

Service Delivery and Deputy Leader Portfolio Plan 2015/16

With responsibility for Organisational Development, Legal & Democratic Services, Corporate Communications and Business Management.



Cllr Vicki Weston

'As Portfolio Holder for Service Delivery I want to make sure that the Council has the right staff in place and the right resources available to enable it to deliver the outcomes in the Community Strategy and to provide the services to the residents of the District, in the present difficult financial environment.

Furthermore it is important that the Council operates in an efficient and effective manner ensuring good governance and providing value for money for the taxpayers of the District.'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2015/16.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Implement a People Strategy for the Council;
- Prepare and implement a workforce plan;
- Continuation of the apprenticeship scheme;
- Preparation of a pay policy
- Ensure that the Customer Service Centre continues to work to Customer Service Excellence Standard;
- Put into place appropriate systems to make the change to Individual Elector Registration;
- Oversee the implementation of the Corporate Transformation Plan.
- Ensure that all commissioning options are considered when a quick or innovative response is needed to a local issue.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review

Key documents and strategies that are linked to the objectives in this Portfolio Plan

[Corporate Transformation Plan](#)

Service Delivery and Deputy Leader Portfolio Plan 2015/16

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce.					
Implement a People Strategy for the Council	This is a 3 year plan with actions to be delivered during 2014-2017	On-going	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation	Existing budget and other resources
Prepare and implement a Workforce Plan	This is a 3 year plan with actions to be delivered during 2015-2018	March 2015	Head of Organisational Development	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation	Existing budget and other resources
Continuation of the apprenticeship scheme	Decision to continue with the scheme for 15/16	mid 2015	Head of Organisational Development	To provide opportunities for young people to learn essential skills to ensure longer term employment	£90K per annum set aside within existing budget
Preparation of a pay policy	Strategy to be prepared and agreed	March 2015	Head of Organisational Development	Attract and retain high quality staff – be an employer of choice	Existing budget and other resources
City Offices	Work Style Action Plan	On-going	Head of Organisational Development	Enhanced flexible working across the Council to meet organisational needs	Existing budget and other resources

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
<p>Oversee implementation of the Corporate Transformation Plan (This also supports the Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity and Medium term financial planning to ensure effective use of available resources including asset management objectives) This action appears in several Portfolio Plans, however the Portfolio Holder for Service Delivery has overall responsibility for its implementation</p>	<p>Corporate Transformation Plan to Cabinet</p> <p>The Corporate Transformation Plan sets out the programmes of work that are needed to ensure the Council can respond to future challenges and pressures including addressing future budget gaps and ensuring we remain an agile and flexible organisation, whilst protecting services to the public</p> <p>The Plan sets out four key areas of work to achieve these objectives: Financial Stability, Learning & Development, How We Work and Corporate Planning. This Portfolio Plan will in particular focus on the delivery of the first two themes, under which will be a number of projects, programmes and individual actions which will have their</p>	Feb 2015	Chief Executive	Each programme, project and action in the Corporate Transformation Plan will have their own measures of success	This detail can be found within the developing Corporate Transformation Plan

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	own milestones and targets. These can be found in CAB2627 Transforming Winchester: A Council That Makes Things Happen				
Continue to ensure the Customer Service Centre works to Customer Service Excellence Standard	The customer service excellence accreditation certification requires a full onsite accreditation visit by external assessors to retain the certification	Jan 2015	Head of Customer Services	Continued accreditation	£5k
Put into place appropriate systems to complete the change to Individual Elector Registration	Write out to all households ("mini-canvass") to capture any missing electors	Jan 2015	Chief Operating Officer/ Head of Legal and Democratic Services	Achieving 95% canvas return	Funding bid made to Cabinet Office.
	2015 Annual Canvass (all households) starts	Sept 2015			Included within existing budgets
Ensure that all commissioning options are considered when a quick or innovative response is needed to a local issue	Develop decision-making tool with other Assistant Directors, to be approved by CMT	May 2015	Assistant Director (Economy & Communities)	All staff are thinking about alternative approaches to service delivery, in line with wider business development initiatives	No new cost
	Roll out commissioning training to other Heads of Team	Oct 2015			
	Update and improve commissioning information on website	Oct 2015			

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Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review	Completion of Governance Review	May 2016	Chief Operating Officer/ Chief Executive/Head of Policy/ Head of Organisational Development	Costs savings to be achieved through utilising resources more effectively Number of successful appointments through 1team without the need to recruit externally	1 FTE deleted in Democratic Services to enable resources to be directed elsewhere
	Continuation of 1team approach to effectively cover resource management	On-going			
	A joint approach was agreed by full Council as a Stage 2 Submission on some key points, based on the Commission's decision it was minded to accept the Council's Stage 1 Submission that the new Council should have 45 Members	Nov 2014	Chief Operating Officer	Electoral review to be completed within prescribed timeframe with desired outcome	£25,000 plus £16,000 growth in 2013/14. £19,000 in 2014/15
	Draft Commission recommendations consultation Spring 15	Feb – March 2015			
	Final Commission recommendations consultation	June 2015			
WCC Community		Dec 2015		Improved linkages to new	Minimal level

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	<p>Governance Review to make any consequential Parish Changes arising from the Commission's Review</p> <p>Application of revised system</p>	<p>May 2016</p>		<p>District Wards and to take account of pending development of new communities</p>	<p>review will need to be undertaken to contain within existing resources</p>
	<p>Cabinet Consideration of formation of Cabinet (Major Projects) Committee</p> <p>Consider other Member structure changes for 45 Member Council</p>	<p>Spring 2015</p> <p>By April 2016</p>	<p>Chief Operating Officer</p>	<p>Improved efficiency in decision-making and cross party consultation</p> <p>Take account of guidance already contained in the Council's stage 1 Submission</p>	<p>Use existing staffing resources</p>
	<p>Embed changes in streamlined decision-making following improved delegations arising from CAB2562 and introduce new IT Committee Management system</p>	<p>On-going</p>	<p>Chief Operating Officer/Head of Legal and Democratic Services</p>	<p>Improved efficiency in decision-making</p>	<p>Use existing budgets and staffing resources</p>