



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE LEADER WITH PORTFOLIO FOR LOCAL ECONOMY, TOURISM, COMMUNICATION AND MAJOR PROJECTS

TOPIC – EFFICIENT AND EFFECTIVE COUNCIL DETAILED CHANGE PLAN 2011/12

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 (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that 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 15 July 2011.

Contact Officer:

Simon Eden, Chief Executive, Tel 01962 848 313,

email: seden@winchester.gov.uk

Committee Administrator:

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

SUMMARY

Approval is sought for the detailed Change Plan for an efficient and effective Council attached at Appendix 1. The Plan sets out the key programmes and actions to be undertaken by the Council during 2011/12 to support its ambition to be an efficient and effective Council.

The plan is divided into seven main areas of work. The main issues, opportunities and existing activity relating to the programme of work is summarised at the start of each section. Targets designed to drive progress against these themes are, wherever possible, SMART (Specific, Measurable, Achievable, Resourced and Timed) and include by a number of milestones where available to assist Members in monitoring progress through the Overview and Scrutiny Committee.

The outline Change Plan for the 'efficient and effective' outcome has already been adopted by Full Council at its meeting of [24 February 2011](#). The Detailed Plan attached was considered by the former Resources Scrutiny Panel at its meeting of [17 March](#). . Amendments proposed through the consultation process have been discussed with the Leader and incorporated as appropriate.

The Chief Executive is satisfied that the actions put forward in this Change Plan will contribute towards the efficient and effective Council outcome. They will form the basic 'menu' for the Council's Transformation Programme in 2011/12. In the main, targets will be achieved within the resources available. Where this is not the case, further reports will be brought to Cabinet for consideration.

PROPOSED DECISION

That the Detailed Change Plan for an efficient and effective Council be approved as attached at Appendix A.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The Detailed Change Plan, along with the three Change Plans for the outcomes in the Winchester District Community Strategy, form an important part of the Council's performance management process, setting out programmes of work for the coming year and providing clear guidance on the allocation of resources both by the Council and its partners. The Plan put forward for adoption sets out the actions that will best help the Council achieve its efficient and effective outcome, and to meet its statutory obligations within the resources available to it.

As indicated above, the former Resources Scrutiny Panel were consulted on the Change Plan and raised the following issues:

- a) That minor changes be made to the presentation of the plan's outcomes. This work has now been done.

**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**

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision:

**Councillor George Beckett – Leader with Portfolio for Local Economy and
Tourism**

Efficient and Effective Council Change Plan 2011 - 2014



Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EEC/001.1	Changing Our Corporate Culture: Collective Commitments to Change	We are a forward-looking organisation, embracing new opportunities and new ways of working as part of the continued evolution of the Council. The Council is an employer of choice which values and supports its staff				31-Mar-2014	Chief Executive (Simon Eden)
EEC/001.1a	Develop corporate commitments to behavioural change	Positive staff response to changes in organisational behaviours (tested through annual staff survey)	01-Apr-2010	Detail to be agreed for each 10 Corporate Commitments		31-Mar-2012	Chief Executive (Simon Eden)
EEC/001.2	Put customers first. Listen, understand & respond to customer needs. Deliver easy to access advice, information and services	Customer satisfaction with the Council's services is high	01-Sep-2008			30-Nov-2013	Head of Customer Service (Paul Wood)
EEC/001.2a	Customer Service Excellence Standard accreditation project	Improved service for customers. Accreditation achieved for all Council Teams	01-Sep-2008	Corporate accreditation for the Council Individual milestones and key dates for each team held within project plan	31-Dec-2011	30-Nov-2013	Head of Customer Service (Paul Wood)

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EEC/001.3	Collaborative Solutions for Service Delivery	Services are efficient, well run and provided by a range of organisations, including other local authorities, the private sector, the voluntary and community sector as well as the Council itself.				31-Mar-2014	Chief Executive (Simon Eden)
EEC/001.3a	HR Shared Service Projects - including Occupational Health, Recruitment, Employee Law advice & Learning & Development Services	An efficient HR service is provided and financial savings made	01-Apr-2010	Individual milestones and key dates for each element of the project are held within the project plan		31-Mar-2012	Head of Organisational Development (Alison Gavin)
EEC/001.3b	Regulatory Services	Options for joint approach to service provision are explored	01-Dec-2010	Project Plan being agreed with partner authorities, to include milestones		31-Mar-2012	Head of Organisational Development (Alison Gavin)
EEC/001.3c	Shared Services Project - Hampshire Home Choice (HHC)	TVBC admitted to HHC partnership, shared working opportunities investigated, plus cost savings and efficiencies achieved. The right solutions are found for those in housing need.	01-Mar-2010	Process mapping completed	16-Jun-2010	02-Jan-2012	Head of Strategic Housing (Andrew Palmer)
				TVBC member of HHC completed	02-Aug-2010		
				Next steps report complete	01-Apr-2011		
				Strategy & Enabling Partners formal sign off	11-May-2011		
				Private Sector Partner formal sign off	17-Aug-2011		
				Homelessness & Advice	10-Nov-		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Partner formal sign off	2011		
EEC/001.3d 2	Waste Services Procurement for Environment - Phase 2	Contract in place by 1 October 2011	13-Jan-2010	Issue OJEU Notice	04-Jun-2010	01-Oct-2011	Assistant Director – High Quality Environment (Rob Heathcock); Head of Environment (David Boardman); Project Manager (Lyn Black)
				Evaluate PQQs and shortlist tenderers	06-Aug-2010		
				Issue ITTs	20-Aug-2010		
				Award Contract	31-Mar-2011		
				Start of Contract	01-Oct-2011		
EEC/001.3e	Further develop the Council's IT systems so that they can facilitate and support shared services	Shared services are effectively supported by the Council's IT systems		Milestones to be determined as programme of shared services is developed		31-Mar-2014	Head of IM&T (Tony Fawcett)
EEC/001.4	Flexibility in deploying staff	We have embedded our 1 Team initiative, and are able to respond to new challenges with a flexible approach to staffing				31-Mar-2014	Head of Organisational Development (Alison Gavin)
EEC/001.4a	1team: We will: 1. Identify core skills within roles which will create a flexible resource to help meet the changing needs and priorities of the Council.	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	19-Jan-2010	Establish project board and work streams	30-Apr-2010	30-Sep-2011	Head of Organisational Development (Alison Gavin); Project Manager (Lyn Black)
				Work stream project plans developed	30-Sep-2010		
				Resources prioritisation process to be agreed with CMT	26-Oct-2010		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
	<p>2. Identify individuals who have the skills and competences to help support teams within the organisation on a short or medium term basis where priority needs are identified.</p> <p>3 Identify individuals who have potential to initiate change and work on projects and programmes, also providing an opportunity for individuals to develop their skills.</p>			<p>Launch of process to SMT</p> <p>1team goes live with First 1team Board meeting</p> <p>Analyse skills survey</p>	<p>02-Nov-2010</p> <p>09-Nov-2010</p> <p>17-Dec-2010</p>		
EEC/001.4b	Any new members of staff will be recruited with right skills to support the Council's programme of transformation. A corporate training programme will be put in place to ensure existing staff have the right skills to support the Council's change programme	Staff resource is used flexibly, allowing the Council to meet its changing needs and priorities effectively				31-Mar-2014	Head of Organisational Development (Alison Gavin)

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EEC/001.5	Improving financial and service planning	We have an integrated and proactive approach to all areas of corporate planning, supported by systems and procedures which are clear and accessible for staff and stakeholders				31-Mar-2014	Head of Finance (Alexis Garlick)
EEC/001.5a	Improve financial and service planning	We have an integrated and proactive approach to all areas of corporate planning, supported by systems and procedures which are clear and accessible for staff and stakeholders	01-Apr-2011	Financial & Capital Strategies transparently support the delivery of the District's Community priorities and maintain a three year balanced budget.	31-Mar-2012	31-Mar-2014	Head of Finance (Alexis Garlick)
				Budget & Policy Framework and Financial Procedure Rules reviewed and updated to support the changing state of the Council	31-Mar-2013		
				Fully integrated financial and performance plans covering the medium term	31-Mar-2014		
EEC/001.5b	Introduce a robust approach to commissioning, promoting a mix of providers for Council services. Support and develop potential service providers in the voluntary and	Potential service providers understand the commissioning process and are in a good position to bid to run services. The Council supports a widening mix of service providers and priorities are effectively delivered through a mix of third party organisations.	01-Apr-2011	Commissioning approach adopted by Cabinet	30-Apr-2011	31-May-2012	Assistant Directors (Jen Anderson leading)
				First specification for external commission drafted and shared with critical friends	30-Jun-2011		
				New web pages created for WCC to explain commissioning for new suppliers/partners	30-Jul-2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
	community sector			Voluntary sector and SME training on use of Business Portal completed	30-Jul-2011		
				ISG review of commissioning and WACA completed looking for further improvements to system	31-May-2012		
EEC/001.5c	Financial System Upgrade Phase 2	To implement a standard suite of reports to satisfy management and statutory requirements and to roll out General Ledger Authority Web.	29-Nov-2010	Implement General Ledger Authority Web	14-Jan-2011	31-Mar-2011	Principal Management Accountant (Darren Kennedy) – management accounting requirements. Principal Financial Accountant (Alan Goard) – statutory accounting requirements
				Training for General Ledger Authority Web has been provided	31-Jan-2011		
				Go live date of General Ledger Authority Web	01-Feb-2011		
				A standard suite of reports has been implemented	31-Mar-2011		
				Implement a corporate dashboard	31-Mar-2011		
EEC/001.5d	Implement Asset Management System	There is staff capacity within the Council to undertake a stock survey	01-Apr-2011	Approve business case	19-Jul-2011	31-Mar-2012	Property Services Manager (Andrew Kingston)
				Procurement process/order	31-Oct-2011		
				Determine survey procedures	31-Dec-2011		
				System set up/training	31-Dec-2011		
				Data Collection/migration	31-Mar-2012		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
EEC/001.6	Modernising Communications	We are using our financial, staff and built resources in the most efficient way, to provide customer focussed services.	01-Jan-2011			31-Mar-2012	Head of Corporate Communications (Eleanor Davies)
EEC/001.6a	Review of corporate website	The amount of avoidable contact via the telephone or in person is reduced as are associated costs		Business Case approved	01-Apr-2011	31-Mar-2012	Head of Corporate Communications (Eleanor Davies)
				Project plan produced	31-May-2011		
				Spec produced and signed off	30-Jun-2011		
				Transfer of website content	30-Sep-2011		
				Website Launch	29-Feb-2012		
EEC/001.6b	Improved transparency	Better public access to service and financial information.	01-Jan-2011	Some financial and salary information already published. Detailed plan being developed for wider transparency		31-Mar-2012	Chief Executive (Simon Eden)
EEC/001.7	Making Best Use of Resources	We provide value for money and customer focussed services by using our financial, staff and built resources in the most efficient way.				31-Mar-2014	Chief Executive (Simon Eden)
EEC/001.7a	Continue our service redesign programme	All services are reviewed to ensure they provide value for money and are provided in the most efficient and effective way		To be established once the next round of reviews is scoped		31-Mar-2012	Head of Policy (Antonia Perkins)

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
		for its customers.					
EEC/001.7b	Provide office accommodation for WACA and other voluntary sector partners. Explore opportunities to provide voluntary sector partners based at City Offices with back office services	Customers and partners are provided with a single point of contact for a variety of services. The Council supports and develops potential service providers in the voluntary and community sector.	01-Jan-2011	Short term accommodation solution achieved	31-Dec-2012	31-Mar-2014	Assistant Director for Communities (Jen Anderson)
EEC/001.7c	Corporate roll-out and implementation of EDRMS / Retriever System	Less paper within offices and improved sharing of information. Reduction in office storage requirements	01-Mar-2007	Detailed milestones included within project documentation		30-Jun-2012	Head of IM&T (Tony Fawcett)
EEC/001.7d	Review of Asset Management Plan and capital programme	The Council's fixed assets are employed to best effect in securing the Council's priorities, their condition and value are improved and their revenue income stream is developed.	01-Apr-2009	Hyde development approved	30-Sep-2010	30-Jun-2012	Head of Estates (Kevin Warren)
				Abbey Mill structural repairs - report to Cabinet	31-Oct-2010		
				Options for depot considered	31-Oct-2010		
				Abbey Mill - further ground works completed	31-Jan-2011		
				Hyde - Project Manager and Quantity Surveyors appointed	31-Jan-2011		
				Hyde architects appointed	31-Jan-2011		
				Hyde building agreement and lease agreed	31-Jan-2011		

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
				Rejuvenation of Winchester Market - extended to include arts, antiques and produce. Report to Cabinet 9 Feb 2011	09-Feb-2011		
				Guildhall development completed	28-Feb-2011		
				Abbey Mill construction works and underpinning complete	01-May-2011		
				Hyde works completed	30-Jun-2011		
				Majority of construction of new depot completed	01-Oct-2011		
				Ongoing review of Asset Plan	30-Jun-2012		
EEC/001.7e	Review procedures and amend Constitution as appropriate in light of Localism Bill	Council executive arrangements and scrutiny framework fully updated and functioning efficiently	01-Dec-2010	Report to Members on Overview and Scrutiny	04-Jan-2011	31-May-2011	Head of Democratic Services (Chris Ashcroft)
				Council agrees Constitution changes	06-Apr-2011		
				Report to Members on Overview and Scrutiny	06-Apr-2011		
				Further amendments following possible political change after elections on 5 May 2011	18-May-2011		
EEC/001.7f	Review how overview and scrutiny, Members' audit role and policy development (particularly for Housing	The Council's and its partners' services are effectively scrutinised, leading to improved outcomes for the District's residents, visitors and		First meeting of the new Overview and Scrutiny Committee where the new work programme will be agreed.	01-Jun-2011	31-Mar-2012	Head of Policy (Antonia Perkins)

Code	What will we do	Expected Outcome	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Who's Accountable
	matters) is undertaken at the Council	businesses.		Elected Member training on the new system for overview and scrutiny.	14-Jun-2011		
				Review of the new system for overview and scrutiny	30-Mar-2012		
EEC/001.7g	Review local Standards in accordance with Government guidance, having regard to Standards for England abolition during early 2012	Council approved Standards framework which continues to maintain high levels of probity and ethics for Members	01-Apr-2011	Update reports to Standards Committee	04-Jul-2011	30-Apr-2012	Stephen Whetnall (Corporate Director (Governance))
				Council agrees new Standards framework	11-Jan-2012		