

CABINET

9 DECEMBER 2009

CORPORATE BUSINESS PLAN 2010-2015

REPORT OF HEAD OF PARTNERSHIPS, COMMUNICATION AND  
IMPROVEMENT

Contact Officer: Jen Anderson Tel No: 01962 848592

RECENT REFERENCES:

CAB 1922 - Consultation Draft Corporate Business Plan – 12 November 2009

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. The draft has now been considered by Principal Scrutiny Committee and the 4 scrutiny panels. This report presents the draft Corporate Business Plan 2010-2015, including proposed amendments, for approval by Cabinet. Further consultation will take place with parish and town councils, the business community and the Winchester District Strategic Partnership. Any further proposed amendments will be included in a final report to Council in January 2010.

RECOMMENDATION:

That Cabinet approves the Corporate Business Plan 2010-2015 as amended and subject to any further suggested amendments being included in a final report to Council in January 2010.

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9 December 2009

### CORPORATE BUSINESS PLAN 2010-2015

### REPORT OF HEAD OF PARTNERSHIPS, COMMUNICATIONS AND IMPROVEMENT

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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.

#### 3.0 Consultation Process

- 3.1 The draft has now been considered by Principal Scrutiny Committee and the 4 scrutiny panels. This report presents the draft Corporate Business Plan 2010-2015, including proposed amendments, for approval by Cabinet. Further consultation will take place with parish and town councils, the business community and the Winchester District Strategic Partnership. Any further proposed amendments will be included in a final report to Council in January 2010.

#### 4.0 Comments on the Draft and Proposed Amendments

##### 4.1 Cabinet

- Para 3.1 – Keeps sustainability **and climate change** at the heart of all we do
- Include key milestones of the Silver Hill project in the summary of major programmes.

4.2 Social Issues Scrutiny Panel – No comments.

4.3 Environment Scrutiny Panel – No comments.

##### 4.4 Principal Scrutiny Committee

- The Committee was mindful of there being a need for there to be clear outcome targets within the Corporate Business Plan. The Council's specific aims in some areas should be made clearer, with goals clearly identified.

4.5 Local Economy Scrutiny Panel – No comments.

##### 4.6 Resources Scrutiny Panel

- Supportive of comments made by Principal Scrutiny Committee

4.7 Appendix 1 shows the proposed Corporate Business Plan 2010-2015 with suggested amendments shown. In line with comments raised in the consultation so far, the summary of major projects has been revised and now includes an additional column summarising the outcomes expected from each programme and the way these outcomes will be quantified via relevant performance indicators.

#### OTHER CONSIDERATIONS:

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

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

##### 6. RESOURCE IMPLICATIONS:

6.1 Programmes within the Corporate Business Plan are subject to the budget process.

## 7. RISK MANAGEMENT ISSUES

- 7.1 The Council's approach to risk assessment and management is set out in the Risk Strategy. Individual programmes/projects within the Corporate Business Plan 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. These risks will be reviewed over the period.

### BACKGROUND DOCUMENTS:

None

### APPENDICES:

Appendix 1 – 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 **and climate change** 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**

<b>Community Level Outcomes</b>	<b>Programme Title</b>	<b>Expected Programme Outcomes</b>	<b>Sponsor/ Manager</b>	<b>CMT/ Cabinet Actions</b>	<b>Key Milestones</b>	<b>Delivery Targets 2010/2011</b>	<b>Resources Needed</b>
<b>Economic Prosperity</b>	Silver Hill Regeneration	Reinvigoration of Silver Hill quarter through redevelopment completed in accordance with Development Agreement and planning consent	Steve Tilbury/ Kevin Warren	Cabinet various - most recent Nov 2008.	CPO made February 2010. CPO inquiry completed October 2010. CPO decision May 2011. Site acquisitions commence thereafter. Commence construction Q2 2012.	Approval of compulsory purchase order by Secretary of State.	CPO and acquisition costs met as part of Development/Indemnity Agreement.
<b>High Quality Environment</b>	WDSP High Quality Environment Climate Change Programme	Reduction in carbon emissions across the Winchester District.  Measures: 20% reduction by 2012 against National Indicator 186.	Bob Merrett/ Jen Anderson	Cabinet November 2007  New approval sought Cabinet November 2009	To be added once scope of programme approved by Cabinet November 2009.	To be added.  As set out in climate change programme document (see CAB1917).	Resource assessment as set out in CAB1917 and subject to budget process. Full cost of detailed programme to be determined once scope approved.
<b>High Quality Environment</b>	SERCO Contract Succession (Environment)	Budget savings for provision of services whilst maintaining high standards of performance.	Bob Merrett/ Robert Heathcock	CMT -Approach discussed July/Sept.  Report on next stage to both	Any Joint Authority project to be agreed by May 2010. Packaging of contract by Autumn	Full project plan prepared. All milestones met. New provider in place and	Assessment to determine preferred options and likely resource costs



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				EHDC and WCC Cabinets in January 2010	2010. Tenders and all contract material to be in place December 2010. Tendering to be complete to be able to let contract Spring 2011 with 1 October 2011 the new start date.	working at full capacity on 1 October 2011.	
<b>Health and Wellbeing</b>	RPLC/Leisure Futures	<p>a) A more effective service provided for customers at Meadowside Leisure Centre, and at a reduced cost to the Council (and therefore council tax payers)</p> <p>b) A more cost effective service provided at River Park Leisure Centre, generating savings for WCC</p> <p>c) Completion of</p>	Steve Tilbury/ Eloise Appleby	<p>Leader approval to explore shared procurement options 04/09/08</p> <p>Cabinet paper May 2009 – Member approval to explore management options with legal and leisure consultants</p>	<p>a) Cabinet paper December 2009 recommending preferred option for management of River Park and Meadowside for the next 10 years</p> <p>b) Project group established during 2010/11 to consider long term future of River Park</p> <p>2011 current contract ends at</p>	Letting of new management contract for River Park by April 2011	<p>Growth item approved in May 2009 to pay for consultancy advice (£9,000) – CAB 1801</p> <p>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.</p>

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		works to River Park Leisure Centre which will improve the customers' experience, and potentially increase the capacity of the centre to accommodate its customers			River Park.		Results of feasibility study and additional capital requirements to be brought to Cabinet in December 2009.
<b>Inclusive Society</b>	SERCO Contract Succession (Housing)	Best value contract achieved.  High quality maintenance carried out on schedule.  Measure: Customer satisfaction rate.	Bob Merrett/ Richard Botham	Procurement process agreed at Cabinet September 2009 (CAB1888)	Consultation/ packaging decisions completed by March 10 Tendering April 10- Dec 10.	Packaging decisions finalised and approved. New provider(s) working at full capacity on 1 April 2011.	Provision made within HRA 2009/10 budget for consultation process and staff time
<b>Inclusive Society</b>	Inclusion, Cohesion & Equalities	Increased perception of inclusivity in local communities.  Measures: NI 1 ( <i>% who agree that their local area is a place where people</i>	Simon Eden/ Alison Gavin	Various CMT discussions to agree action plans.  Cabinet - March 03 and various reports and policies	Ongoing programme	Contained in Business Plans	Reviews in Business Plans and actions in Service Plans

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		<i>from different backgrounds get on well together).</i> Plus local indicators to be developed.					
<b>Efficient &amp; Effective Council</b>	Corporate Improvement Programme: Next Steps						
	Change Management Programme	Overall programme for delivering behavioural change and new ways of working	Simon Eden/Alison Gavin	Programme to be agreed by CMT and Cabinet April 2010	To be determined	To be determined	Likely external facilitation/advice plus Project Office support
	Flexible Resource Management	Optimised use of staff resource and skills. Minimised need to recruit.  Measures: to be determined.	Simon Eden/Alison Gavin	CMT - December 2009  Other approvals - Early 2010	To be determined in light of agreed approach	To be defined in terms of more effective use of staff resources and skills	To be considered by CMT.
	Customer Service Excellence accreditation	Improved service levels across the organisation. Increased satisfaction levels, reduced complaints	Steve Tilbury/ Paul Wood	CMT July 2008 Discussed with Cabinet and PSC	6 monthly progress reports to Principal Scrutiny Committee  Progress reports to 2010 board	Assessment programme available on intranet	Stephanie Schmitt Project co-ordinator  Staff resource

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		and a reduction in avoidable contact (avoidable contact was recorded as 22% in the 2008 sample)					from divisions to collate evidence for submissions
	Corporate Efficiency Programme	Demonstrably more efficient processes resulting in improved quality at the same or reduced costs Measures: NI 179 – Value for Money target achieved	Simon Eden/ Alexis Garlick	Revised programme to be agreed Jan 2010 with regular reporting to Cabinet and PS	Progress against key financial targets	To be determined	To be determined
	Collaborative Service Provision	Agreed cross-organisational programme of joint delivery and management arrangements	Simon Eden/tbc	Action Plan to be agreed by CMT and Cabinet March 2010	To be determined in action plan	To be determined in action plan	Drawn from existing resources, with support from Project Office
<b>Efficient &amp; Effective Council</b>	Colebrook Street/ Guildhall Redevelopment	To be determined	Steve Tilbury/ Kevin Warren	Next steps to be reviewed by CMT/Cabinet – Spring 2010	To be determined	To be determined	To be determined
<b>Efficient &amp; Effective Council</b>	Asset Management Plan	Quantification of maintenance backlog, disposal and investment	Stephen Whetnall/ Kevin Warren	Cabinet July 2008 and to be revised – Cabinet Feb	10/09 Cabinet phase 2 survey results	Full programme of repairs in place for next two years	Repairs provisions in the Capital Programme

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		strategy in place.		2010			
<b>Efficient &amp; Effective Council</b>	Bringing IT Services In-house	<p>Similar level of service provided at reduced cost.</p> <p>Measures: Service user satisfaction levels.</p> <p>Service cost as compared with current contract arrangement.</p>	Stephen Whetnall/ Sheila Davidge	Cabinet 8 <sup>th</sup> July 2009	Due Diligence – September 09 Work shops with staff – October 09 ongoing monthly	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.	In-house staff Computacenter staff HR Peter Byrne – Project Manager
<b>Efficient &amp; Effective Council</b>	Guildhall Refurbishment	<p>A more sustainable business better serving the community.</p> <p>Measures: 30</p>	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	Completion of project Dec 2010.	Funding agreed, consultants appointed.

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		percent increase in income generated by end 2014, 25% increase in use by the local community by end 2015, 10 percent increase in conference business by end 2012.					
<b>Efficient &amp; Effective Council</b>	Transformation of Financial Management	Timely, accurate and relevant financial management information available to all stakeholders enabling informed decisions and appropriate financial control.  Measures: corporate dashboard of financial information available to	Stephen Whetnall/ Alexis Garlick	Summer 2009	Upgrade of core financial system to Financials	Implementation of General Ledger, debtors and creditors modules plus procurement module.	Capital programme £220k plus internal resources. Efficiency savings not yet quantifiable but will be sought throughout project implementation.

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		<p>members and CMT.</p> <ul style="list-style-type: none"> <li>- Easily accessible, effective financial procedures.</li> <li>- Self-serve financial reports for budget holders.</li> <li>-Electronic procurement procedures.</li> </ul>					
		<p>A medium term financial strategy that supports the Council's priorities and enables optimum choices to be selected.</p> <p>Measures: Balanced budgets with clear plans for the medium term. Clear links to other strategies.</p>	Stephen Whetnall/ Alexis Garlick	Summer 2010	Development of Medium Term financial strategy	Strategy that's fit for purpose – more transparently linked with other relevant strategies and plans incl. SCS.	To be developed using existing resources in Financial Services – Principal Accountants & Head of Finance.
		<p>Optimum use of scarce resources.</p> <p>Measures:</p>			Flexible Resource Management	Further development of HR and Finance procedures- to achieve FRM	Financial Services, HR and other services – from within existing

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		Planned savings in employee cost budgets achieved				budgeted expenditure savings.	resources.
<b>Cross-cutting Projects</b>	Local Development Framework	Adopted planning strategy and policies that progress the Community Strategy and its outcomes. Progress will be monitored through the Council's Annual Monitoring Report and against the programme in the Local Development Scheme.	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.	Publication of 'Pre-Submission' Core Strategy Oct 2010, Submission stage Jan 2011, Examination starts May 2011.	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.
<b>Cross-cutting Projects</b>	PUSH Major Developments: North Whiteley; West of Waterlooville; N/NE Hedge End SDA; N Fareham SDA;	Successful implementation of sustainable major mixed-use communities to an agreed masterplan and programme.	Steve Tilbury/ Nigel Green	Various	N. Whiteley: Allocation within LDF Core Strategy Masterplan and planning application.  West of Waterlooville: Allocation within	N. Whiteley: Core Strategy Pre-Submission 31.10.10. Masterplan development 31.12.09.  W of Waterlooville:	Officer project groups established for N Whiteley.  Liaison with developer to produce revised masterplan and planning



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					<p>LDF Core Strategy Masterplan and planning application.</p> <p>N/NE Hedge End SDA: Feasibility studies followed by Core Strategy allocation.</p> <p>N Fareham SDA: Core Strategy allocation.</p>	<p>Pre-Submission 31.10.10. Masterplan development 31.10.09.</p> <p>N/NE Hedge End SDA: feasibility work 30.6.10. Core Strategy Pre-Submission 31.10.10.</p> <p>N Fareham SDA: Core Strategy Pre-Submission 31.10.10.</p>	<p>application at W of Waterlooville.</p> <p>SDA Project Officers appointed during 2009 for each SDA. Initial policy and feasibility work to be undertaken by Project Officers and through LDF process.</p>