

REPORT TITLE: COUNCIL STRATEGY UPDATE

12 DECEMBER 2018

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

The Council Strategy 2017-20 was adopted by Council on 23 February 2017 and refreshed in January 2018 to take account of external changes and sharpen the Council's focus on the delivery methods and intended outcomes.

The Strategy document outlines the actions, commitments and measures to deliver overall outcomes by March 2020.

This report sets out the updated Council Strategy for the year 2019/20 which will be the final year of the current three year strategy. This update sets out to further refine the actions and objectives for 2019/20 taking into consideration external factors and opportunities that have presented themselves to the Council.

There are no proposed changes to the four strategic outcomes.

RECOMMENDATIONS:

1. That Cabinet approves the refreshed Council Strategy covering the period 2019/20 and recommends adoption to full Council.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report provides details of the activities the Council will undertake during the next financial year to deliver the four priority outcomes included in the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 None directly included in this report. The Strategy, along with Medium Term Financial Strategy 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 Employee Strategy

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly, although the Strategy does include commitments that will see implications for asset management.
- 5.2 Investment in asset management is a core part of the delivery of the Strategy, as well as the Council's 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 that this is only a minor refresh to the Council Strategy it is not proposed that there will be any formal consultation, although liaison with partners and key stakeholders who will share the delivery of the Strategy or are affected by any of the amendments will be undertaken.
- 6.3 The content of the report has also been considered by The Overview and Scrutiny Committee at its meeting on 26 November 2018 (Report [OS213](#) refers).
- 6.4 At that meeting Members concluded that there were no items of significance that it wished to be drawn to the attention of Cabinet.

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.

8 EQUALITY IMPACT ASSESSEMENT

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

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support</i>	Provide engagement opportunities especially through key projects.	Further opportunity to engage with our residents and community.
<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 – Entrepreneurial Council</i>	The Council's Risk Appetite as set out in the Risk Management Policy 2017 defines the amount of financial risk that the Council is willing to consider. All major projects have their own risk register which identifies among others, financial risks and includes relevant actions to manage these risks.	New revenue streams are proposed, as well as enhancing existing schemes to enhance the Council's financial position.
<i>Legal</i>	Each significant item will be subject to its own legal consideration in appropriate	

Risk	Mitigation	Opportunities
	reports.	
<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 projects which have not been considered before.	This Strategy proposes some innovative proposals, and innovation is a theme which is proposed to support the delivery of the Strategy. 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 Council the opportunity 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>		

11 SUPPORTING INFORMATION:

- 11.1 The Council Strategy 2017-20 was formally adopted by Council on 23 February 2017. This report presents the refreshed Council Strategy for the period 2019/20 which will be the final year of the current three year strategy.
- 11.2 The Council Strategy outlines the Councils key ambitions and is a focus for resources required to deliver the outcomes which are:
- 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
- 11.3 The Strategy document outlines 59 measures across 24 aims and commitments to deliver the four outcomes by March 2020. This document guides the work of the Council and progress is reported quarterly to Overview and Scrutiny and Cabinet. Recent reports show that good progress is being made to achieve the outcomes.

11.4 Given that the Council Strategy was last refreshed earlier this year, this update does not fundamentally change the content of the document, however it has provided the opportunity to:

- Review the aims under the strategic outcomes,
- Take account of external factors such as relating to recent government announcements,
- Sharpen the Council's focus on our delivery methods and outcomes,
- Refine the measures/ metrics that are to be used to prioritise our resources,
- Revise any target dates to reflect changed circumstances,
- Remove or update any actions that have been completed as reported in the quarterly Finance and Performance reports,
- Include objectives for 2019/20 to take advantage of opportunities that have arisen,
- Ensure the listing of lead officers is up to date and in line with any recent staff changes.

11.5 There are six new actions that have been added to the Council Strategy for 2019/20 and are set out as follows:

Winchester Will be a Premier Business Location

11.6 **Work with strategic partners to deliver digital infrastructure projects across the District** – a new outcome has been added for 2019/20 to reflect the aims of the recently adopted Council Digital Strategy. This new outcome is to improve the digital experience and accessibility for residents, businesses and visitors including Wi-Fi enablement of the city centre and development of a smart app.

11.7 **Be innovative by exploring opportunities to reduce revenue expenditure and maximise key income streams** – to reflect the Council's ambition to provide all Council services online by the end of 2019, a new outcome has been added to the Council Strategy. This new outcome is to support the delivery of the ten actions as set out in the Digital Strategy including working with partners to ensure that all Council services can be accessed online.

Improving the Quality of the District's Environment

11.8 **Protect, enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic environment to evolve over time having due regard for the landscape character** - as the council is planning to build a state-of-the-art leisure centre in Bar End, it has set up a new Informal Policy Group (IPG) to examine how it can best use the land at and around the existing leisure centre once the proposed new Sport & Leisure Park is up and running. In support of this, a new action is proposed for the Council Strategy which is to explore the

options open to it to redevelop the current RPLC site working towards a more detailed strategic business case and feasibility study.

- 11.9 A further action has been added under this aim for 2019/20 to begin working on a new Green Infrastructure Strategy for the District, which will include the necessary policy information; an implementation plan and developers tool kit to support planners.
- 11.10 **By working with our partners and by using powers available to us, make Winchester a safe and pleasant place to live, work and visit** – the Council is planning to undertake a thorough review of its taxi licensing policy during 2019/20 so as to introduce higher standards of public safety and improve air quality. A new action setting out the review has been added to the updated Council Strategy.
- 11.11 The Council is planning to undertake a biodiversity audit for the District during 2019 to support a thorough refresh of its Biodiversity Action Plan that is based on up to date and robust evidence. These two new actions are proposed to be included in the 2019/20 Council Strategy and under a new aim that is to **“Work with strategic partners to identify opportunities to protect, enhance and restore the biodiversity in the District”**.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 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. To not have a Strategy is not recommended.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2899 – Council Strategy 2017-20

[CAB2980](#) – Council Strategy Refresh

Other Background Documents:-

None

APPENDICES:

Appendix 1 Proposed refreshed Council Strategy 2019/20

Appendix 2 Proposed Performance Measures