

CABINET - 9 NOVEMBER 2011

THE OVERVIEW AND SCRUTINY COMMITTEE – 14 NOVEMBER 2011

CHANGE PLANS 2012/13: CONSULTATION DRAFT

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

[CAB2098](#) – Proposals for a Commissioning Approach – 8 December 2010

[SO122](#) – Draft Change Plans – 11 November 2010.

[CAB 2069](#) - Adoption of the Winchester District Sustainable Community Strategy 2010 - 2020, 13 October 2010.

EXECUTIVE SUMMARY:

Last year saw a major development in the way the Council approaches its annual business planning cycle. As part of the continued evolution of the Council's response to the changing environment for local authorities, officers and key partners from outside the organisation worked together to create Change Plans. These identify the difference we want to make for our communities and how we can achieve them, whether through direct provision, partnership or other forms of commissioning. These Plans, which were approved by Council at the start of the current financial year, were designed to promote delivery of the three outcomes of the Winchester District Community Strategy, and the corporate outcome of being an efficient and effective council. They cover a three year period, but with an inevitable focus on the first of these three years. Officers have therefore been reviewing and refreshing the plans, to ensure they are fit for purpose for the year ahead in terms of the local and national environment in which the Council and its partners operate.

Members are asked to consider the draft Change Plans attached at the four Appendices, and to approve them as a basis for limited stakeholder consultation over the coming two months before bringing them to Council for adoption in January 2012.

RECOMMENDATION:

To Cabinet

That Cabinet:

- a) approves the Draft Change Plans for 2012/13 attached as the four Appendices to this report as a basis for consultation with key stakeholder groups;
- b) approves the proposal to produce more detailed Portfolio Plans for approval through the Portfolio Holder Decision Notice procedure by the end of March 2012;
- c) agrees that Council be asked to adopt the Change Plans, taking account of comments made during consultation, in January 2012.

To Overview & Scrutiny Committee

That the Committee considers whether it wishes to raise any issues with the Portfolio Holder or Council.

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REPORT OF THE ASSISTANT DIRECTORS

DETAIL:

1 Introduction

- 1.1 Last year saw a major development in the way the Council approaches its annual business planning cycle. As part of the continued evolution of the Council's response to the changing environment for local authorities, officers and key partners from outside the organisation worked together to create Change Plans. These identify the difference we want to make for our communities and how we can achieve them, whether through direct provision, partnership or other forms of commissioning.
- 1.2 These Plans are designed to capture the most significant actions that the Council will be taking over a three year period, to support delivery of the three outcomes of the Community Strategy. The fourth Change Plan identifies the key projects and programmes which help further our corporate aim of being an efficient and effective council.
- 1.3 In making their contribution to these Change Plans, officers at every level began to see more clearly how their work formed part of a larger effort to drive improvements in the lives of local people. As the Plans have been implemented during the year, the outcome-based focus has embedded itself among our Teams and among our partner organisations.
- 1.4 The Assistant Directors are accountable for delivery of community outcomes, and the Chief Executive for the corporate outcome. Consequently, these officers oversee the Change Planning process.
- 1.5 Members are asked to consider the four draft Change Plans for 2012/13 attached as the four Appendices to this report, and to authorise the Assistant Directors to use them as a basis for consultation with key stakeholder groups over the coming two months. They will be returned in their final form direct to Council for adoption in January 2012.

2 Refreshing the Change Plans

- 2.1 The Change Plans approved before the start of this financial year were designed to cover a three year period. Officers are not therefore proposing a complete reworking of the Plans, but a 'refresh' to ensure that actions are current, appropriate, achievable and affordable. We have, however, sought to

make them simpler, with a clear focus on what is realistically achievable in current circumstances.

- 2.2 Heads of Team from across the Council and a number of representatives of the Council's funded organisations (eg Winchester Action on Climate Change, Winchester Area Community Action, Winchester Business Improvement District) have been meeting to review the current Change Plans in recent weeks. Over the course of a series of workshops, they have considered:
- any social, legal, environmental, political, economic or technological developments at a local or national level which need addressing;
 - suggestions for new initiatives designed to support the five priority areas of the Community Strategy (older people, access to services, reducing our carbon footprint, and the two neighbourhoods of Stanmore and Winnall);
 - existing actions which are no longer considered to be relevant, useful or affordable, and which may need to be removed or replaced;
 - major actions arising from Informal Scrutiny Groups;
 - emerging opportunities or threats which may require action;
 - feedback from partner organisations about the Change Plans for this year.
- 2.3 The actions within each Change Plan have been added, amended, deleted, carried forward or enhanced in the light of the workshop conclusions. It should be noted that Change Plans are not intended to capture 'business as usual' targets for individual services, which should be tracked through carefully selected service-based performance indicators. Nor are they intended to be comprehensive – to show every single action being taken in an outcome area. Rather, they illustrate the commitments the Council makes, with its partners, to contribute to real improvements in quality of life throughout the District in the coming year.
- 2.4 Members will be aware that Change Plans are divided by outcome area, and within each outcome by a number of themes (eg 'minimise the impact of traffic and transport' and 'protect and improve our landscapes' in the High Quality Environment outcome area). Each of the themes carries an action plan, and is prefaced by a short template setting out the contextual information and relevant performance indicators for the following action plan. These templates will require some updating, albeit generally minor because the 'big picture' has not changed radically over the past year. Further workshops will take place in December to ensure that these templates are fully updated, and they will be returned to Council with the final action plans for adoption.

- 2.5 With the action plans having been reviewed and revised thus far, officers seek Member approval to take them out for consultation with the intention of refining them for formal adoption before the start of the 2012/13 financial year.

3 Consultation

- 3.1 The Change Plans demonstrate, to a large degree, how the City Council intends to prioritise its resources in the coming three years. It is logical, therefore, to tie the Change Plan consultation process to the statutory consultation for the Council's budget for 2012/13. This would mean that the draft Change Plans would be presented to:
- a) The Overview and Scrutiny Committee (at its November meeting)
 - b) Parish Councils (at the annual budget meeting)
 - c) The business community (at the annual business breakfast)
 - d) The Executive and Partnerships of the Winchester District Strategic Partnership.
- 3.2 In addition to this core group of stakeholders, the Assistant Directors and Head of Policy will draw on the knowledge and insight of colleagues from other organisations with which we will be working closely to deliver action in these outcome areas.
- 3.3 It is proposed that, following a consultation period in November and December, the refreshed Change Plans are brought straight back to Council for adopting in January. This will allow the maximum time for consultation.
- 3.4 Members are therefore asked to consider the draft Change Plans attached as the four Appendices to this report, and approve them as a basis for a programme of stakeholder consultation over the next two months.

4 Portfolio Plans

- 4.1 Because the Change Plans are meant to capture only the most significant actions to which the Council is committed, it is recognised that there will be many more actions which, though less significant, will still contribute to the overall delivery of the four outcomes. These actions are all captured in the Council's performance monitoring system, Covalent, but will not form part of the Change Plan monitoring through Overview and Scrutiny.
- 4.2 In order to ensure that progress is made against these other actions, it is proposed to draw Portfolio Plans off the Covalent system, bringing together the actions for 2012/13 under the relevant Portfolio Holder, for approval through the Portfolio Holder Decision Notice procedure by the end of March 2012. Portfolio Holders will then be responsible for monitoring these actions, through their regular discussions with the relevant Heads of Team. This will ensure that Overview and Scrutiny Members can focus on the most significant

issues, and are not burdened with routine monitoring of much lower level activity – although they may choose to monitor such activity in particular circumstances, for example where there are wider concerns about the performance of a service.

- 4.3 Members are asked to approve the concept of Portfolio Plans, including the suggested approval process using the Portfolio Holder Decision Notice procedure for sign-off before the end of March 2012.

OTHER CONSIDERATIONS:

5 SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 5.1 The Change Plans are the delivery plans for the Sustainable Community Strategy, as well as for the Council's own 'efficient and effective' outcome.

6 RESOURCE IMPLICATIONS:

- 6.1 As officers have found in previous years, most projects and programmes cannot be accurately mapped out this far in advance, and the availability of partnership resources for joint commissioning will be unclear for some weeks to come. Costs for actions will therefore be identified as part of each project planning process.

- 6.2 The Change Plans are a basis for prioritisation of financial and human resources, and will assist in shaping the 2012/13 budget proposals. Actions will only be included at this stage if existing resources can be redirected to fund them, or there is a realistic opportunity to secure external grants or partnership contributions.

- 6.3 All officers are well aware of the challenge presented to the Council by current funding reductions, and actions in the proposed Portfolio Plans will tend to rely more on officer time than on finance, with many being 'low cost' and so absorbed by revenue budgets.

7 RISK MANAGEMENT ISSUES

- 7.1 Business planning is a process which incorporates the identification of risk, and introduction of measures to mitigate against it. The Changes Plans are themselves intended to reduce the risk that we and our partners will not deliver against the outcomes of the Community Strategy or the Council's own 'efficient and effective' outcome by providing clear direction and a set of agreed programmes to support delivery against them. In order to assess the 'direction of travel' in relation to the four outcomes, programmes are linked to performance indicators which are returned to Overview and Scrutiny Committee as part of the year-round monitoring process.

8 EQUALITIES

- 8.1 The Sustainable Community Strategy, which sits above the Change Plans in planning terms, was subjected to an equalities impact assessment. Whilst it was previously anticipated that the Change Plans would also be impact-assessed, further advice from the Council's Equalities Advisor suggests that this would yield very little in the way of new considerations. He has suggested that the most useful application of impact assessments would be on project plans setting out in detail the scope and nature of each project in the Change Plan. It is too soon in the process for this level of detail, the Commissioning Approach may lead to a variety of solutions being considered to any one identified issue or problem. The Council's new integrated assessment model will be used for Change Plan projects as they are developed.

BACKGROUND DOCUMENTS:

Change Plans for 2011/12

APPENDICES:

Appendix 1: Draft Active Communities Change Plan 2012/13

Appendix 2: Draft Economic Prosperity Change Plan 2012/13

Appendix 3: Draft High Quality Environment Change Plan 2012/13

Appendix 4: Draft Efficient and Effective Change Plan 2012/13

DRAFT ACTIVE COMMUNITIES CHANGE PLAN 2012/13

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
Theme 1 - Support and encourage community planning & volunteering	Denmead Neighbourhood Plan	1) Support Denmead Parish Council in developing a statutory Neighbourhood Plan using CLG funding for pilot Plans	The District's first Neighbourhood Plan is completed and adopted	Head of Strategic Planning Team
Theme 2 - Support local people to access high quality, affordable housing	Housing enablement	2) Take measures to improve provision of affordable housing across the District <ul style="list-style-type: none"> • Build on positive impact of Blueprint. Bring forward HRA and GF sites where possible. • Work with WDSP to bring forward sites eg WEHT, UoW, HCC • Support delivery through financial measures and LA land • Development of shared service approach with other Local Authorities. • Exploit opportunities presented by changes to national housing policies and Localism. • Review potential for HRA to fund Council new build and/or convert existing stock 	<ul style="list-style-type: none"> • Greater number of affordable dwellings • Fewer people in housing need 	Head of Strategic Housing Team

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
	Addressing homelessness	3) Consider and implement a range of measures to secure alternative options for homeless people in the District, to be determined following Cabinet report in December 2011.	Improved provision for homeless people in the District	Head of Strategic Housing Team / Head of Landlord Services Team
	Extra care housing	4) Rationalise the provision and management of Extra Care Housing in Council stock	Dementia care scheme established and all provision co-located	Head of Landlord Services Team
Theme 3 – Children and young people	Support for children, young people and their families and carers	5) Working with Local Children's Partnerships and other agencies to explore the gaps in provision, and joint action to address them.	We have completed a mapping exercise across the District, but with particular focus on Stanmore, Winnall and Highcliffe, which identifies needs, priorities for action and joint actions to address them. There is a co-ordinated approach to the delivery of services to children and young people.	Assistant Director (Active Communities) / Head of Health & Community Wellbeing Team
Theme 4 – Low levels of crime	Further development of a First Response Team for the District	6) Explore opportunities for savings through better co-ordination of area enforcement officers across WCC services.	More efficient and effective services, with greater impact leading to better outcomes for communities.	Head of Community Safety Team
	Address a range of issues linked to Houses in Multiple Occupation (HMO) at Stanmore	7) Seek further opportunities to identify and address issues in Stanmore <ul style="list-style-type: none"> • Consult on an additional mandatory licensing scheme; • Work with the other agencies to 	<ul style="list-style-type: none"> • Improved resident satisfaction with the local environment • Improved relations between students and other residents 	Head of Community Safety Team / Head of Access and Infrastructure Team

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
		<p>witness and address out of hours noise nuisance;</p> <ul style="list-style-type: none"> • Introduce new parking scheme; • Better integration of students with community via volunteering scheme • Improve appearance of untidy gardens etc 		
Theme 5 – Reducing health inequalities	Public health and wider health reforms	8) Prepare for full implementation of the NHS and wider health reforms, in particular the transfer of responsibility for public health to local government in 2013.	<p>Enhanced public health in Winchester District in future years by:</p> <ul style="list-style-type: none"> • ensuring the Council plays its part in planning for change at a county level during the transition period and beyond; • developing a new district level Health & Wellbeing Partnership Board to provide strategic leadership and co-ordination at a local level; • developing strong relationships with local GPs • developing an evidence based health and wellbeing action plan for the district. 	Head of Health & Community & Wellbeing Team
	Use London 2012 as a catalyst to encourage people to be more active	9) Make the most of the London 2012 Olympic and Paralympic Games for residents of the Winchester District, including:	Every resident of the District has an opportunity to take part in or celebrate the Games, and there is a legacy of increased participation in sport and	Head of Sport and Physical Activity Team

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
		<ul style="list-style-type: none">• implementing at least three initiatives to encourage people to be more active in the lead up to and during the London 2012 Olympic & Paralympic Games.• Torch Relay• Community Live Site• Personal Bests	physical activity across the District.	

DRAFT ECONOMIC PROSPERITY CHANGE PLAN 2012/13

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
Theme 1 – Exploiting the District's Cultural strengths	Encouraging innovative solutions to premises and transport challenges in the Town area	1) Economic Vision for Winchester Town	We have a clear and agreed economic vision and plan for Winchester Town	Corporate Director (Operations)/ Assistant Director (Economic Prosperity)
	Silver Hill Regeneration Scheme	2) Silver Hill Project	We have worked with the development company to ensure good progress against the project plan for Silver Hill, to bring about a vibrant new quarter of the Town	Corporate Director (Operations)/ Head of Estates
	Ensuring that local planning policies and practices create the right framework for economic prosperity in the District	3) Local Development Framework for the Winchester District	The Local Development Framework has been formally approved and adopted	Head of Strategic Planning Team
		4) Masterplanning for the Whiteley Extension MDA	We have secured a high quality of development, and the creation of a successful and sustainable community.	Head of Strategic Planning Team
Theme 2 – Building a low carbon economy	Creating local jobs for local people	5) Low carbon enterprise funding	We have explored options for securing and providing finance for low carbon business developments in the Winchester District, as a basis for a partnership action plan	Assistant Director (Economic Prosperity)
	Ensuring that buildings and processes are energy- and resource-efficient, and optimising the business and job opportunities that this will bring	6) Fieldfare LEADER programme	We have delivered the LEADER programme in full and achieved high levels of satisfaction, and prepared for the next round of LEADER funding	Head of Economy and Arts Team

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
Theme 3 – Skills and Ambitions	Improving work options for young people in Winnall and Stanmore	7) Action plan for young NEETs (not in education, employment or training)	We have agreed an action plan with our partner agencies to reduce the level of young unemployed in our priority wards	Assistant Director (Economic Prosperity)
	Reducing barriers to work in rural areas	8) High speed Broadband for Hampshire	We have worked with Hampshire County Council and BT to roll out high speed Broadband across the Winchester District and rest of Hampshire	Head of Economy and Arts Team / Hampshire County Council
		9) LDF core policies for rural business	We have established practical planning processes and policies which support the development of a thriving rural economy	Head of Strategic Planning / Assistant Director (Economic Prosperity)
Theme 4 – Businesses are good neighbours	New development provides benefits for local people	10) Cultural Strategy for Winchester District	We have a cultural strategy in place which provides the best justification for future developer contributions and funding to be spent on projects, services and facilities which make the District a great place to live for all	Assistant Director (Economic Prosperity)
	Businesses participate in policy- and decision-making, and in the wider life of the District	11) Business Improvement Districts	We have supported the Winchester and Segensworth BIDS, leading to a referendum in favour of a second five year life for each	Head of Economic Development Team

DRAFT HIGH QUALITY ENVIRONMENT CHANGE PLAN 2012/13

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
Theme 1 – Reduce the District's greenhouse gas emissions and adapt to a changing climate	Climate Change Programme Climate Change Programme	1) Deliver year 1 objectives of the City Councils carbon reduction plan including energy reduction projects.	Reduction in carbon emissions from City Council activities	Assistant Director (High Quality Environment)
		2) Re-evaluate options for delivery of Solar Photo-Voltaic installations to Council Housing stock once outcome of Housing finance options are complete	<ul style="list-style-type: none"> • Contribution towards carbon reduction targets. • Reduced fuel poverty. Reduced energy costs for tenants. 	Head of Landlord Services
		3) Deliver the priorities within City Council's Travel Plan following any amendments resulting from the conclusion of the Carbon Reduction ISG	Reduction in carbon emissions from City Council activities	Assistant Director (High Quality Environment)
		4) Housing Stock energy plan - Develop City Council housing stock 10 year energy plan with implementation plan	<ul style="list-style-type: none"> • Contribution towards carbon reduction targets. • Reduced energy costs for tenants. • Reduced fuel poverty. 	Head of Landlord Services Team
		5) Commission a 'Green Business' recognition scheme promoting green credentials as a business development/recruitment tool. Scheme to be targeted at large scale employers with high energy use.	Reduction in District carbon emissions	Assistant Director (High Quality Environment)
		6) Commission the delivery of a climate change community engagement and behavioural change programme	Reduction in District carbon emissions	Assistant Director (High Quality Environment)
Theme 2 – Protect and enhance the District's rich biodiversity and	Natural Environment Forum programme	7) Delivery of projects identified at the workshop in October 2011 lead by partners from the Natural Environment forum. See note (1)	Improved biodiversity and habitats	Head of Landscape & Open Spaces Team

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
habitats				
Theme 3 – Protect and improve our landscapes and townscapes	Environmental Improvement Programmes	8) Deliver programme of Environmental improvements on estates with targeting of Winnall and Stanmore priority neighbourhoods	Improved customer satisfaction with condition of estates	Head of Landlord Services
	Streetcare Management	9) To review and develop improved neighbourhood management and streetcare maintenance procedures linked to existing resources and the City Council's newly established streetcare team.	Improved customer satisfaction with condition of streets	Assistant Director (High Quality Environment) / Head of Access and Infrastructure Team
Theme 4 – Use the District's natural resources wisely	Natural Environment Forum programme	10) Delivery of projects identified at the workshop in October 2011 lead by partners from the Natural Environment forum. See note (1)	Improved usage and management of sites and land	Head of Landscape & Open Spaces Team
Theme 5 – Minimise the impact of traffic and transport	Air Quality	11) To update the Air Quality Action Plan incorporating the agreed conclusions of the Air Quality ISG.	<ul style="list-style-type: none"> Improved air quality and compliance with legal requirements Better links to other transport plans and strategies 	Head of Environmental Protection Team
	Winchester Transport Forum	12) Delivery of projects linked to the Sustainable Transport Funding implementation using the following themes: <ul style="list-style-type: none"> City Centre and freight Travel Planning Low emission vehicles Public Transport 	Reduced carbon emissions from transport	Assistant Director (High Quality Environment) / Head of Access and Infrastructure Team
Theme 6 – Waste minimisation	Waste Minimisation Plan	13) Develop a District waste minimisation plan with East Hampshire District Council	<ul style="list-style-type: none"> Reduction in waste arisings Improved recycling rates Reduced contamination of 	Assistant Director (High Quality Environment)

Theme	Programme	What will we do	Expected Outcome	Who's Accountable
			recycling	

Note 1 Projects identified which will be subjected to feasibility study are as follows

1. Actively promote branding and markets for conservation grade produce (firewood, meat etc.) and overcome barriers to supply
2. Produce layman's guidance on value of natural environment and how we damage it
3. Committee reports should set out benefits of proposals for wider environment and ecosystem services
4. Planning policy guidance
5. Enable community groups to take 'control' of local sites
6. Awareness – Wild Trek trailer
7. Pilot project Demonstration projects:
 - Verges
 - Green roofs
 - Farley Forest
8. Woodfuel – Recognise benefits of woodfuel and develop project to pilot use of woodfuel. Putting a value on the environment in respect of contribution to health and well-being.

DRAFT EFFICIENT AND EFFECTIVE COUNCIL CHANGE PLAN 2012/13

Theme	Programme of work	What we will do	Expected outcome	Lead Officer
Theme 1 - Being an employer of choice	Provide staff with the skills to work flexibly across the organisation, and ensure key services are supported in the context of financial constraints.	Ensure that staff moving within the Council as part of 1Team secondments are supported and given proper training so that they can be effective in their new roles.	Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively, whilst officers are given opportunities to further develop their skills.	Head of Organisational Development
Theme 2 - Providing customer service we're proud of	Put customers first. Listen, understand & respond to customer needs. Deliver easy to access advice, information and services	Review areas for development highlighted by the Customer Service Excellence accreditation process Review our service standards to ensure what we deliver matches customer requirements and expectations	We understand what our customers need and want and design our services to match. Customer satisfaction with the Council's services is high	Head of Customer Service
	Make it easy for people to contact us and access our services.	Continue work on our website, including services reviewing their presence on the website, how it can be improved and how avoidable contact can be reduced		Head of Communications
Theme 3 - Providing services which are flexible and value for money	Improve transparency and provide residents and potential service providers with information about the Council and how we are performing	Review what information we hold about our district and services and publish it as far as possible in an accessible form on the website.	Better public access to service and financial information Compliance with Government guidance	Head of Policy
	Seek opportunities to run our services more efficiently by collaborating with other local authorities or organisations to share services	Review the following elements of HR for opportunities to share services or procure services more cost-effectively: Recruitment, Employer Law advice & Learning & Development Services	Services are delivered to residents more cost effectively and to at least the same standard as when provided separately.	Head of Organisational Development
		Explore models to share regulatory services across the Four Authorities (Test Valley BC, East Hampshire DC,		CX

Theme	Programme of work	What we will do	Expected outcome	Lead Officer
Theme 3 - continued		Havant BC and Winchester CC)		
		Explore models to share remaining elements of Strategic Housing: Housing strategy and enabling, homelessness and housing advice, and private sector housing.		CX
	Further opportunities to share IT with Test Valley BC are pursued.	Investigate the next steps for shared IT service.		Head of IMT
	Facilitate effective working amongst staff by providing an efficient electronic document records management system (EDRMS)	Review the support requirements for the Council's current EDRMS and implement a new system if appropriate.	Less paper within offices and improved sharing of information. Reduction in office storage requirements Improved records management, disposal and retention management and electronic and automated workflow. Staff are able to access more documents remotely, allowing them work more flexibly.	Head of IMT
	Ensure the Council's financial system is fully exploited.	Further develop the use of Financials and provide further training for staff to make the best use of the system.	Staff are empowered to manage their budgets more effectively and the Finance Team are able to deliver a more efficient service to the Council.	Head of Finance
To provide staff with the skills to work flexibly across the organisation, and ensure key services are supported in the context of financial constraints.	Review opportunities to create a shared resource for admin and business support across teams. (subject to business case approval early 2012)	Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively, whilst officers are given opportunities to further develop their skills.	Head of Organisational Development	

Theme	Programme of work	What we will do	Expected outcome	Lead Officer
	Continue our service redesign programme linked to our workforce planning to make sure our staffing structure supports the running of efficient services.	Review our services with a view to find more efficient ways of working.	Services are reviewed to ensure they are provided in the most efficient and effective way.	Head of Organisational Development
Theme 4 - Buildings which are fit for people and fit for purpose	Deliver an effective Asset Management Plan for the Council.	Implement the Asset Management Plan	The Council's fixed assets are employed to best effect in securing the Council's priorities, their condition and value are improved and their revenue income stream is developed.	Head of Estates
	Exploit opportunities to provide office accommodation to our partners	Explore opportunities to provide voluntary sector partners based at City Offices with back office services.	Customers and partners are provided with a single point of contact for a variety of services. The Council supports and develops potential service providers in the voluntary and community sector.	Assistant Director (Active Communities)
	Deliver a realistic and affordable Capital Programme	Create a Capital Programme which prioritises projects for delivery once financing becomes available.	The Council delivers the key Member and community aspirations via its capital programme.	Head of Finance
Theme 5 - Being fit for the future	To ensure the Council works as one, encourages creativity, empowers staff and finds ways of saying 'yes'.	Develop corporate commitments to transformation	A positive and supportive staff response to organisational transformation.	CX Head of Organisational Development
	The Council forms an appropriate local response to changes in the local Standards regime.	Review local Standards in accordance with Government guidance, having regard to Standards for England abolition during early 2012	Council approved Standards framework which continues to maintain high levels of probity and ethics for Members	Corporate Director (Governance); Head of Democratic Services
	Respond to central Government policy, including changes to how	Confirm relevant procedures and work needed to comply with Localism Bill changes once the Bill is passed.	The City Council is fit for the future and makes the most of the localism agenda for the benefits of Winchester	Corporate Director (Governance); Head of Democratic

Theme	Programme of work	What we will do	Expected outcome	Lead Officer
	local government is financed (including HRA), changes to the planning system and other elements set out in the Localism Bill and Welfare Reform Bill.		residents and businesses.	Services
Theme 5 - continued		Put into place appropriate systems to effectively deal with the changes to housing benefit, council tax benefit and the proposed retention of NNDR.		Head of Policy Head of Revenues
		Support Denmead as a 'front runner' area for neighbourhood planning		Head of Strategic Planning
	Ensure the Council successfully manages its borrowing requirements.	Make sure we have the skills to support our treasury management approach.	The Council's Treasury Management Strategy supports the delivery of Member and community aspirations.	Head of Finance
	Deliver an effective medium term financial strategy.	Set a balanced budget for a 3 year period.	Improved forward planning enabling better management of outcomes and greater financial resilience.	Head of Finance
	Prepare the Council for the introduction of Individual Elector Registration in 2014.	Put into place appropriate systems to make the change to Individual Elector Registration.	The transition to Individual Elector Registration is smooth and introduced with the minimum of disruption.	Head of Democratic Services