

CABINET – 16 JANUARY 2013

THE OVERVIEW AND SCRUTINY COMMITTEE – 21 JANUARY 2013

CHANGE PLANS 2013/14

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

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

[CAB2249](#) - Consultation Draft: Change Plans 12/13, 9 November 2011.

[CL74](#) – Adoption of Change Plans 2012/13.

EXECUTIVE SUMMARY:

The Council is committed to delivering the three outcomes of the [Winchester District Community Strategy](#), alongside its own ambition to be an efficient and effective Council.

Following the adoption of the current Community Strategy in 2010, the Council introduced Change Plans in each of the outcome areas. These identify the difference we want to make for our communities and how we can achieve it.

Programmes included in the Change Plans tend to last more than one year, but the Change Plans are refreshed and brought back to Members for approval at the start of each financial year to ensure that they reflect most current needs of the community, and to ensure that the resources required to deliver them are identified in the annual Council budget.

Officers have been reviewing and refreshing the Plans, working closely with Portfolio Holders and key stakeholder organisations, to ensure they are fit for purpose for the year ahead in terms of the local and national environment in which the Council and its partners operate.

RECOMMENDATION:

To Cabinet

- 1 That it be recommended to Council that the Change Plans for 2013/14 be approved as attached at Appendix 1, subject to any minor amendments delegated to the Chief Executive or Assistant Directors, in consultation with the relevant Portfolio Holder;
- 2 That Council be asked to adopt the Change Plans at its meeting in February 2013, taking account of comments made during consultation which will be reported to the next Cabinet meeting.

To The Overview & Scrutiny Committee

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

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REPORT OF THE CHIEF EXECUTIVE

DETAIL:

1 Introduction

1.1 The Council is committed to delivering the three outcomes of the [Winchester District Community Strategy](#), alongside its own ambition to be an efficient and effective Council.

1.2 Following the adoption of the current Community Strategy in 2010, the Council introduced Change Plans in each of the outcome areas. These identify, under each outcome, the specific projects or programmes which will make a positive difference to our communities and how we can achieve them.

1.3 The Change Plans highlight the key transformational projects or programmes the Cabinet are committed to deliver. They usually last more than one year, but the Change Plans are refreshed and brought back to Members for approval at the start of each financial year to ensure that:

a) they reflect current needs of the community or the latest opportunities;

b) they match the aspirations of Cabinet, based on their detailed understanding of individual Portfolio areas;

c) they are fit for purpose for the year ahead in terms of reflecting the local and national environment in which the Council and its partners operate and

d) the resources required to deliver them are identified, either within the revenue budgets of individual teams or, where new resources are required, in the proposed annual Council budget for the year ahead.

1.4 Members are asked to consider the Change Plans attached at Appendix 1, and to approve them collectively as the Corporate Business Plan for 2013/14.

2 Refreshing the Change Plans

2.1 Change Plans are designed to cover a 'rolling' three year period. The annual approval cycle does not therefore consist of a complete reworking of the Plans, but a 'refresh' to ensure that actions are current, appropriate, achievable and affordable.

2.2 Following feedback from Members, the Plans have been made more concise, although more detail will be built into the programmes as they are loaded onto the Council's performance management system and there is more contextual information provided in the Community Strategy. The summary Change

Plans attached at Appendix 1 set out the key projects and programmes of work for the Council in the coming year. Behind the summary is a set of more detailed actions, which will be set out in full in the Portfolio Plans, to be circulated via Portfolio Holder Decision Notice in March. Draft working papers which provide more detail and which will form the basis of the Portfolio Plans can be found in Background Documents.

- 2.3 The Assistant Directors are accountable for delivery of community outcomes, and the Chief Executive for the corporate outcome. Consequently, these officers oversee the Change Planning process. However, the priorities which they reflect have been identified by Portfolio Holders. The Plans were carefully considered as part of a Cabinet Awayday at the end of November.
- 2.4 Officers have also been charged with consulting key partnerships and stakeholder organisations to identify priorities and emerging issues. The annual briefings on the Council's proposed Budget and Change Plans for local businesses and for parish councils took place on 11 and 12 December respectively. Local businesses supported the proactive approach the Council is taking to promoting the economy, and noted this was increasingly reflected in the work of teams across the organisation. They also endorsed the need for more affordable business space (especially start-up and follow-on premises). Parish Councils were anxious to ensure the Council's investment plans achieved the right balance between spending in the Town and other areas. Full notes of the discussions with business and parishes have been kept by officers and will inform Portfolio Planning discussions scheduled for the New Year.
- 2.5 E-consultation with the Local Strategic Partnership Executive is also in progress. Members will be invited to offer further comments on the proposed Change Plans at The Overview and Scrutiny Committee.
- 2.6 Any amendments which are proposed through these additional consultation activities, together with an updated version of the relevant part of the Change Plans will be brought to Cabinet and then Council for adoption in February 2013.

3 Focus for 2013/14

- 3.1 The Change Plans set out the most important areas in which the City Council wants to affect a change, recognising the breadth of issues which are important to our communities. However, Cabinet have identified the following priorities as particularly important, and will be at the heart of everything that the Council does:
 - a) Planning finances to meet the challenges of reduced Government grants; and
 - b) Supporting the local economy, especially in the rural areas of the district, through the direct delivery of our services, commissioning specific projects and by using the Council's influence and position as community leader.

3.2 As well as undertaking specific projects in these areas, opportunities will be taken to work differently on a day to day basis to help support these two key priorities.

4 Portfolio Plans

4.1 Change Plans set out the main areas of work for the Council in the coming year, over and above the running of its day to day services. Further detail behind these areas can be found in the Council's Portfolio Plans. These set out more detailed actions, linked to individual teams, which will deliver the change plans and an associated budget, officer resource and timescales.

4.2 Portfolio Plans set out a number of other actions which, though less transformational, will still contribute to the overall delivery of the four outcomes, as well as making for good everyday services or 'business as usual'. The Plans also set out performance indicators for service delivery in many areas, as well as some higher level indicators designed to track progress towards the four outcomes.

4.3 Portfolio Plans are being developed at the time of writing between Portfolio Holders and senior officers, and will be adopted via the Portfolio Holder Decision Notice process in March 2013. Portfolio Holders are then accountable for the monitoring and delivery of them.

OTHER CONSIDERATIONS:

5 WINCHESTER DISTRICT COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

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

5.2 The Community Strategy was adopted in 2010 for a ten year period. It includes five priority areas for action across the three main outcome areas of Active Communities, Economic Prosperity and a High Quality Environment. These priorities were set for a three year period, and are

- the wellbeing of older people
- improving access to services
- reducing our carbon footprint
- priority neighbourhood - Winnall/Highcliffe
- priority neighbourhood – Stanmore.

5.3 In spring 2013, officers will be co-ordinating a review of the Strategy to update it with the latest information and to reflect any new/emerging issues. They will, in particular, be re-visiting these five priority areas to ensure that they reflect the issues that are most important to the Winchester District.

- 5.4 Because these priorities are used widely for planning services by officers and for our funded organisations, the current five will continue to be the priorities for 2013/14 and any change will take effect for the 2014/15 financial year.

6 RESOURCE IMPLICATIONS:

- 6.1 Most projects and programmes cannot be accurately mapped out this far in advance, and the availability of partnership resources for joint commissioning will be unclear for some time to come.
- 6.2 The Change Plans are a basis for prioritisation of financial and human resources, and Member approval of the Plans will determine the shape of the final 2013/14 budget proposals. However, actions are only included at this stage if existing resources can be redirected to fund them, if specific budget provision is made for growth, or if there is a realistic opportunity to secure external grants or partnership contributions.
- 6.3 All officers are well aware of the challenge presented to the Council by current funding reductions. In many cases the resources required to deliver actions in the Change or Portfolio Plans will determine the prioritisation of the work of individual teams, rather than demand new money.

7 RISK MANAGEMENT ISSUES

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

8 EQUALITIES

- 8.1 The Community Strategy, which sits above the Change Plans in planning terms, was subjected to an equalities impact assessment. Key projects in the Change Plans will be subject to individual impact assessments where a need is identified, and in keeping with the Council's standard project management system.

BACKGROUND DOCUMENTS:

Draft working papers providing further detail for Portfolio Plans

APPENDICES:

Appendix 1: Change Plans for 2013/14

Change Plans 2013/14

	Economic Prosperity	Active Communities	High Quality Environment	Efficient and Effective Council	Cross-cutting projects
What is important to us?	<ul style="list-style-type: none"> - Continuing support for key sectors in our district's economy, including: <ul style="list-style-type: none"> Tourism Creative and knowledge industries Rural businesses - Encouraging businesses to flourish in the district by providing them with positive and proactive support - Retaining graduates by ensuring the Winchester District is an attractive place to live and work 	<ul style="list-style-type: none"> - Meeting housing demand in our district - Helping communities plan their future - Creating mixed communities which support people at all stages of their lives - Support important crosscutting agendas through how we deliver our services, including: <ul style="list-style-type: none"> Troubled families Older people Young people Public health Community safety 2012 Legacy 	<ul style="list-style-type: none"> - Working with partners to help secure an effective public and community transport network across the district - Neighbourhoods that residents can be proud of - Sensitive development which is appropriate to the local environment - A Public Realm in the City Centre which helps support economic prosperity 	<ul style="list-style-type: none"> - Using our assets to support our priorities - Regularly reviewing our services for opportunities to deliver them more efficiently - Developing our organisation's culture to ensure staff work effectively and flexibly - Keeping customer service at the heart of everything we do 	These are projects which support more than one outcome
What will we do?	Proposed new corporate change projects for 2013/14				
	Help local jobseekers find relevant employment or training/development	Achieve the agreed Council House New Build Programme, aiming to	Draw together a cross-Council team to deliver a	Become a 'problem solving' organisation which	Continue the delivery of Local Plan Part 2

	<p>by securing more workplace opportunities across the District through</p> <p>a) an Employer Engagement Programme and</p> <p>b) a One to One mentoring programme</p> <p>c) supporting apprenticeship schemes</p>	<p>deliver an average over 30 new homes per year over the next ten years</p>	<p>programme of street scene improvements in the Winchester town centre.</p>	<p>seeks to support residents and guide them in finding a solution, regardless of whether another organisation has responsibility.</p>	<p>(including the adoption and implementation of CIL)</p>
	<p>Invest to secure business growth through a Workspace Winchester project</p>	<p>Agree options for River Park Leisure Centre as part of the wider London 2012 Legacy Framework</p>	<p>Enhance the cross cutting Neighbourhood Management approach to service delivery in order to provide a joined up response to neighbourhood problems and maximise efficiencies</p>	<p>Enable more efficient working by developing more streamlined internal processes, and developing officer roles to be flexible and responsive to Member priorities.</p>	<p>Work to make the area an attractive area for graduates to stay after university by delivering initiatives to improve quality of life in the Winchester district.</p>
	<p>Support the delivery of key campaigns via events and marketing to benefit the local and visitor economy, including:</p> <ul style="list-style-type: none"> • Cycling initiatives as part of the 	<p>Mitigate impact of welfare reform on Council tenants by commissioning an advice and support service aimed at all those affected and implement programme to address under occupation</p>	<p>Work to reduce the levels of contaminated recyclables and increase capture rates through our Joint Waste Resources Action</p>	<p>Start a new programme of targeted service reviews and general efficiency reviews throughout the organisation</p>	<p>Create a strategy for key parking sites in the town centre to enable the Council to balance environmental and economic priorities.</p>

	<p>London 2012 Legacy (e.g. opening of the National Cycle Route 23, and the National Criterium event)</p> <ul style="list-style-type: none"> • 200th anniversary of Pride and Prejudice in 2013 • Planning for the commemoration of the beginning of WWI in 2014 		<p>Plan with our partners East Hampshire District Council</p>		
		<p>Deliver a local programme to support national No Second Night Out campaign, aimed at first time rough-sleepers</p>	<p>Seek opportunities to promote and improve sustainable, community transport provision in the district, to support residents in living active lives</p>	<p>Dispose of or develop Council assets to support Member priorities.</p>	
		<p>Secure provision of additional extra care accommodation places in the district</p>			
		<p>Deliver an enhanced maintenance programme for Council housing stock,</p>			

		<p>including:</p> <ul style="list-style-type: none"> -10 year programme to ensure all kitchens are less than 20 yrs and bathrooms less than 30 yrs by 2023 - 10 year programme to ensure all heating systems are less than 15 years old by 2023 - Investing £200k per annum in loft conversions to address tenant overcrowding 			
		Sign and support the Military Covenant			
Change projects which are underway					
	Deliver actions to support the development of a low carbon economy in the District	<p>Support the delivery of Major Development Areas in the district, including:</p> <ul style="list-style-type: none"> - West of Waterlooville - Barton Farm - Whiteley 	Deliver our Climate Change Programme, including actions to reduce our own carbon footprint	Develop a more flexible workforce by creating a Business Support Team	
	Support the roll out of superfast rural broadband in the District	Prepare for and help deliver the full implementation of health reforms	Deliver a City estates improvement programme	Consolidate savings opportunities through sharing IT with Test Valley Borough Council	
	Facilitate the Silverhill development		Delivery of the Air Quality Action Plan	Implement Microsoft	

			in order to improve air quality in Winchester City Centre	Sharepoint to support joined up and flexible working across the authority	
	Consolidate the development of a Destination Management Partnership between, WCC, Tourism South East, East Hampshire District Council and the South Downs National Park.			Deliver the Council's Capital programme	
				Make a decision on proposals for a merger of Winchester museums with the arts and heritage services of Hampshire County Council and Southampton City Council	