterly monitoring by Cabinet and Principal Scrutiny Committee.

5.3 The success of a programme in the Corporate Business Plan will be measured in a number of ways. Firstly, individual projects will be monitored to ensure milestones are met and they are delivered on time and within budget. Secondly, once a project is completed, performance indicators will be put in place to ensure that the project is achieving the outcomes it was designed to achieve for a particular group of people (for example businesses in Winchester town, residents of Whiteley or Winchester City Council staff). Lastly projects and programmes will often link to one or more of the indicators of the Government's National Indicator Set for local authorities and partnerships. These higher level indicators should be seen as external to the project and should monitor its impact in respect of outcomes for

the whole District - i.e. the indicator will measure the *community outcome* to which the project or programme was designed to contribute.

6. Risk Assessment and Management

- 6.1 The Council's approach to risk assessment and management is set out in the Risk Strategy. Individual projects are assigned a risk score as part of the corporate project management process. Mitigation against identified risks is built into each project plan. Significant strategic and operational risks are identified on the Covalent performance management system with specific management actions.

**Draft Corporate Business Plan 2010-2015
Summary of Major Programmes**

Outcome	Programme	Sponsor/Manager		CMT/Cabinet Approval		Key Milestones	Resource Assessment/ Provision	Main Delivery Targets 2010/2011
Economic Prosperity	Silver Hill Regeneration	Steve Tilbury	Kevin Warren		Various - most recent Nov 2008	11/08 – Cabinet: Compulsory Purchase Order	External costs met as part of Development Agreement	Approval of compulsory purchase order by Secretary of State likely in May 2011
High Quality Environment	Climate Change Programme	Bob Merrett	Jen Anderson		November 2007 New approval sought November 2009	To be added once scope of programme approved by Cabinet November 2009.	Resource assessment as set out in CAB1917 and subject to budget process. Full cost of detailed programme to be determined once scope approved.	To be added. As set out in climate change programme document (see CAB1917).
High Quality Environment	SERCO Contract Succession (Environment)	Bob Merrett	Robert Heathcock	Approach discussed July/Sept.	Approach discussed at October Cabinet/PSC to consider a Joint Authority Cabinet meeting.	Any Joint Authority project to be agreed by May 2010. Packaging of contract by Autumn 2010. Tenders and all contract material to be in place December 2010. Tendering to be complete to be able to let contract	Assessment to determine preferred options and likely resource costs	Full project plan prepared. All milestones met. New provider in place and working at full capacity on 1 October 2011.

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Outcome	Programme	Sponsor/Manager		CMT/Cabinet Approval		Key Milestones	Resource Assessment/ Provision	Main Delivery Targets 2010/2011
						Spring 2011 with 1 October 2011 the new start date.		
Health and Wellbeing	RPLC/Leisure Futures	Steve Tilbury	Eloise Appleby	Leader approval to explore shared procurement options 04/09/08 Cabinet paper May 2009 – Member approval to explore management options with legal and leisure consultants	2011 current contract ends at River Park	a) Cabinet paper December 2009 recommending preferred option for management of River Park and Meadowside for the next 10 years b) Project group established during 2010/11 to consider long term future of River Park	Growth item approved in May 2009 to pay for consultancy advice (£9,000) – CAB 1801 Capital monies also approved in this paper for preliminary works to make good the building, and a feasibility study to determine full costs to extend life of centre by a further 10 years. Results of feasibility study and additional capital requirements to be brought to Cabinet in December 2009.	Letting of new management contract for River Park by April 2011
Inclusive Society	SERCO Contract Succession (Housing)	Bob Merrett	Richard Botham	As above	Procurement process agreed at Cabinet September	Consultation/ packaging decisions completed by March 10	Provision made within HRA 2009/10 budget for consultation process and staff time	Packaging decisions finalised and approved. New provider(s)

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					2009 (CAB1888)	Tendering April 10- Dec 10.		working at full capacity on 1 April 2011.
Inclusive Society	Inclusion, Cohesion & Equalities	Simon Eden	Alison Gavin	Various CMT discussions to agree action plans	March 03 and various reports and policies	Ongoing programme	Reviews in Business Plans and actions in Service Plans	Contained in Business Plans
Efficient & Effective Council	Corporate Improvement Programme: Next Steps	Simon Eden						
	Flexible Resource Management	Simon Eden	Alison Gavin	December 2009	Early 2009	To be determined in light of agreed approach	To be considered	To be defined in terms of more effective use of staff resources and skills
	Customer Service Excellence accreditation	Steve Tilbury	Paul Wood	CMT July 2008	Discussed with Cabinet and PS	6 monthly progress reports to Principal Scrutiny Committee Progress reports to 2010 board	Stephanie Schmitt Project co-ordinator Staff resource from divisions to collate evidence for submissions	Assessment programme available on intranet
	Corporate Efficiency Programme	Simon Eden	Alexis Garlick	Revised programme to be agreed Jan 2010	Regular reporting to Cabinet and PS	Progress against key financial targets	To be determined	To be determined

**Draft Corporate Business Plan 2010-2015
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Efficient & Effective Council	Colebrook Street/ Guildhall Redevelopment	Steve Tilbury	Kevin Warren	Next steps to be reviewed by CMT/Cabinet – Spring 2010		To be determined	To be determined	To be determined
Efficient & Effective Council	Asset Management Plan	Stephen Whetnall	Kevin Warren		July 2008	06/09 Cabinet phase 2/3 survey results	Repairs provisions in the Capital Programme	Full programme of repairs in place
Efficient & Effective Council	Bringing IT Services In-house	Stephen Whetnall	Sheila Davidge	8 th July 2009		Due Diligence – September 09 Work shops with staff – October 09 ongoing monthly	In-house staff Computacenter staff HR Peter Byrne – Project Manager	New staff structure agreement Personnel Committee – April 2010; Continued work shops with staff; Documentation transfer to WCC; TUPE meetings with staff; Office accommodation changes; Set up Help Desk; Train Help Desk staff.

**Draft Corporate Business Plan 2010-2015
Summary of Major Programmes**

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Efficient & Effective Council	Guildhall Refurbishment	Stephen Whetnall	Kevin Warren	Scheme Approval by Council October 2009.	Planning and listed Building Consent to be secured by Dec 2009 for start on site Jan 2010	Funding agreed, consultants appointed	Completion of project Dec 2010
Efficient & Effective Council	Transformation of Financial Management	Stephen Whetnall	Alexis Garlick	Summer 2009	Upgrade of core financial system to Financials	Capital programme £220k plus internal resources. Efficiency savings not yet quantifiable but will be sought throughout project implementation.	Implementation of General Ledger, debtors and creditors modules plus procurement module.
				Summer 2010	Development of Medium Term financial strategy	To be developed using existing resources in Financial Services – Principal Accountants & Head of Finance.	Strategy that's fit for purpose – more transparently linked with other relevant strategies and plans incl. SCS.
			Stephen Whetnall	Alexis Garlick		Flexible Resource Management	Financial Services, HR and other services – form within existing resources.

**Draft Corporate Business Plan 2010-2015
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Outcome	Programme	Sponsor/Manager		CMT/Cabinet Approval		Key Milestones	Resource Assessment/ Provision	Main Delivery Targets 2010/2011
Cross-cutting Projects	Local Development Framework	Bob Merrett	Steve Opacic	Project Plan approved September 2006	Various progress reports to CMT/LDF Committee	See 'Local Development Scheme' which was revised in Oct 2009. This proposes the next stage of the Core Strategy (Pre-Submission publication) in Oct 2010.	Additional funding agreed for 2009/10 and 2010/11 but now being reconsidered as part of budget process. Potentially inadequate budget/staff resources to meet the revised programme.	Publication of 'Pre-Submission' Core Strategy Oct 2010, Submission stage Jan 2011, Examination starts May 2011.
Cross-cutting Projects	PUSH Major Developments: North Whiteley; West of Waterlooville; N/NE Hedge End SDA; N Fareham SDA;	Steve Tilbury	Nigel Green	Various	Various	N. Whiteley: Allocation within LDF Core Strategy Masterplan and planning application. West of Waterlooville: Allocation within LDF Core Strategy Masterplan and planning application. N/NE Hedge End SDA: Feasibility studies followed by	Officer project groups established for N Whiteley. Liaison with developer to produce revised masterplan and planning application at W of Waterlooville. SDA Project Officers appointed during 2009 for each SDA. Initial policy and feasibility work to be undertaken by Project Officers and through LDF process.	N. Whiteley: Core Strategy Pre-Submission 31.10.10. Masterplan development 31.12.09. W of Waterlooville: Pre-Submission 31.10.10. Masterplan development 31.10.09. N/NE Hedge End SDA:

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						Core Strategy allocation. N Fareham SDA: Core Strategy allocation.		feasibility work 30.6.10. Core Strategy Pre-Submission 31.10.10. N Fareham SDA: Core Strategy Pre-Submission 31.10.10.