



## **DRAFT** PORTFOLIO HOLDER DECISION NOTICE

### **PROPOSED** INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR **ADMINISTRATION, INNOVATION AND IMPROVEMENT**

### **TOPIC – ADMINISTRATION, INNOVATION AND IMPROVEMENT PORTFOLIO PLAN 2012/13**

#### **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 Corporate Director (Governance), the Chief Executive and the Head of Finance 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.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Friday 20 April 2012.**

#### **Contact Officer:**

Antonia Perkins, Head of Policy Tel 01962 848 314,

Email: [aperkins@winchester.gov.uk](mailto:aperkins@winchester.gov.uk)

#### **Committee Administrator:**

Nancy Graham, Tel: 01962 848 235, Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk)

#### **SUMMARY**

Approval is sought for the attached Administration, Innovation and Improvement Portfolio Plan 2012/13.

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.

### **PROPOSED DECISION**

That the Administration, Innovation and Improvement Portfolio Plan 2012/13 be approved as attached at Appendix 1.

### **REASON FOR THE PROPOSED 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 2012.

### **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 require appropriate Member approval before the project can be progressed.

### **CONSULTATION UNDERTAKEN ON THE PROPOSED DECISION**

The Portfolio Holder for Administration, Innovation and Improvement 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

Councillor Stephen Godfrey  
and Improvement

Portfolio Holder for Administration, Innovation

## Administration, Innovation & Improvement Portfolio Plan 2012/13



### Customer Service Team

Code & Title	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Action Due Date	Who's Accountable
CSC/CSC/12A Customer Service Excellence surveillance visit 1	Corporate Customer Service Excellence accreditation Annual surveillance visit	Continued customer service excellence accreditation driving improvements in service delivery	Prepare written submission for assessor	23-Nov-2012	17-Dec-2012	Head of Customer Service
			Onsite assessment	17-Dec-2012		
CSC/CSC/12B Customer Service Excellence surveillance visit 2	Second CSE surveillance	Continued customer service excellence accreditation driving improvements in service delivery	Prepare written assessment for CSE	02-Dec-2013	20-Dec-2013	Head of Customer Service
			CSE onsite assessment (to be confirmed if required)	16-Dec-2013		
CSC/CSC/12C Customer Service Excellence reaccreditation	Corporate reaccreditation of Customer Service Excellence	Continued customer service excellence accreditation driving improvements in service delivery	Milestones to be confirmed at a later date.	TBA	15-Dec-2014	Head of Customer Service
CSC/CSC/13 Customer Service Excellence	CMT/SMT initial workshop with CSE assessor to identify and prioritise a program of customer	Continual improvements to customer satisfaction	Improvement action plan agreed	03-Apr-2012	03-Apr-2012	Head of Customer Service

Code & Title	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Action Due Date	Who's Accountable
CSC/CSC/14	Review customer care standards in line with the requirements of the Customer Service Excellence standard	Improved customer satisfaction	Establish project team and terms of reference	16-Jul-2012	31-Oct-2012	Head of Customer Service
			staff and customer consultation	31-Aug-2012		
			Presentation of standards to CMT/SMT	04-Sep-2012		
			Roll out standards to all staff and customers	22-Oct-2012		
CSC/CSC/15	To review complaint handling across the organisation including the corporate complaints system, procedures and learning from customer complaints to drive service improvements.	Reduced complaints and increased customer satisfaction through effective complaint handling	Complaints system upgrade	30-Mar-2012	31-Jul-2012	Head of Customer Service
			Revise complaints procedure to reflect organisational changes and include LGO recommendations around nuisance complaints	30-Jun-2012		
			Present revised proposal to SMT/CMT	03-Jul-2012		
CSC/CSC/16	Complete review of outbound postal arrangements across the organisation including: Departmental budget	Savings and increased efficiencies	Post pigeon hole and postal budget recharges realigned to take account of organisational changes	01-May-2012	31-Mar-2013	Head of Customer Service
			Introduction of bar-coding system	31-May-		

Code & Title	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Action Due Date	Who's Accountable
			for Benefits bulk mailmerge and enveloping linked to Planet Press system	2012		
			Cleanmail trial	30-Aug-2012		
CSC/CSC/17 Channel shift - trial of live web page assistance	Trial of system to provide additional customer support through the website by Customer Service Advisors answering customer enquiries using a "live chat" facility	To encourage more customers to source information through the website and reduce unnecessary telephone contact			31-Oct-2012	Head of Customer Service

<b>Democratic Services Team</b>
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Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
DEM/ELU/003 Administering the City and Parish Council Elections	Administration of the City elections to be held in the Winchester District on 3 May 2012	Smooth conduct of the elections	Nominations deadline	04-Apr-2012	03-May-2012	Head of Democratic Services; Corporate Director (Governance)
			Postal votes issue deadline	20-Apr-2012		
DEM/ELU/004 Administering the Police and Crime Commissioner elections	Administration of the Police and Crime Commissioner elections to be held in the Winchester District on 15 November 2012	Smooth conduct of the elections	Nominations deadline	19-Oct-2012	15-Nov-2012	Head of Democratic Services; Corporate Director (Governance)
			Postal votes issue deadline	26-Oct-2012		
DEM/SEC/005 Christmas Parade and Service - The King's Royal Hussars	Christmas Parade and Service - The King's Royal Hussars	Positive feedback received after the event. Successful event held without any issues arising.	Event Plan to Safety Advisory Group	18-Sep-2012	03-Dec-2012	Head of Democratic Services
			Final agreement of detailed arrangements	20-Nov-2012		
DEM/SEC/006 Preparation for Winchester BID voting	Preparation for Winchester BID voting	Smooth conduct of elections	Preparation of voting list and ballot papers	01-Sep-2012	25-Oct-2012	Head of Democratic Services
DEM/SEC/010 Abbey House Refurbishment	Abbey House Refurbishment – continuation of internal and external decoration and repairs	Completion on time, within budget & minimal disruption	Consideration of deferred programme	01-Oct-2012	31-Jul-2013	Head of Democratic Services

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
DEM/SEC/011 Implementation of EDRMS across Democratic Services	Implementation of EDRMS across Democratic Services to incorporate electronic workflow, filing and storage.	Efficient use of electronic workflow and storage of documents.	Completed roll out	01-Oct-2012	01-Oct-2012	Head of Democratic Services
DEM/SEC/012 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	Review of impact and incorporation of new procedures into Constitution, as required.	01-Oct-2012	31-Mar-2013	Head of Democratic Services

<b>IMT Team</b>
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Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
IMT/IMT/015 Shared Infrastructure	Shared servers with Test Valley.	Disaster Recovery system and facilities. To replace Adam as a DR service provision In the event of DR service provision will be available within 3 working days	Review Disaster Recovery plan in conjunction with Shared Services (TVBC) virtual infrastructure proposals.	31-Dec-2011	30-Jun-2012	Head of IM&T
			Renew framework contract inc IOW & East Hants with Adam Continuity	30-Apr-2012		

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
IMT/IMT/026 Shared Service - Shared GIS Platform	To investigate and implement a shared GIS platform between WCC and TVBC	To create a shared GIS platform between WCC and TVBC.	High Speed Link delivery	30-Aug-2012	31-Oct-2012	Head of IM&T
			Shared Internet/Intranet Local View Server	31-Oct-2012		
			Shared Oracle Platform for GIS Data	31-Oct-2012		
			Shared Server Platform - GIS Software	31-Oct-2012		
IMT/IMT/029 IDOX: Consultee Cloud	Implement Consultee Cloud IDOX uniform module- A national solution to streamline the UK e-consultation process that links local authorities and consultees via a direct on line channel	Effective and efficient Council. Modernising communications. Making best use of resources.	Order module from IDOX	30-Apr-2012	31-Jul-2012	Head of IM&T
IMT/IMT/031 EDMS	Electronic management system review	A clear way forward agreed for the Council's Electronic Records Management System	Review to consider options on way forward for EDMS	30-Jun-2012	31-Dec-2012	Head of IM&T
IMT/IMT/032 Shared phone system with Test Valley Business Case	Replacement telephony share solution: Efficient, highly available and best value voice communications both for internal and external use	Efficient phone system. Economies to scale with shared services: Supportable and sustainable	Business case to be presented to Cabinet	30-Apr-2012	30-Apr-2012	Head of IM&T



<b>Legal Services Team</b>
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Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
LEG/LEG/019 RIPA Action Plan	Preparation and implementation of Action Plan following January 2010 OSC Inspection (Regulation of Investigatory Powers Act 2000)	Recommendations of Inspection Report implemented	Review RIPA Policy and update in light of Report recommendations	01-Jul-2012	30-Jul-2012	Head of Legal Services
			Consider outcome of National RIPA review and implications for WCC	12-Jul-2012		
LEG/LEG/021 Produce and publish standard Section 106 Planning Legal Agreement	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.	Complete review of latest model draft	30-Apr-2012	31-Jul-2012	Head of Legal Services
			Circulate revised draft for comments	31-May-2012		
			Publish Model Agreement and guidance notes on Council website	31-Jul-2012		
			Review comments and produce final version	31-Jul-2012		
LEG/LEG/025 Planning Section 106 Website Page	Production of new page for Planning Section of WCC Website including guidance, model drafts of undertakings, etc.	S106 guidance to assist planning applicants available on the WCC website.			30-Apr-2012	Head of Legal Services
LEG/LEG/026 Civica Legal	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			31-Jul-2012	Head of Legal Services

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
LEG/LEG/027 Review of Planning Protocol	Review of Planning Protocol in light of changes to Code of Conduct under Localism Act 2011	Protocol reviewed and updated, and adopted by Council			31-Jul-2012	Head of Legal Services
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-Oct-2012	Head of Legal Services
			Tenders for road construction invited	01-Jul-2012		
			Planning permission obtained	31-Jul-2012		
			Road completed and cemetery opened	01-Oct-2012		
LEG/LEG/029 New Burial Records System	Implementation of new Electronic burial system for Cemetery Records	System in place to record existing and new burials in West Hill and Magdalen Hill Cemeteries			31-Oct-2012	Head of Legal Services
LEG/LLC/023 Land Charges Data Cleansing Project	Data Cleansing Programme for Land Charges (planning) data	Planning and Land Charges Register information checked and matched in key areas, reducing time spent on verification	Preparation of plan and business case	01-Jul-2012	31-Mar-2013	Head of Legal Services
			Pilot Cleansing exercise	01-Sep-2012		
			Roll out across key selected areas within the District	03-Oct-2012		

<b>Organisational Development</b>
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Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
OD/OD/003 People Strategy & Workforce Development Plan	Develop and implement a revised People Strategy & Workforce Development Plan to support the workforce needs of the organisation in line with future business requirements up to 2015.	A strategy which ensures that employment practices are put in place now to ensure they meet present and future customer requirements and are not restricted by past practices	Review WCC Workforce	31-May-2012	31-Mar-2013	Head of Organisational Development
			Review of future workforce needs	30-Jun-2012		
			Gap analysis	31-Aug-2012		
			Development of principles of Workforce Strategy to support flexible workforce	31-Oct-2012		
			Consultation with managers of Workforce Strategy	31-Jan-2013		
			CMT agreement	28-Feb-2013		
			Member agreement	31-Mar-2013		
OD/OD/004 Review of Total Reward and Engagement Strategy	Review of current rewards Strategy and development of new Strategy in line with workforce plans.	Improved levels of recruitment and retention	Review of current Strategy	31-Jul-2012	31-Mar-2013	Head of Organisational Development
			Develop principles for new Strategy.	30-Sep-2012		
			Start consultation	01-Oct-2012		
			Consultation	31-Jan-2013		
			CMT approval	28-Feb-2013		

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
			Member approval	31-Mar-2013		

**Policy Team**

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
TRANS/POL/00 1 Review of community consultation	Review mechanisms in place to gather customer satisfaction information, both corporately and at a service level. Create an ePanel to provide a medium to gain residents' opinions on a corporate basis, with appropriate mechanisms in place to ensure those without computer access can participate. This work will build on areas highlighted for further development by the CSE process. Review opportunities to provide consultation and community engagement more efficiently.	The Council has adequate information on residents' satisfaction levels and can design services accordingly. Residents have an opportunity to make their views known on Council services and what is important to them in their local area.	First survey sent to ePanel	30-Apr-2012	28-Sep-2012	Head of Policy
			Implement actions arising from Equality Impact Assessment of ePanel	30-Apr-2012		
			Recruit to ePanel (ongoing)			

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
TRANS/POL/002 Review of new overview and scrutiny procedures	Undertake a review of how well the new overview and scrutiny procedures are working. Review formal and informal performance reporting, linked to the Open Data agenda and providing both Members and residents with the information they require for accountability.		Part 2 of Members' Survey, asking questions about Members' experience of the new scrutiny system.	30-Apr-2012	31-Oct-2012	Head of Policy
			Further milestones TBC	TBA		

<b>Revenues Team</b>						
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Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
REV/001 Welfare Reform - Changes to Housing Benefit	Publicise and administer changes to Housing Benefit	Customers are informed and aware of changes which will affect the level of Housing Benefit they receive	Monitor impact of changes on existing customers as they start to take effect after period of transitional protection	30-Jun-2012	31-Dec-2013	Head of Revenues; Deputy Head of Revenues
			Monitor impact of changes on existing customers as they start to take effect after period of transitional protection	31-Dec-2012		
			Monitor impact of changes on existing customers as they start to take effect after period of transitional protection	30-Jun-2013		
			Monitor impact of changes on existing customers as they start to take effect after period of transitional protection	31-Dec-2013		
REV/002 Welfare Reform - Implementation of Universal Credit	Universal Credit, administered by DWP, is to replace Housing Benefit for new customers from October 2013 with all existing customers transferred by March 2017	All customers are informed and successfully transferred to DWP and new system of Universal Credit	Milestones to be added when known	TBA	31-Mar-2017	Head of Revenues; Deputy Head of Revenues

Code & Title	What will we do?	Expected Outcome	Milestones	Due Date	Action Due Date	Who's Accountable
REV/004 Implementation of Single Fraud Investigation Service	Fraud investigation services of LA's, HMRC & DWP to be merged to a single investigation service managed by DWP	Implementation of the initial phase of project which involves the implementation of DWP working practices and protocols			01-Apr-2013	Head of Revenues; Deputy Head of Revenues
REV/007 Discretionary rate relief legislation	Consider use of wider discretionary powers (link to localisation of Business Rates)	Ensure discretionary powers are used appropriately and effectively	Check and review Government guidance	31-May-2012	01-Apr-2013	Head of Revenues; Local Taxes Manager
			Consider any implications associated with localisation of Business Rates	31-Jul-2012		
REV/009 Technical Council Tax reforms	Amendments to council tax discounts and exemptions relating to empty properties	Encourage empty homes being brought back into use and increasing Council Tax Base	Consider options available	01-Jun-2012	01-Apr-2013	Head of Revenues; Local Taxes Manager
			Consult	01-Sep-2012		
			Prepare committee report	01-Nov-2012		
			Implement changes	31-Jan-2013		