

REPORT TITLE: COUNCIL STRATEGY REFRESH

22 FEBRUARY 2018

REPORT OF CABINET (THE LEADER OF THE COUNCIL)

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WARD(S): ALL

PURPOSE

The Council Strategy 2017-20 was adopted by Council on 23 February 2017.

The Strategy document and its appendix outlines the actions, commitments and measures to deliver the council's priority outcomes by March 2020.

This report sets out a refreshed Council Strategy that takes account of external changes and sharpen the Council's focus on the delivery methods and intended outcomes. The refresh has also provided the opportunity to review target dates.

Given the relatively recent adoption, the refreshed Strategy does not set out to change the strategic outcomes, with the exception that the aims under the outcome to deliver an entrepreneurial approach to efficient public services have been incorporated into one of the other four outcomes. The Strategy will be delivered following an entrepreneurial approach.

RECOMMENDATIONS:

1. That the Council endorses and adopts the refreshed Council Strategy document to guide the work of Winchester City Council until 31 March 2020.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report sets details of the activities the Council will undertake over the next two years to deliver the four priority outcomes included in the refreshed Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 None directly included in this report. The Strategy, along with Outcome Based Budgeting will be the guiding document behind how the financial resources will be allocated in the future. Proposals for budget growth will be brought forward for approval as required.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None in the Strategy, though individual projects and actions will be subject to review as required by Legal Services.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly arising from the Report, to deliver the aims and objectives in the Council Strategy resources will need to be assigned as required, following the principles as laid out in the Workforce Strategy.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None from this report, though asset management and investment is a core part of the delivery of the Strategy, as well as the Efficiency Plan.

6 CONSULTATION AND COMMUNICATION

- 6.1 Executive Leadership Board and Senior Managers have been consulted on the content of the refreshed Strategy. All Cabinet members have contributed to the refreshed strategy.
- 6.2 Given the limits to the proposed changes to the Strategy there has not been any formal public consultation, although liaison with key partners sharing delivery or who are affected by any amendments has been undertaken.
- 6.3 The Council Strategy was considered by The Overview and Scrutiny Committee at its meeting on 4 January 2018 (Report OS180 refers). An extract of the minutes from the meeting is included at Appendix 3.
- 6.4 The Strategy was also considered by Cabinet at its meeting on 17 January 2018 (Report CAB2980 refers), and an extract of the minutes from that meeting are included at Appendix 4.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None directly included in the report, however the Council Strategy includes aims to reduce carbon emissions across the District and take steps to improve air quality that contribute to improving the health and happiness of our community and improving the quality of the District's environment outcomes.
- 7.2 The importance of positive health outcomes was referenced at The Overview and Scrutiny Committee, and is integrated into the Health and Wellbeing Outcome.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 None, although individual projects included in the Strategy may be subject to an equality impact assessment if required.

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support - none</i>		
<i>Timescales – delivery against</i>	Quarterly monitoring of the measures included in the Strategy by Cabinet and Overview & Scrutiny Committee	
<i>Project capacity</i>	Project Team structure supports the aims as set out in the Strategy	Ensuring that all new schemes include appropriate project support as well as support service costs, as part of the business case.
<i>Financial / VfM</i>	For each project brought forward, a detailed risk assessment is undertaken to evaluate the risks, ensuring that appropriate treatment and mitigation plans are in place. Each project will in turn have its own risk register that is regularly reviewed and updated.	New revenue streams are proposed, as well as enhancing existing schemes to enhance the Council's financial position
<i>Legal - none</i>		
<i>Innovation</i>	Innovation through the Strategy alters the risk profile. In one way, there is increased risk through exploring new ways of working and new	This Strategy proposes some innovative proposals, and innovation is a theme which is proposed to support the delivery of the Strategy.

	projects which have not been considered before.	The risk of remaining the same is significant in that funding reductions are such that the Council would be unable to fund some of its core services.
<i>Reputation</i>	The risk of delivering the Strategy is mitigated through the monitoring of the outcome measures contained within the Strategy, and ensuring corrective action is taken. Not delivering on some of these items, especially some of the major projects will have a large financial risk to the Council through impacting on future revenue streams	This Strategy gives the opportunity for the Council to enhance its reputation through establishing a more targeted ambition for the District, that is based on clear measures. Success against these key measures will enhance the Council's reputation to move key programmes of work forward and deliver for residents of the District.
<i>Other – None</i>		

10 SUPPORTING INFORMATION:

- 10.1 The Council Strategy was developed one year ago and formally adopted by the Council on 23 February 2017. This report presents a refreshed version for approval and adoption.
- 10.2 The evolution and refresh process for the Council Strategy was outlined in the report [OS180](#). This highlighted how the refresh sought to not fundamentally change the content of the document, but provide the opportunity to:
- Review the aims under the strategic outcomes.
 - Take account of changes such as issues relating to Brexit, the government's industrial strategy, changes from the housing bill, business rate retention, universal credit roll-out, etc.
 - Sharpen our focus on our delivery methods and intended outcomes;
 - Refine the measures / metrics we are using to prioritise our resources and guide progress;
 - Revise any target dates to reflect changed circumstances;
 - Align with any service changes being progressed as part of the Outcomes Based Budgeting process; and
 - Ensure the listing of Lead Officers responsible for the performance measures is up-to-date and in line with the ongoing re-organisation.

The recent deliberations by the Overview & Scrutiny Committee (04.01.18) and the Cabinet (17.01.18) have added further opportunities to modify the document along with the appendix containing the performance measures which will guide the consideration of the council's quarterly financial and performance monitoring report (for example, see report [OS183](#)). See Appendices 3 and 4 for the minute extracts.

10.3 The refreshed document retains the council's four service-related outcomes.

- Winchester District will be a premier business location
- Delivering quality housing options
- Improve the health and happiness of our community
- Improving the quality of the District's environment

10.4 The previous specific outcome to deliver an entrepreneurial approach to deliver efficient public services has been removed as an outcome priority but has been integrated as an approach that continues to support the delivery of the four outcomes.

11 OTHER OPTIONS CONSIDERED AND REJECTED

11.1 The Council could choose not to have a Council Strategy or not to refresh the existing document. It is the Council Strategy that sets out the key delivery programme for the Council and enables effective business planning for teams. Not to have a Strategy is not recommended.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[OS180](#), [CAB2899](#) Council Strategy 2017-20

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Proposed refreshed Council Strategy

Appendix 2 – Proposed Performance Measures

Appendix 3 – Extract from the minutes of Overview & Scrutiny Committee 04.01.18

Appendix 4 – Extract from the minutes of Cabinet

Extract from the minutes of the Overview & Scrutiny Committee 4 January 2018

4. **COUNCIL STRATEGY REFRESH**

(Report OS180 refers)

The Committee noted that Report OS180 had not been notified for inclusion on the agenda within the statutory deadline. The Chairman agreed to accept the item onto the agenda as a matter requiring urgent consideration to ensure the Committee could consider the refresh of the Council Strategy in advance of Cabinet on 17 January 2018.

Councillor Horrill introduced the Report and its appendices and together with the other members of Cabinet present, they responded to detailed questions. In summary, the following matters were raised and actions agreed by the Committee for consideration by Cabinet:

- (i) The potential financial risk from the Council being more entrepreneurial in its approach to delivering its strategic outcomes.

For each project brought forward to help enable these, each would be accompanied by detailed risk assessments, where relevant. The Risk Management section on page 3 of Report OS180 should be reviewed accordingly.

- (ii) The Strategy should make specific reference to protecting the District's important historic heritage, including archaeology.
- (iii) Uncertainties and risks associated with Brexit may impact on the Council's economic position.
- (iv) Volunteering should be encouraged and extended to support all local services, in addition to sporting activities and events.

Where possible, reference be made within the refresh of the Council Strategy.

- (v) Increase overall recycling levels by improving existing contamination rates of recyclable waste.

The Portfolio Holder for Environment investigate campaigns to continue the improvements to existing contamination rates of recyclables.

- (vi) Apparent health inequalities across the district and also dementia as a key issue.

Consideration be given to having specific measures and actions to address health inequalities. Dementia should also be referenced within performance measures.

- (vii) The Council Strategy should be further refined by having plainer English wherever possible, as was a public facing document.

Where possible, improvements be made within the text of the refresh of the Council Strategy.

- (viii) Areas within the text of the Strategy as well as some layout issues and also various matters regarding the actions and performance measures within Appendix 2 may require further clarification and improved detail.

Cabinet revisit the matters raised above to be addressed in the version of the Council Strategy for approval and publication.

At the conclusion of debate, subject to reference to the matters raised and agreed actions above, the Committee welcomed the improvements made to the existing Council Strategy, including the approach taken with regard to the four key outcomes - each to be delivered with an entrepreneurial approach.

RESOLVED:

That Cabinet have regard to the matters raised by the Committee and agreed actions to address during its consideration of the Council Strategy 2017-2020 (Refresh October 2017), in advance of its approval and publication.

Extract from the minutes of Cabinet 17 January 2018**4. COUNCIL STRATEGY REFRESH**

(Report CAB2980 refers)

The Chairman introduced the report and stated that the draft Strategy had been considered at The Overview and Scrutiny Committee on 4 January 2018 (Report OS180 refers) and comments made were summarised at paragraph 6.4 of the report. The majority of suggestions made had been incorporated into the refreshed Strategy.

Members welcomed the proposed aim to provide 600 new Council homes by 2020. In addition, Members commented on the ongoing Movement Study which was being carried out in conjunction with the County Council and had received approximately 2,000 responses to the engagement process. The importance of partnership working across the whole district was also emphasised.

Cabinet agreed to the following recommendation to Council for the reasons set out above and outlined in the Report.

RECOMMENDED:**THAT THE REFRESHED COUNCIL STRATEGY COVERING
THE PERIOD 2018 – 2020 BE ADOPTED.**