

COUNCIL

8 January 2014

ADOPTION OF COMMUNITY STRATEGY AND PORTFOLIO PLANS 2014/15

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

CAB2503 – 11 September 2013: Winchester District Sustainable Community Strategy refresh 2013 – Consultation Draft

CAB2512 – 11 September 2013 : Outcome of the Council's Corporate Peer Challenge

CAB2533 – 4 December 2013 : Adoption of Winchester District Community Strategy 2010- 2020

EXECUTIVE SUMMARY:

At its meeting on 4 December, Cabinet approved the revised Community Strategy 2010-2020 set out in Appendix 1 to Report CAB2533, subject to further changes which are now set out in this Report (para 1.3 refers).

The revised Strategy clarifies the Council's Priority Outcomes and Objectives and this has provided an opportunity to review how the Council presents its Delivery Plan for the Community Strategy, which is currently through a two tier process of high level Change Plans followed by detailed Portfolio Plans.

The proposal is to merge Change Plans and Portfolio Plans. The revised plans will be referred to as Portfolio Plans and will set out for each Portfolio Holder their areas of responsibility and the key projects they will be held accountable. These will be monitored formally through The Overview and Scrutiny Committee twice a year with the details updated on the Council's website more regularly. This revised process

also responds to the findings of the Corporate Peer Review which commented on the lack of clarity about roles and responsibilities and the inconsistent application of Change Plans across the organisation.

This report requests adoption of the amended Community Strategy. It also recommends adoption of the Portfolio Plans 2014/15 which are appended as Appendix 1 to this Report..

The recommendations have been updated to replace those set out in Report CAB2533.

RECOMMENDATIONS:

1. The responses received during the consultation period be noted,
2. The Community Strategy 2010 -2020 be adopted, as attached at Appendix 1 to Report CAB2533, and amended by paragraph 1.3 of this Report, subject to any final minor amendments to be undertaken by the Head of Policy in consultation with the Leader of the Council.
3. The Chief Operating Officer be given delegated authority to make the appropriate changes to the Constitution to give effect to the replacement of Change Plans with Portfolio Plans, as outlined in section 5 of Report CAB2533
4. That the Portfolio Plans for 2014/15 as set out in Appendix 1 to this report be adopted, subject to approval of the Council's budget in February 2014. The Head of Policy be given delegated authority in consultation with the Leader of the Council to make any consequential minor amends to ensure clarity and consistency.

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REPORT OF CHIEF EXECUTIVE

DETAIL:

1. Introduction

- 1.1. At its meeting in December (CAB2533 refers) Cabinet recommended for adoption by Council a revised Community Strategy, which now focuses on the role of the City Council in delivering its services and projects, either independently or in partnership.
- 1.2. At that meeting representatives from the communities of Stanmore and Winnall raised concern that the lack of specific reference to the priority areas of Stanmore and Winnall would make it much more difficult for community organisations to apply for grants and other assistance from various bodies. The Leader agreed to give further consideration to amending the wording of the Strategy to address these concerns.
- 1.3. It is therefore suggested that paragraph 2.5 of the revised Strategy as appended to CAB2533 is amended to read, "Our Strategy will be to give special attention to all areas in the District identified as being in greatest need. We will direct plans and projects to support the areas so identified. Stanmore North and Winnall West will continue to receive our continuing programme of support as the main areas of special need, being in the bottom 25% of the most deprived areas in Hampshire based on 2010 Indices of Multiple Deprivation data'.
- 1.4. Furthermore, the revised Strategy articulates a clear direction for the Council, in terms of establishing a Vision and four Priority Outcomes each followed by a series of objectives. These objectives will provide a focus for the projects which are to be taken forward and provides both a structure as to how the Council operates and how it identifies new projects and programmes.
- 1.5. This reflects the findings and recommendations of the Corporate Peer Review undertaken in April 2013 and reported to Cabinet in September (CAB2512 refers). In particular, the Peer Review report recognised the need to 'develop a tightly focused set of corporate priorities and measurable outcomes to better define the organisational purpose of the City Council'.
- 1.6. The Peer Review report also referred to a lack of clarity about roles and responsibilities and sense of purpose of the various governance

arrangements and made specific reference to current Change Plans and their inconsistent implementation in different parts of the Council. The report went on to recommend the establishment of streamlined planning and decision making processes and for the scheduling, sequencing and interdependencies between projects to be effectively managed and to establish clear, smart targets to ensure robust project and performance management.

1.7. At present the Community Strategy is delivered and monitored through a series of Change Plans, which list a range of projects under the four priority outcomes, and are updated annually in the autumn. The Council also has a series of Portfolio Plans which provide more detail of some of the projects identified in the change plans. These are approved through the Portfolio Holder decision making process in the spring, and include key milestones and responsible officers. Progress against Change Plans is reported twice a year to The Overview and Scrutiny Committee, during the autumn (mid year) and in June/July (end of year/out turn), with no formal follow up monitoring reports for the Portfolio plans.

2. Proposed Portfolio Plans

2.1. Reports CAB2503 and CAB2533 referred to the proposed merge of Change Plans and Portfolio Plans. The revised plans will be referred to as Portfolio Plans and will set out for each Portfolio Holder their areas of responsibility and the key projects which help deliver each of our Priority Outcomes and for which they will be held accountable. Many of the activities listed in existing Change Plans and Portfolio Plans are carried forward for 2014/15.

2.2. Each Portfolio Plan will consist of a summary front page which not only lists the significant projects the respective portfolio holder is responsible for, but also includes a personal statement setting out what they wish to achieve within the area of their portfolio responsibility. Importantly these projects are listed under the Priority Outcome they help to achieve.

2.3. This is followed by schedules which provide the detail as to the key milestones, officer responsible and budget allocated. The schedules also include a section on 'what will success look like'. This will allow for the establishment of more meaningful performance indicators that actually assess the impact of the project or programme rather than a simplistic view as to whether the project/programme was completed on time and to budget as is the current situation.

2.4. The benefit of this single reporting system can be summarised as:

- Only one set of plans need to be prepared and updated and processed through the normal reporting procedures rather than two previously;
- Presentation is simplified, allowing users to identify how the Council's Priority Outcomes and Objectives as set out in the Community Strategy are being delivered,

- Portfolio Holders are held accountable for delivery and therefore establishes clear reporting lines and linkages with the Community Strategy– each Portfolio Holder’s web page will be updated with their respective plan to illustrate their responsibilities and progress with implementation.
- Formal reports will be made to The Overview and Scrutiny Committee twice a year, with more regular updates made available on the Council’s web site – this will reflect the desire for more dynamic reporting and with data published more regularly, will provide both members and the public a clear update as to the status of many of the Council’s activities.
- By listing all the Council’s significant projects this will correlate with the budget setting procedures and timescales.

2.4 The Portfolio Plans are set out in full at Appendix 1.

OTHER CONSIDERATIONS:

3. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 3.1. This Report requests adoption of the revised Community Strategy as amended and adoption of Portfolio Plans which will form the delivery plan to the updated Community Strategy. It will be necessary for the Chief Operating Officer to be given delegated authority to make the appropriate changes to the Constitution to give effect to the replacement of Change Plans with Portfolio Plans. A number of consequential changes to report templates etc will also be made to reflect the revised delivery plan format.

4. RESOURCE IMPLICATIONS:

- 4.1. The merge of Change Plans with Portfolio Plans into a single Portfolio Plan will provide for more efficient and effective performance management of the Council’s activities. This will also reduce the amount of both officer and member time in preparing and considering two separate reporting systems, as is the current system.
- 4.2. The Portfolio Plans will establish key projects and programmes for the forthcoming financial year. Some activities will require the setting of a new budget through the established budget setting process, whereas others will set priorities for teams which can be achieved by prioritising existing staffing or other budgets. Where items relate to the Council’s Capital Programme then these will require separate approval through the normal procedures.

5. RISK MANAGEMENT ISSUES

- 5.1. The Council’s desire is to provide the right service, in the right way, at the right cost and at the right time to our communities and the Portfolio Plans set out the direct role of the Council in delivering the Community Strategy.

- 5.2. The Portfolio Plans being based on a range of projects and programmes already identified, reduce the risk that we will not deliver against the priority outcomes of the Community Strategy. Risk is also reduced through reference to budget and staff resources within these Plans, which identify where funds exist. Where there is a requirement for a growth item then this will need to be considered through the normal budget process.
- 5.3. In addition, the Council's project management process requires a full risk assessment, providing further controls over risks associated with the significant projects included in the Portfolio Plans.

BACKGROUND DOCUMENTS:

Existing delivery plans can be viewed at <http://www.winchester.gov.uk/about/council-structure/sustainable-community-strategy/>, together with the revised Community Strategy.

APPENDICES:

Appendix1: Portfolio Plans 2014/15

Council Leader's Portfolio Plan 2014/15

With responsibility for Major Projects, Policy, Communications and New Homes Delivery.



'As Leader of the Council I have ultimate responsibility for the whole of the Council's services and activities. I am however, particularly interested in projects which deliver new homes for our residents and ensuring all major businesses can flourish and major projects contribute to the wider economic wellbeing of the Winchester District including new homes, Silver Hill redevelopment and River Park Leisure Centre. I am aware of the constant financial pressures on Local Government and am therefore keen to ensure that the Council continues to provide the right level of service it can to all our communities.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs

- Achieve the agreed Council House New Build Programme.
- Provision of an Extra Care Housing Scheme in Winchester.

Objective: Provide accessible sport and recreation

- River Park Leisure Centre – consideration of replacement facility

Prosperous Economy Priority Outcome

Objective: Support the local economy

- Preparation of a development strategy for Station Approach to generate high specification business premises in the centre of the city.
- Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities.

Key documents and strategies linked to the objectives in this Portfolio Plan.

[New Homes Delivery Programme](#)

[Asset Management Plan](#)

Capital Programme

Leader Portfolio Plan 2014/15

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Achieve the agreed Council House New Build Programme.	Completion of new build already started including Dever Close, Micheldever; Bourne Close, Otterbourne and Station Close, Itchen Abbas	During 2014	Assistant Director (Chief Housing Officer)	Increase in supply of affordable housing across the District, with the aim to deliver an average over 30 new homes per year over the next ten years. Attractive and high quality developments allowing existing tenants to move or downsize to release family dwellings.	2014/15 £6.5m HRA Capital Programme
	New Queens Head – Approval of planning permission, start on site.	Apr 2014			
	Victoria House – Approval of planning permission, start on site.	Summer 2014			
Provision of an Extra Care Housing Scheme in Winchester	Report to Cabinet	June 2014	Assistant Director (Chief Housing Officer)	Increased provision of specialist housing for those requiring additional support	HRA contribution £6.433m
	Planning application submitted	July 2014			
	Construction started	Early 2015			
Objective: Provide accessible sport and recreation					
River Park Leisure Centre – consideration of replacement facility	Agreement of which scheme to take forward	mid 14	Corporate Director	Location and form of replacement facility to reflect the views of the local community	Up to £100k for initial technical reports and financial appraisal

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Prosperous Economy					
Objective: Support the local economy					
Preparation of a development strategy for Station Approach to generate high specification business premises in the centre of the city.	To be included as a land allocation policy in Local Plan Part 2	July 14	Assistant Director (Built Environment)	Land allocation policy that delivers quality development	Capital Programme for 2014/15
	Implementation of policy through approval of planning applications that will follow	mid 14		Grant of planning permission	
	Budget identified	Feb 2015		High quality development that will boost economic activity in this area and positively contribute to the public realm.	
	Development to commence on site	2015/16			
Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities	Planning Application to be submitted in March 2014	March 2014	Corporate Director	Approval of planning application and commencement of development leading to a high quality development.	£7m in Capital Programme
	Approval of planning application	autumn 14			
	Commencement on site	late 14			

Deputy Leader Portfolio Plan 2014/15

With responsibility for Economic Development – Economy and Arts, Tourism, Museums, Community Grants, Sport and Physical Activity.



'As Portfolio Holder for Economic Development, I am committed to making the Winchester District a prosperous place, where everyone has enough to enjoy a good quality of life.

I am keen to see more entrepreneurship and more innovation across the District, supported by our two universities and our excellent schools. I aim to provide new opportunities for jobseekers, especially those who are young or who face exceptional personal challenges.

I work with my fellow Cabinet Members to ensure the Council is seen as a friend to business, and not a barrier. I also collaborate with partners such as the Winchester Business Improvement District, the Chamber of Commerce and Hampshire County Council to create the right environment for commercial success.'

The Council has four priority outcomes included in its Community Strategy. Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Active Communities Priority Outcome

Objective: Provide accessible sport and recreation

- Deliver the 2012 Olympics Legacy Framework in partnership with the Sports & Physical Activity Alliance.

Prosperous Economy Priority Outcome

Objective: Support the local economy

- Foster enterprise through a Workspace Winchester project;
- Support the roll out of superfast rural broadband in the District;
- Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy;
- Commission a Planning Framework to support long term business performance in Winnall;
- Commission the delivery of a business support portal for small to medium enterprises
- Commission a targeted support service to ensure the resilience of our not-for-profit sector.

Objective: Promote education and training

- Support local jobseekers via one to one mentoring service,
- Establish an Employment and Skills Partnership for the District,
- Sign up to the National Skills Academy for Construction,

Objective: Promote tourism and the cultural assets of the District

- Deliver a major campaign in support of the World War 1 Commemorations, in conjunction with the Hampshire Big Theme partnership;
- Produce a Destination Management Plan for Winchester and the Heart of Hampshire,
- Deliver Cultural Strategy for the Winchester District

Effective and Efficient Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce.

- Work with Hampshire County colleagues to deliver a strong and ambitious cultural trust, to take delivery of the Council's museum services from summer 2014.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Economic Strategy, 2000 – 2010

Stanmore Planning Framework, adopted 2013

Low Carbon Route Map, pending adoption in Jan 2014

Cultural Strategy, pending adoption in Dec 2013

Deputy Leader Portfolio Plan 2014/15

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provide accessible sport and recreation					
Deliver the 2012 Olympics Legacy Framework in partnership with the Sports & Physical Activity Alliance	Winchester Criterium	Aug 2014	Assistant Director (Economy & Communities)	Indicators below, measured against baseline in Framework document:	Existing budgets and other resources External funding as available
	Health and Wellbeing outreach programme	Mar 2015		No of participants/spectators	
				No of participants/reduction in long term limiting illnesses.	
				No of participants	
	Disability Sport Activity Programmes	Mar 2015		No of grants awarded	
	Legacy sports grants	Mar 2015		Increase in no of level 1 and level 2 coaches	
	Coach development			No of participants/reduction in long term limiting illnesses.	
Doorstep activities - tenants	Mar 2015	More participants in sport and physical activity			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Prosperous Economy					
Objective: Support the local economy					
Foster enterprise through a Workspace Winchester project	Identify potential premises in Town area	Mar 2014	Assistant Director (Economy & Communities)	Delivery of finished workspace project as set out in project initiation documentation %age occupation of workspace	Existing allocation in capital programme
	Draw up project documentation	Apr 2014			
	Cabinet report with business case	May 2014			
	Advertise opportunity on SE Business Portal	May/June 2014			
	Deliver project in line with project plan	Mar 2016			
Support the roll out of superfast rural broadband in the District	Start of roll out of rural broadband	Mar 2014	Assistant Director (Economy & Communities)	%age of households able to access superfast Broadband across the District compared with pre-roll-out provision %age of VAT-registered businesses able to access superfast Broadband compared with pre-roll-out provision	Existing budgets and other resources
	Work with EM3 and Hampshire County Council to identify solutions for localised business need in roll-out programme	Ongoing			
	Roll out of rural broadband finishes	Mar 2017			
Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy	Advertise first investment opportunities on SE Business Portal, and follow through expressions of interest	Feb 2014 and then ongoing	Assistant Director (Economy & Communities)	Delivery of the District's 30% carbon reduction objective and associated creation of a green economy	Existing budgets and other resources External investment
	Deliver wood fuel event to build supply chain locally	March 2014			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Explore mechanisms to fund energy efficiency retrofit programmes and investment in renewable electricity and heat in both Council and other buildings, such as:	Ongoing			Partnership contributions
	Develop working with Sparsholt College on proposal for centre for alternative technologies	Ongoing			
Commission a Planning Framework to support long term business performance in Winnall	Finalise specification for Planning Framework commission	Jan 2014	Assistant Director (Economy & Communities)	Delivery of a prioritised action plan to improve business performance at Winnall All stakeholders support the Framework and are agreed on their role in delivering it.	Commissioning budget £15k HCC partnership contribution of £5k
	Advertise for consultants	Feb 2014			
	Framework drafted and submitted	July 2014			
	Framework and action plan adopted by Council	Sept 2014			
	Delivery of Council-led actions in action plan	Ongoing from Sept 2014			
Commission the delivery of a business support portal for small to medium enterprises	Develop service specification	Feb 2014	Assistant Director (Economy &	High level of customer satisfaction with new service	Commissioning budget High likelihood

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Consult with other local authorities on options for co-commissioning	Feb 2013	Communities)	Good coverage/reach of service across Winchester District	of other contributions, but project will be scaled according to budget available
Consult with business groups on draft specification	Feb 2013				
Advertise on SE Business portal	Mar 2013				
Preferred bidder appointed and service starts to operate	May 2014				
Six month review	Nov 2014				
Commission a targeted support service to ensure the resilience of our not-for-profit sector	Finalise specification	Jan 2014	Assistant Director (Economy & Communities)	High level of customer satisfaction with new service	£50k virement from community grants budget
Advertise for service delivery organisations	Jan 2014	Good coverage/reach of service across Winchester District		Co-commissioning contribution from HCC (total tbc in Jan 2014)	
Preferred bidder appointed and service starts to operate	Apr 2014				
Three month review, including customer feedback	July 2014				
Support WACA through first quarter transition period as required	July 2014				
Six month performance review of new operator with HCC officers	Oct 2014				

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Objective: Promote education and training					
Support local jobseekers via one to one mentoring service	Specification for volunteer mentoring drafted and tested on stakeholders	Jan 2014	Assistant Director (Economy & Communities)	Service provider appointed and inducted	£20k pa commissioning budget
	Project team assembled and meetings agreed	Jan 2014		Volunteer mentors recruited, in line with project plan	£20k pa Revenues budget
	Specification advertised on SE Business Portal	Jan 2014		Volunteer mentors trained	Two year pilot, each year funded as above
	Preferred bidder appointed and inducted	Mar 2014		Pilot mentor assignments evaluated	
	Project plan agreed and future actions aligned	Mar 2014			Possible additional contribution from local church
Establish an Employment and Skills Partnership for the District.	Draft terms of reference	Feb 2014	Assistant Director (Economy & Communities)	Active relationship between schools, employers and other agencies supporting jobseekers	No significant cost
	Preliminary meeting of interested parties - membership agreed and chair appointed	Mar 2014			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Regular meetings planned and taking place	From Apr 2014			
	Work programme agreed, including development of employer engagement work to support apprenticeships/work placements	June 2014			
Sign up to the National Skills Academy for Construction	Develop evidence base/method statement in line with guidance from National Skills Academy (NSA)	Feb 2014	Assistant Director (Economy & Communities)	Establish agreed standards for developers in providing employment and training opportunities for local jobseekers	No significant cost
	Complete application to NSA, following consultation with colleagues	Mar 2014		Number of employment and development opportunities secured as a result of the agreement	
	Roll out for Council-led building project	From May 2014			
Objective: Promote tourism and the cultural assets of the District					
Deliver a major campaign in support of the World War 1 Commemorations, in conjunction with the Hampshire Big Theme partnership	Continued active participation in Hampshire Big Theme project working groups	Ongoing	Assistant Director (Economy & Communities)	Unique visits and contributions to digital platform (interactive website)	Corporate events budget for 2014/15 £20k
	Production of military connections film and leaflet	Oct 2014		Advertising equivalent editorial achieved in response to new film/leaflet	Carry forward of £5k from 2012/13 to support Morn Hill project
	Support for new Winchester poetry festival with focus on war time poetry	Nov 2014		Attendees at key events	
	Commissioning of Morn Hill	Nov 2014			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Memorial, and support for associated events and outreach work			and exhibitions Customer feedback on above	
	Participation in Hampshire-wide programme of museum exhibitions	Dec 2014			
	Encourage participation by parishes, businesses and military stakeholders in commemorations via grants, advice and networking	Ongoing			
Produce a Destination Management Plan for Winchester and the Heart of Hampshire	Plan drafted for consultation with stakeholders	Aug 2014	Assistant Director (Economy & Communities)	Growth of visitor economy during life of Plan, measured via bi-annual economic impact studies against pre-Plan baseline	No cost to producing plan Plan to identify funding for delivery of actions
	Plan approved by DMP Members and funders	Sept 2014			
	Delivery of Plan commences	Oct 2014			
Deliver Cultural Strategy for the Winchester District	Launch at Cultural Conference	Feb 2014	Assistant Director (Economy & Communities)	Cultural leadership group established and operational Value of external funding attracted Delivery of vision set out in Cultural Strategy	Accommodate d within existing revenue budgets Any proposals for growth to be brought back to
	Establish cultural leadership group	Mar 2014			
	Establish cultural networking programme	May 2014			
	Work programme agreed	June 2014			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	Ongoing delivery of work programme	From June 2014			Cabinet for consideration
Priority Outcome: Effective and Efficient					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Work with Hampshire County colleagues to deliver a strong and ambitious cultural trust, to take delivery of the Council's museum services from late summer 2014	Interim board established and active	Feb 2014	Assistant Director (Economy & Communities)	Customer satisfaction levels	Transition budget of £29k agreed by Cabinet in Oct 2013
	Final decisions on legal agreements, staffing and other matters taken by Cabinet	Mar/Apr 2014		Staff satisfaction levels	
	Trust begin delivery of services, with associated transfer of staff and assets	Sept 2014		Visitor numbers to museums sites	
	HCC support service contracts successfully initiated (HR, Legal, Finance)	Sept 2014		Participation in education/outreach programmes	
				External funds secured	

Finance and Organisational Development Portfolio Plan 2014/15

With responsibility for Finance and Organisational Development – Financial Services, Revenues and Benefits, IMT, Organisational Development.



'As Portfolio Holder for Finance & Organisational Development I want to make sure that the Council has the right staff in place and the right resources available to enable it to deliver the outcomes in the Community Strategy and to provide the services to the residents of the District, in the present difficult financial environment. There is continued change in the way that the government provides financial support to councils and we will need to adapt our Financial and Capital strategies to ensure the continuing financial resilience of the Council'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Implement a People Strategy for the Council,
- Implement a Workforce Strategy,
- Preparation and implement a workforce plan,
- Preparation and implement a workforce development (training) plan,
- Continuation of the apprenticeship scheme,
- Preparation of a pay and reward strategy,
- Continue to achieve IT cost savings with Test Valley Borough Council,
- Implement Microsoft SharePoint to support joined up and flexible working across the authority.

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Develop a savings and income plan to balance the medium term financial forecast deficit position,

- Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk,
- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan,
- Develop effective project resourcing plans to support the delivery of the Council's capital programme,
- Dispose of or develop Council assets to support Member priorities, including City Offices.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review,
- Preparation by the Revenues Team for the introduction of Universal Credit (UC).

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Asset Management Plan

Treasury Management Strategy

Financial Strategy 2014/15 to 2018/19 (report [CAB2502](#))

Capital Programme (report [CAB2541](#))

Capital Strategy (report [CAB2510](#))

Finance and Organisational Development Portfolio Plan 2014/15

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce					
Implement a People Strategy for the Council	This is a 3 year plan with actions to be delivered during 2014-2017.	ongoing	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Implement a Workforce Strategy	This is a 3 year plan with actions to be delivered during 2014-2017.	mid 2014	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Preparation and implement a Workforce Plan	This will be a 3 year plan with actions to be delivered during 2014-2017 following approval at Personnel Committee and Cabinet by mid 2014 at the latest.	mid 2014	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Preparation and implement a workforce development (training) plan	This will be a 3 year plan with actions to be delivered during 2014-2017 following approval at Personnel Committee and Cabinet by mid 2014 at the latest.	mid 2014	Chief Executive	To provide opportunities for staff to develop through appropriate training to contribute to being a flexible workforce	Existing budget and other resources.
Continuation of the apprenticeship scheme	Decision to continue with the scheme for 14/15 .	mid 2014	Chief Executive	To provide opportunities for young people to learn essential skills to ensure longer term employment.	Revenue growth for 2014/15 to be funded from staff budgets

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Preparation of a pay and reward strategy	Strategy to be prepared and agreed by end 2014	Dec 2014	Chief Executive	Attract and retain high quality staff – be an employer of choice.	Existing budget and other resources.
Continue to achieve IT cost savings with Test Valley Borough Council	Assess potential for further savings at times of contract renewal	Ongoing	Chief Finance Officer	Increased sharing of IT resources between the two Council's resulting in cost savings and more efficient systems	Existing budget and other resources.
Implement Microsoft SharePoint to support joined up and flexible working across the authority	This project is linked with the proposals for City Offices extension – initial staff consultations spring 14	May 14	Assistant Director (Neighbourhoods & Environment)	Annual support cost saving	Existing budget and other resources.
Objective: Medium term financial planning to ensure effective use of available resources including asset management.					
Develop a savings and income plan to balance the medium term financial forecast deficit position	Establish a Budget Review Group to report on income and savings programme	Initial programme to be agreed Apr 2014	Chief Executive/ Chief Finance Officer	Robust medium term financial plan. Positive Audit assessment	Existing budget and other resources.
Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk	Initial assessment and options with treasury management advisors	Sept 2014	Chief Finance Officer	Robust capital programme. Positive Audit assessment	Existing budget and other resources.
	Strategy agreed by Council	Feb 2015			
Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan.	Strategy for maximising income from estates.	Jul 2014	Chief Finance Officer/ Head of Estates	Programme for asset management and income growth	Existing budget and other resources.

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Develop effective project resourcing plans to support the delivery of the Council's capital programme	Prepare project plans for all new projects coming forward Monitor project plans	Ongoing	Head of Major Projects	Performance Management team to assess progress with established timescales and determine risks associated with any identified slippage.	Existing budget and other resources.
Dispose of or develop Council assets to support Member priorities, including City Offices.	Preparation of options for City Offices	Ongoing	Chief Executive	To identify a scheme that will provide the Council with the appropriate amount and type of workspace to meet future challenges.	To be determined

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review.	Governance review to commence	Sept 2013	Chief Operating Officer/ Chief Executive/Head of Policy/ Head of Organisational Development	Costs savings to be achieved through utilising resources more effectively Number of successful appointments through 1 team without the need to recruit externally. Electoral review to be completed within prescribed timeframe with desired outcome	£25,000 plus £16,000 growth in 2013/14. £19,000 in 2014/15.
	Completion of Governance Review by	May 2016			
	Continuation of 1 team approach to effectively cover resource management	Ongoing			
	Electoral review to commence with discussions with the Boundary Commission	By Feb 14			
	Submission of Council size	By July 14			
	Consultation autumn 14	Nov 14			
	Draft recommendations consultation Spring 15	Feb – March 15			

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	<p>final recommendations consultation</p> <p>application of revised system</p>	<p>June 15</p> <p>May 16</p>			
Preparation by the Revenues Team for the introduction of Universal Credit (UC)	Work with partner organisations to develop an action plan to change the nature of support provided to mitigate the impact of any shortfalls.	Mar – Apr 2014	Assistant Director (Economy and Communities)	Production of an effective action plan.	Existing budget and other resources.
	Implement changes in support provision.	Mar 2015	Assistant Director (Economy and Communities)	Full implementation of action plan.	Existing budget & staffing resources. Welfare reform new burdens funding.

Built Environment Portfolio Plan 2014/15

With responsibility for Built Environment – Development Management, Strategic Planning, Building Control, Historic Environment, Engineering & Transport.



'As Portfolio Holder for Built Environment I am committed to ensuring we take every opportunity to protect and enhance the heritage and quality of the our towns, villages and countryside, including the South Downs National Park, whilst recognising the important role the economy plays in achieving this aim. I want to see a District which continues to prosper by supporting development, transport and other schemes which improve our residents', workers' and visitors' lives by providing them with high quality and sustainable housing, facilities and services and employment opportunities.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Active Communities Priority Outcome

Objective: Provide housing to meet community needs

- Facilitate the delivery of Major Development Areas in the District:
 - West of Waterlooville.
 - Barton Farm.
 - North Whiteley.
- Facilitate the development and delivery of affordable housing and extra care accommodation across the District including projects undertaken and commissioned by the New Homes Delivery Team.

Objective: Promote community cohesion

- Implement the Stanmore Planning Framework.
- Support community planning across the District.

Prosperous Economy Priority Outcome

Objective: Support the local economy.

- Facilitate and support the development and delivery of strategically important sites across the District.
- Support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside.

High Quality Environment Priority Outcome

Objective: Effective traffic management and support for transport provision.

- Seek opportunities to promote and improve sustainable and community transport provision in the District,
- Implementation of the Winchester 20mph Local Sustainable Transport Fund Project.
- Consider and implement as appropriate the recommendations of Public Transport ISG 2013.

Objective: Ensure that the quality of place we enjoy is maintained and enhanced.

- Implementation of Local Plan Part 1
- Preparation of Local Plan Part 2
- Adoption and implementation of Community Infrastructure Levy.
- Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum.

Efficient & Effective Council Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce.

- Implement recommendations of Planning Advisory Service review of Development Management.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Local Plan Part 1](#)

Stanmore Planning Framework (report [CAB2508](#))

Low Carbon Route Map, pending adoption in Jan 2014

Built Environment Portfolio Plan 2014/15

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provide housing to meet community needs					
Facilitate the delivery of Major Development Areas in the District: <ul style="list-style-type: none"> o West of Waterlooville. o Barton Farm. o North Whiteley 	i) West of Waterlooville & Barton farm – approval of reserved matters for next phases. ii) North Whiteley – Approval of outline permission followed by reserved matters for each phase.	On – going Outline permission by 2016	Assistant Director (Built Environment)	The delivery of high quality, sustainable and inclusive development.	Existing staff and other resources
Facilitate the development and delivery of affordable housing and extra care accommodation across the District including projects undertaken and commissioned by the New Homes Delivery Team.	i) Planning permission granted for schemes which make provision for affordable housing on or off site. ii) Planning permission granted for other Council schemes as they arise including New Queens Head and Victoria House.	On-going	Assistant Director Built Environment, Assistant Director (Chief Housing Officer)	The delivery of affordable housing to meet local needs.	Existing staff and other resources
Objective: Promote community cohesion					
Implement the Stanmore Planning Framework.	i) Granting planning permission for new housing, community and other facilities including for the 3 priority schemes identified at the New Queens Head, top of the Valley (Wilberforce	2013	Assistant Director Built Environment, Assistant Director (Chief Housing Officer)	i) Delivery of housing to help meet local needs and improvement of community and other facilities in Stanmore. ii) Stanmore Planning Framework reflected in	Existing staff and other resources

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Close) and infilling of garage sites to help deliver the vision and objectives of the Framework.			Local Plan Part 2.	
Support community planning across the District	i) Provide continuing support to Denmead Parish Council for the development and adoption of its Neighbourhood Plan. ii) The outcomes from informal consultations underway in the larger parishes will feed into LPP2	i) 2014 ii) Spring 2014	Assistant Director Built Environment	Adoption of Denmead Neighbourhood Plan. Publication of Local Plan Part 2	Staff time and £25,000 grant received to date to support Denmead Neighbourhood Plan

Priority Outcome: Prosperous Economy

Outcome: Support the local economy

Facilitate and support the development and delivery of strategically important sites across the District.	i) Grant permission for revised Silverhill scheme ii) Grant permission for mixed use development in the Station Approach area iii) Station Approach brief to inform Local Plan Part 2.	i) 2014/15 ii) On-going iii) 2015	Heads of Development Management and Strategic Planning	i) Delivery of a high quality, sustainable and inclusive development that will visually enhance and revitalise this part of the city centre and provide housing to help meet local need. ii) Delivery of high quality, sustainable and inclusive development that will visually enhance and revitalise this part of the city by creating a better sense of place and	Existing staff and other resources
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Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
				legibility , improve transport routes and provide employment opportunities and housing to help meet local need and to support the local economy. iii) Adoption of Local Plan Part 2	
Support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside	i) Provide pre-application advice and support to rural businesses and to grant planning permissions for appropriate development associated with the rural economy. ii) Review and up-date as appropriate the Planning Guide for Rural Businesses.	On-going	Assistant Director Built Environment	Submission of good quality planning applications which can be approved in accordance with planning policy and delivery of development which supports the rural economy.	Existing staff and other resources

Priority Outcome: High Quality Environment

Objective: Effective traffic management and support for transport provision

Seek opportunities to promote and improve sustainable community, transport provision in the District.	Support for initiatives like Dial-a-Ride, Shopmobility and Bikeabout	On-going	Assistant Director Built Environment	Delivery of a good quality services to provide choice of modes of transport for our residents.	Staff time and from existing budgets for Community Transport
Implementation of the Winchester 20mph Local Sustainable Transport Fund Project	i) Inform the public and other interested parties about the proposed new speed limit. ii) Formally advertise traffic	i)November 2013 ii) & iii) 2014	Head of Major Projects	Improved road safety and possible modal shift away from cars to walking and cycling, quality of life	Staff time and Hampshire County Council Local

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	regulation order for 20 mph speed limit and consideration of representations received. iii) Decide whether to confirm 20 mph speed limit.			improvements for residents and workers and increased footfall for businesses.	Sustainable Transport fund
Consider and implement as appropriate the recommendations of Public Transport ISG 2013	i) Liaise with Hampshire County Council officers regarding ISG recommendations ii) Formulate action plan iii) Review ISG recommendations after 12 months.	i) September 2013 ii) February 2014 iii) Review and report back June 2014	Assistant Director Built Environment	Improved information and, where possible, access to public transport across the District and access to funding streams designed to support public transport initiatives.	Staff time and from within existing budgets which support public transport provision.
Objective: Ensure that the quality of place we enjoy is maintained and enhanced					
Implementation of Local Plan Part 1	Continues to provide a positive framework for Local Plan Part 2	Ongoing	Assistant Director Built Environment	Positive consideration of planning applications submitted in accordance with Local Plan policies	Existing staff and other resources
Preparation of Local Plan Part 2	Workshops with larger parishes (except Denmead) to feedback preferred sites/options to their communities. The results of these consultations will then inform preparation of the first draft of Local Plan Part 2.	Spring 2014	Assistant Director Built Environment	Key stages achieved within agreed timescales with the Local Plan Part 2 adopted.	Existing staff and other resources plus earmarked reserve subject to confirmation in Feb 2014 as part of budget.
	Town forum and other key stakeholders workshop to look at options for the city.	Jan 2014			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Draft LDD and draft sustainability appraisal (SA) for consultation.	July 2014			
	Publication (Pre-Submission) :DD and final SA	January 2015			
	Submission of LDD & SA to Secretary of State.	May 2015			
	Examination	July- Nov 2015			
	Plan adoption	December 2015			
Adoption and implementation of Community Infrastructure Levy.	Council agrees to adopt CIL	January 2014	Assistant Director Built Environment	CIL adopted and implemented which will enable funding to be secured to provide and improve infrastructure intended to help mitigate the effects of development	Staff time and from within existing Strategic Planning budgets.
	Agree Regulation 123 list	March 2014			
	Implement CIL	April onwards			
Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum	i) Commission a consultant's report for enhancement of St Maurice's covert ii) Consider recommendations of the report and implement actions subject to available funding. iii) Facilitate or secure other environmental enhancements including improvements to external waste storage and	TBC ii) On-going	Assistant Directors Built Environment & Neighbourhoods & Environment	Improved appearance of the city centre.	Staff time and from within the Town Forum's budget including provision of a temporary additional officer resource in the Historic Environment

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	maintenance of buildings.				Team.
Priority Outcome: Efficient and Effective Council					
Objective: Ensure that the Council is resilient with an agile and flexible workforce					
Implement recommendations of Planning Advisory Service review of Development Management.	i) Put in place new key performance indicators designed to better measure performance in terms of both speed and quality of decision making. ii) Redesign planning processes and procedures to improve efficiency and create additional capacity, including a review of pre-application advice, and enhanced performance management.	i) April 2014 ii) September 2014	Assistant Director Built Environment	i) Smarter performance indicators which better manage expectations of the service, so that they in align with available resources, and which factor in outcomes and quality of decision making as well as speed. ii) A more efficient and effective service which delivers a more positive experience for users and is better placed to respond to customer needs.	Staff time and temporary additional officer resources funded by increased planning income.

Housing Portfolio Plan 2014/15

With responsibility for Housing – Housing Services, Health and Well-being.



'As Portfolio Holder for Housing I am determined to ensure the Council strives to support local residents in housing need. I'm proud of the Council's reputation as a landlord and will continue to focus on ensuring Council housing is maintained to a high standard and that the City Council's estates are places where local people want to live. I'm particularly keen to work with other housing providers to support vulnerable residents and to ensure they receive the right support to be able to live independently and have the security of a home of their own.'

Good housing is a crucial element of improving health and well being. I am pleased to chair the Winchester District Health and Wellbeing partnership and to lead the Council's contribution to the health and wellbeing of the community as a whole.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs.

- Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents.
- To work with partners to increase the supply of affordable housing across the District,
- To improve the existing housing for older people,
- Deliver a local programme of measures to prevent and address homelessness in the District,
- Deliver new units of housing where possible through conversion of former sheltered scheme communal spaces,
- Deliver an enhanced maintenance programme for Council housing stock.

Objective: Ensuring that our communities are healthy and safe.

- Working with a range of partners through the Winchester District Health and Wellbeing Partnership Board to maintain and improve the health and wellbeing of residents in the District,
- Leading the delivery of the Supporting Families Programme in the Winchester District.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced

- Deliver a WCC estates improvement programme,
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing ,
- Undertake a private sector stock condition survey using a sample of properties across the District.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Health and Wellbeing District Action Plan

Housing Strategy

HRA Business Plan 2014-44

Homelessness Strategy 2014-19, pending adoption

Low Carbon Route Map, pending adoption in Jan 2014

Stanmore Planning Framework

Housing Portfolio Plan 2014/15

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Provision of housing to meet community needs					
Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents.	<p>Increased rent payment options for Council tenants</p> <p>Further tranche of Local Welfare Assistance funding awarded by HCC.</p> <p>Further tranche of Discretionary Housing Payments funding awarded by Govt.</p> <p>Wise Move Incentive scheme delivered</p>	<p>Jan 15</p> <p>April 14</p> <p>April 14</p> <p>March 15</p>	Assistant Director (Head of Housing)	<p>Rent arrears < 2%</p> <p>70-100 tenants downsized to smaller more appropriate properties</p> <p>Access to welfare services including Local Welfare Assistance; SCRATCH; Basics Bank to sustain individuals and families in their homes</p>	£100k set aside in 2014 HRA to fund Wise Move scheme
To work with partners to increase the supply of affordable housing across the District.	Planning consent granted on 3 key sites		Assistant Director (Head of Housing)	Maximising the supply of affordable housing for rent on S106 sites – Barton Farm / North of Whiteley / Silver hill	To be determined as schemes come forward
To improve the existing housing for older people.	Refurbishment / Improvement programme in place by June 2014	June 2014	Assistant Director (Head of Housing)	Housing schemes which offer a high quality, safe and accessible environment	£200K included in Housing Capital Programme
Deliver a local programme of measures to prevent and address homelessness in the	Quarterly reviews confirming effectiveness of “No Second Night Out”		Assistant Director (Head of Housing)	First time rough sleepers being accommodated next working day.	£35k grant received to fund one year

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
District	service				appointment
	Homeless people without a Winchester connection reconnected to their home area	Jul 2014		All clients offered support to return home	Existing staff and other resources
	Improved access to private rented sector (PRS) accommodation	June 2014		6 households re-housed into PRS as discharge of homelessness duty by October 2014	Existing staff and other resources
	Work with partners to enable the provision of additional supported housing for single homeless individuals	March 2016		Residential scheme providing 15 units operational.	Support from the New Homes Planning team
Deliver new units of housing where possible through conversion of former sheltered scheme communal spaces	5 new homes occupied by March 2015	March 2015	Assistant Director (Head of Housing)	Additional units of social housing generating revenue into the HRA	£100K included in Housing Capital Programme
Deliver an enhanced maintenance programme for Council housing stock.	Programme approved	Feb 14	Assistant Director (Head of Housing)	Completion of a ten year programme to ensure that all kitchens are less than 20 years and bathrooms less than 30 years old by 2023	£1.9m pa in annual repairs programme
	Half year monitoring report	Oct 14			

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Objective: Ensuring that our communities are healthy and safe.					
Working with a range of partners through the Winchester District Health and Wellbeing Partnership Board to maintain and improve the health and wellbeing of residents in the District	Deliver the Partnership Action Plan for 2014/15	31 May 2015	Head of Health and Wellbeing		Existing staff and other resources
Leading the delivery of the Supporting Families Programme in the Winchester District	Submission of quarterly performance reports to HCC central programme team Further milestones for year 3 (2014/15) to be agreed with HCC	July 2014 Oct 2014 Jan 2015 April 2015	Head of Health and Wellbeing	For families engaged with the programme: - A reduction in the number of adults claiming out of work benefits and an increase in the number of adults back in work. - An improvement in school attendance levels leading to better attainment. - A reduction in crime and nuisance ASB in local communities.	Year three funding from HCC to be confirmed. Year two 13/14 funding: £1,750 'set up' payment & £12,050 intervention funding. Up to £850 per family also available on a payment by results (PBR) basis. WCC
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced					
Deliver a WCC estates improvement programme	Bids/proposals invited	Feb 14	Assistant Director (Head	Improved customer satisfaction with housing	£350k included in HRA for

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	Bids considered and annual programme determined	April 14	of Housing)	estates	2014/15
To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing ,	Programme delivered	Mar 15	Assistant Director (Head of Housing)	Overall SAP rating increased to > 70. Completion of Ten year programme to ensure all heating systems are less than 15 years old by 2023	£1.26m pa included in annual repairs programme
Undertake a private sector stock condition survey using a sample of properties across the District	Stock condition survey completed, including analysis of quality of HMOs	Oct 14	Assistant Director (Head of Housing)	Clear understanding of priorities / targets for intervention	£30,000 from Homelessness Prevention Grant

Neighbourhoods and Environment Portfolio Plan 2014/15

With responsibility for Neighbourhoods & Environment – Environmental Health, Environmental Contracts, Landscape and Open Spaces, Streetcare and Drainage, Community Safety and Neighbourhood Wardens, Parking and Licensing.



'As Portfolio Holder for Neighbourhoods and Environment I recognise the need to maintain and protect all aspects of our environment that impact upon not only our health and wellbeing and enjoyment of the District but also its economic vitality. Tackling such issues requires working across many agendas and my aim is to ensure that the contribution of each service is complementary and effective in order for residents to get value for money and outcomes that they expect.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Active Communities Priority Outcome

Objective: Ensuring that our communities are healthy and safe.

- Work with partners to deliver the actions within the Community Safety Partnership Plan,
- Provide neighbourhood officer support to newly developing communities within the emerging Major Development Areas.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of place we enjoy is maintained and enhanced.

- Delivery of the Air Quality Action Plan in order to improve air quality in Winchester City Centre,
- Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services,
- Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns.

Objective: Work towards a low carbon District.

- Deliver our Climate Change Programme, including actions to reduce our own carbon footprint,

- Work to reduce the levels of contaminated recyclables and increase capture rates through our Joint Waste Resources Action Plan with our partners East Hampshire District Council,

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- To support the implementation of the Low Carbon Route Map for the District,
- To work with partners to provide support and advice to businesses on regulatory requirements,
- Offer incentive and accreditation schemes such as Carbon Smart Winchester to help support businesses demonstrate their credentials to others,
- Deliver the strategy for key parking sites in the District to enable the Council to balance economic and environmental priorities

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Further develop approaches to neighbourhood management which makes a positive difference within wards,
- Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future,
- Explore other options for energy efficient lighting systems within the multi-storey car parks,
- Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Air Quality Action Plan](#)

Car Park Strategy (report [CAB2539](#))

[Climate Change Programme](#)

Community Safety Partnership Plan

Joint Waste Resources Action Plan

Low Carbon Route Map, pending adoption in Jan 2014

Stanmore Planning Framework

Neighbourhoods and Environment Portfolio Plan 2014/15

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Priority Outcome: Active Communities					
Objective: Ensuring that our communities are healthy and safe					
Work with partners to deliver the actions within the Community Safety Partnership Plan	These will be included within the plan once agreed by the Partnership.	Will be set out in the plan	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Delivery of all actions within the plan • Improvements in KPIs relating to priority areas 	Not yet known as funding from Police & Crime Commissioner not agreed for 2014/15
Provide neighbourhood officer support to newly developing communities within the emerging Major Development Areas	These are set out in the Community Development Plans for each MDA. The neighbourhood support officers contribute to these plans and address concerns as they arise	By 1 st April 2015 but also ongoing	Assistant Director (Neighbourhoods and Environment)	Better community cohesion with MDA and low level of complaints relating to crime and nuisance	Existing budgets and other resources
Priority Outcome: High Quality Environment					
Objective: Ensuring that the quality of place we enjoy is maintained and enhanced					
Delivery of the Air Quality Action Plan in order to improve air quality in Winchester City Centre	Milestones and actions are included within the City Council's Air Quality Action Plan and linked to other strategies such as Car Parking, Walking, Cycling.	See air quality action plan	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Improved air quality within the City Centre • Revocation of the air quality management area 	Existing budgets and other resources
Ensure value for money and achievement of acceptable levels of performance for the	Review milestones are set by the meeting dates of the Joint	Next report back to City Council	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Reduced levels of complaints about the service 	Total budget for the provision of

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
waste, street cleansing and grounds maintenance services	Environmental Services Committee and the Joint Environmental Services Scrutiny Committee	Overview & Scrutiny Committee is December 2014	Environment)	<ul style="list-style-type: none"> • Fewer rectification and default notices served. 	services is £3.5 million
Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns	No specific milestones are set because the numbers of prosecutions are dependant upon investigations and resulting public response. Overall aim though is to reduce the number of fly tipping incidents across the district	1 st April 2015	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Reduced number of fly tipping incidents • Increased number of successful prosecutions • Reduced clean up costs 	Existing budget and other resources.
Objective: Work towards a low carbon District					
Deliver our Climate Change Programme, including actions to reduce our own carbon footprint.	Individual actions are contained within the City Council's Climate Change Programme under 4 work streams and the Low Carbon Route Map	As set out in the Climate Change Programme	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Reduced carbon emissions across the District • A reduction in emissions from City Council's activities 	Programme supported by High Quality Environment and Economic Prosperity Commissioning budgets
Work to reduce the levels of contaminated recyclables and increase capture rates through our Joint Waste Resources Action Plan with our partners East Hampshire District Council	Work programme is set out in the Shared Waste to Resources Action Plan with East Hampshire District Council supported by the work of Project Integra's Recycle for Hampshire.	As set out within the plans	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Reduced levels of contamination in recycling material • Increased recycling rates 	A base budget of £10,000 and other projects funded where business case established income or savings will outweigh

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
					project costs
Priority Outcome: Prosperous Economy					
Objective: Supporting the local economy					
To support the implementation of the Low Carbon Route Map for the District	All milestones and dates are included within the plan linked to the Portfolio Holder Decision Notice	Milestones also included within the action plan	Assistant Director (Neighbourhoods & Environment) And Assistant Director (Economy and Communities)	Successful delivery of the route map action	No specific budget is allocated to the plan as projects will be commissioned separately or jointly funded with partners
To work with partners to provide support and advice to businesses on regulatory requirements	To develop a delivery plan with partners to assist businesses in compliance with regulatory provisions	By June 2014	Assistant Director (Economy and Communities)	<ul style="list-style-type: none"> • Agreed plan with partners • Increased compliance with legal requirements • Improved satisfaction from businesses with advice received 	Within existing budgets although there is also the opportunity to share project costs with partners
Offer incentive and accreditation schemes such as Carbon Smart Winchester to help support businesses demonstrate their credentials to others	Complete evaluation of year 2 of the Carbon Smart business accreditation scheme and make a decision on future development of the scheme	By July 2014	Assistant Director (Neighbourhoods & Environment) and Assistant Director (Economy and Communities)	<ul style="list-style-type: none"> • Completion of year 2 evaluation • Agreed way forward for the future of the scheme • High levels of business satisfaction with the scheme 	Year 2 budget for project is £24K. Budget required for year 3 will depend on how scheme develops and whether charging is introduced

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
Deliver the strategy for key parking sites in the District to enable the Council to balance economic and environmental priorities	Action Plan to deliver the recently agreed Car Parking Strategy is being developed and will be completed in time for the 2014/15 financial year.	Cabinet Feb 2014 Milestones will be included within the Action Plan	Assistant Director (Neighbourhoods and Environment)/ Head of Parking Services and CCTV	<ul style="list-style-type: none"> • Successful delivery of the strategy • Sufficient car parking spaces to maintain economic vitality without adversely affecting the environment 	Will be included within projects identified in the action plan
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce					
Further develop approaches to neighbourhood management which makes a positive difference within wards	Review progress with implementing neighbourhood management using neighbourhood support officers and links to contract management and environmental improvements	June 2014	Assistant Director (Neighbourhoods and Environment)	<ul style="list-style-type: none"> • Agreed action plan on future developments • Improved levels of community satisfaction with neighbourhood management approach 	Within the existing team budgets and opportunities are sought to achieve savings across the Council where possible.
Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future	Development of clear delivery plan for electronic options across the parking service including links to other services such as contract monitoring	July 2014	Assistant Director (Neighbourhoods and Environment)	Cost reductions to the service	Each project is assessed and met from existing capital programme
Explore other options for energy efficient lighting systems within the multi-storey car parks	Review of car parks to establish options Completion of evaluation of each project and identify any budget and	June 2014 September 2014	Assistant Director (Neighbourhoods and Environment)	Reductions in energy costs and carbon emissions	Each project is assessed and met from existing capital programme

Which projects will contribute towards the outcomes?	Milestones	Milestone Due Date	Responsible Officer	What will success look like?	Budget/ Resources
	carbon savings				
Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems	<p>Investigate options for income generation by the CCTV service</p> <p>Put forward options for consideration by portfolio holder</p> <p>Include any agreed for consideration in budget setting process for 2015/16</p>	<p>June 2014</p> <p>August 2014</p> <p>September 2014</p>	Assistant Director (Neighbourhoods and Environment)	Increased income to the City Council	Nil – project will only be progressed if it generates an income for the Council

Business Services Portfolio Plan 2014/15

With responsibility for Business Services – Legal Services, Estates, Business Management and Democratic Services



'As Portfolio Holder for Business Services I am committed to ensuring that the Council makes best use from the assets and properties included in its estates portfolio. The Council has a comprehensive Asset Management Plan which is the foundation for the investment in property over future years and will see the development of some of our assets to support the Council's priorities for the community and businesses.

Furthermore it is important that the Council operates in an efficient and effective manner ensuring good governance and providing value for money for the taxpayers of the District.

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Oversee implementation of the Corporate Peer Challenge Action Plan (including where other Portfolio Holders lead).
- Establish a programme of comprehensive service reviews across the organisation.
- Application for Customer Service Excellence re-accreditation

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Overview of Asset Management Plan
- Develop Council assets to support Member priorities, including:
 - Bar End Depot
 - Avalon House
 - Abbey Mill
 - And any other sites as they arise in liaison with Lead Portfolio Holders
- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan.
- Improve performance of the Guildhall.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Support development opportunities for the effective management of the organisation.

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Asset Management Plan

Corporate Peer Challenge Report and Action Plan (report [CAB2512](#))

Guildhall as a commercial venture – Informal Scrutiny Group (report [OS84](#))

Business Services Portfolio Plan 2014/15

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					
Oversee implementation of the Corporate Peer Challenge Action Plan (incl where other Portfolio Holders lead).	Develop opportunities for communicating success with staff and members	ongoing	Chief Executive	Positive feedback from staff and members.	Existing budget and other resources.
	Simplify corporate planning processes and Improve performance management.	ongoing		Understanding of our priorities and linkages with the business	
	Engage staff/members in discussion about 'future operating model', and in programme of staff development to support new ways of working.			Development of revised performance indicators that are more meaningful	
Establish a programme of comprehensive service reviews across the organisation	Prepare a timetable for reviews	Mid 14	Chief Executive	Establish tighter alignment with priority outcomes and objectives. effective budget management	Existing budget and other resources.
	Undertake reviews	mid – end 2014			
Application for Customer Service Excellence re-accreditation	Preparation of supporting documentation	mid 14	Chief Operating Officer	Award of Customer Service Excellence re-accreditation	Existing budget and other resources.
	Submission for re-accreditation	end 14			

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Objective: Medium term financial planning to ensure effective use of available resources including asset management					
Overview of Asset Management Plan (AMP)	Approval of annual update of AMP	ongoing	Chief Operating Officer/ Head of Estates	Comprehensive and fully costed Asset Management Plan	Specific budgets in Capital Programme, growth bids where not provided for
Develop Council assets to support Member priorities, including: - Bar End Depot - Avalon House - Abbey Mill And any other sites as they arise in liaison with Lead Portfolio Holders	Bar End – determine future use or potential Avalon House – to re-let the property Abbey Mill – to work with interested parties to implement conversion plans	mid 14 early 14 May 14	Chief Operating Officer/ Head of Estates	Receipt of income from the property	Potential increased income
Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan.	Strategy for maximising income from estates.	Jul 2014	Chief Finance Officer/ Head of Estates	Programme for asset management and income growth	Existing budget and other resources.
Improve performance of the Guildhall	Implementation of the recommendations of the Guildhall as a commercial venture ISG (OS084 refers) to include review of catering service outside catering contract is re-	ongoing Dec 2016	Chief Operating Officer/ Head of Estates	Increase in occupancy and income.	Potential increased income

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	tendered for a further period of three years to expire in June 2017	mid 2017			
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Support development opportunities for the effective management of the organisation.	establish programme of reviews : service reviews outcome reviews income reviews potential to grow BST potential for further shared services	ongoing	Chief Executive	Annual cost savings	Existing budget and other resources, Longer term savings.