

Corporate Business Strategy 2002 – 2007 Revisions for 2004/05 Review

The vision has been developed from the Leaders message included in the 2002/03 Best Value Performance Plan and has been included as a foreword to this years Corporate Business Strategy.

The Corporate Business Strategy sets out a programme of ambitious plans that you would expect to see from a Council committed to working with the community to achieve improvements in quality of life for everyone in the town. These plans can be summarised in a few sentences that paint a picture of how we would like the town and Council to develop:

"Over the next 5 to 10 years, Stevenage will expand to be a prosperous, inclusive community of over 90,000 people living in a well-maintained, attractive, clean environment. They will feel safe in their homes and when they are moving about the town at any time of the day or night. People will seek to live in Stevenage due to its supply of decent and affordable homes, served by a variety of accessible community facilities and shops within each neighbourhood and centrally by a vibrant and thriving sub-regional shopping centre. Public services in the town will be well co-ordinated and of the highest quality, focussed on improving the quality of life for the whole community.

The Council will play a significant role in facilitating the delivery of this, as a forward thinking, innovative and progressive organisation. Using new technologies the Council will be totally accessible to its community and fully represent their diverse needs, through the provision of high performing, best value services. Working efficiently and in partnership with agencies from all sectors, the Council will develop the capacity to meet the future expectations of its growing community."

This picture has been drawn following extensive consultation with stakeholders. It is ambitious but this Council has a track record of success and we are confident that our councillors and officers, working closely with the people of the town and our partners can achieve big things over the next 10 years

The following table outlines the key changes to this years Corporate Business Strategy

– Terminology has changed. Key Development Areas are now known as Priorities

| Ambitions | Priorities | Outcomes | Changes |
|----------------------|------------------------------------|---|--|
| Community Leadership | | | There is no change to this ambition |
| | Engaging local communities | | This is a new priority under the ambition of Community Leadership, and is to cover community engagement in local decision making as well as encouraging electoral turnout. |
| | | The community have opportunities to inform all decisions about town-wide and local priorities, issues or services | This is a new outcome under the priority of Engaging Local Communities |
| | Development of partnership working | | There is no change to this priority and remains under the ambition of Community Leadership |
| | | Services are delivered in a 'joined-up' way through the LSP to better meet the needs of the whole town | This is a new outcome under the priority of Development of Partnership Working |
| | Enhancing the image of Stevenage | | This priority stems from the previously identified key development area of Communication and Public Consultation, and is about promoting Stevenage and its communities locally, regionally and nationally. |
| | | Stevenage is perceived as a desirable place to live, work, visit and do business | This is a new outcome under the priority of Enhancing Perceptions |

| Ambitions | Priorities | Outcomes | Changes |
|-------------------------------|---------------------------|---|---|
| The Regeneration of Stevenage | | | This is a new ambition, which is directly linked to the Community Strategy “The first new town into the 21 st century”. It was formally a priority known as community development and physical regeneration. |
| | Affordable housing | | This is a new priority under the ambition of The Regeneration of Stevenage. It was formally an ambition, which related to the priorities of: community development and physical regeneration and the provision of a top quality housing service to tenants and people in need of housing, |
| | | A Reduction of the number of households in housing need | This is a new outcome under the priority of Affordable Housing |
| | The expansion of the town | | This is a new priority under the ambition of The Regeneration of Stevenage. It was formally an ambition, which related to the priority of community development and physical regeneration. |
| | | The regional planning guidance recognises Stevenage as a centre for housing and economic growth | This is a new outcome under the priority of the Expansion of the Town |
| | A vibrant town centre | | This is a new priority under the ambition of The Regeneration of Stevenage. It was formally an ambition, which related to the priorities of: community development and physical regeneration and the cleanliness and condition of the local environment. |
| | | Stevenage is a sub-regional shopping centre | This is a new outcome under the priority of a vibrant town centre |

| Ambitions | Priorities | Outcomes | Changes |
|-----------|---|---|--|
| | Revitalised local communities, community facilities and shops | | This is a new priority under the ambition of The Regeneration of Stevenage. It was formally an ambition, which related to the priorities of: community development and physical regeneration, the cleanliness and condition of the local environment and communication and public consultation. |
| | | The local centres are a focal point for community life | This is a new outcome under the priority of Revitalised local communities, community facilities and shops |
| | Improved community safety | | There is no change to this priority formally know as development of partnership working – community safety, however it has moved under the ambition of The Regeneration of Stevenage. It was also formally an ambition, which related to the priorities of: community development and physical regeneration, the cleanliness and condition of the local environment and communication and public consultation. |
| | | Crime and anti-social behaviour are not considered a problem by our residents | This is a new outcome under the priority of improved community safety |
| | | The fear of crime is significantly reduced | This is a new outcome under the priority of improved community safety |

| Ambitions | Priorities | Outcomes | Changes |
|---|---|--|---|
| First class customer service and good quality services from the Council | | | There is no change to this ambition |
| | The cleanliness and condition of the local environment | | There is no change to this priority however it has moved under the ambition of first class customer service and good quality services from the Council. It was also formally a priority which related to the ambitions of a vibrant town centre, revitalised local communities, community facilities and shops, improved community safety, well maintained, attractive and clean green spaces and street scenes and reducing levels of waste. |
| | | Well maintained attractive and clean green spaces and street scenes | Formally known as an ambition, this has been recognised as an outcome of the successful achievement of the priority -the cleanliness and condition of the local environment. |
| | Sustainable management of waste | | There is no change to this priority however it has moved under the ambition of first class customer service and good quality services from the Council. It was also formally a priority, which related to the ambition of reducing levels of waste. |
| | | Stevenage makes a significant contribution to protecting the regional / national environment through an increase in the volume of waste recycled | Reducing levels of waste was formally known as an ambition, this has been recognised as an outcome of the successful achievement of the priority –the sustainable management of waste |
| | The provision of a top quality housing service to tenants and people in need of housing | | There is no change to this priority however it has moved under the ambition of first class customer service and good quality services from the Council. It was also formally a priority which related to the ambitions of modernised Council homes, a three star council housing service and affordable housing. |

| Ambitions | Priorities | Outcomes | Changes |
|--------------------------------|--------------------------------------|---|---|
| | | Modernised Council homes | Formally known as an ambition, this has been recognised as an outcome of the successful achievement of the priority –the provisions of a top quality housing service to tenants and people in need of housing |
| | | 3* Council housing service | Formally known as an ambition, this has been recognised as an outcome of the successful achievement of the priority –the provisions of a top quality housing service to tenants and people in need of housing |
| | One stop experience customer service | | There is no change to this priority and remains under the ambition of first class customer service and good quality services from the Council |
| | | A total modernisation of the way the Council interacts with its customers, enabling customers to contact the council by telephone, e-mail or an interactive website, both during and outside office hours | This outcome was identified in the previous version of the Corporate Business Strategy |
| A fair and inclusive community | | | The title of this ambition has changed from 'Equality through managing diversity' to 'a fair and inclusive community' |
| | Equalities and Diversity | | There is no change to this priority |
| | | A workforce, which accurately reflects the population of Stevenage | This is a new outcome under the priority of Equalities which relates to the workforce |
| | | Services that are customer focussed and meet their needs appropriately | This is a new outcome under the priority of Equalities which relates to service provision |

Building the capacity of the organisation

This is a section within the Corporate Business Strategy but is not an ambition.

The following were presented in the 2003/04 Best Value Performance Plan under the heading of Organisational Development, as the priorities in this section would enable the Council to deliver on its citizen focussed ambitions.

| Priorities | Outcomes | Changes |
|---|---|--|
| E-government & Business Process Re-engineering | | The title of this priority has changed from 'E-government' to 'E-government & Business Process Re-engineering' |
| | Access to the majority of services is electronically enabled and improved through the use of new technologies | This is a new outcome within the section of Building the capacity of the organisation |
| Performance Management (identifying performance measures) | | There is no change to this priority |
| | A clear sense of direction for the organisation | This outcome was identified in the previous version of the Corporate Business Strategy |
| Sustainability | | There is no change to this priority |
| | Minimising the Council's impact on the environment and promoting good practice | Formally known as an ambition, this has been recognised as an outcome of the successful achievement of the priority –sustainability. |

To ensure the Council has the capacity (the right people, with the right skills, using the right processes and systems), to deliver the Corporate Business Strategy, the following support areas also need to be focused on. Once these systems are effectively working, they will enable the delivery of all of the Council's ambitions and priorities, both now and in the future.

The following capacity building areas are to be included in the section 'Building the capacity of the organisation' are important but are not priorities for improvement:

- Risk Management
- Procurement
- Information & Communications Technology
- Human Resources (inc People Development)
- Financial Management

- Asset Management