

	AGENDA ITEM NO.
Report Cover Sheet	
Name of Meeting:	Executive
Date of Meeting:	25 th March 2008
Report Title:	2008/09 Portfolio Holder Statements
Summary of report:	Proposed Portfolio Holder Statements detailing portfolio responsibilities, objectives, priorities and indicators and 12 month actions
For further information please contact (report author);	Chris Charman Chris.charman@warwickdc.gov.uk 01926 456028
Business Unit:	Policy & Performance
Would the recommended decision be contrary to the policy framework:	Yes/No
Would the recommended decision be contrary to the budgetary framework:	Yes/No
Wards of the District directly affected by this decision:	
Key Decision?	Yes/No
Included within the Forward Plan?	Yes/No (If Yes, include reference number)
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	Yes/No (If yes, include para number)
Date and name of meeting when issue was last considered and relevant minute number:	(If applicable) n/a
Background Papers:	

Consultation Undertaken		
Below is a table of the Council's regular consultees. However not all have to be consulted on every matter and if there was no obligation to consult with a specific consultee they will be marked as n/a.		
Consultees	Yes/ No	Who
Other Committees	No	
Ward Councillors	No	
Portfolio Holders	Yes	Via preparations of Portfolio Holder Statements
Other Councillors	No	
Warwick District Council recognised Trades Unions	No	
Other Warwick District Council Service Areas	Yes	Via preparations of Portfolio Holder Statements
Project partners	No	
Parish/Town Council	No	
Highways Authority	No	
Residents	No	
Citizens Panel	No	
Other consultees	No	
Officer Approval		
With regard to officer approval all reports must be approved by the report author's relevant director, Finance Services and Legal Services.		
Officer Approval	Date	Name
Relevant Director(s)	21/2/08	Karen Pearce
Chief Executive	21/2/08	Chris Elliott
CMT	21/2/08	
Section 151 Officer	21/2/08	Mary Hawkins
Legal	21/2/08	Simon Best
Finance	21/2/08	Mike Snow
Final Decision?	Yes/ No	

1. RECOMMENDATION(S)

- 1.1 That the 2008/09 Portfolio Holder Statements detailed within appendices a – g attached be approved.
- 1.2 That these statements be used by portfolio holders to support focussed performance monitoring and management during 2008/09
- 1.3 That the Portfolio Holder Statements be published on the Council website as indicated in the March edition of the District Focus Magazine recently distributed to all households.

2. REASON(S) FOR THE RECOMMENDATION(S)

- 2.1 Portfolio Holder Statements provide a useful bridge between the long term aims of the Corporate Strategy and the need for focussed activity over the coming 12 months.
- 2.2 Each Objective of the corporate Strategy falls within the remit of a different Portfolio Holder. Service areas, their services and activities and their performance information are then divided up under each portfolio for ease of monitoring management and reporting. The Portfolio Holder statements for 2008/09 reflect the changes to areas of responsibility which have been agreed, although in some areas (particularly the transfer of Bereavement Services from Culture to Environment) there will be a period of transition.
- 2.3 In previous years Portfolio Holder Statements have been more complex documents included within Part 1 of the Best Value Performance Plan. The removal of the statutory requirements to produce this document has allowed a review of the format of the Portfolio Holder Statements. The shorter, clearer and more accessible statements attached in Appendix A – G are the result of this review
- 2.4 The March edition of the District Focus Magazine includes information describing the development of the Corporate Strategy and the Portfolio Holder Statements and directs readers to the Councils website to find further information.

3. ALTERNATIVE OPTION(S) CONSIDERED

- 3.1 The development and approval of Portfolio Holder Statements to focus annual performance monitoring and management is an essential element of this process.

4. BUDGETARY FRAMEWORK

- 4.1 The actions in the attached appendices have been developed in consultation with service managers following the approval of the annual budget and are therefore in alignment with this.

5. POLICY FRAMEWORK

- 5.1 Portfolio Holder Statements link directly to the Corporate Strategy and the policy framework of the authority and support its implementation and delivery.

APPENDICES

Appendix A – Community Portfolio

Appendix B – Corporate & Strategic Leadership Portfolio

Appendix C – Culture Portfolio

Appendix D – Customer & Business Improvement Portfolio

Appendix E – Development Portfolio

Appendix F – Environment Portfolio

Appendix G - Housing Portfolio

Appendix A – Community Portfolio

COMMUNITY PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To promote safe, vibrant and sustainable local communities

Portfolio Responsibilities

The Community Portfolio covers: - Community Development; Rural Initiatives; Community Chest Grants; Equalities; Health and Well being; Older People, and Children.

Portfolio Priorities

- To make neighbourhoods feel safer
- To understand and support the differing needs of our communities
- To promote equality of access to our services for all members of the community
- To support sustainable and vibrant rural communities

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Implement an early warning system advising parents of whereabouts of children and anti-social behaviour issues.
- Improve information sharing on anti-social behaviour issues through weekly meetings between WDC and Warwickshire Police.
- Implement an electronic case management system to produce anti-social behaviour documentation and reports
- Develop and implement plans to reduce the incidence of violent crime, criminal damage, and theft from vehicles and domestic burglary.
- Encourage Parish Councils to strengthen rural communities through the Rural Excellence initiative and allocation of rural initiatives grants.

- Work towards achieving the Warwickshire Award for Involvement - Young People and Children, initially achieving bronze awards, then silver awards.
- Investigate the viability of introducing a subsidised taxi service scheme for rural areas.
- Review and update WDC's Health Strategy to take account of the revised Sustainable Community Strategy, Corporate Strategy and the new Local Area Agreement.
- Run at least one SWOOP event in partnership with the PCT to prevent slips, trips and falls.
- Deliver information and advice programme in Care Homes to contribute to the Fit 3 Falls prevention initiative in Care Homes.
- Undergo external validation for level 3 of the Equalities Standard.
- Review level of equality standard and decide whether to continue to aim for higher levels.
- Review Service Level Agreements for the voluntary and community sector organisations we fund.
- Review the criteria for the Small Grants Scheme.
- Assist the County Council to develop a county-wide Telecare service for older people
- Assist the County Council in the development of the Older People's Strategy and ensure it is relevant to the needs of older people in Warwick District
- Increase take-up for the Warwick Response community alarm service

Outcome Indicators

- Percentage increase in success of first intervention in reducing anti-social behaviour for all individuals other than local authority tenants, members of their household or visitors to their property.
- Number of Town & Parishes with a local plan for their area
- Number of services achieving the Warwickshire award for involvement
- % of residents living in rural areas who perceive that access to essential services is fairly or very easy (measured through Citizens' Panel)

Appendix B – Corporate & Strategic Leadership Portfolio

CORPORATE & STRATEGIC LEADERSHIP PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To provide clear community leadership, and effective management of resources, whilst delivering responsive public services in an open and transparent manner.

Portfolio Responsibilities

The Corporate & Strategic Leadership Portfolio covers :- Democratic Representation; Corporate Management; Electoral Services; Council Support Services; Resource Management; Audit issues; Commercial Property Management; Land Charges.

Portfolio Priorities

- To set out and fulfil a clear vision with our partners to improve the wellbeing of the District.
- To improve the satisfaction levels of the Council as viewed by local residents
- To manage the Council's resources effectively and ensure its services are of a high quality.

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Prepare for the annual Use of Resources Assessment
- Update the Constitution of the Council to take account of the Local Government and Public Involvement in Health Act 2007
- Carry out the alterations to Riverside House and to the Town Hall and achieve the programmed savings
- Carry out the Year 2 proposals of the Building on Excellence Programme
- Agree a new Sustainable Community Strategy for the District
- Develop proposals to achieve financial savings over the next 3 to 4 years
- Develop a Shared Services Strategy to achieve financial savings
- Achieve Lexcel accreditation for Legal Services
- Progress the automated Land Charges response
- Ensure that the Council has a robust Emergency Plan and Business Continuity Plans
- Update the Council's Governance Standards in the light of the new code of practice

Outcome Indicators

- Increase the percentage of residents who are satisfied with the neighbourhood as a place to live
- Increase the percentage of residents either very or fairly satisfied with the Council overall
- Achieve a rating of 3 out of 4 in the Audit Commission's Use of Resources Assessment Score

Appendix C – Culture Portfolio

CULTURE PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To increase participation and attendance in the Council's cultural offering

Portfolio Responsibilities

The Culture Portfolio covers: - Spa Centre; Pump Rooms; Sports Facilities; Parks and Open Spaces and General Leisure and Amenities;

Portfolio Priorities

- To increase involvement by younger people
- To increase involvement by older people
- To ensure culture caters for the whole community

2008/09 Key Projects and Actions

- Establish processes to ensure that the new Cultural Services Unit can operate in the most efficient and effective way. This will include the appointment of the Cultural Development and Strategy Manager and the implementation of a coordinated marketing strategy for the Unit. Also the transition of Bereavement Services from the Culture Portfolio to the Environment Portfolio.

Arts and Heritage

- Achieve full Accreditation for Leamington Spa Art Gallery & Museum under the Accreditation Scheme for Museums and Galleries in the UK.
- Complete the Lottery funded *Tapping In* project to provide digital access to the collections of Leamington Spa Art Gallery & Museum on schedule (June 2008).
- Refurbish the Children's Gallery of Leamington Spa Art Gallery & Museum subject to external funding being obtained.
- Commission and adopt a new *Warwick District Arts Strategy 2008 - 12*.

Events and Community Sport

- Continue to work with Bowls England to protect the future of championship bowls at Victoria Park
- Agree a strategic plan for the future of golf provision at Newbold Comyn
- Continue the St Marys Land project in particular the partnership with Racing Club Warwick

Royal Spa Centre

- Complete the refurbishment of the cinema including replacement of seats, lighting and sound systems subject to external funding being obtained.
- Develop and expand e marketing at the Royal Spa Centre

Sports Facilities

- Expand on line booking opportunities to include additional facilities e.g. children's holiday activities
- Support the effective operation of the Warwick District Local Sports Network, working in partnership with CSP, PCT, schools and local sports clubs and maximising any opportunities that arise associated in the lead up to London 2012 Olympics
- Continue the building refurbishment programme at the leisure centres

Parks

- Submit the Heritage Lottery Fund Parks for People Application for St Nicholas Park
- Completion of the Open Space Audit
- Develop and implement the Play Strategy (£220,000 Big Lottery bid)

Cemeteries and Crematorium

- Transfer responsibility to Environment Portfolio

Outcome Indicators

- Number of under 18's participating in targeted sports activities run by WDC
 - Number of over 50's participating in targeted sports activities run by WDC
 - Number of public cultural events specifically promoting inclusion and community cohesion organised by or in partnership with WDC
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Appendix D – Customer & Business Improvement Portfolio

CUSTOMER & BUSINESS IMPROVEMENT PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To improve the efficiency of service delivery to the Council's customers

Portfolio Responsibilities

The Customer & Business Improvement Portfolio covers:- Local Tax Collection; Council Tax and Business Rates; Housing Benefits; One Stop Shops; Web Site; Customer Service Centre; Assisted Travel.

Portfolio Priorities

- To use best practice to improve service delivery
- To use technology to provide services which are easy for our customers to use
- To promote multi-agency working for the benefit of our customers

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Continue shared service Benefits/ Revenues work with other Warwickshire Districts and Boroughs
- Continue roll out of one stop shops
- Relocate Customer Service Centre to Shire Hall, Warwick
- Develop accessibility and usability of the website and continue to increase the number of services that can be accessed
- Continue the delivery of case registration and progression through the Document Management Centre
- Continue as a Key member of Warwickshire Direct Partnership
- Review the discretionary assisted travel scheme
- Update and review the ICT Disaster Recovery Plan
- Roll out Internet Protocol Telephony to all of Riverside House and the remote sites
- Ensure the infrastructure and processes are in place to support agile working
- Continue the program to virtualise servers
- Support development of business cases and transition to shared services
- Develop proposals for improving staff reward and recognition
- Develop a revised performance framework to ensure the Council stays focused on delivering the new Corporate Strategy
- Undertake service reviews in areas where there is scope for significant improvement to service quality or service efficiency
- Prepare the Council for Comprehensive Area Assessment
- Improve the efficiency of centralised HR through introduction of an HR IT system
- Develop Resourcing Strategy that maximises efficiencies in recruitment practices including advertising and temporary staff
- Introduce a competency framework for the council to support Building on Excellence
- Develop a Workforce Plan that enables the council to build a flexible workforce that is focussed on delivering excellent cost effective services
- Enter the Best Council To work For competition with the aim of being in the top 100

Outcome Indicators

- Service Improvement Index : The average change in citizen perception of improvement of key services (Citizen's Panel)
 - Overall, the extent to which customers find WDC services easy to access and use
 - Number of multi-agency one stop shops
-

Appendix E – Development Portfolio

DEVELOPMENT PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To create thriving town centres, keep pleasant villages and make the district an attractive place to live and work

Portfolio Responsibilities

The Development Portfolio covers:- Planning/Conservation; Economic Development; Regeneration; Tourism; Town Centre Management; Markets & Mops; Property Maintenance; Flooding; Engineering.

Portfolio Priorities

- To support the development of thriving Town Centres
- To exploit opportunities for new business growth
- To seek a high standard of quality in new developments

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Promote planning design guidance, pre-application discussions and advice.
- Development inward investment projects including seeking funding.
- Develop employment creation projects in association with partner agencies.
- Ensure an annual Programme of town centre promotional activities via Town Centre management and partnerships.
- Re-develop Chandos Street in Leamington as a major sub-regional shopping centre.
- Complete the development of Kenilworth and upgrade the retail environment.
- Support the investigation of a Business Improvement District for Warwick.
- Develop the Core Strategy to set out the vision, objectives and district spatial development strategy.
- Produce the Supplementary Planning Document on Open Space (guidance for protecting and enhancing open space).
- Produce the Supplementary Planning Document on Sustainable Buildings (guidance on how new developments can be more sustainable/incorporate renewable energy).
- Consider implications of the likely growth in the district up until 2026.
- Contribute to the revision of the Regional Spatial Strategy.
- Prepare planning briefs for the station area of Leamington Spa and the Ford Foundry site.

- Promote actions to reduce the risk of flooding, including directing development away from areas of flood risk
- Promote Renewable Energy Projects to reduce Council's carbon footprint.
- Progress:
 - Warwick Development Projects – including Pageant House Court House and Gardens Rejuvenation.
 - Old town Enterprise Projects - including Althorpe Street Enterprise Centre, Arches in Court Street, Cup/Spencer's Yard.
 - Focus on Stoneleigh Park as food and farming centre.
- Rural project – Parish and village plans.
- Work together with partners to review visitor information services in Warwick.
- Work with South Warwickshire Tourism to develop marketing programs for the town.
- Develop a strategy with Warwickshire College and the Universities of Warwick and Coventry to utilise skills development for the benefit of new inward investment and existing companies.

Outcome Indicators

- Town Centre performance as a % of regional performance
- Number of new jobs created as a result of projects enabled / implemented
- % of all planning applications received which are consistent with design guidance and which are approved without requiring significant amendment at the request of WDC

Appendix F – Environment Portfolio

ENVIRONMENT PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To provide high standards of environmental services across the district delivering a sustainable and quality environment

Portfolio Responsibilities

The Environment Portfolio covers:- Environmental Health; Waste Collection; Street Cleansing; Environmental Policy; Recycling; Action 21; CCTV; Car Parks; Transport Plans; Traffic Management; Public Conveniences; Grounds Maintenance; Licensing and Registration

Portfolio Priorities

- To maintain a clean and tidy environment across the district
- To significantly increase recycling rates & reduce waste
- To promote high standards of environmental health
- To reduce the Council's direct impact on climate change

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Utilise the integrated waste management contract to ensure consistent standards of cleanliness across public land within the district.

- Ensure all residents receive an effective and efficient recycling and refuse service which is flexible in operation to accommodate special needs.
- Develop recycling facilities for schools and double the schools education Programme.
- Expand recycling bank sites to provide additional recycling facilities.
- Provide an effective and efficient contract management system to deal with missed collections and service requests.
- Provide an effective cleansing service for public conveniences and car parks.
- Improve the Council's response to graffiti and fly posting, fly tipping and abandoned vehicles.
- Promote education and awareness regarding recycling opportunities and waste minimisation
- Develop a monitoring Programme to meet the needs of the new Government National Indicator Guidance.
- Develop and implement energy efficiency projects to reduce fuel inputs necessary to deliver core services and maintain council properties.
- Develop parking enforcement in line with the 2004 Traffic Management Act.
- Upgrade the CCTV control room including the provision of digital recording.
- Incorporate and use the Regulator's Compliance Code into the Licensing Enforcement Policy.
- Change Hackney carriage/private hire driver licenses to be of 3 year duration.
- Increase multi-agency checks of licensed premises and taxi/private hire vehicles, drivers and operators.
- Implement the Local Air Quality Action Plan.
- Incorporate Bereavement Services Team into the existing Environmental Health Team.
- Install new Cremators at Oakley Woods with Mercury Filtration
- Successfully introduce Woodland Burial at Oakley Woods
- Complete the investigation into drainage issues in Kenilworth Cemetery

Outcome Indicators

- % of land at an acceptable standard of cleanliness (litter and detritus)
- % of household waste diverted from landfill (recycled & composted)
- Satisfaction of local businesses with local authority regulation services
- CO2 reduction from Local Authority operations

Appendix G - Housing Portfolio

HOUSING PORTFOLIO 2008/09 Portfolio Holder Statement

Portfolio Objective

To improve housing services efficiency to meet the housing need of the district.

Portfolio Responsibilities

The Housing Portfolio covers: - Housing Revenue Account Landlord Activity; Housing Strategy and Enabling; Homelessness; Private Sector Housing Renewal; Housing Advances.

Portfolio Priorities

- To reduce rent arrears
- To maximize affordable housing provision
- To use current stock as effectively as possible

2008/09 Key Projects and Actions

Over the next 12 months this portfolio will:

- Work in partnership to meet the Governments targets for house delivery.
- Review and update the Housing Strategy at a local level and lead the South Housing Market Area in the formation of a sub-regional Housing Strategy.
- Review the Homelessness Strategy and ensure that the prevention agenda is embedded both internally and with external partners.
- Make the best use of existing stock in the district
- Review the Housing Register and implement the Home choice Review.
- Further research participation of the sub-regional CBL – Home choice Plus.
- Take forward the recommendations of the Gypsy and Travellers Assessment for the provision of permanent and temporary sites
- Implement the existing Local Area Agreement producing and rolling out a 16/17 year old Protocol and formulation of a land supply register for the district.
- Implement the Warwickshire Housing Adaptations Strategy 2007-2012 to provide more cost effective adaptations in line with good practice.
- At a local level works to reduce the level of outstanding Disabled Facility Grants and reduce the waiting list.
- Through the Supporting People Core Strategy Group lobby for equitable services across the county
- Work with CLG, as a member of the self financing 'modelling group' of 6 authorities, on the national project to evaluate the feasibility of establishing self-financing HRAs and assess the impact of proposals emerging from the national review of the housing subsidy system on a potential self financing business plan.
- Assess the potential for self financing to secure the long term investment needs of the stock and address a range of strategic housing priorities including supply of new affordable housing.
- Restructure the Housing and Property Services' service area to maximise synergies and efficiencies across service delivery to council tenants and corporate clients
- Work with the County Council on the development of a county-wide Telecare service and prepare to tender to deliver a Telecare service county-wide or across the south of the county post April 2009
- Evaluate and respond to any review of existing Supporting People contracts, reconfiguring service provision as required
- Determine the most effective use of properties currently designated for letting to older people as part of the district wide review of older persons housing
- Evaluate the benefits of the current letting and transfer incentive schemes
- Prepare and tender contracts for responsive repairs and gas maintenance and servicing to council homes under EU procurement legislation
- Work towards achievement of Level 3 of the Equality Standard across both housing the service areas

Outcome Indicators

- Reduce the level of current tenants rent arrears (expressed as a percentage of the gross debit)
- Number of affordable houses completed per annum
- Reduce % of rent loss through properties being empty