

REPORT TITLE: STRATEGIC SERVICE PLANS 2020 – 2025 AND  
PERFORMANCE REPORTING

21 MAY 2020

REPORT OF CABINET MEMBER: CLLR TOD – CABINET MEMBER FOR  
SERVICE QUALITY AND TRANSFORMATION

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WARD(S): ALL

PURPOSE

This report provides an overview of the Strategic Service Plans and new performance reporting against the Council Plan for 2020 – 2025.

RECOMMENDATIONS:

1. That Cabinet endorses the contents of the Strategic Service Plans which will monitor and evidence progress against the Council Plan 2020 -2025 priorities and drive service improvements and transformation.
2. That Cabinet agree the Strategic Key Performance indicators that will be reported on a quarterly basis.

## IMPLICATIONS:

### 1 COUNCIL PLAN PRIORITIES

- 1.1 The Council Plan 2020 – 2025 was adopted by Council in January 2020. Each Corporate Head of Service has since developed a corresponding five year service plan to deliver the corporate planning objectives. The new performance reporting format has clear and demonstrable links to ALL of the Council Plan priorities.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The Council Plan is a key component of the policy framework and supports development of the medium term financial strategy and annual budget. Service plan priorities must be brought forward in the light of budgetary availability or be subject to a formal request for additional funding. The quarterly performance report provides clear links in the new reporting format to achieving a balanced budget and stable council finances.
- 2.2 Each of the service plans include the relevant savings targets that were included in the Medium Term Financial Strategy that was approved by Council on 26 February. Since this time there has been the COVID-19 pandemic and the budget savings figures will be subject to further review during the year.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Key performance indicators, risks registers and progress reporting must be fit for purpose, monitored and managed to enable council governance. Key Performance indicators enable evidence based quantitative management reporting and where necessary remedial actions to be taken.

### 4 WORKFORCE IMPLICATIONS

- 4.1 None directly.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly.

### 6 CONSULTATION AND COMMUNICATION

- 6.1 Management Forum has been involved in working with Corporate Heads of Service to develop the Strategic Plans and key performance indicators (KPIs). Cabinet members have also been consulted on the contents on each of the Service Plans
- 6.2 A briefing session open to all Members will be arranged prior to Scrutiny Committee on 2 July 2020 to introduce the new approach to performance reporting and walk through the new style quarterly report.

## 7 ENVIRONMENTAL CONSIDERATIONS

7.1 None required arising from the content of the report.

## 8 EQUALITY IMPACT ASSESSEMENT

8.1 There are no direct equalities implications arising from the content of this report, although officers will have regard to the considerations as set out in the Equalities Act 2010 and whether an Equality Impact Assessment will be required to be undertaken as required on any specific recommendations or decisions made.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Property – good management of the Council’s property portfolio</i>	A set of robust KPIs will ensure our property portfolio is well managed	KPIs will highlight areas for improvement
<i>Community Support - none</i>		
<i>Timescales - none</i>		
<i>Project capacity – projects run overtime and over budget</i>	A set of robust KPIs and consistent highlight reports for tier 1 projects will ensure our projects are well managed.	KPIs will highlight areas for improvement.
<i>Financial / VfM – savings targets not realised</i>	Quarterly financial reporting and the introduction of savings targets in CHOS Strategic Plans will ensure accountability and transparency	
<i>Legal – Statutory governance reporting to central governance is not evidence based mainly in relation to governance and financial ombudsman.</i>	The Council will be able to evidence and monitor statutory governance responses with increased appropriate responses that illustrate proactive reporting.	Better tailored responses to statutory ombudsman requests and legal mandatory and regulatory compliance.
<i>Innovation - none</i>		
<i>Reputation</i>	The Council will be able to evidence and monitor progress against the	Pro-active good news stories and service improvements

	Council Plan priorities.	
<i>Other</i>		

## 10 SUPPORTING INFORMATION:

- 10.1 A performance management framework has been developed to embed and evidence delivery against the priorities included in the Council Plan 2020-2025 and also help drive service improvements and transformation.
- 10.2 In early February, Management Forum met and worked collaboratively as service teams to draft Strategic Plans and associated key performance indicators (KPIs). These Strategic Plans and KPIs form the basis of the new approach to quarterly reporting.

### Strategic Service Plans

- 10.3 These are the high-level plans that set out an overview of each Corporate Head of Service (CHoS) and Heads of Programme (HoP) functional area, including key priorities, how activity is tackling the Climate Emergency, how it contributes to balancing the budget and how it contributes towards efficient service delivery and CustomerSmart thinking in all that we do.
- 10.4 In addition to the strategic plans, each CHoS and HoP will have an operational plan which is much more about the daily delivery of the five year plan. This forms the basis of staff appraisals to clarify expectations of personal delivery targets across the year.
- 10.5 The council intends to streamline the way we use information to help us to manage our own performance well and let others see how we are performing. This more transparent way of working will only help us to improve by highlighting what's working and what isn't and identifying the 'blockages' that are stopping us progress. We can then adapt our own processes and plans accordingly to allow us to move forward against our targets more effectively.
- 10.6 There is a formal update of Service Plans towards the end of each financial year but the documents are dynamic and an addendum is likely to be added earlier than this in order to include business recovery and restorative activities in response to the COVID-19 pandemic.

### Key Performance Indicators (KPIs) - Strategic and Operational

- 10.7 Strategic KPIs will demonstrate progress against the priorities in the Council Plan. These will be reported quarterly to Scrutiny Committee before being presented to Cabinet. Monitoring and reporting frequency of each KPI varies between monthly, quarterly and annual depending on the availability of data.
- 10.8 Each CHoS and HoP will also have a set of Operational KPIs. These reflect a much more detailed analysis of the service areas and will be monitored by the responsible CHoS / HoP alongside their operational plans. Progress and

performance against these operational plans will be discussed at CHoS and Cabinet Member monthly meetings. .

#### Updated quarterly report format

- 10.9 A new format for the quarterly performance report has been developed which is easier to read and has clear links to the priorities of the new Council Plan. The quarterly update will include the Strategic KPIs and also a narrative against each priority.
- 10.10 The narrative approach will allow a story to be told quarter by quarter and for context to be given to KPI data. Some activities don't lend themselves to a measurable KPI and the introduction of a narrative allows for progress to be captured and reported on. This could also be relevant where the City Council are not the 'owners' of an outcome but can influence delivery.
- 10.11 In addition to service delivery the report will also include highlight reports for each of the Council's tier 1 projects and a summary of the Council's financial position with regard to the General Fund and Housing Revenue Account budgets.
- 10.12 The first new quarterly report will cover the period January to March (Q4) and will be considered by Scrutiny Committee on 2 July prior to receipt at Cabinet on 22 July.
- 10.13 The outline timetable for future performance monitoring reports is that the Q1 report (April to June) is considered in September, the Q2 report in November and the Q3 report in February.
- 10.14 The service plans will be published on the council's website alongside the Council Plan. The quarterly monitoring reports as well as a dashboard covering the data against the strategic KPIs will be published within a new performance management area of the website.

#### 11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 Given the adoption of a new Council Plan in January 2020, it was appropriate to review the KPI framework, therefore no other options were considered.

#### BACKGROUND DOCUMENTS:-

Previous Committee Reports:- None

Other Background Documents:-None.

#### APPENDICES:

Appendix 1 - Strategic Plans x 8

Appendix 2 - KPIs (Strategic)

## Strategic Plans

### Corporate Head of Asset Management (Geoff Coe)

#### Strategic Plan 2020 – 2025

April 2020

#### *Overview of service area*

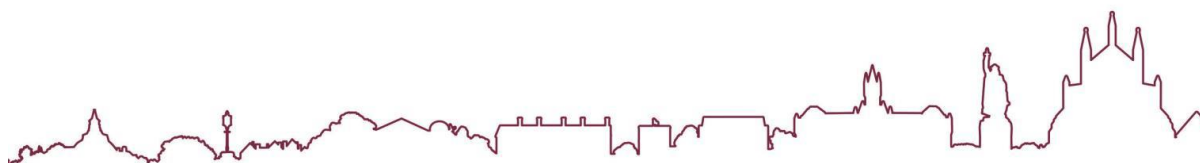
The Asset Management Team is responsible for:

#### **Asset Management:**

1. Protecting and Growing Rental Income
2. Supporting the Council's Budget Strategy for income and expenditure
3. Managing real estate acquisitions and disposals
4. Producing annual property asset valuations
5. Executing all lease events
6. Maintaining property asset data

#### **Building and Facilities Management:**

1. Maintaining fit for purpose Council-owned (non-housing) buildings and meeting statutory compliance and other legal obligations
2. The construction of Council owned developments
3. Operation and maintenance of services to civic buildings
4. Corporate Health and Safety



***Key priorities for the service area and which Council Plan priorities they will deliver:***

**Homes for All:**

- Delivery of Corporate construction and refurbishment projects including new homes

**Living Well:**

- Delivery of new leisure centre construction project.
- Delivery of new City Centre primary care surgery

**Vibrant Local Economy:**

- Provide professional and technical support to the Central Winchester Regeneration and the Station Approach Development
- Action rent reviews and lease renewals
- Minimise void property costs and rent arrears

**Your Services, Your Voice:**

- Maintain appropriate KPI's for measuring property activity and performance

***Tackling the Climate Emergency:***

- Review Energy Performance Certificates for each building
- Contribute and lead on Energy Improvement Works including the following initiatives:
  - Building Insulation
  - Solar panels
  - Window replacement
  - Energy saving lighting
  - Green Roofs

**Balancing the budget:**

	20/21	21/22	22/23	23/24
Asset management – rent reviews	£15,000	£150,000	£200,000	£20,000
Asset management – additional income	-	£50,000	£100,000	£600,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented). Rental income is negatively affected due to COVID 19 and this will impact on a balanced budget.

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

***Your services. Your voice – efficient service delivery***

We shall undertake the following to deliver efficient services:

1. Ensure appropriate professional resources are employed in the Property Team
2. Use specialist external advisers where necessary
3. Engage with the Council's consultation processes and with Members
4. Engage with business, third sector and community groups to understand local needs and where feasible, help support joint objectives
5. Monitor the local property market



**Corporate Head of Engagement (Susan Robbins)**

**Strategic Plan 2020 – 2025**

**April 2020**

***Overview of service area:***

**Economy and Tourism:**

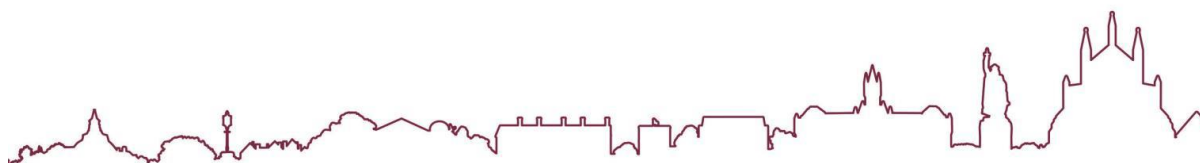
Business engagement, support and development.  
Economic data and intelligence.  
Inward investment, sector development and rural economy.  
Employment and skills.  
Visitor Information Centre.  
Destination marketing and campaigns and tourism intelligence.  
Arts and culture engagement and support.

**Community and Wellbeing:**

Sport, physical activity and healthy lifestyles.  
Community development and engagement.  
Community and voluntary sector grants.  
Market towns.  
Sustainability.

**Guildhall:**

Events, shows, exhibitions and conferences, room hire and weddings.  
Civic ceremony and silver and Council meetings.



***Key priorities for the service area and which Council Plan priorities they will deliver:***

*Main areas / activities / projects that your service areas will be focussed on delivering over the coming year*

**2020**

**Living Well**

1. Ensure the programme of delivery for the new Winchester Sport & Leisure Park meets people's needs and a greater range of users from across our communities, and especially those who have not done so before, are encouraged to participate in healthy activities.
  - To design and implement sport development and health & wellbeing plans for the new Winchester Sport & Leisure Park:
  - To support those with long term health conditions, offering a range of community classes.
  - To increase participation in sport and physical activity, offering a range of recreational activities.
  - Utilise the flagship facility in visitor promotions (health tourism)
2. Criterium & Cyclefest:
  - To increase participation and the number of spectators.
  - To promote cycling as active travel.

**Homes for all**

3. Create a stronger sense of community and cohesion:
  - Community and Wellbeing strategy.
  - Community Development at Kings Barton.
  - Sustained programme of engagement with parish councils.

**Vibrant local economy**

4. Develop a strategic business focused growth prospectus and build the commercial / investment brand for Winchester to rival (and counterbalance) the heritage visitor brand.
  - Attract new business investment through a programme of promotion, marketing and targeted business visits etc.
  - Champion major employment sites and the council's development programme and need for new commercial space.
5. Provide access to business support programmes that improve the productivity of business, building resilience and adaptability to challenges and emerging opportunities.
  - Provide tailored and targeted support to key sectors for low carbon, digital and

creative businesses, young entrepreneurs and the visitor economy.

6. Deliver initiatives that sustain, grown and improve the productivity of businesses in rural areas:
  - Securing future funding for land based industries to support the diversification and improved performance of the districts producers, growers and farmers recognising the important role they play in the visitor economy and our food and drink sector.
  - Support employment / commercial development in market town, villages and rural locations to provide workspace in sustainable locations and within communities to support the economic health of local commercial centres.
  - Champion quality/equality of broadband speeds and access across the district to enable businesses to work from home, market towns, villages and rural locations.
7. Vibrant Urban Centres:
  - Develop a programme of support and partnership across the city and in market towns.
  - Promote, support and take forward the Town Vision outcomes and recommendations.
8. Business Forums and visits:
  - Develop strategic partnerships for key sectors and priorities including for visitor economy, digital and creative and city centre place making.
  - Facilitate and participate in key Business Forums and visits to gain an understanding of business issues, to influence and collaborate on outcomes, such as supporting businesses in meeting the challenges of carbon neutrality, and to inform the business community of our economic vision.
9. Develop Winchester Brand and growth of visitor economy:
  - Refresh and create a new five year Destination Management Strategy, in collaboration with major attractions, tourism business and key sectors.
  - Formulate an overarching plan for festivals, arts and culture that maximise the benefit of our assets across the district under the Visit Winchester brand.
  - Develop our strategic role in supporting the Festivals in Winchester partnership and its sustainable development across the district and investigate the potential to establish a Festivals Hub.
  - Improve the promotion of visitor assets locally engaging more effectively with the resident population.

### **2021 - 2025**

1. Repositioning Winchester economy towards a sustainable green economy, support by a sustainable growth proposition and brand.
2. Place-shaping and attracting new investment in priority sectors ensure the city and wider district's competitive position and productivity is sustained and

enhanced.

3. Provide the opportunity for young people to live and work in the district, through creating accommodation, workspace and vibrant culture that is accessible, affordable and attractive.
4. Review Winchester's brand perception and influence decision makers and stakeholders to take action in order to reinforce immediacy of visit whilst better enabling Winchester to position itself as an overnight / short break visitor destination, reinforce our market advantage and widen appeal to new audiences.
5. Community development in new developments – West of Waterlooville, North Whiteley and Kings Barton.
6. Empower parish councils to take a more prominent role in shaping the future of their communities.

### ***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

#### **Carbon Neutrality Action Plan**

- Oversight and management the delivery of the Carbon Neutrality Action Plan – governance, assessment and project management, reporting and performance frameworks.

#### **Service Projects**

##### Economy & Commerce

- Help business exploit local carbon economy opportunities
- Work with festivals to reduce carbon impact
- Provide local business improvement programme
- Projects to facilitate a sharing economy in local communities
- Create a sustainability / low carbon grant fund on the Crowd Funding Platform
- Work with business on circular economy initiatives that use waste as a resource.

##### Energy

- Engage major businesses on projects to reduce or generate energy

##### Property & Housing

- Provide information and advice and signposting through the council's website
- Provide and share information and sustainable living and on support in local

communities

- Provide information, support and promotion of carbon reduction measure in council's developments and major sites.

#### Recycling & Waste

- Digital transformation projects to enable online access and reduce printing

#### **Service Activities**

1. Climate Emergency Conference
2. Solar PV on major businesses
3. All print for tourism will be on carbon neutral / online services and access to information
4. Sustained behaviour change campaigns – businesses, visitors and residents
5. Guildhall is flagship facility for green services and events
6. Work with businesses and adopt marketing and promotional activities which better position Winchester as a sustainable visitor destination

#### ***Balancing the budget:***

*Your service areas budget savings for the coming year*

<b>Cumulative</b>	20/21	21/22	22/23	23/24
Hampshire Cultural Trust	£17,000	£32,000	£47,000	£57,000
Community Support service	-	-	£32,000	£32,000
Guildhall	£100,000	£140,000	£140,000	£140,000
Community Grants programme	£25,000	£25,000	£25,000	£70,000
HCC archives –reduced storage fees	£10,000	£10,000	£10,000	£10,000
Employment and Skills	-	£20,000	£50,000	£100,000

*Service year on year budget targets by savings and income.*

<b>Year on Year savings</b>	20/21	21/22	22/23	23/24	Total
Hampshire Cultural Trust	£16,500	£15,700	£14,900	£10,000	£57,200
Community Support service	-	-	£30,000	-	£30,000
Guildhall	£140,000	-	-	-	£140,000
Community Grants programme	£25,000	-	-	£45,000	£70,000
<b>Year on Year Income</b>	20/21	21/22	22/23	23/24	
Community events sponsorship	£500	£500	£500	£500	£2,000
Employment and Skills	-	£20,000	£30,000	£50,000	£100,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

***Your services. Your voice – efficient service delivery***

*How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

1. Engagement and transparency - Increasing the participation and involvement in and support of projects and widen collective voice. Ensure a balanced and representative view is given that recognises the business and commercial benefits to future generations as well as current ones.
2. Position Winchester as a visitor destination – reinforce our position and widen appeal to new audiences – through insight and market intelligence, responding to needs.
3. Crowdfunding new programme of support adopted using an on line platform.
4. Increased voice community development and activities through improved / increased resident / community collaborative consultation and co-design.
5. Support the development and production of a 'Winchester Vision'.

**Heads of Programme (Andy Hickman, Veryan Lyons, Ian Charie)**

**Strategic Plan 2020 – 2025**

**April 2020**

***Overview of major programme areas:***

Winchester Sport & Leisure Park

- Build and fit out the new Leisure Centre at Bar End, Winchester
- Open new centre & close down existing River Park Leisure Centre
- Meadowside Leisure Centre, Whiteley

Station Approach

- Carfax site
- Public realm around station
- Cattlemarket site

Central Winchester Regeneration

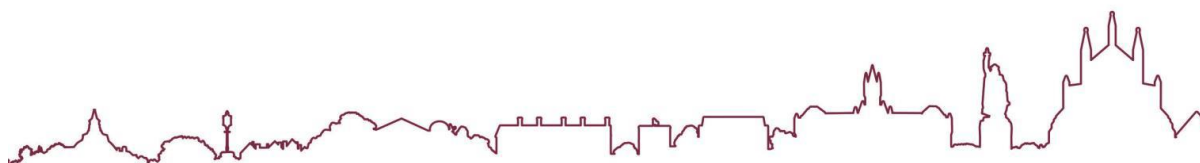
- Mixed use regeneration in central Winchester
- Future use of RPLC site once closed

City of Winchester Movement Strategy

- Jointly with Hampshire County Council
- Park and ride, walking and cycling, freight, buses, public realm, parking and access, local plan

Engineering and Transport service

- Delivery of agreed Traffic Regulation Order Programme
- Park and Ride service contract management
- Community transport, shopmobility and Dial-a-ride management
- Delivery of engineering projects to support projects, WMS and the Council's Housing improvement programme.



**Key priorities for the programme area and which Council Plan priorities they will deliver:**

**2020 – 2025**

**Living well**

- Sport and Leisure Park opening spring 2021, and Meadowside Leisure Centre improvement in 2020 / 2021
  - Reducing health inequalities
  - Increasing physical and cultural activities
- Movement strategy planning and delivery
  - Increasing active travel
  - Creating safe cycleways and pathways to encourage cycling and walking
  - Delivering a minimum of 100 more park and ride spaces by 2020
  - Reinvesting in the transport network

**Homes for all**

- Central Winchester Regeneration planning and delivery – housing element
  - More young people and families living in the district
  - All homes energy efficient and affordable to run
  - Innovation in moving towards net zero carbon housing

**Vibrant local economy**

- Central Winchester Regeneration & Station Approach
  - Growing opportunities for a range of new employment types
  - New offices and workspace located in areas with sustainable transport links
  - Enabling more younger people choosing to live and work here
  - Businesses grasping opportunities for net zero carbon growth
  - Being a catalyst for economic growth in the city
- City of Winchester Movement Strategy
  - Working with residents and businesses to improve sustainable access and freight delivery to the city centre, reducing congestion and improving air quality through less traffic in the city centre

**Tackling the Climate Emergency:**

**Sport and Leisure Park**

- BREAM excellent building – a very high sustainable standard for energy efficiency
- Photovoltaic electricity generation
- Encouraging walking, bus and cycling access

**Central Winchester and Station Approach**

- Working with innovative developers and incorporating best practice to move towards net carbon zero construction and operation



- Considering the carbon impact of the development process as a whole
- Positioning Winchester as a centre of innovation and excellence for net carbon zero development

#### City of Winchester Movement Strategy

- Encouraging more active transport in the city through increasing bus use, cycling and walking
- Reducing traffic in the city centre by providing increased park and ride space
- Reducing freight deliveries and vehicle movements in the city centre
- Developing improved bus partnerships to increase bus usage
- Bidding for Local Enterprise Partnership and Government funding for investment in innovative smart low carbon transport

#### ***Balancing the budget:***

No savings have been earmarked for the service areas within the responsibility of the Heads of Programme.

#### ***Your services. Your voice – efficient service delivery***

*How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

- Creating better places for Winchester residents, businesses and visitors as part of enhancing the fabric and facilities of the city and District
- Sports and Leisure Park delivering a high quality, value for money service
- Movement Strategy Investment Plan to improve sustainable access to the city for residents, businesses, and visitors
- Providing local jobs for local people to reduce commuting
- Providing new housing to meet local need
- Delivering major construction projects in partnership
- Ensuring commercially viable projects are delivered that do not over burden the council budget
- Developing the innovative “Open Fora” consultative approach to enable local people and businesses to have conversations, influence and involvement in the development and delivery of major developments
- Clear transparent decision making through Cabinet Member Decision Days, Cabinet and Council decisions

**Corporate Head of Housing (Gilly Knight)**  
**Strategic Plan 2020 – 2025**  
**April 2020**

***Overview of service area:***

**Housing Landlord Services**

New Homes Delivery - Programme to build 1000 new Council homes over the next 10 years and to support partners to develop affordable housing.

Property Services - Responsible for all housing maintenance/improvement programmes and ensuring all homes meet the national “Decent Homes” standard.

Housing Operations and Community Safety - Responsible for lettings, enforcing tenancy conditions, managing rent arrears, management and maintenance of communal housing and land. Leading the Winchester Community Safety Partnership, specialist neighbourhood advice and support (anti-social behaviour, fly tipping enforcement, Homes in Multiple Occupation and City Centre trade waste, begging issues etc.)

Sheltered Housing – Management of over 1,000 units of older persons housing in sheltered, Extra Care schemes and linked bungalow schemes

Housing Rent Collection – Responsible for all rent accounts and collecting £28m of rental income annually.

Housing Policy & Projects – cross team project work/monitoring. Responsible for promoting tenant involvement, training programmes and for ensuring compliance with the regulatory responsibility to involve tenants in policy development and decision making.

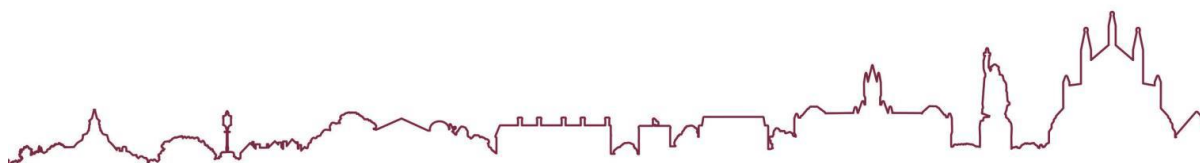
**Strategic Housing Service**

Housing Options and Homelessness Prevention – Focus on ensuring appropriate housing options and support exist for all residents not in a position to easily access local housing markets, including tenancy advice and support to prevent homelessness. Management of the council’s temporary accommodation provision.

Housing Needs/Allocations – Administration of the council’s scheme of allocation and the sub regional Hampshire Home Choice register.

Community Tenancy Sustainment Service. Providing tenancy sustainment and homelessness support to prevent homelessness.

Private Sector Housing – Enforcing private sector housing conditions, addressing long term empty homes, licensing of Houses in multiple occupation and working with landlords to increase access to the private rented sector. Responsible for administering Disabled Facilities grants in accordance with the national Better Care Fund.



**Key priorities for the service area and which Council Plan priorities they will deliver:**

*Main areas / activities / projects that your service areas will be focussed on delivering over the coming year*

**Tackling the Climate Emergency – creating a greener district**

- All new council homes built to the highest energy standards making use of renewable energy resources.
- Council housing stock to be net carbon neutral by 2030.
- Invest £1m annually in energy and water efficiencies measures in housing stock.
- Good quality contractors and renewed contracts procured with green contract commitments (energy efficient / low carbon technologies and materials)
- To explore financial incentives/grant opportunities for energy efficiency work within the Private Housing Sector.

**Homes for All**

- 1,000 new Council homes by 2030.
- Programme to focus on delivering at least 50% social rented housing, delivering a range of tenures.
- Housing Company established to deliver range of tenures of market and sub market housing for young people and families.
- Improve temporary accommodation provision to include green features and space for relaxation and play.
- To eradicate rough sleeping by 2023 (except by choice)

**Vibrant Local Economy**

- Housing offer for low income residents, keyworkers to attract and retain local employees and remain competitive in the local economy.

**Living Well**

- Investing £400k annually to improve housing estates and neighbourhoods.
- Support local residents in fuel poverty through the LEAP programme and through campaigns on energy reduction and supplies for tenants and homeowners.
- Ensure council housing developments include creation of green spaces, green roofs and green corridors to support good mental and physical health.

**Your Services. Your Voice**

- Digital by Default Housing Services to improve the customer service offer.
- Working with TACT to ensure tenants have a direct say in service priorities and delivery to include tenant led “scrutiny reviews” of Housing services.
- A Lessons Learnt structure established for customer complaints with digital surveys to capture customer feedback and improve service delivery.

### **Fire Safety**

- To respond directly to all recommendations emerging from the Hackett review and further government announcements.
- Working with tenants to deliver on the fire policy by strengthening the resident's voice and raising concerns.

### ***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

- New pilot high efficiency 'passive house' development scheme at Micheldever to test and deploy new green design and technologies
- A retrofit review/programme to be introduced for existing council homes by October 2020, focussing on lowest EPC properties first
- All existing stock to meet SAP rating C by 2030
- Develop a strategy for replacing gas heating by 2024.
- Electric Vehicle Charging Network across council estates
- Utilising modern technologies e.g. monitoring sensors reducing running costs, carbon emissions by reducing return visits.
- Install energy efficiencies measures in sheltered and temporary accommodation communal areas - scheme utilities on green tariffs.
- Climate change/green agenda tenant engagement & educational briefings

### ***Balancing the budget:***

*Your service areas budget savings for the coming year*

	20/21	21/22	22/23	23/24
HRA recharges	£150,000	£150,000	£150,000	£150,000
Disabled Facilities Grant	-	£30,000	£30,000	£30,000
HRA staff recharges to General Fund	£27,000	£27,000	£27,000	£27,000
Reduced staff recharges to HRA	(£51,000)	(£51,000)	(£51,000)	(£51,000)
Staffing Reviews- GF (proposed)	-	£32,000	£32,000	£32,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

***Your services. Your voice – efficient service delivery***

*How will your service area contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

The Council has a well established partnership with its tenants through TACT, which undertakes independent scrutiny of services and mystery shopping, as well as helping review service priorities.

Services are annually benchmarked in detail against other housing providers through Housemark, (a national agency supported by the National Housing Federation and Chartered Institute of Housing).

Priorities in relation to increasing the availability of services through digital channels (building on the existing “Tenant Portal”) and to implement greater learning from complaints are included within this plan.

**Corporate Head of IT (Jussi Vuorela)**

**Strategic Plan 2020 – 2025**

**April 2020**

***Overview of service area:***

IT Shared Service is a team providing corporate IT and telecommunications services and support for both Winchester City and Test Valley Borough councils. The service has been operational for 10 years.

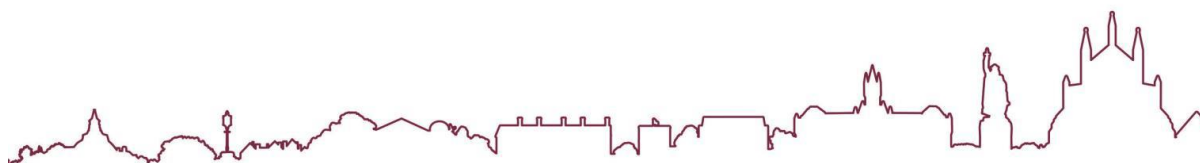
The Service is located at each of the council's sites and provides the services from shared, virtualised infrastructure. Currently we have 3 main service teams:

- IT Infrastructure Operations and Service Support;
- Business Applications; and
- Business Support.

We provide day-to-day support for the business applications, telephony, printing and infrastructure. Our end user Service Desk is based in Andover from where we resolve majority of cases remotely, but we have support team members available on both sites.

In addition to our day to day operations we also provide strategic support and technology advice for digital transformation activities, the CustomerSMART program and other key programs running within the council's.

We ensure that council has all the required IT support and technology capabilities in place to respond to COVID-19 throughout the different phases of incident.



***Key priorities for the service area and which Council Plan priorities they will deliver:***

Our priorities are strongly linked to the all 5 themes of Winchester City Councils Council Plan, by default they will create the foundations and backbone for delivery of services and strategic priorities. We classify our priorities under the following headers:

**Efficiency and Support:**

- Our first priority is always to ensure that all IT services and systems are available to our end users enabling the delivery of council services.
- Delivery of new IT platforms enabling seamless access to information
- Maintain and develop cost effective services focusing to the return on investment and optimising value for money.
- We will drive the continuous development and quality of our processes

**Secure and Protect:**

- We will relentlessly work to ensure that our Information Security and Cybersecurity defences and processes are always tested and audited
- Drive and develop strong, positive culture of cyber security through training and awareness
- Ensure that all systems have robust and “invisible” security inbuilt by default
- We will ensure and demonstrate that the council can have full confidence to our Disaster Recovery and Business Continuity solutions

**Transform and Engage:**

- We will work closely aligned and in partnership with services to understand and support their requirements relating to new technologies
- To support and drive digital innovation internally and in cooperation with CustomerSMART initiatives
- To simplify and develop IT Architecture which will support and enable council to deliver its Digital/Customer First vision and transformation projects under the CustomerSMART program
- Continue to look at developing service further by exploring the opportunities for IT Shared Service Commercialisation

***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

- Ensure that our supply chain can demonstrate their commitment to green values and actions helping to battle climate emergency
- Provide solutions to enable flexible and remote working to reduce the

unnecessary travel and carbon footprint

- Promote and drive green behaviour through e.g. print usage reports and low power consumption devices where possible
- Drive technology with green credentials, supporting and enabling borderless collaboration e.g. video conferencing
- Transition to cloud services – promote the Crown Commercial Services (CCS) partners who are committed to green or renewable energy sources

### ***Balancing the budget:***

*Your service areas budget savings for the coming year*

	20/21	21/22	22/23	23/24
Review of software licences	£56,000	£56,000	£56,000	£56,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

### ***Your services. Your voice – efficient service delivery***

*How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

- We will be an enabler for the wider council to deliver their services, whether digital or traditional frontline
- Promote and introduce new technologies to help services develop their offering on ongoing basis
- Develop solutions which are easy and delightful to engage with, no matter who you are
- Be a proactive partner – we understand business, processes and the demand not just technology and code



**Corporate Head of Regulatory (Simon Finch)**

**Strategic Plan 2020 – 2025**

**April 2020**

***Overview of service area:***

**Built Environment** (Development Management, Building Control & Strategic Planning)

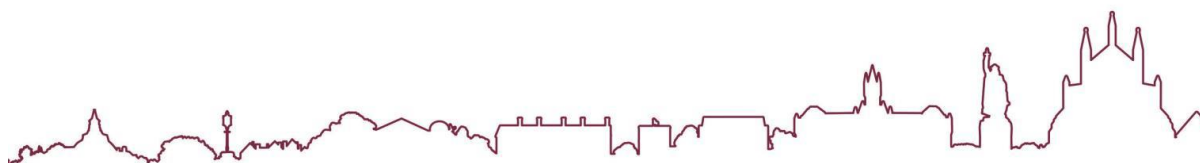
- Supporting high quality sustainable residential and commercial development across the district in accordance with the Local Plan.
- Maintaining an up-to-date Local Plan and other planning policies.
- Managing the climate change impact of new development.
- Protecting and enhancing the natural environment and biodiversity.
- Conserving the district's rich built heritage.
- Enforcing against unacceptable unauthorised development.
- Collection of Community Infrastructure Levy.(CIL).
- Development of rolling 3 year programme of CIL funded schemes which deliver public infrastructure and facilities across the district.

**Public Protection** (Licensing & Environmental & Health Protection)

- Licensing premises, special events and taxis.
- Addressing statutory nuisance.
- Animal welfare.
- Promoting and managing food and health and safety.
- Improving air quality and mitigating climate change impacts.

**Environmental Services** (Special Maintenance, Natural Environment and Recreation, Client Team (Environmental Services contract) Parking & CCTV:

- Managing waste collection and recycling.
- Protecting and enhancing the public realm through street cleansing and grounds maintenance.
- Promoting and managing the use of open spaces and recreation facilities.
- Enhancing biodiversity and green infrastructure.
- Managing car parking on and off-street to support residents, businesses and visitors in line with the Parking & Access Strategy.
- Improving public safety through CCTV.
- Implementing flood alleviation and drainage works to protect the public and environment.



***Key priorities for the service area and which Council Plan priorities they will deliver:***

*Main areas / activities / projects that your service areas will be focussed on delivering over the coming year*

**Programme support for Major projects** – Development Management will provide pre-application advice to support the submission of planning applications and will make planning decisions in a timely fashion

**Tackling the Climate Emergency**

**New Local Plan (maintain up-to-date planning policies)**

- Progress the development of the new Local Plan in accordance with the Local Development Scheme to ensure the future delivery of sustainable housing and commercial development which minimises its environmental impact, including opportunities for carbon reduction beyond that currently required under Policy CP11 in the adopted plan (subject to Government policy), whilst promoting biodiversity and modal switch for transport (emphasis on walking, cycling and public transport). Timescale may be affected by the Covid-19 national emergency which could impact on consultation process.
- The Plan will be informed by other key strategies including the City of Winchester Movement Strategy, Vision for Winchester, and Parking and Access Strategy which form part of the evidence base but will be grounded in national planning policy.

**Waste & Public Realm**

- Introduce actions aimed at increasing recycling and reducing contamination and residual waste through targeted campaigns to increase public awareness and understanding of these issues and by monitoring different waste streams to establish whether behaviour is changing. This action will be linked into the emerging National Strategy which will cover increasing national consistency, such as the introduction of food waste, extended producer responsibility (EPR) and deposit return scheme (DRS).
- Introduce actions to improve the standard of cleanliness of the district in terms of litter clearance from highways, town centre cleaning and grounds maintenance by working with the Council's contractors and partners including parish councils and Winchester Business Improvement District. Implement environmental improvement schemes such as works to St. Maurice's Covert in 2020.

**Parking & Access Strategy, infrastructure and charges**

- The new Parking and Access Strategy will inform the future management of the Council's parking offer in order to promote modes of transport other than the private car (walking, cycling and public transport), as well as ensuring the Council's parking infrastructure remains high quality whilst

encouraging the use of facilities outside the town centre to reduce emissions and improve air quality. Use of cleaner vehicles will be encouraged by introducing more EV charging points into Council car parks across the district and differential charging based on emissions.

- These actions will be underpinned by the expansion of the park and ride operation and reinforced by the new car parking charges to be introduced in July 2020. Timescale for delivery of these actions may be affected by Covid-19 national emergency as this may delay construction works.

### **Biodiversity**

- Develop a new Biodiversity Action Plan
- Undertaken a tree survey of Council stock to identify new maintenance regime.

## **Living Well**

### **Better use of open spaces**

- Improve the attraction of our open spaces for all informed by feedback obtained from the user survey to inform future investment and enhance sports facilities, including improving infrastructure at Chilcomb and King George V playing fields, to enable increased use of these pitches.

### **Improve Air Quality**

- Implement Air Quality Action Plan to improve air quality in and around Winchester town centre in terms of reducing Nitrogen oxide levels and enabling compliance with national standards. The extent of the AQMA will be reviewed and reduced where standards are met.

## **Homes for All**

### **New Local Plan**

- Develop new housing policies which seek to deliver the right housing mix which responds to the local needs identified, including provision of affordable housing, which will be determined by the baseline work. This will include a policy to address the issue of houses in multiple occupation and student accommodation in Winchester as well as the needs of the gypsy and traveller population.
- Develop a strategy with partners to address the nitrate neutrality issue in the Solent area to ensure planning permissions for housing schemes can be granted and new homes built.

## **Vibrant Economy**

### **New Local Plan**

- Develop policies that focus development of new employment accommodation in the more sustainable locations well served by public transport, including sites within Winchester town centre, whilst allowing development needed to

support the rural economy.

***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

Embedded in actions above.

**Waste Management**

- New waste contract commences in October 2020 with Euro 6 fleet which will reduce vehicle emissions.

**Taxi Licensing policy**

- Introduce a new Taxi Licensing policy, which will change specifications, so that vehicles can be smaller, with tighter restrictions on the maximum age of vehicles, which will reduce emissions in the taxi fleet.

**EV Charging network**

- Introduce new EV charging points into Council car parks by September 2020 to promote the up-take of ultra low emission vehicles across the district in order to reduce emissions. Timescale for delivery of this action may be affected by Covid-19 national emergency as this may delay infrastructure works.

***Balancing the budget:***

*Your service areas budget savings for the coming year*

	20/21	21/22	22/23	23/24
Tree works	-	-	£20,000	£20,000
Car park usage	£350,000	£350,000	£35,000	£350,000
Planning fees	£100,000	£100,000	£100,000	£100,000
Winchester district parking charges	£100,000	£200,000	£300,000	£400,000
Evening parking charges	£75,000	£145,000	£145,000	£145,000
Sunday parking charges	£139,000	£278,000	£278,000	£278,000
Park and Ride	£186,000	£186,000	£186,000	£186,000

	20/21	21/22	22/23	23/24
Cease parking discounts	£70,000	£70,000	£70,000	£70,000
Garden waste charging	£150,000	£900,000	£900,000	£900,000
Reduce public convenience provision in Winchester town	-	£50,000	£50,000	£50,000
Staff Reviews (proposed)	£109,000	£109,000	£159,000	£159,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

The above income projections from increased planning and parking fees will be adversely affected by the Covid-19 national emergency which will reduce service demand in these areas particularly in respect of car park use.

Public convenience savings are partly dependent on the relocation of the coach park from Worthy Lane which will enable the WCs in that location to close. Construction projects may be delayed because of the impacts of Covid-19 on the construction industry.

### ***Your services. Your voice – efficient service delivery***

*How will your service area contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

#### **Engagement/transparency**

- Budget survey to provide an opportunity to comment on proposed Regulatory service changes and revised charges such as new car parking tariffs and adjustments to the level of provision of public conveniences. Bespoke arrangements in place to work with other organisations on improving the public realm including parish councils, voluntary sector and Winchester BID.
- Bespoke engagement arrangements for projects like the Local Enforcement Plan (see below), new Local Plan and Taxi Licensing policy. Use agents' forums for regular feedback on planning services.
- Introduce a Parish Charter that promotes successful partnership working between the Council and parish councils in relation to planning.
- Update the Local Enforcement Plan, following consultation, to ensure delivery

of a robust enforcement service explaining the way in which the Council will undertake its planning enforcement function.

**Benchmarking**

- Benchmark against other comparable councils to ensure services are operating efficiently.

**Paperless Service**

- Promote digital transformation and develop e-forms for all Regulatory services to improve customer experience including Parking which deals with high volumes on transactions for residents permits and season tickets. This will include the introduction of on-line residents' permit parking system.
- Introduce new technology to enable e-working in Development Management.

## **Corporate Head of Resources**

### **Strategic Plan 2020 – 2025**

**April 2020**

#### ***Overview of service area:***

##### Revenues and Benefits

- Billing and collection of Council Tax, Business Rates and the Business Improvement District Levy
- Assessing and paying Housing Benefit and Council Tax Reduction to customers who are unemployed, on a low income or claiming benefits
- Action to deter, detect and report fraudulent Housing Benefits claims

##### Governance (cemeteries, land charges, democratic services and elections)

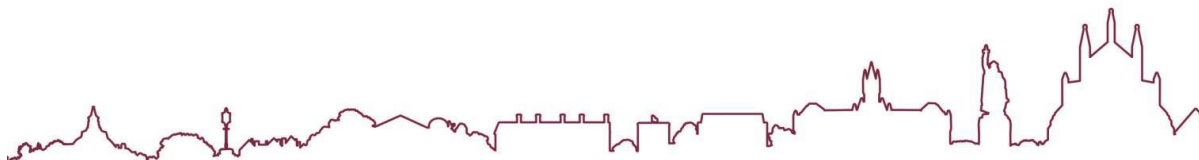
- Burial and cemetery administration of Magdalen Hill and West Hill Cemeteries
- Provision of information from searches of the Local Land Charges database
- Committee administration including the production and publishing of agendas, reports and minutes for all the Council's committees and informal meetings
- Procedural advice on the Code of Conduct and local protocols
- Management and organisation of mayoral and civic occasions
- Administration of elections, referenda, BID, conducting annual canvas, and maintenance of Electoral Register

##### Finance

- Preparation, monitoring and reporting on the budget and financial strategies
- Provision of financial advice and appraisals
- Collection of income from customers and payment of supplier invoices
- Management of the council's cash balances, investments and borrowing
- Production and publication of the Council's annual accounts
- Insurance & risk management advice and coordination of all council insurance protection, incident and insurance claim handling

##### Legal

- Provision of legal and governance advice to Members and Officers
- Representing the Council's legal interests, dealing with property transactions; procurement; and contracts
- Data Protection Officer and Monitoring Officer functions
- Attendance at meetings of committees, regulatory hearings, Cabinet and panels (prosecution)
- Decision making functions in planning matters
- Represent the Council and conduct civil and criminal litigation in all Courts and tribunals



HR

- Recruitment, training and development of the Council's employees
- Encouraging, supporting and monitoring the effective and efficient management of the Council's workforce
- Payroll services

***Key priorities for the service area and which Council Plan priorities they will deliver:***

*Main areas / activities / projects that your service areas will be focussed on delivering over the coming year*

**2020**

***Covid-19 response and recovery***

1. HR – training and supporting staff in effective remote working.
2. Finance – modelling and monitoring the economic and financial impact of Covid-19 on the Council's budgets and reserves.
3. Revenues – supporting residents to pay their Council Tax while maximising collection rates in support of the Council's cash flow.
4. Revenues – supporting business rates payers by rapidly passporting Government support grants.
5. Benefits – supporting new and existing claimants who have been adversely impacted by Covid-19.
6. Democratic services – roll-out of virtual platform for Council and Committee meetings, briefings and training. Supporting Members in the use of new technology and new meeting procedures.
7. Cemeteries – working with funeral directors to ensure Public Health England guidance on *Managing or Organising Funerals* is used to safeguard that bereaved people and those in the funeral industry from the risk of infection, whilst continuing sensitivity, dignity and respect.

***Your services, your voice***

1. Enabling and supporting employees to live healthy and fulfilled lives to ensure staff retention, skill retention and high attendance and therefore an agile and skilled workforce.
2. Expansion of stakeholder consultation for budget options to increase transparency and empower decision makers.
3. Migration of Housing Benefit claimants to Universal Credit and supporting customers' transition.
4. Developing the role of support services as a 'critical friend' and an 'enabler' to



ensure effective collaborative working in support of corporate objectives.

***Tackling the Climate Emergency***

1. Reform the annual canvass to increase efficiency and digitise the service to minimise its environmental impact.
2. Continuation of digital transformation of services such as Council tax & NNDR (e.g. electronic notifications and e-billing).

**2021 – 2025**

***Your services, your voice***

1. Increase self service access for customers interacting with Council services (land charges, burials, creditors, debtors) to enable 24/7 access to information.
2. New financial and legal management systems to support greater transparency to users and to support managers to effectively prioritise resources.
3. Review of corporate telephony systems and web-chat to modernise the customers experience and enabling 24/7 access.

***Tackling the Climate Emergency***

1. Increase in burial options (e.g. woodland burial sites, cremation) to improve carbon neutrality of the service.

***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

*Support of the Carbon Neutrality Action Plan by:-*

1. Business travel review to minimise the environmental impact of business mileage (encouraging the use of ultra low emission vehicles and public transport; introduction of electric rental pool cars for business journeys; encouraging staff to 'park and stride' to reduce city centre congestion).

***Balancing the budget:***

*Your service areas budget savings for the coming year*

	20/21	21/22	22/23	23/24
Benefits – costs recovered	£100,000	£100,000	£100,000	£100,000

Business travel review	£25,000	£25,000	£25,000	£25,000
Review of legal fees and charges	£50,000	£50,000	£50,000	£50,000
Other legal fees and charges	-	-	£35,000	£35,000
Human Resources	-	£10,000	£10,000	£10,000
Council Tax (increase from 2% to 3%)	£70,000	£142,000	£216,000	£292,000

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***Your services. Your voice – efficient service delivery***

*How will your service are contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

See above

**Corporate Head of Strategic Support (Ellen Simpson)**

**Strategic Plan 2020 – 2025**

**April 2020**

***Overview of service area:***

**Transformation:**

- the council's CustomerSMART transformation programme including digital innovation

**Customer Services & Business Support:**

- COVID-19 response
- customer service reception
- coordinating effective corporate telephone response
- internal print, office support & postage services

**Communications:**

- COVID-19 response
- Restoration support
- providing strategic direction and advice for day to day council messaging
- strategic and tactical communications support for major projects and campaigns
- reputation guardian
- branding, house style
- content finalisation for all corporate channels

**Policy & Performance:**

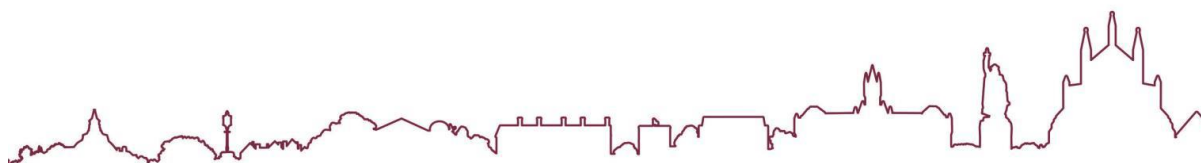
- corporate planning – including Restoration
- policy development, presentation and governance
- emergency planning – including COVID-19
- business continuity – including COVID-19
- risk management - including COVID-19
- FOIs and complaints

**Project Office:**

- corporate project management function including the support of major projects

**Procurement and Contract Management:**

- implementation of new Procurement and Contract Management Strategy and promotion of a culture of best practice in both areas across the organisation.
- Management of the procurement work-plan, leading on OJEU tenders and advising on others.



***Key priorities for the service area and which Council Plan priorities they will deliver:***

**Your services. Your voice.**

- COVID-19 – internal messaging, customer outreach
- Restoration – internal messaging, external PR
- Repurposing of the CustomerSMART Transformation programme to include efficiency drivers
- Developing and embedding a customer charter across the organisation
- Organisation wide approach to delivering digital processes and improved customer service [Digital First/Customer First]
- New outcome focussed performance reporting including complaints handling , KPIs and risk management
- Dynamic external communications campaigns and engagement supporting the Carbon Neutrality Action Plan; Council Plan and Major Projects

**All Council Plan priorities [this is a cross cutting service]**

- Embedding professional project management (including gateways), procurement and contract management methodology corporately
- Re-invigorate the cycle of engagement internally and externally to drive continuous improvement and promote a listening and feedback culture [Collect, Understand, Act]

***Tackling the Climate Emergency:***

*What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030*

- Climate Neutrality Action Plan communications campaign
- Project Office support for Climate Neutrality Action Plan programme
- Procurement and Contract Management Strategy supporting Climate Neutrality Action Plan priorities
- CustomerSMART programme is measuring Carbon benefits

**Balancing the budget:**

*Your service areas budget savings for the coming year*

	20/21	21/22	22/23	23/24
Staff Reviews (proposed)	£150,000	£150,000	£150,000	£150,000

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**Your services. Your voice – efficient service delivery**

*How will your service are contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?*

- COVID-19 – internal messaging, customer outreach
- Restoration – internal messaging, external PR
- Repurposing of the CustomerSMART Transformation programme to include efficiency drivers
- New outcome focussed performance reporting including complaints handling , KPIs and risk management
- Direct to Service telephone call roll out and reporting
- Consultation support via Communications & Project Office
- Consultation reporting via Policy & Performance team
- Residents' Survey

