



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR BUSINESS SERVICES

TOPIC – BUSINESS SERVICES PORTFOLIO PLAN 2013/14

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Chief Operating Officer, the Chief Executive and the Chief Finance Officer are consulted together with Chairman and Vice Chairman of The Overview and Scrutiny Committee and any other relevant overview and scrutiny committee. In addition, all Members are notified.

If five or more Members from those informed request, the Leader may require the matter be referred to Cabinet for determination.

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Committee Administrator:

Nancy Graham, Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

SUMMARY

Approval is sought for the attached Business Services Portfolio Plan 2013/14. The concept of producing Portfolio Plans was approved by Cabinet as part of the Change Plans 2012/13: Consultation Draft report ([CAB2249](#), 9 November 2011 refers).

Positioned alongside the four Change Plans which capture only the most significant actions to which the Council is committed, the Portfolio Plans include many of the other actions, though less significant that still contribute to the overall delivery of the three outcomes included in the Community Strategy and the Council's own outcome to be an "Efficient and Effective Council".

Portfolio Holders will be responsible for monitoring the actions included in their respective Portfolio Plan through their regular discussions with the relevant Heads of Team.

DECISION

That the Business Services Portfolio Plan 2013/14 be approved as attached at Appendix 1.

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The attached Portfolio Plan forms part of a suite of Plans with one for each Portfolio Holder. Each Plan includes the significant actions put forward by Heads of Teams that have not been included in relevant Change Plans which were approved by the Council in January 2013.

RESOURCE IMPLICATIONS

The resources allocated to the delivery of individual actions are largely contained within existing resources commitments for individual teams as part of the budget setting process. However, where insufficient resources are available, including either capital or revenue funding, this may be the subject of a future growth bid (which will of course require the funding to also be identified) which will require appropriate Member approval before the project can be progressed.

CONSULTATION UNDERTAKEN ON THE PROPOSED DECISION

The Portfolio Holder for Business Services has been consulted on the projects included in the attached Portfolio Plan.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

N/A

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

N/A

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision: 31/07/13

Councillor Stephen Miller - Portfolio Holder for Business Services

Draft Business Services Portfolio Plan 2013/14



| Business Management | | | | | | |
|--|--|--|---|--------------------|-----------------|-----------------------------|
| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
| CSC/CSC/12B Customer Service Excellence surveillance visit 2 | Second CSE surveillance visit | Continued customer service excellence accreditation driving improvements in service delivery | Prepare written assessment for CSE | 02-Dec-2013 | 20-Dec-2013 | Head of Business Management |
| | | | CSE onsite assessment (to be confirmed if required) | 16-Dec-2013 | | |
| CSC/CSC/12C Customer Service Excellence reaccreditation | Corporate re accreditation of Customer Service Excellence | Reaccreditation granted for a further 3 years | Brief SMT six months before Accreditation visit | 01-Jun-2014 | 15-Dec-2014 | Head of Business Management |
| | | | SMT brief | 15-Nov-2014 | | |
| | | | Prepare written submission | 18-Nov-2014 | | |
| | | | On site assessment | 12-Dec-2014 | | |
| CSC/CSC/16 Review of outbound postal activities within the organisation | Complete review of outbound postal arrangements across the organisation including: | Savings and increased efficiencies | 2013 Mail costs and options presented to SMT | 07-May-2013 | 30-Sep-2013 | Head of Business Management |
| | | | Cleanmail trial | 31-Aug-2013 | | |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|-----------------------------------|---|---|--|--------------------|-----------------|-------------------|
| | Departmental budget recharges, cost savings and efficiencies | | | | | |
| EE/003.5 Business Support Team | Creation of Business Support Team servicing Building Control, Environmental Protection, Health Protection. Land Charges, Landscape and Planning Admin | Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively, whilst officers are given opportunities to further develop their skills. | Process Issues - IT and System Resolution | 18-Mar-2013 | 16-Jul-2013 | Chief Executive |
| | | | Requirements Engineering - Process Mapping and BPR | 18-Mar-2013 | | |
| | | | Support Team - Team Building | 27-Mar-2013 | | |
| | | | Process Harmonisation | 28-Mar-2013 | | |
| | | | Support Team-Management Training | 29-Mar-2013 | | |
| | | | Training plans | 01-Apr-2013 | | |
| | | | Transitional Performance & Skills Timescale | 01-Apr-2013 | | |
| | | | Team Set-Up in new location | 08-Apr-2013 | | |
| | | | Project Sign-Off | 15-Apr-2013 | | |
| | | | Post Project Review Phase | 16-Jul-2013 | | |

| Democratic Services | | | | | | |
|---|---|--|--|--------------------|-----------------|-----------------------------|
| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
| DEM/2013/002 Put into place appropriate systems to make the change to Individual Elector Registration. | Prepare the Council for the introduction of Individual Elector Registration in 2014. | The transition to Individual Elector Registration is smooth and introduced with the minimum of disruption. | Each elector contacted and invited to register under IER | 01-Jul-2014 | 01-Aug-2015 | Head of Democratic Services |
| | | | Government timetable issued (some final details awaited) | 01-Aug-2015 | | |
| DEM/2013/003 Abbey House - Internal Refurbishment | Abbey House Internal Refurbishment – continuation of internal decoration and repairs | Completion on time, within budget & minimal disruption. | Working Group approval of scheme | 15-Mar-2013 | 30-Sep-2013 | Head of Democratic Services |
| | | | First room redecorated | 30-Sep-2013 | | |
| DEM/2013/004 Localism Act 2012 | Localism Act 2012 work arising from new legislation (Standards reforms dealt with under separate action in the Efficient & Effective Council Change Plan) | Effective procedures in place to meet new demands | Continuation of review of impact and incorporation of new procedures into Constitution, as required. | 31-Mar-2013 | 17-Jul-2013 | Head of Democratic Services |
| POL/2013/003 a Making Member involvement & decision | TBC | TBC | TBC | TBC | 31-Aug-2013 | Head of Democratic Services |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|---|------------------|------------------|------------|--------------------|-----------------|-------------------|
| making more effective Informal Scrutiny Group | | | | | | |

Democratic Services; Policy

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|---|---|--|------------|--------------------|-----------------|---|
| POL/2013/003 Democratic Change Programme | Action plan on developing decision making, including reviewing how the Portfolio Holder Decision Notice process can be used and how non-Executive Members can contribute to policy development at an early stage. | Members feel engaged in decision making and staff time is better used in supporting the process. | TBC | TBC | 31-Dec-2013 | Head of Democratic Services; Head of Policy |

| Estates | | | | | | |
|--|---|---|------------|--------------------|-----------------|---|
| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
| EST/2013/001 Investigate and develop opportunities in the Council's estate to increase capital and revenue income | Investigate and develop opportunities in the Council's estate to increase capital and revenue income (subject to approvals), including: Development of the old depot site St Clements Surgery Cattle Market Gladstone Street/Carfax site City Offices site as highlighted in the Council's Asset Management Plan | Opportunities that would increase capital and revenue for the Council identified and fully investigated. | TBA | TBA | 31-Mar-2015 | Head of Estates |
| EST/2013/002 Continue to look for ways to reduce energy consumption | Remain committed to an active programme to reduce the energy consumed at the Guildhall and to take clear practical action to reduce the impact on the environment. | Reduction in energy consumption achieved which will contribute to reducing the Council's Carbon Footprint. Cost savings from reduced consumption | TBA | TBA | Ongoing | Head of Estates, Facilities Manager, Guildhall Operations Manager |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|---|---|--|------------|--------------------|-----------------|---|
| | Introduce a sustainability awareness programme for staff and customers | Increased staff and customer awareness of environmental issues at the Guildhall | TBA | TBA | Ongoing | Head of Estates |
| EST/2013/003 Further strengthen the Guildhall's commercial performance | Optimise use of the venue to maximise revenue from room hire and the sales of ancillary services | Optimised occupancy rates that provide an increase in revenue. | TBA | TBA | Ongoing | Head of Estates, Facilities Manager, Guildhall Operations Manager |
| EST/2013/004 Maintain the interior and services provided at the Guildhall. | Maintain the interior of the Guildhall and its services that are consistent with a high quality venue. | Works identified and costed included in the Asset Management Plan and or Capital Programme to ensure that the Guildhall is maintained to a high standard so that it can compete with other venues. | TBA | TBA | Ongoing | Head of Estates, Facilities Manager, Guildhall Operations Manager |
| | Ensure that all staff are properly trained, well motivated and have opportunities to develop to their full potential. | Training needs identified at appraisals and followed up by a training programme for staff. | TBA | TBA | Ongoing | Facilities Manager, Guildhall Operations Manager |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|---|--|---|------------|--------------------|-----------------|---|
| EST/2013/005 Tendering of the Catering contracts at the Guildhall. | Carry out tender process for the renewal of catering contracts at the Guildhall. | Successful tender exercise completed in time for renewal in December 2013 which provides customers with a choice of caterers which reflects variation of price, style, culture and international diversity. | TBA | TBA | 31 Dec 2013 | Head of Estates, Facilities Manager, Guildhall Operations Manager |

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|----------------------------|--|--|--|--|--|--|
| Legal Services Team | | | | | | |
|----------------------------|--|--|--|--|--|--|

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|--|--|--|--|--------------------|-----------------|------------------------|
| LEG/LEG/019 Regulation of Investigatory Powers Act (RIPA) Action Plan | Preparation and implementation of Action Plan following December 2012 OSC Inspection (Regulation of Investigatory Powers Act 2000) | Recommendations of Inspection Report implemented and Policy updated | Review RIPA Policy and update in light of Report recommendations | 31-Jul-2013 | 31-Oct-2013 | Head of Legal Services |
| | | | Training Course for Users (CX/SMT and enforcement officers/internal audit as required) | 30-Sep-2013 | | |
| LEG/LEG/021 Produce and publish standard Section 106 Planning Legal Agreement (MS/EE) | Model Section 106 agreement - Clear agreement produced and used without major changes in wording being sought. | Clear agreement produced and used without major changes in wording being sought. | Review comments and produce final version | 31-Jul-2012 | 30-Sep-2013 | Head of Legal Services |
| | | | Complete review of latest model draft and circulate for comments | 01-Jun-2013 | | |
| | | | Collate responses and revise draft | 31-Jul-2013 | | |
| | | | Publish Model Agreement and guidance notes on Council website | 30-Sep-2013 | | |
| LEG/LEG/025 Planning Section 106 Website Page KB/HB | Production of new page for Planning Section of WCC Website including guidance, model drafts of undertakings, etc. | Informative pages available on the website that are clear and concise. | Website updated to include Unilateral Undertakings (open space/transport/affordable housing) | 01-May-2013 | 01-Oct-2013 | Head of Legal Services |
| | | | Update completed to include Model 106 agreement | 30-Sep-2013 | | |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|--|--|--|--|--------------------|-----------------|------------------------|
| LEG/LEG/026 Civica Legal (TAW/HB) | Implementation of new Civica Legal product to replace Legal ARMS | System in place and operating to a) process legal debt recovery b) manage legal casework c) time recording | Complete implementation of County Court Bulk Processing module | 31-Jul-2013 | 31-Mar-2014 | Head of Legal Services |
| | | | Complete implementation of Possession Claims Online module | 31-Jul-2013 | | |
| | | | All Legal users using system to store/retrieve file documents | 30-Sep-2013 | | |
| | | | Set up Tree Preservation Order Workflow | 31-Dec-2013 | | |
| | | | System installed and in use for debt recovery | | | |
| LEG/LEG/027 Completion of Land Registration Project | Allocation of outstanding property registrations to Legal officers | Completion of outstanding property registrations before 30 September 2014 | New Homes Delivery solicitor to review a) outstanding registration cases b) remaining areas of unregistered land | 31-Jul-2013 | 30-Sep-2014 | Head of Legal Services |
| | | | Prioritise list of outstanding cases | 31-Aug-2013 | | |
| | | | Complete outstanding registrations | 30-Sep-2014 | | |
| LEG/LEG/027 Review of Planning Protocol (HB/TAW) | Review of Planning Protocol in light of changes to Code of Conduct under Localism Act 2011 | Protocol reviewed and updated, and adopted by Council | TBA | TBA | 01-Sep-2013 | Head of Legal Services |

| Code & Title | What will we do? | Expected Outcome | Milestones | Milestone Due Date | Action Due Date | Who's Accountable |
|---|---|--|--|--------------------|-----------------|---------------------------|
| LEG/LEG/028 Magdalen Hill Cemetery Extension | Opening of Magdalen Hill Cemetery Extension | Extension operating for new burials | Planning application submitted | 30-Apr-2012 | 01-Nov- 2013 | Head of Legal Services |
| | | | planning permission obtained | 30-Jun- 2013 | | |
| | | | tenders for road construction invited | 01-Jul-2013 | | |
| | | | Road completed and cemetery opened | 31-Oct-2013 | | |

Performance Measures

The following performance measures will be used to demonstrate the progress that is made during the year against the actions and projects included in this Portfolio Plan. Regular updates for these performance indicators will be provided on the Council's website.

Business Services Portfolio

| Performance Measure | Rationale for performance measure | Update Frequency | What is good? | 2013/14 target |
|---|---|-------------------------|-------------------------|-----------------------|
| Calls to customer service centre rated as satisfactory or highly satisfactory (percentage). | This is a key performance indicator for the team and the information is used as part of a range of management information, including quality assessments of telephone calls, mystery shopping with a local residents group, and mystery shopping and benchmarking with a group of similar local authorities with the aim of delivering a consistent customer experience. | Quarterly | A higher figure is good | 100% |
| Number of customer complaints recorded on corporate complaints system. | This performance indicator collates information by service area and is used to highlight complaint trends. | Monthly | A lower figure is good | N/A |
| Return of annual electoral canvass forms (percentage) | The percentage return rate is calculated by comparing the number of forms returned against the total number of dwellings in the District. The result provides an important indication about the effectiveness of the Council's canvassing procedures/accuracy of the Register. It also enables direct comparisons with other local authorities to assess the Council's performance in producing one of the key documents in the democratic process. | Annually | A higher figure is good | TBA |