

## APPENDIX A

# Corporate Plan 2015 - 2020

## Introduction from the Leader and Chief Executive

We are an ambitious Council and have a proud track-record of delivery. We are a forward-thinking Council that is striving to make a difference to people's lives.

Our Corporate Plan 2015 – 2019 was originally adopted in December 2015 following the elections in May that year. We recognise that things change over the life of a plan and that we need to periodically review our plan to ensure that we remain focused on what is going to make the biggest difference for our residents, visitors and businesses - and can be delivered in the resources we have.

In 2017 we did just this and the document that follows sets out our refreshed priorities to 2020 in more detail.

A great place to be – our **place** priority

Strong communities – our **people** priority

Growth and prosperity – our **prosperity** priority

Efficient and effective – our **progress** priority

We are fully committed to our four priorities as they set us a clear strategic direction as a Council with a sound financial footing.

The Council will continue to innovate and make the most of opportunities and respond to the challenges we face to ensure the best interests of our council tax payers and so that everyone continues to receive the services they need and our district continues to prosper and be **a welcome home** to all of our residents, visitors and businesses.

For the latest information please visit our website.

# Corporate Plan Quick Guide

## Our vision for Wycombe District

A WELCOME HOME:

**WELCOME** to visitors and business

**HOME** to all our residents

## Our priorities to 2020

A great place to be – our **place** priority

Strong communities – our **people** priority

Growth and prosperity – our **prosperity** priority

Efficient and effective – our **progress** priority

Our priorities are based on what residents have told us is important to them; national and local priorities - and opportunities, and our available resources and capacity.

## Our values

Our values provide a benchmark for behaviour across our organisation and underpin everything that the Council does - including how we work with others.

<b>Collaboration</b>	We work together as one Council Team
<b>Accountability</b>	We take ownership and responsibility
<b>Respect</b>	We value others and treat them with respect
<b>Value for money</b>	We use our resources effectively and responsibly
<b>Adaptability</b>	We are flexible in how we work and deliver services
<b>Challenge</b>	We challenge ourselves and find better way of doing things

# Our priorities: place, people, prosperity and progress

We have set ourselves four priorities to 2020:

**A great place to be** – our **place** priority

**Strong communities** – our **people** priority

**Growth and prosperity** – our **prosperity** priority

**Efficient and effective** – our **progress** priority

Our priorities are based on: what our residents have told us is important to them; national and local priorities and opportunities and our available resources and capacity.

Each **priority** is supported by a set of four **aspirations or 'we want'**. Each aspiration is underpinned by a set of **'we will'** statements which comprise specific projects and activities as set out on the pages that follow. Other activities and day-to-day work will also contribute to the delivery of our priorities.

Our aspirations are set to 2020 but due to scale, delivery of some project areas will require a longer time horizon to deliver 'on the ground'. As you would expect, some projects and activities are still in development at this stage or include work already in progress. Others will be informed by changes in legislation.

The workstreams under each priority may therefore change or evolve over time, in the light of prevailing circumstances.

In many cases we also have specific performance measures and targets to help track delivery and will share our progress in our Annual Report that is published on our website at the end of June.

We cannot deliver these priorities on our own and will require the support and help of our partners and the public, as many of the projects require the active collaboration and, in some cases, approval and/or funding from other organisations.

There is a strong synergy between our priorities; this means that actions taken in one area may contribute to the delivery of more than one outcome.



Our Priorities 2015 - 2020



**Service Plans**

projects + day-to-day activities



**Staff job objectives**

**Note:** The Corporate Plan is the Council's contribution to the **Sustainable Community Strategy**:



## **Our Place Priority**

**Our Place: a great place to be** is our priority which focuses on the environment, our towns and our rural areas, our buildings and our landscape. We want people who live and work in the area to have an environment that meets their needs, but also for visitors to enjoy all that Wycombe district has to offer. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want our district to be a place people visit and enjoy**

To support this aspiration we will take the following actions within the lifetime of this Corporate Plan:

- Develop the district as a destination for leisure and business visitors
- Ensure that the place works well for people who live and work here
- Use design and place making to improve our built environment
- Lessen the impact of traffic and support sustainable transport

We will improve the experience of people who spend time in our District including those enjoying leisure activities and shopping. We will invest in high quality public realm. We will ensure that our district continues to attract visitors and have a vibrant economy. We will build the capacity of the district as an events and conference destination. Our Towns provide much of our employment and access to employment and we will ensure that the District works well for people who live and work here. We will use design and place making to improve our built environment; make our District a better place and enhance the character of the local area. We will work to lessen the impact of traffic including development management, noise mitigation, air quality improvement and will support means by which people can use alternative forms of transport.

### **We want our district to be known for its natural beauty and wildlife**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Minimise the impact of land use on our natural environment

We propose to deliver a local plan which, within the constraints of the legislative framework, supports the identified housing needs of our area whilst protecting the majority of the land in our district as natural landscape. Our District has a demand for more housing and our local plan is the key way in which we are able to ensure that development within the area is sensitive to the unique environment of the District. We continue to see our natural assets as key to our visitor economy and tourism now and in the future. Enjoyment of the natural environment will contribute to the experience of residents and visitors to the area, now and in the future.

## **We want our district to be a safe and attractive place**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Remove obstacles to enjoyment by tackling crime and anti-social behaviour
- Support people who look after their local area

As well as promoting the success of the place we will work to remove the obstacles to enjoyment of our District including anti-social behaviour and environmental crime. We will take action to enforce restrictions put in place to protect our environment. We will work with our partners and take action to prevent behaviours which threaten people's safety and their enjoyment of our District. We will also promote responsible behaviours; and support those who look after their local area.

## **We want our District to offer homes that meet housing needs**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Deliver more housing on council land and privately owned sites
- Speed up the delivery of affordable homes
- Further improve the quality of our housing

We will take action to deliver new housing on council land and support new housing being delivered on suitable privately owned sites. We will work to accelerate the delivery of affordable homes. We will work with private landlords and others to improve the quality of housing to support the health and independence of our residents. We will improve the quality and availability of temporary accommodation available to those in need.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the following documents:

- The emerging Economic Development Strategy
- The current Local Plan and our proposed Local Plan
- The Homelessness Strategy 2014-19

## **Our People Priority**

**Our People: Strong communities** is our priority which focuses on the people who have made their homes within our District and who depend upon our services and those of our partners to provide them with education, care, leisure, homes, transport and employment. We want our children to have the best start in life; to promote the independence of our residents and to help keep our vulnerable safe. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want our communities to work well together**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Support community resilience
- Engage with and include young people
- Support work to promote integration and cohesion
- Tackle extremism

We will work with our partners to support community resilience and work to overcome the issues which can arise from diversity. We will work to support integration and promote cohesion. We will support and promote 'neighbourliness' and facilitate residents helping each other through individuals and local groups. We will work with our partners and local communities to help tackle extremism and protect and support our young people

### **We want to ensure that people can get help when they need it**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Help those in need of help to gain the support they need from others
- Allocate homes fairly to those in greatest need

There are specific vulnerable groups or individuals with genuine needs which cannot be met through community groups or local support. We will continue to provide advice and support and signpost to where help can be found if we cannot help directly. The Council will work with other organisations to ensure that people get the help they need. We will allocate the homes to which we have access fairly to those in greatest need and we will continue to improve the quality and availability of homes for our residents.

## **We want people to be healthy and active**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Provide open spaces and support our leisure provision to enable people to live healthy lives
- Improve homes to support people to live safely and independently

Through our Leisure partners and more widely we will enable more people to take part in sport and activities which enhance their health and their wellbeing. We will continue to provide and enhance open spaces within our urban areas and support the enjoyment of our rural areas. We will improve homes and carry out specific works to ensure that people's homes support good health.

## **We want to support those who work for their communities**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Provide financial support to voluntary organisations working for those in need
- Support residents to help each other through individuals and local groups

We will continue to support the work of a range of community and voluntary organisations through funding and practical support. We will strive to ensure these organisations provide key support services within the community focused on specified outcomes.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the following documents:

- The Community Safety Partnership Plan
- Prevent Action Plan
- Community Facilities Strategy
- Sports Facilities Strategy

## **Our Prosperity Priority**

**Our Prosperity: Growth and prosperity** is our priority which focuses on the economic prosperity of the District. The number, nature and size of our businesses, the skills of our residents and the infrastructure connectivity and support which help our businesses to thrive and grow. Wycombe District Council has a significant part to play in delivering this aspiration but we also work with others and rely on actions of our partners to deliver this priority.

### **We want everyone who wants to work or train to be able to do so**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to help our residents develop the skills employers need
- Support young people to find the right work locally
- Create higher value employment

We will work with our partners to develop the skills and talent that employers will need now and in the future. We will create higher value employment in sectors such as life sciences, information technology, digital media and low carbon technology. We will work closely with our partners to link growth orientated local businesses with resources and expertise within the Higher Education sector

### **We want to support the creation of new and growing businesses**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to increase the birth rate of new businesses
- Work with others to support the growth and internationalisation of our local businesses
- Work with others to support the growth and internationalisation of our local businesses
- Support business based innovation

We will support the growth and internationalisation of our local businesses. We will overcome obstacles faced by businesses. We will boost the birth rate of new businesses and promote entrepreneurship. We will encourage research based innovation to boost business growth.

## **We want to make physical and digital connectivity easier**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Work with others to improve strategic transport and ICT connectivity

We will improve strategic transport and ICT connectivity. We will work closely with our highways partners to achieve improved transport connections and deliver our transport priorities. We will work with BT and our partners to deliver improved digital connectivity and unlock the economic growth opportunities presented by improved connectivity.

## **We want to support economic growth**

To support this aspiration we will take the following actions within the lifetime of our Corporate Plan:

- Support inward investment
- Provide business accommodation
- Engage with and understand our businesses
- Work with others to provide seamless business support

We will work in partnership with local and national business support organisations to ensure seamless support services are delivered to businesses and inward investors. We will work to provide quality business accommodation to meet the needs of start-ups, growing companies and inward investors. We will engage actively with local businesses and understand how we can support their plans for growth. We will improve the District's inward investment offer and target prospective investors.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the Economic Development Strategy.

## **Our Progress Priority**

**Our Progress: Effective and efficient** is our priority which focuses on how we will improve the service we provide to our customers. To serve our customers well we believe we need to have an efficient and effective organisation with well-motivated staff and a strong governance framework.

### **We want to make it easy for our customers to get what they need**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Develop responsive and flexible ICT
- Work to manage and share our data efficiently and safely
- Provide better faster customer services
- Communicate the right things well
- Improve efficiency in our delivery

We will improve our infrastructure to provide responsive and flexible information and communications technology. We will build a digital platform to ensure the safe and easy use and transfer of our data. We will review our services to provide better access and options for connecting us to our customers. We will improve our communications, engagement and marketing.

### **We want our elected members and staff to be our advocates**

To support this will take the following actions within the lifetime of our Corporate Plan:

- Continue to develop and value our elected members and staff

We will continue to value our Members and staff. We will strengthen our internal communications to ensure our Members and staff are able to effectively communicate our ambitions. We will continue to develop our Members and staff to provide services to customers in new ways in response to our changing world. We will support our Members and Staff to meet the needs of our customers.

### **We want to make the best use of our resources**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Maximise income from investment
- Generate new income streams

We will make best use of our resources and make wise investments to realise value from our assets. We will eliminate waste and improve processes through our service reviews. We will review our fees and charges to support our service delivery. We will align our budgets to our corporate priority to focus our revenues on our highest priorities.

### **We want to do the right things in the right way**

To support this we will take the following actions within the lifetime of our Corporate Plan:

- Deliver our plans
- Continuously improve our delivery
- Practise good governance

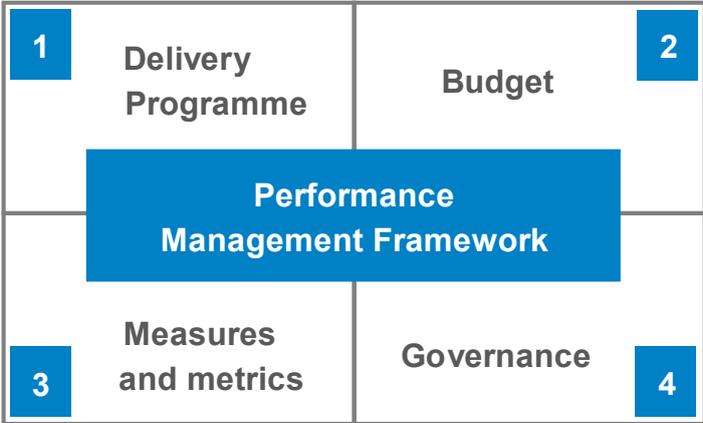
We will continue to review our governance to ensure that we provide efficient public services which recognise the rights of citizens. We will identify areas for improvement in the delivery of our services, manage risk effectively and challenge obstacles to meeting customer need.

Our Corporate Plan is a high level document which sets out our broad aspirations. There is more detail on our objectives and proposed actions in the following documents:

- The Digital First Strategy
- The Workforce Strategy
- The Medium Term Financial Plan
- The Code of Corporate Governance

# Delivering our priorities

To deliver and track the achievement of our corporate plan we use an integrated **performance management framework** approach made up of the four components:



## Delivery Programme

The Council has developed **four delivery plans** that sit under each priority. These delivery plans are targeted and focus on **specific areas** where we have identified there is the most need for change or opportunity for improvement:

**PLACE** – Housing Delivery Plan

**PEOPLE** – Strong Communities Delivery Plan

**PROSPERITY** – Growth and Prosperity Delivery Plan

**PROGRESS** – Digital First Delivery Plan

The content of our delivery plans comes from current and newly emerging Council strategies and plans. Other programmed work and day-to-day activities that contribute to broader delivery are captured in our annual service plans.

Progress made on the delivery of our plan is monitored regularly and published each summer in our Annual Report.

A headline **‘delivery programme on a page’** can be found at the end of this plan.

## Budgets and financial management

We have a clear deliverable medium-term financial strategy and an efficiency plan as required by Government. More information is publically available in the Council’s medium-term financial strategy on our website. This is regularly reviewed, updated and submitted to and approved by Cabinet.

We take a strategic approach to financial planning and decision making. To ensure that our decisions reflect corporate priorities and give a stable and sound future, we

have adopted a number of key strategies to support robust financial management across our organisation.

A headline '**budget on a page**' can be found at the end of this plan.

## **Measures and metrics**

The Council uses a wide range of measures and metrics to keep an overview of the wider world in which we operate - and to help us keep track of service performance and project delivery 'on the ground'.

Some of this data is collected locally and in other cases we use data collected by partners that is reported nationally such as crime and education data for example.

Service areas set performance measures as part of the annual Service Planning process and a basket of measures is selected and agreed by Cabinet in June each year for quarterly reporting.

The Council will adopt a set of metrics to use as bellwether measures for each of our four priorities. These will be reviewed annually and published on our website.

## **Governance**

The Council ensures that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Council also has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

We discharge this overall responsibility in a number of ways, including an annual governance review. Our arrangements are summarised in the **Annual Governance Statement**, with areas for improvement. This is a public document.

We have a **Strategic Risk Register** which we review quarterly to manage and mitigate risks. This is reported to the Audit Committee and Cabinet on a regular basis. Each service and major project has its own operational risk register which is reviewed regularly.

Every project we run, contract we let and the way we deliver our services consider **equalities** from the outset to ensure that we comply with the Equality Act 2010 – for our customers, staff and people who apply to work for us.

Every project we run and contract we let considers **sustainable development** from the outset and builds in ways to ensure we leave the planet better for future generations.

We also have responsibilities for **safeguarding** our most vulnerable children and adults from abuse.

## **Transparency and accountability**

The Council seeks to deal with as much of its business in open session as possible, as well as making information publically available, unless there are good reasons for not doing so, as determined by legislation.

The Council regularly publishes information on the website regarding its financial transactions, for example spending above £250 and contracts.

## **Linking to other policies and plans**

Many of our other policies and plans support the delivery of the Corporate Plan, for example, the new Local Plan is key to our place and prosperity priorities.

## **Working with others**

The Council recognises that it requires many partner organisations to work together to deliver our plan, for example to provide the infrastructure necessary for future developments. We will also take action on those matters that fall within our responsibility as part of our partnership working.

## **Our values**

The way we work is important in helping achieve our vision and the priorities set out in the Corporate Plan. The Council's core values inform what we do and how we do it. We refreshed our core values during 2015 and have set them out in full earlier in this document.

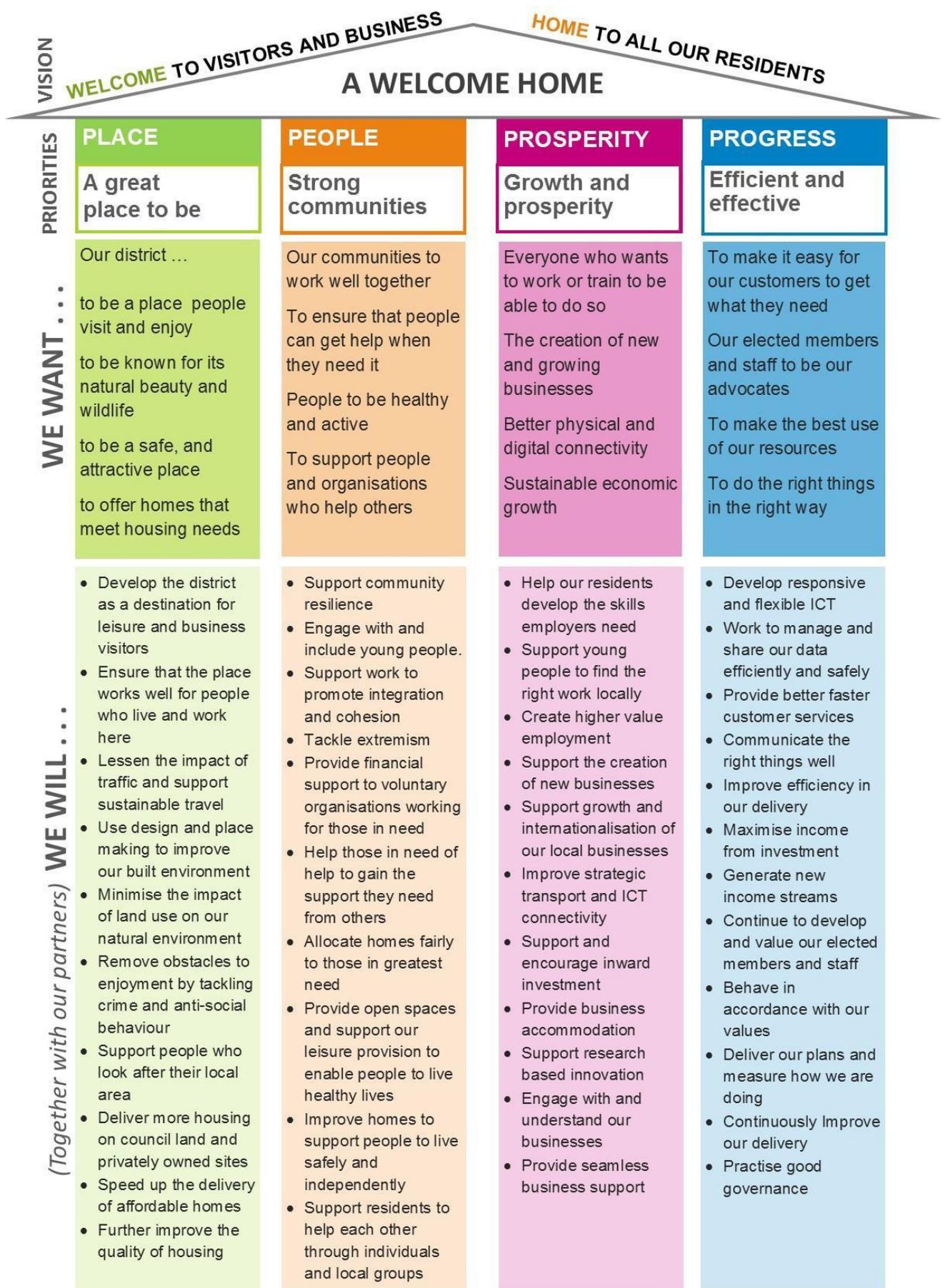
## **Reviewing and monitoring our progress**

The actions we take to deliver our priorities are reviewed on a regular basis. We have a detailed forward planning process and closely monitor progress against our major projects. We report service performance measures to Cabinet on a quarterly basis

Every year, we produce an Annual Report outlining our progress against the Corporate Plan. This includes any updates needed to meet our changing circumstances.

More information about the topics covered in this section can be found on our website: [www.wycombe.gov.uk](http://www.wycombe.gov.uk)

# Our Corporate Plan 'on a page'



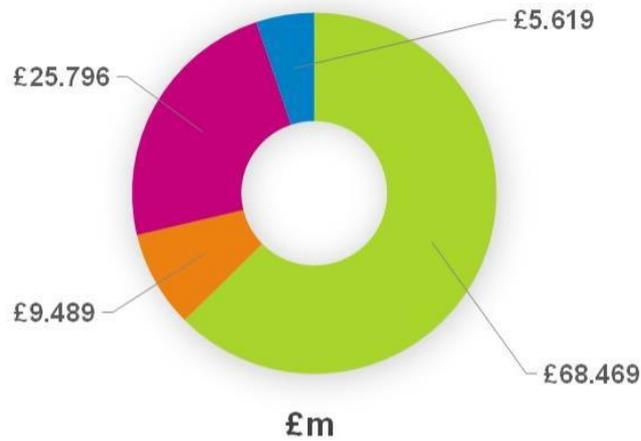
# Our Delivery Plans 'on a page'



PLACE	PEOPLE	PROSPERITY	PROGRESS
A great Place to be	Strong communities	Growth and prosperity	Efficient and effective
Delivery Plan 1: Housing Delivery	Delivery Plan 2: Stronger Communities	Delivery Plan 3: Growth and Prosperity	Delivery Plan 4: Digital First
<p><b>Focus:</b> Delivering new houses on council owned and private land and providing supporting infrastructure.</p> <p>Exploring the best way for the Council to provide new homes.</p> <p><b>Lead strategy / plan:</b> Economic Development Strategy (objective 6) + Local Plan + Homelessness Strategy and Action Plan</p>	<p><b>Focus:</b> Promote neighbourliness; tackle anti-social behaviour; strengthen community resilience and overcome divides.</p> <p><b>Lead strategy / plan:</b> Community Safety Partnership Plan + PREVENT Action Plan</p>	<p><b>Focus:</b> Supporting businesses; growing the local economy and designing better places with better connections.</p> <p><b>Lead strategy / plan:</b> Economic Development Strategy ##</p>	<p><b>Focus:</b> Offering digital solutions to meet the expectations of customers and drive efficiency.</p> <p><b>Lead strategy / plan:</b> Digital First ##</p>
<p><b>Headline delivery:</b></p> <p>Council-owned land: 780 - 940 new homes #</p> <p>Private land: 3,650 - 3,970 new homes #</p> <p>Future provision of temporary accommodation</p> <p>Note: opportunities for additional housing schemes are being developed</p> <p># Indicative figures as at Jan 18 and subject to planning</p>	<p><b>Headline delivery:</b></p> <p>Tackling anti-social behaviour</p> <p>Safeguarding our communities from exploitation</p> <p>Working to address child sexual exploitation</p> <p>Building community resilience: includes Safe Place Scheme and Street Associations</p> <p>+ Dementia Friends awareness raising and training</p> <p>+ Voluntary Sector Grants</p> <p>+ Ward Budget scheme</p>	<p><b>Headline delivery:</b></p> <p>Support business growth and internationalisation</p> <p>Provide quality business accommodation</p> <p>Boost business birth rate and entrepreneurship</p> <p>Develop the skills and talent that employers need</p> <p>Encourage research and innovation to boost growth</p> <p>Use urban design to make our town centres better places</p> <p>Ensure seamless business support</p> <p>Improve strategic transport and ICT connectivity</p>	<p><b>Headline delivery:</b></p> <p>Responsive and flexible ICT</p> <p>End user computing</p> <p>Digital platform</p> <p>Data and insight</p> <p>Design and development capabilities for digital services</p> <p>Proactive and responsive communications</p> <p>Change management and new ways of working</p> <p>## Work programmes and metrics currently in development for these new strategy areas</p>

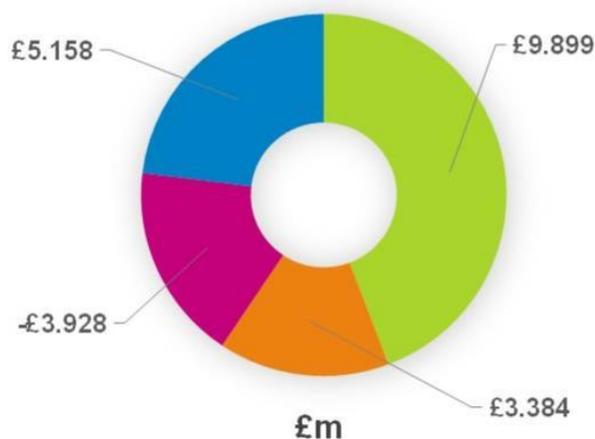
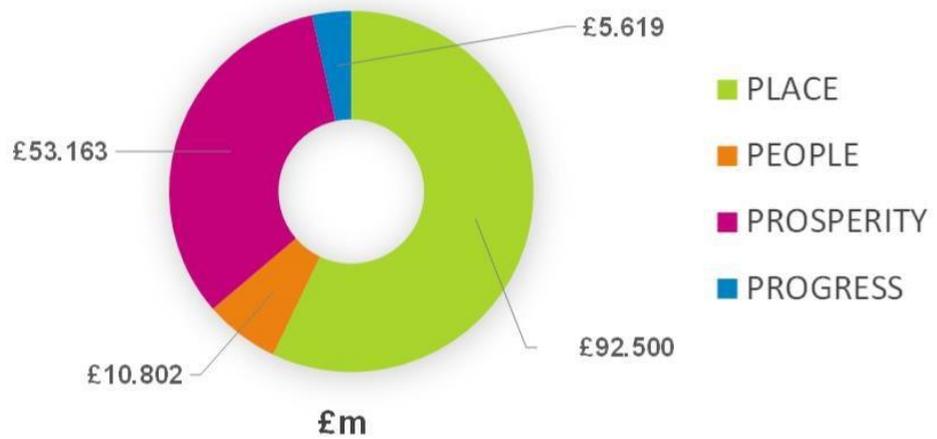
# Our Capital and Revenue budget 'on a page'

Approved by Council: 22 February 2018



This is a simple mapping of capital project and revenue spend on services by priority.

The outcome of our spend on **PLACE** and **PROSPERITY** are for the ultimate benefit of **PEOPLE** who live in, work in or visit our district.



**Top:** Capital programme 2017- 2022 £m (WDC funding only)

**Middle:** Capital programme 2017- 2022 £m (WDC funding and external funding)

**Bottom:** Revenue spend 2018/19