

CABINET – 7 FEBRUARY 2006

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)

CAB1185 – Roll Forward of Corporate Strategy 2006/09

EXECUTIVE SUMMARY:

This report proposes the final wording of the Corporate Strategy for 2006-09 for recommendation to Council on 23 February, when resources required to deliver it will also be agreed.

The proposed wording takes on board comments raised during consultation with the Local Strategic Partnership, Scrutiny Panels and the Principal Scrutiny Committee.

The strategy continues to place emphasis on

- Homes and jobs;
- Safer and more inclusive communities;
- Safeguarding our high quality environment for the future.

It also identifies the continued need for the Council to modernise its working practices, manage its work effectively and seek to operate more efficiently.

RECOMMENDATIONS:

That Cabinet recommends the Corporate Strategy for 2006-09, as set out in the Appendix to this report, for approval by Council.

## CABINET – 7 FEBRURY 2006

### 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 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, Cabinet 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 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 took an overview of both the Corporate Strategy and budget proposals at its meeting on 16 January, with the results of this consultation referred back to Cabinet on 18 January. This report brings forward the proposed text of the Corporate Strategy for 2006-09 for recommendation to Council, taking on board issues raised during the consultation process.

##### 2. Corporate Strategy for 2006-09

- 2.1 The proposed text of the Corporate Strategy for the coming three financial years is set out in the Appendix to this report. Although there have been changes to the wording, the key aims remain similar to previous years, as indicated below.
- 2.2 The proposed Corporate Strategy maintains the focus being given to providing housing in the District, while recognising that this can only work successfully if the vitality of the local economy is maintained.
- 2.3 It continues to focus on the need for communities to feel safe and to encourage social inclusion, particularly in areas of relative deprivation. In the coming three years, it is proposed to put particular emphasis on engaging with the younger people in the community to ensure that their needs are being met.
- 2.4 It also reflects the importance of safeguarding the high quality of the local environment.

2.5 The second section – looking at ‘working better’ - continues the process of modernising and improving our working practices, making them more efficient as part of this process.

### 3. Delivering the Corporate Strategy

3.1 As indicated in previous report, officers are in the process of drawing together the Council’s Corporate Business Plan and individual Divisional Business Plans.

3.2 The Corporate Business Plan (which will form the first section of the Council’s Best Value Performance Plan) will identify key indicators and targets for delivering the Corporate Strategy. Divisional Business Plans will provide more information on work taking place during 2006/07 to deliver the corporate objectives. These documents will be brought to Cabinet at the end of March for approval.

3.2.1 The budget which is also coming for consideration at Cabinet on 7 February for recommendation to Council on 23 February sets out the resources that will be required to deliver these strategic priorities.

### 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 and that the policies, programmes and budgets are in place to support its delivery.

### 5. Resource Implications

5.1 The Council’s budget for 2006/07 onwards has been prepared in parallel with the roll forward of the Corporate Strategy and sets out resources required to deliver its aim.

### 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 Corporate Strategy for 2006/09

CAB1211

## **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 to meet the needs of the whole community
- 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
- Improve the quality of peoples lives by encouraging more active and healthy lifestyles
- Engage with young people in the work of the Council on economic, recreational and housing topics

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

- Make sustainable use of resources
- Improve air quality in Winchester and reduce congestion
- Protect and enhance the bio diversity of the natural environment and minimise the loss of green fields to development
- 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 communities can help shape their own future, led and guided by elected representatives who are well informed about local needs and aspirations
- Partnership – ensuring we work with partner organisations to deliver real improvements to peoples' quality of life
- 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
- 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