



ENTREPRENEURIAL WINCHESTER

IMPLEMENTING THE COUNCIL STRATEGY



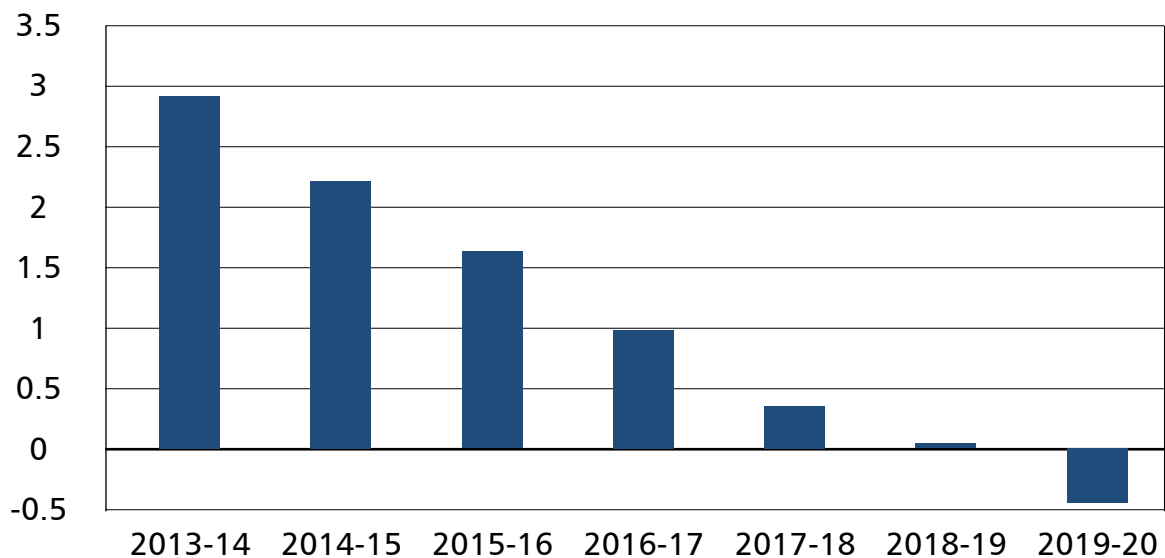
Winchester
City Council

Why are we using an entrepreneurial approach?

We know that we have a major financial challenge ahead of us. Though we have been successful to date in maintaining services and responding positively to the challenge, the complete removal of the main Government grant as well as the constraints put on the new homes bonus money will cause substantial drops in our income. Traditional ways of tackling this problem such as salami slicing council budgets are no longer an option if we want to keep providing excellent services to our residents, businesses and visitors. This is why Winchester City Council is now adopting an entrepreneurial approach to how it delivers its services and secures its medium term financial strategy.



Revenue Support Grant - WCC / £m



What does an entrepreneurial approach look like for Winchester City Council?

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A recent report from the think-tank Localis summarised the key features of entrepreneurial Councils as

“Entrepreneurial Councils use skills and approach derived from the private sector in order to save money and generate new income streams to make themselves financially viable. The entrepreneurial activities of such councils can vary from starting their own trading company, to generating income from property, to adopting a commercial mind-set which informs all councils activities”

In working entrepreneurially, we want to use the below to enact change:

- Adopt an imaginative and innovative mind-set towards using our resources
- Clearly understand our residents’/businesses’/visitors’ needs and design our services to meet them
- Maintain an open mind when exploring new models for service delivery and provide options for the Council to consider in order to secure the opportunity which works best for the District – we know that there are always better ways of working and we want to exploit these by working with partners, both public, private and voluntary sector which will secure the best value for money for the tax payer
- We are optimistic about the future. When exploring new opportunities, we want to adopt an agile approach which allows us to rapidly review and learn from experience to ensure the best result
- We want to deliver; to make our services better for those we serve and to meet the challenges that we have set ourselves.

This approach will involve a different appetite to risk and also that we need to generate income from different sources to keep providing services, and that we need to embrace different operating models to reduce costs. For services across the Council this will mean understanding the value that we add, ensuring we maximise the way we deliver, and exploiting the opportunities we have to generate income.

We will operate through the use of the five I’s below and this document sets out some examples of how organisations have adopted a more entrepreneurial approach to public services; where they have grasped opportunity beyond traditional resources.

Core principles to deliver the Council Strategy




Using the five I's

Insight

For us to deliver the Strategy we need to continue to gain insight into what our customers want (be they resident, business, visitor or staff), and understand what drives them. Externally, we need to find improved ways of engaging with customers and being clear on the difference between engagement and communication. We expect to start this with a Resident's Survey in the Spring to gain a clear baseline from our resident's views. The use of improved data analytics is also an exciting area for us to explore further to understand our customers better and to help shape our services around what our customers want from the Council, as well to help make our services more efficient and effective.

Lambeth Council

Completed a trial scheme called 'street champions'. The main focus of the trial was finding ways to get citizens more involved in the delivery of local public services. This method, known as 'co-production', shares the burden of cost whilst capitalising on the skills of the citizen.



Insight
Customer insight / data
What is our brand?
Link comms to outcomes
Budget Simulator



Winchester Hat Fair 2016

Implementing the Council Strategy
Why are we using an entrepreneurial approach?

Using the five I's Inspiration

Key to the delivery of the Council Strategy are the Council's members and staff and how we support them to deliver our ambitious plans. We need an engaged and inspired workforce to rise to the challenge of working in these new and exciting ways.

The organisation needs to re-articulate its core values that guide the Council's actions. They reflect what is important to the Council and what is unique about working here and need to be embedded in our recruitment, induction, performance management, learning and development process and activities.

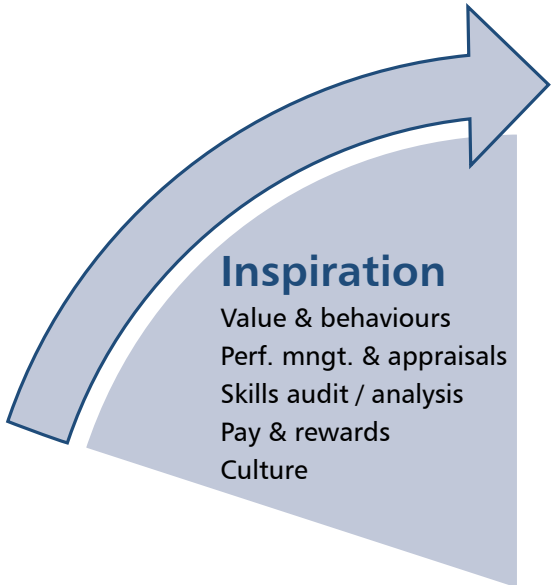
The Appraisal Process will be reviewed and developed to ensure that the key elements are retained and the whole process enhanced. A modern organisation demands more flexibility than a single annual review allows.

It is critical to establish the core skills needed to deliver the Council Strategy. This will involve identifying and defining specific skills and behaviours required. Council Competencies will be reviewed to reflect these and the relevant learning and development opportunities will be developed to support individuals and teams.

Current benefits offered to staff are being reviewed and updated where appropriate and will be re-branded and launched. A suite of additional possible benefits will be investigated and considered.

Culture can be defined as the way we do things within the organisation, and it is a collection of unwritten rules which are generally adhered to reflecting a diverse range of things from behaviours to dress codes for example. By using the agreed core values and behaviours we can assess what culture is required for the future and identify what needs to happen to help put a culture in place to be a successful organisation.





Inspiration
Value & behaviours
Perf. mngt. & appraisals
Skills audit / analysis
Pay & rewards
Culture



Implementing the Council Strategy
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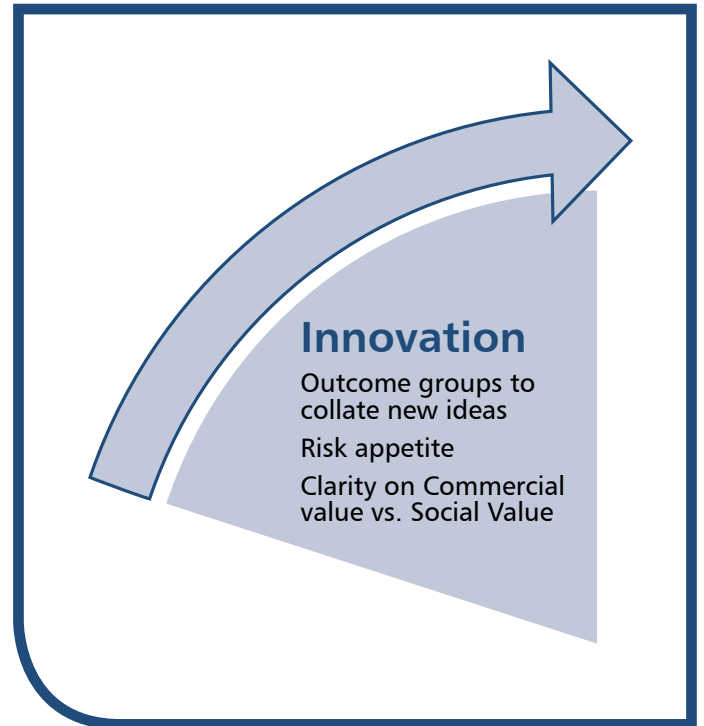
Using the five I's Innovation

To enhance our services, we also need to utilise innovation to help us make decisions between more commercial and social value. Not everything we do has a quantifiable financial benefit and we will investigate utilising social return on investment to enhance our evidence base for decisions.

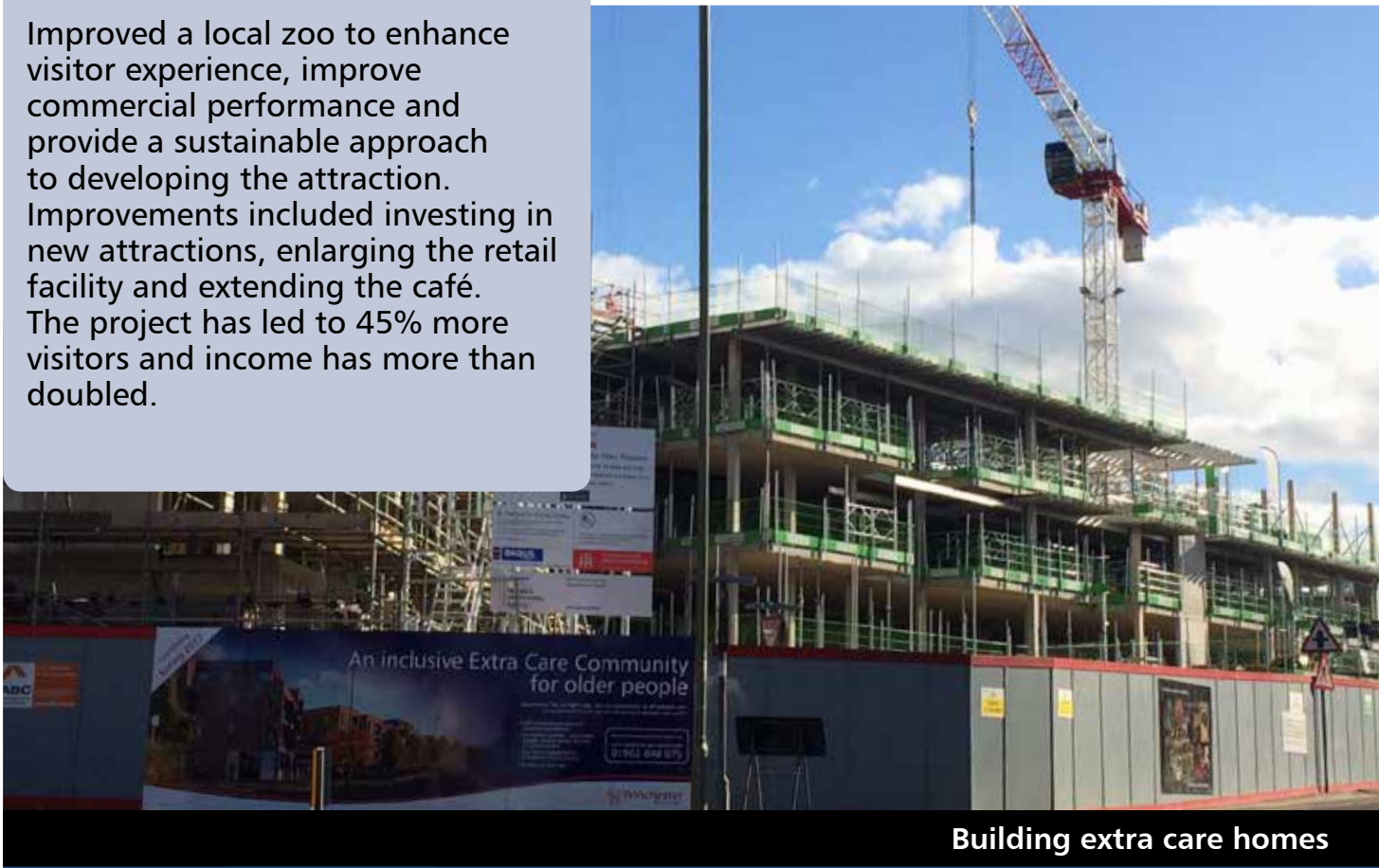
We need to find a way to gather ideas from our staff as well as looking outside the organisation to the best in other public sector organisations and the private sector. To help harness these ideas, there will be an outcome lead for each outcome that will lead a group of cross Council officers. These groups will then work together to help generate new ideas and find ways of joining up our services in a collaborative manner.

Leeds Council

Improved a local zoo to enhance visitor experience, improve commercial performance and provide a sustainable approach to developing the attraction. Improvements included investing in new attractions, enlarging the retail facility and extending the café. The project has led to 45% more visitors and income has more than doubled.



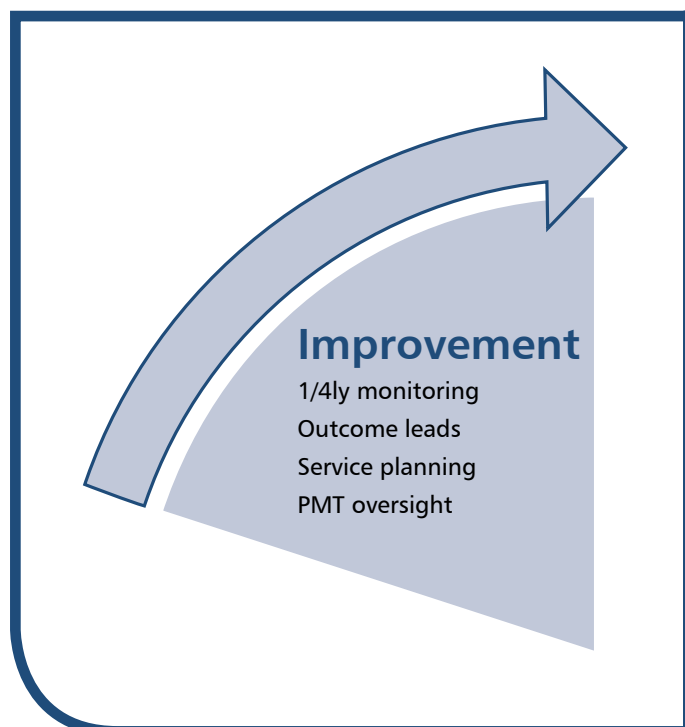
We also need to ensure there is a clear risk appetite for how much innovation and experimentation we are prepared to accept. The risk appetite is set by the Cabinet and establishing this will be an early part of the process.



Building extra care homes

Using the five I's Improvement

To ensure that we deliver the Council Strategy, we need an understanding of where to prioritise our efforts. To assist with this, there will be quarterly monitoring of the performance measures to the Senior Management and Cabinet so that we understand where we are delivering against the measures within the Strategy and where we need to direct or amend resources to improve our performance. Where we are not achieving elements of the Strategy then action plans can be developed and the prioritisation of resources to deliver the Strategy can be taken by senior management and members. Where the Strategy is being delivered we can provide assurance to stakeholders and investigate further opportunities to improve services.



We also need to embed the Council Strategy across the Council, and specifically through Service Planning so that our teams are able to contribute to the Strategy and understand how they can do this.

Southend-on-Sea Borough Council

Formed Southend Energy, a partnership between Southend-on-Sea Borough Council and Ovo Energy. The company is designed to provide competitive energy tariffs to residents and businesses in the borough. As well as keeping money in the local economy, a percentage of energy bills will be reinvested in local public services, providing further benefit to the community.



Casson block improvement

Using the five I's Investment

To enable the Strategy to become 'real' there is going to need to be investment in our services and infrastructure. The Capital Strategy (CAB2889) sets out some of the major investment in a variety of services that we expect to make a major contribution to the deliver of the Strategy. This includes major projects such as Station Approach and the Leisure facility, large investment in our housing stock and new housing initiatives, but the Strategy also has an ambition to be flexible. We want to encourage service areas to come forward with business cases for new investment that will improve services and that provide a financial benefit to the Council.

We also want to put greater emphasis on the use of digital channels. This is to enable a better experience for our customers through providing different solutions. We will also utilise data more effectively to help shape our services around customers and the value that we can bring. It is also important that we provide our services in the most efficient way possible and use technology to help reduce costs. We will also be investigating what it means to be a 'Smart District' and how this will benefit our residents, businesses and visitors across the district and ensuring that there is sufficient connectivity.

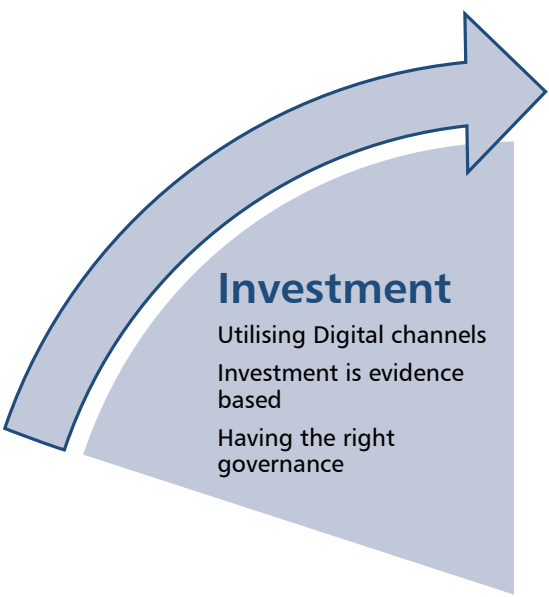
We are also reviewing our governance processes to ensure that these are fit for purpose for becoming a more entrepreneurial Council. This will involve reviewing the constitution and the delegations contained within it to make sure these reflect the ability for us to make evidence based, safe and efficient decisions.

Winchester City Council

We are investing in open market properties in our district to provide investment income for the council by receiving rent. We will receive a long term revenue income stream as well as providing a new local solution for housing.

Winchester City Council

We have a successful shared service arrangement with Test Valley Council for IT services. The partnership has delivered ongoing revenue savings to the Council whilst providing a strong level of resilience to help support our services to the public.



Investment
Utilising Digital channels
Investment is evidence based
Having the right governance

New Homes investment

Implementing the Council Strategy
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