

THE OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2011

PERFORMANCE MONITORING UPDATE – HIGH QUALITY ENVIRONMENT AND ECONOMIC PROSPERITY OUTCOMES

REPORT OF COMMISSIONING TEAM

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RECENT REFERENCES:

[CAB2069](#) Adoption of the Winchester Sustainable Community Strategy 2010 - 2020, 13 October 2010

[CAB2119](#) Adoption of Change Plans, 9 February 2011

[OS013](#) Performance Monitoring Update – Quarter 1 2010/11, 11 July 2011

EXECUTIVE SUMMARY:

This report provides an update on the progress made against the actions that contribute to achieving the High Quality Environment and Economic Prosperity outcomes included in the Community Strategy over the first six months of the 2011/12 financial year.

Attached as Appendices 1 and 3 to the report are two scorecards that give a summary of the progress made against the actions in the detailed High Quality Environment and Economic Prosperity change plans. Further details are given on the progress of each of the priority actions under each theme and explanations for actions that are behind schedule and overdue.

Further Appendices 2 and 4 provide data for a series of performance indicators that measure the progress being made against the key priorities included in the High Quality Environment and Economic Prosperity Change Plans.

A report giving details of progress against the Active Communities outcome and the Council's own outcome to be an Efficient and Effective Council will be presented to this Committee's meeting on 23 January 2012.

**RECOMMENDATION:**

1. That the Committee raises with the relevant Portfolio Holder any issues arising from the performance information in this report and considers whether any items of significance need to be drawn to the attention of Cabinet.

## THE OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2011

### PERFORMANCE MONITORING UPDATE – HIGH QUALITY ENVIRONMENT AND ECONOMIC PROSPERITY OUTCOMES

#### REPORT OF COMMISSIONING TEAM

##### Introduction

- 1.1 The Committee is asked to consider this report as part of its role in holding portfolio holders to account and monitoring the progress the Council is making towards achieving the outcomes of Sustainable Community Strategy along with its corporate outcome to be an Efficient and Effective Council.
- 1.2 This report forms part of the regular performance and financial monitoring processes, designed to check progress against actions included in Change Plans and against agreed performance targets.
- 1.3 All of the information provided in the appendices has been drawn from the Council's performance management system; Covalent and has been inputted by the officers accountable for specific projects and indicators.
- 1.4 Since the last Committee meeting on the 11 July it has been agreed with Scrutiny leads and the Chairman of this Committee that future monitoring reports be split so that two outcomes are reported at a time. This report includes an update on the progress that has been made against the High Quality Environment and Economic Prosperity Change Plans.
- 1.5 A report giving details of progress against the Active Communities outcome and the Efficient and Effective Council outcome will be presented to this Committee's meeting on 23 January 2012.
- 1.6 Further changes have been made to the format of Appendices 2 and 4 following comments made by the Committee at its meeting of 11 July. The tables of performance indicators have been replaced by a series of graphs and charts for a small number of key performance indicators relevant to the Change Plan outcomes. These are considered to be more representative of progress towards overall outcomes, as opposed to reflecting levels of activity within individual Council services.
- 2.1 Appendices 1 and 3 – Scorecard Report.
- 2.2 The information provided in Appendices 1 and 3 is designed to give a high level summary of the progress that has been achieved over the first two quarters of this year in delivering the High Quality Environment and Economic Prosperity Change plans.
- 2.3 Each outcome area is split into a set of key themes or topics that have been identified for action through consultation. A number of individual actions and projects contribute to each of these themes, and in the two Appendices (Table 2), a summary of the progress against these actions, via the use of 'traffic

lights' system is given. A key to the meaning of each of the status icons is given at the top of the Appendices (Table 1).

- 2.4 Brief updates (Table 3) on the progress that has been achieved so far this year are included for each of the actions that were designated priority actions in terms of their impact on each of the relevant themes.
- 2.5 Furthermore, brief explanations are included against each of the actions that are behind schedule or where key dates have passed and milestones have not been completed (Table 4).
- 2.6 More detailed information on the outcomes and actions can be found in the Winchester District Change Plans 2011-2014 document, which was circulated to Members of this Committee at its last meeting.
- 3. Appendices (2 and 4) – Performance Indicators
  - 3.1 Following comments made by the Committee at its meeting on 11 July; there have been changes to the format of the Appendices that show performance indicators.
  - 3.2 Attached as Appendices 2 and 4 of the report is a series of graphs and charts that include key performance indicators that are grouped by outcome.
  - 3.3 Brief notes have been included for each of the graphs giving an explanation of the progress made against targets where they are provided.

#### OTHER CONSIDERATIONS:

#### 4. SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

- 4.1 This report forms part of a suite of performance and financial monitoring processes, designed to check progress being made against Change Plans and agreed performance targets.

#### 5. RESOURCE IMPLICATIONS:

- 5.1 As referred to within the appendices to the report.

#### 6. RISK MANAGEMENT ISSUES

- 6.1 This report provides Members with an update on the progress that has been made against the projects and programmes that contribute to achieving the outcomes of the Community Strategy. Scrutiny of this progress forms part of the wider corporate approach to risk management, by enabling Members to identify and explore areas where performance is below acceptable levels or difficulties which are preventing progress in delivering important projects. The Council's project management process requires a full risk assessment, providing further controls over risks associated with Change Plan activities

#### BACKGROUND DOCUMENTS:

Working papers held by officers in the relevant teams.

APPENDICES:

- Appendix 1 High Quality Environment – Progress against actions
- Appendix 2 High Quality Environment – Performance Indicators
- Appendix 3 Economic Prosperity – Progress against actions
- Appendix 4 Economic Prosperity – Performance Indicators

## Progress against Change Plans – High Quality Environment

Monitoring Report – September 2011

### Introduction

This Appendix provides details of the progress that has been made since April 2011 against the actions in the detailed High Quality Environment Change Plan. Each of these actions has been aligned to one of the relevant themes that are in place to achieve the High Quality Environment outcome.

Table 2 (below) sets out the six themes of the Change Plan and the status of the relevant actions that contribute to each of the themes. The status is shown by icons which are explained in the key below (Table 1). The numbers in the columns headed “No. of actions” are the total number of actions by ‘status’ (for example, the number of actions where progress is overdue).

Within each of the six themes, a narrative is provided on progress against each of the designated priority actions approved by Council as part of the Corporate Business Plan.

Table 4 provides details and an explanation of those actions that are approaching their due date, not yet complete and past their due date, not started or overdue.

### Key to Status Icons

The table below provides a key to the status icons used in Table 2.

Table 1

















Action Status	
 Action Completed	 Action Overdue – Due date passed before action completed
 Action In Progress and within expected due date	
 Check Action Progress – action approaching due date or associated milestone not yet complete and passed due date; Action Not Started	

Table 2

High Quality Environment Outcome Scorecard								
What do we want to achieve? Our communities use resources such as water and energy in a sustainable way. The beautiful countryside, heritage and character which make our District so distinct are valued and the built environment complements our natural environment. Our open spaces, streets and the built environment are clean and can be enjoyed by everyone.								
	Status	No. of actions	Status	No. of actions	Status	No. of actions	Status	No. of actions
Theme 1 – Reduce the District’s greenhouse gas emissions and adapt to a changing climate		1		11		0		0
Theme 2 – Protect and enhance the District’s rich biodiversity and habitats		1		2		0		0
Theme 3 – Protect and improve our landscapes and townscapes		1		7		0		0

	Status	No. of actions	Status	No. of actions	Status	No. of actions	Status	No. of actions
Theme 4 – Use the District's natural resources wisely		0		1		0		0
Theme 5 – Minimise the impact of traffic and transport		0		4		0		0
Theme 6 – Waste Minimisation		0		2		0		0

**Update on Priority Actions for each High Quality Environment Outcome theme:**

Table 3

Change Plan Theme	Action status	Action or Project Title – latest update
Theme 1		<p><b>Develop a WCC internal 5 year Carbon Reduction Plan</b> - Energy Manager has begun a series of surveys to identify quick wins including car parking lighting. Issue raised as part of consideration of Greenhouse Gas Emission and Asset Management Plan report at September Cabinet. Energy Manager will attend carbon reduction ISG to give an update in October and their recommendations to be included within the overall plan.</p> <p>In addition the City Council's Travel Plan has been updated and an internal working group established to deliver its content.</p> <p>Finally, a staff behavioural change group called Carbon Cutters has been established to drive forward staff commitment to the achievement of carbon reduction objectives.</p> <p>All of these initiatives will be integrated into an overall carbon reduction plan once the detail is known.</p>
Theme 2		<p><b>Revise the Winchester District Biodiversity Action Plan</b> - Natural Environment Forum workshop arranged for 17th October to consider the issue and work will be dovetailed into any progress to establish a Hampshire wide Local Nature Partnership being led by Hampshire Wildlife Trust.</p>
Theme 3		<p><b>Environmental Improvement Programmes</b> - being progressed through Landlord Services using the developing community plans for Stanmore and Winnall to identify priorities.</p>
Theme 4		<p><b>Use District's Natural resources wisely</b> - – priorities to be developed as part of the Environment Forum workshop described in Theme 2 above.</p>
Theme 5		<p><b>Seek approval for agreed Town Access Plan jointly with HCC</b> - final version of plan agreed. Work to implement the content has begun linked to a successful Sustainable Transport Fund bid and work streams emerging from the Transport Forum to support the Climate Change programme.</p>
Theme 6		<p><b>Waste Minimisation Plan</b> - Joint waste Implementation Plan agreed by Cabinet on 13<sup>th</sup> April and will support additional work done following the review of Project Integra. A joint workshop will be held with East Hampshire District Council in the New Year to discuss shared initiatives and targets once the new depot contract has bedded in.</p>

**Exceptions Report: Update on Actions with either a Red or Amber status by theme:**

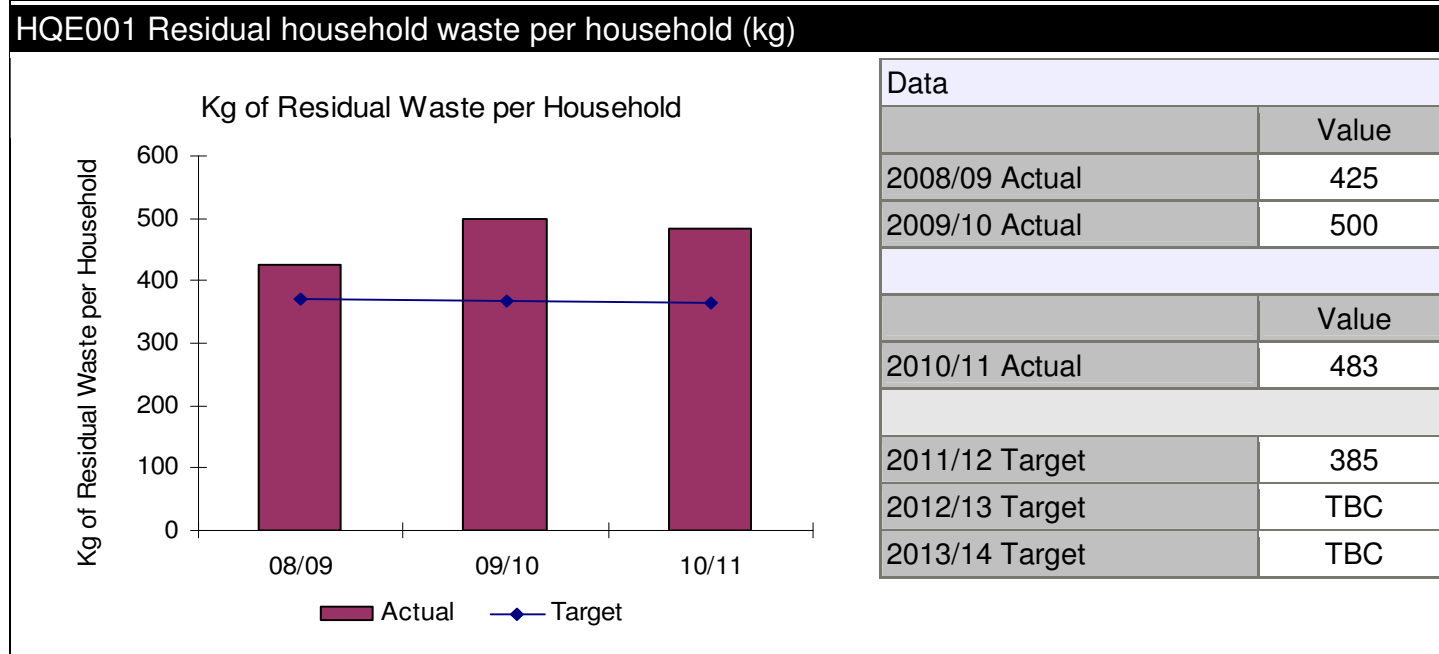
Table 4

There are no High Quality Environment outcome exceptions to report on at this time.



## HIGH QUALITY ENVIRONMENT OUTCOME – Performance Indicators

This Appendix provides monitoring information for a number of performance indicators that contribute to measuring the progress the Council is making in achieving the High Quality Environment outcome.

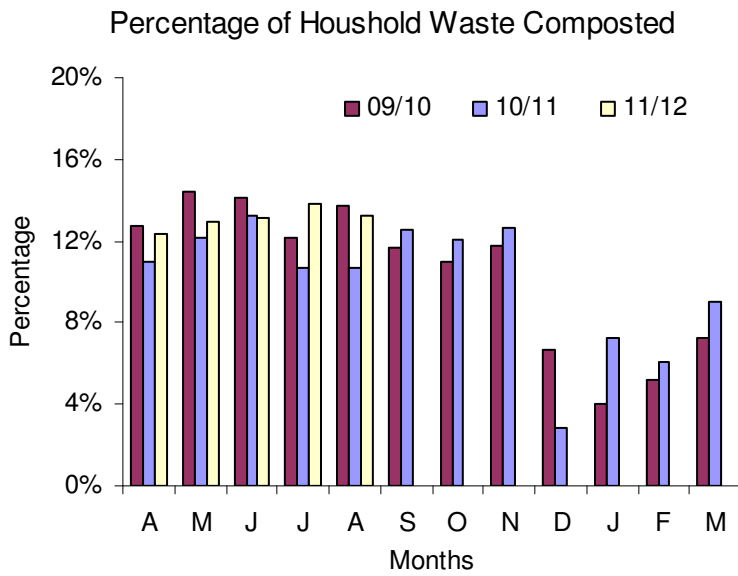


Latest Comments - Slight reduction in 2010/11 following increase in 2008/09 over previous year's figures. Proposed workshop with East Hampshire District Council described earlier will review current target and agree shared future targets. They will also discuss how to achieve further waste minimisation as well as increases in recycling levels linked to a reduction in contamination.



Latest Comments - Recycling levels now remaining fairly constant and will not change significantly unless new options are provided which are dependant upon agreement with partners and Project Integra as well as availability of resources for implementation.

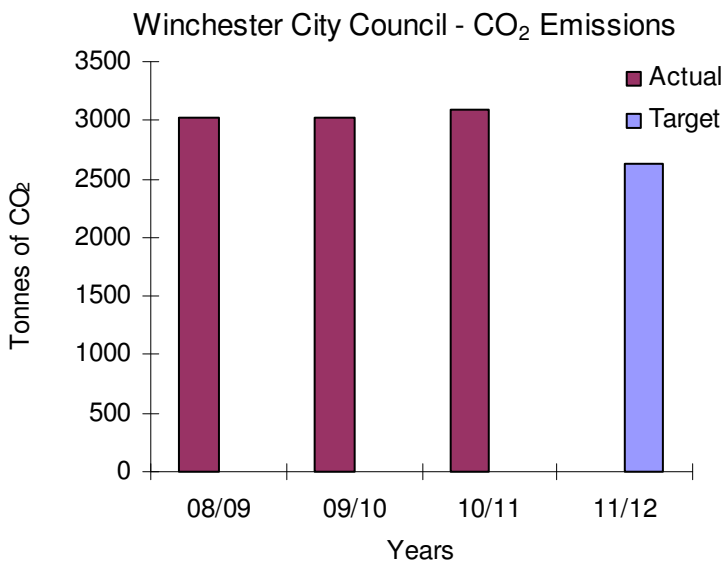
**HQE003 Percentage of Household Waste Composted**



Data		
	Value	
2009/10 Actual	7.27%	
Data		
	Value	
2010/11 Actual	10.01%	
Data		
2011/12	Value	Annual Target
April	12.33%	7% Average for the year
May	12.99%	
June	13.12%	
July	13.87%	
August	13.26%	

Latest Comments - The levels illustrate expected seasonal variations and are not expected to change significantly year on year.

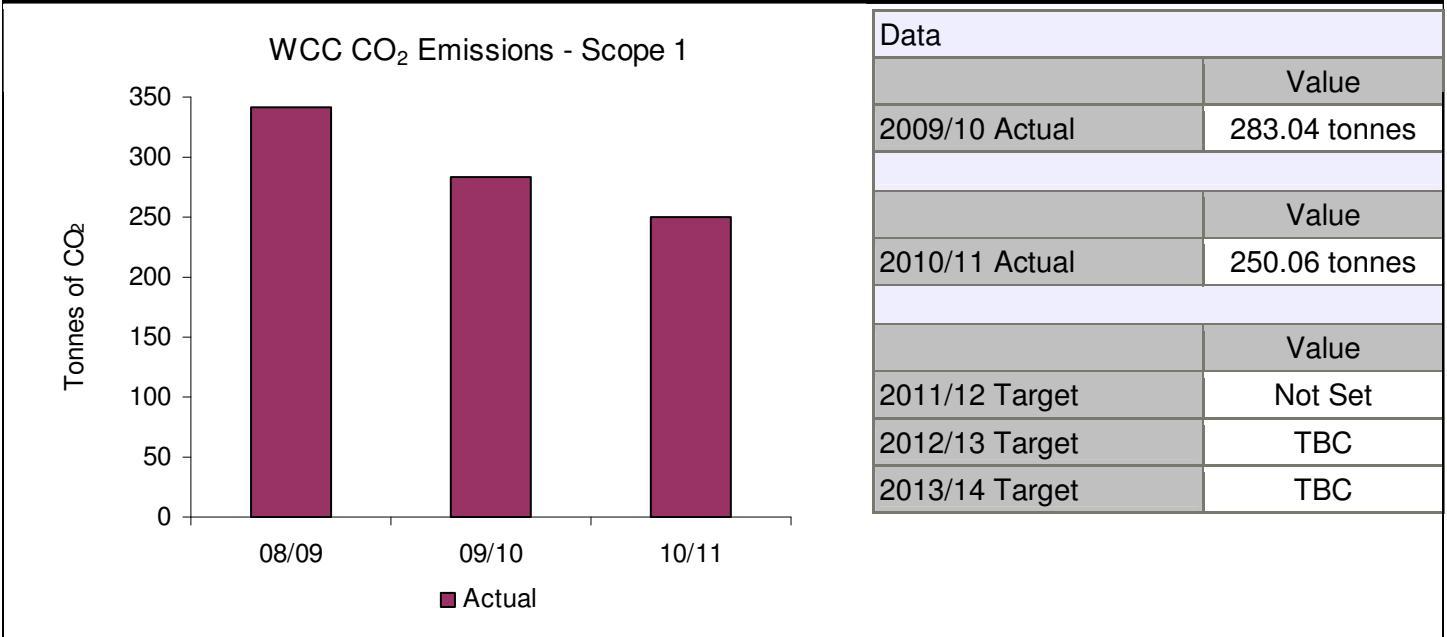
**HQE004 Winchester City Council CO<sub>2</sub> emissions (tonnes) – all Scopes**



Data	
	Value
2009/10 Actual (tonnes)	3023
Data	
	Value
2010/11 Actual (tonnes)	3094
Data	
	Value
2011/12 Target	20% reduction
2012/13 Target	TBC
2013/14 Target	TBC

Latest Comments - Overall levels have not reduced although detailed analysis reveals that reductions in some areas of energy use have been achieved but offset by increases in areas such as Park & Ride buses. Development of Carbon reduction plan aims to provide a clear framework for future action as well as a review of the calculation methodology which does not take into account some vehicle or contracted out service emissions aimed at reducing overall traffic emissions. Further detail is shown in the scope 1-3 charts that follow below.

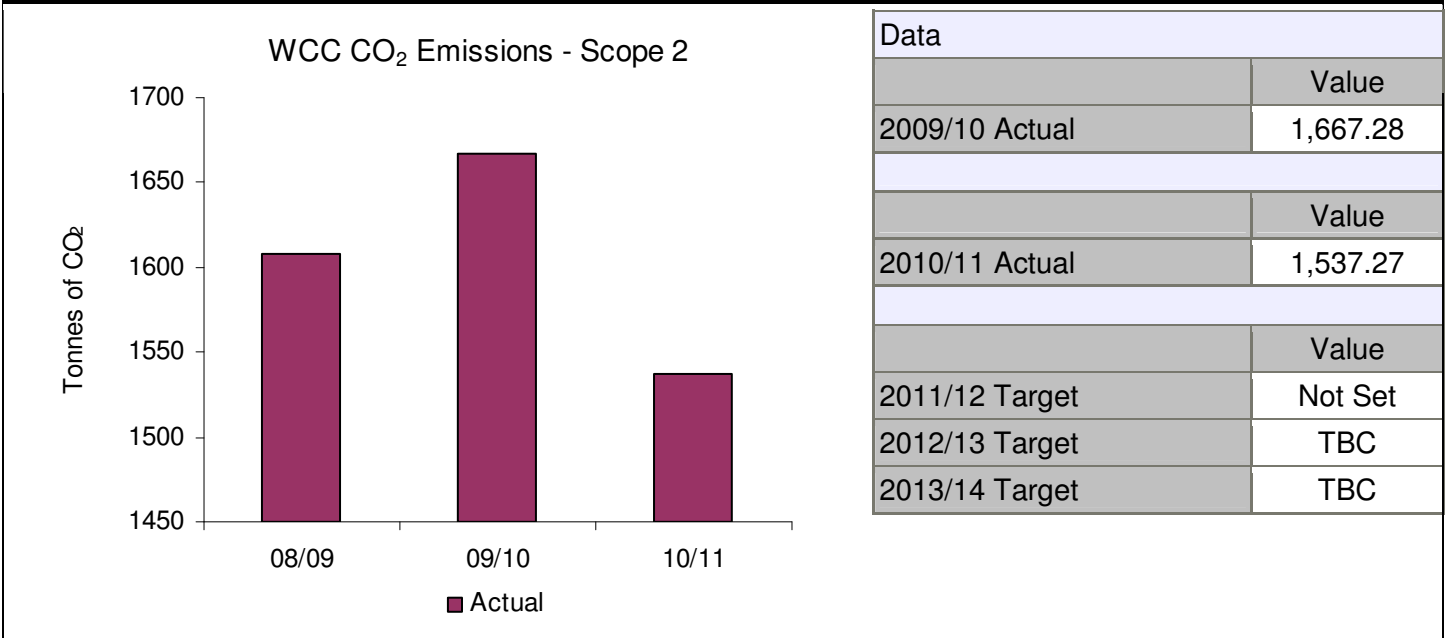
**HQE005 Winchester City Council CO<sub>2</sub> emissions (tonnes) – Scope 1**



Latest Comments - Scope 1 emissions relate to includes direct emissions due to the consumption of natural gas used by boilers in buildings and the emissions from transport owned by the Council, i.e. fleet vehicle business mileage and have shown an ongoing reduction in levels due to building refurbishment projects.

Future targets to be agreed within Carbon Reduction Plan.

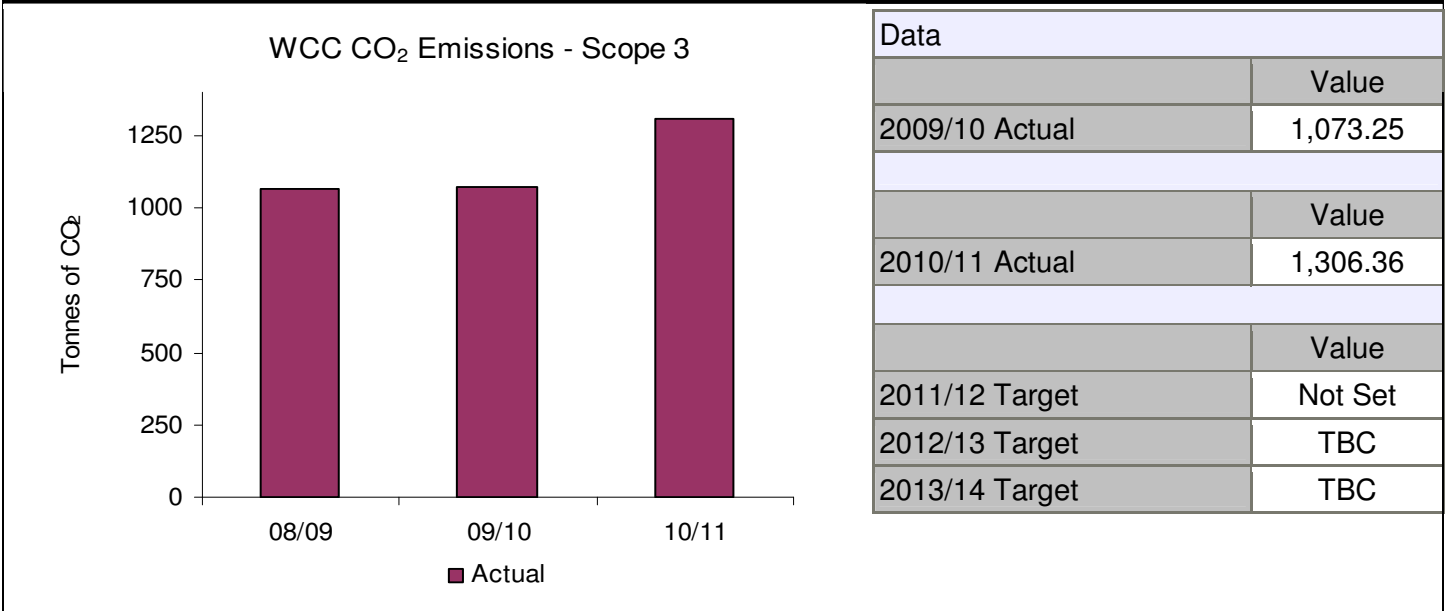
**HQE006 Winchester City Council CO<sub>2</sub> emissions (tonnes) – Scope 2**



Latest Comments - Scope 2 emissions relate to emissions from the consumption of purchased electricity at owned/leased buildings used by the Council for operational purposes and have shown a significant reduction in levels due to building refurbishment projects such as the Winchester Guildhall.

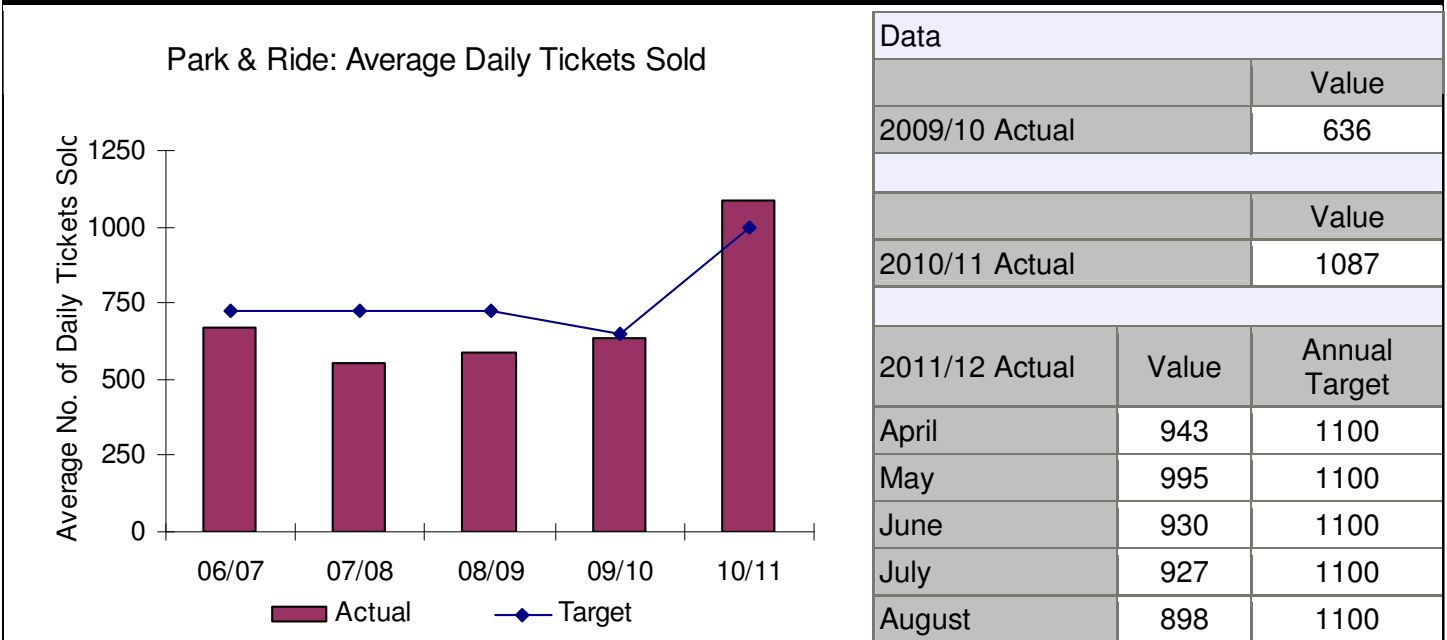
Future targets to be agreed within Carbon Reduction Plan.

**HQE007 Winchester City Council CO2 emissions (tonnes) – Scope 3**



Latest Comments - Scope 3 emissions relate to emissions arising from the waste and grounds maintenance contracts, River Park Leisure Centre, Meadowside Leisure Centre and the Park and Ride buses. Also included are the emissions from business mileage covered by elected members and staff who use their own vehicles. The levels for 2010/11 show an increase mainly due to the provision of additional Park & Ride buses. Future targets to be agreed within Carbon Reduction Plan.

**HQE008 Average Number of Daily Tickets sold – Cars Parked in Park & Ride Car Parks**



Latest Comments - The Park and Ride usage figures are subject to change in employment patterns due to the current economic climate. Usage remains at a good level and work continues to encourage its use with employers in The City. The off peak usage by visitors is also increasing. It should be noted that season ticket usage is not reflected in the figures in the graph. In addition around 300 HCC staff use the park and ride buses but these do not appear in the figures shown above.

## Progress against Change Plans – Economic Prosperity

Monitoring Report – September 2011

### Introduction

This Appendix provides details of the progress that has been made since April 2011 against the actions in the detailed Economic Prosperity Change Plan. Each of these actions has been aligned to one of the relevant themes that are in place to achieve the Economic Prosperity outcome.

Table 2 (below) sets out the four themes of the Change Plan and the status of the relevant actions that contribute to each of the themes. The status is shown by icons which are explained in the key below (Table 1). The numbers in the columns headed “No. of actions” are the total number of actions by ‘status’ (for example, the number of actions where progress is overdue).

Within each of the four themes, a narrative is provided on progress against each of the designated priority actions approved by Council as part of the Corporate Business Plan.

Table 4 provides details and an explanation of those actions that are approaching their due date, not yet complete and past their due date, not started or overdue.

### Key to Status Icons

The table below provides a key to the status icons used in Table 2.

Table 1

























Action Status	
 Action Completed	 Overdue – Due date passed before action completed
 Action In Progress within due date	
 Check Progress – action approaching due date or associated milestone not yet complete and passed due date; Action Not Started	

Table 2

Economic Prosperity Outcome - Scorecard								
<p><b>What do we want to achieve?</b> The economy of the Winchester District is dynamic and creative. Its culture and heritage provide an attractive setting for entrepreneurs and businesses keen to develop new ways of working, for the long term benefit of everyone who lives, works and visits here. Economic prosperity means that everyone has enough: decent housing, a good quality of life and a fulfilling job.</p>								
	Status	No. of actions	Status	No. of actions	Status	No. of actions	Status	No. of actions
Theme 1 – Exploiting the District’s cultural strengths		4		35		0		0
Theme 2 – Building a low carbon economy		0		13		0		0
Theme 3 – Skills and Ambitions		0		11		0		0
Theme 4 – Businesses are good neighbours		1		10		0		0

**Update on Priority Actions for each Economic Prosperity theme:**

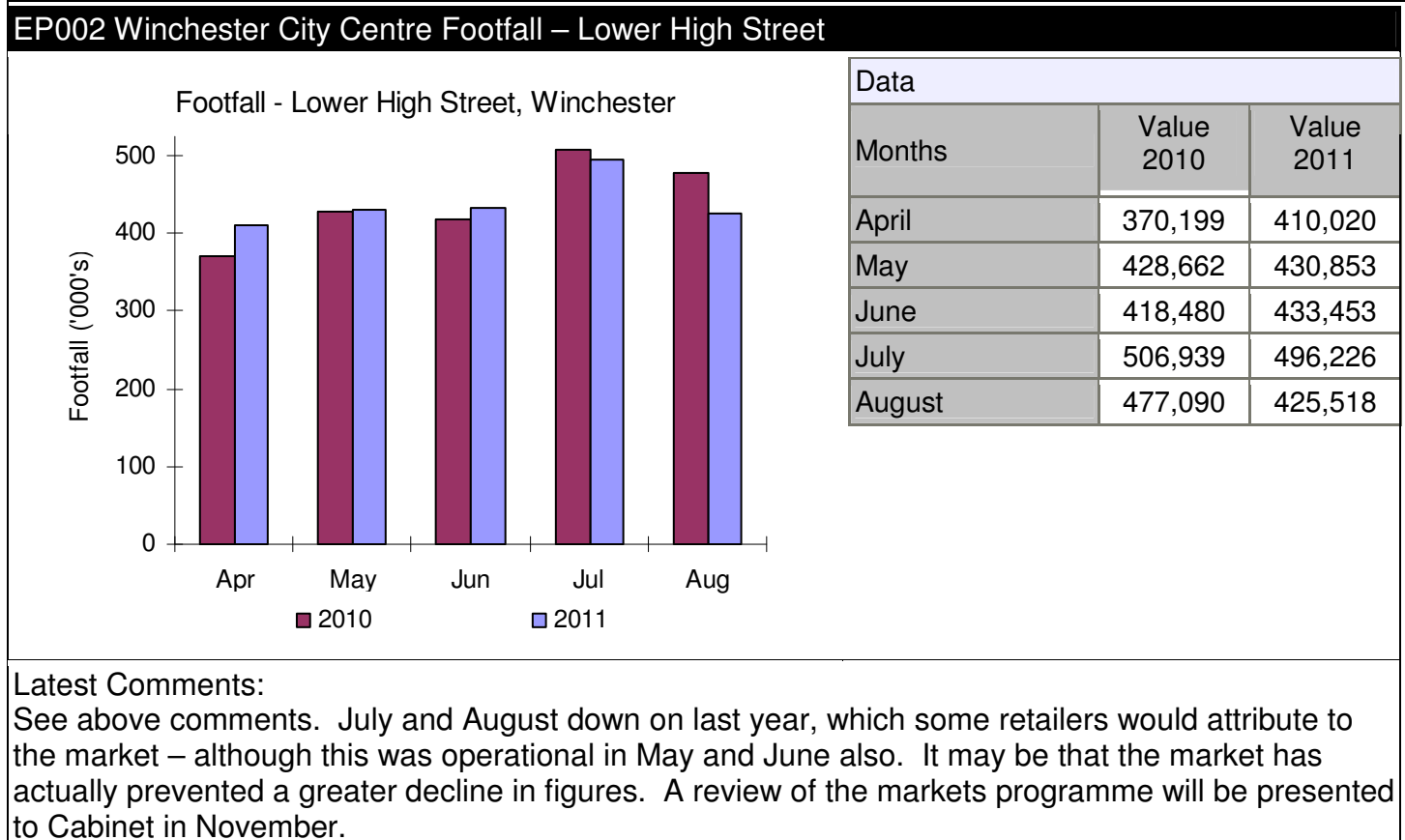
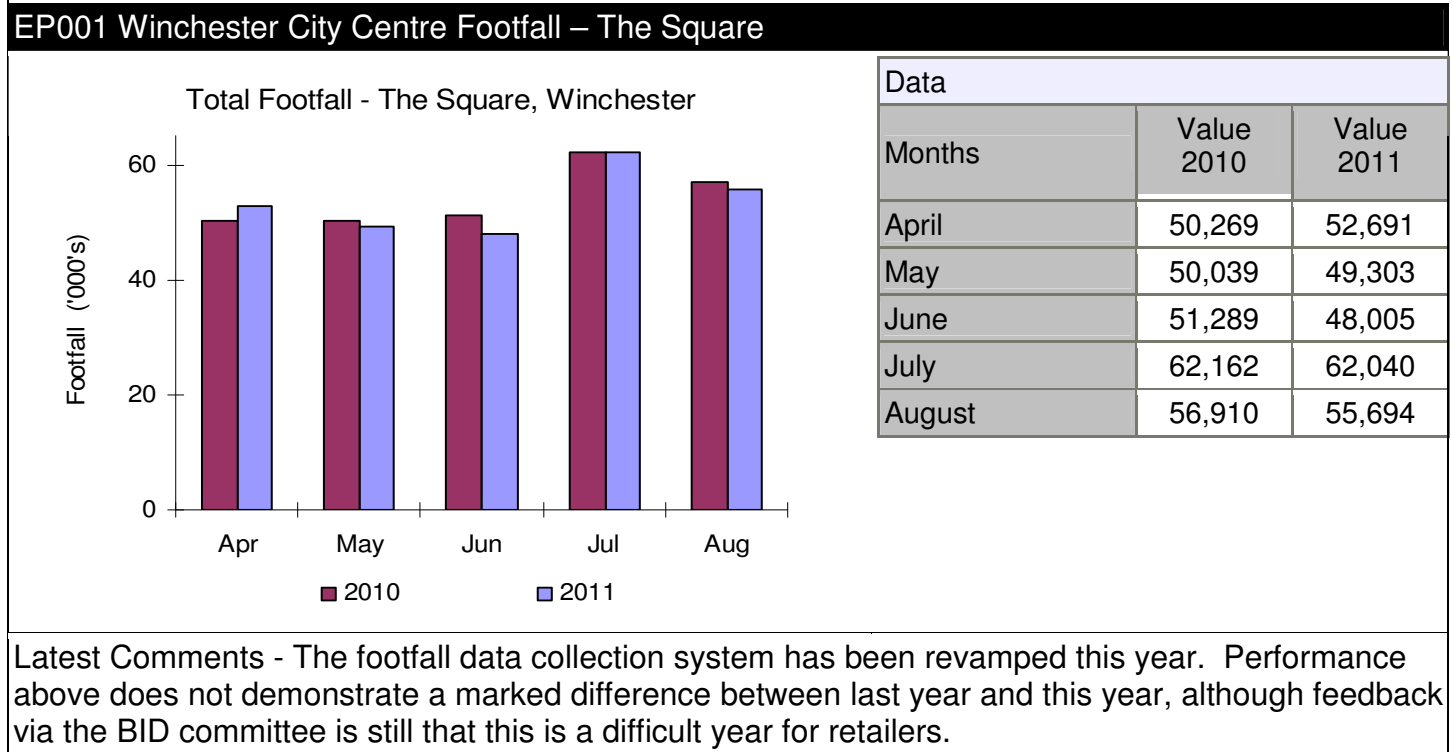
Change Plan Theme	Action status	Action or Project Title – latest update
Theme 1		<b>Silver Hill Project</b> – Following the legal ‘standstill’ period and subsequent reports to <a href="#">Cabinet</a> in June to reconfirm arrangements for the Compulsory Purchase Order, a Member Briefing on Silver Hill took place on 8 September and the Corporate Director (Operations) also made a presentation to the Winchester BID Committee at the end of August. In preparation for a major HLF bid, a meeting also took place between Henderson and trustees of The English Project at the end of September.
Theme 2		<b>Low carbon enterprise funding</b> – a bid to NESTA for feasibility consultancy support was turned down. A national Banking Conference was held at Guildhall in September, attended by Mayor, and took forward a discussion about local banking solutions. This appeared to generate good interest thanks to high quality speakers. A meeting has been arranged between the Leader and the community bank proposers to identify what future role the Council wishes to play in relation to this project.
Theme 3		<b>High speed Broadband for Hampshire</b> – Government has now offered HCC funding for Broadband project, but on condition they work with IoW, PCC and SCC. A new delivery plan is being drawn up ready to submit before the end of October. It is unlikely that we will be able to determine the investment likely to be requested from WCC for some months to come. Officers keeping in touch and supporting HCC where possible, for example through demand stimulation.
Theme 4		<b>Cultural Strategy for Winchester District</b> – A cultural strategy and evidence base is required in order to underpin a future Community Infrastructure Levy (CIL) for the Winchester District that would fund arts and cultural developments and services locally alongside other infrastructure (highways, sewage, playing fields, play areas, schools etc). An evidence base has now been established as part of a county-wide project led by PUSH, and PUSH is now talking to the Town and Country Planning Association about taking this forward. In the meantime, the Asst Director (Eco Prosperity) is proposing to commission the development of a cultural strategy built on the local evidence that has been collected, to inform the WCC’s CIL as it emerges. This would be commissioned at the end of 2011, subject to Member approval.

**Exceptions: Update on Actions with either a Red or Amber status:****Table 4**

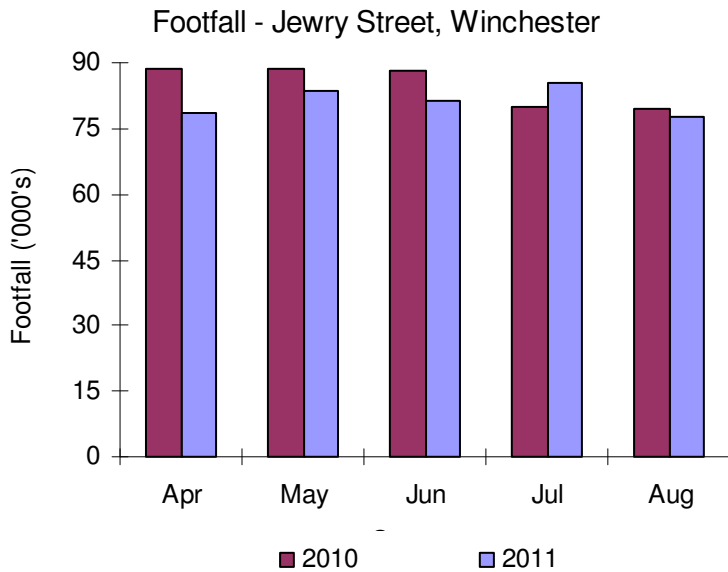
There are no Economic Prosperity outcome exceptions to report on at this time.

## ECONOMIC PROSPERITY – Performance Indicators

This Appendix provides monitoring information for a number of performance indicators that help to measure the progress the Council is making in delivering the Economic Prosperity outcome.



### EP003 Winchester City Centre Footfall – Jewry Street, Winchester



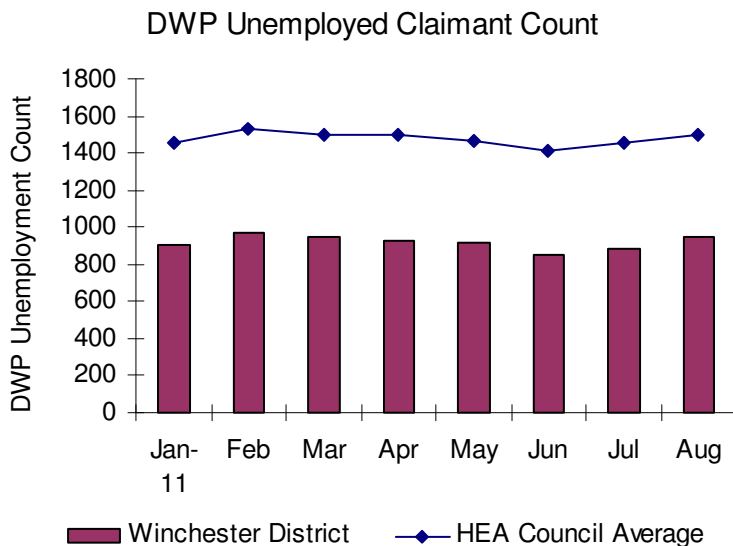
#### Data

	Value 2010	Value 2011
April	50,269	52,691
May	50,039	49,303
June	51,289	48,005
July	62,162	62,040
August	56,910	55,694

#### Latest Comments:

See above. No clear reason for lower footfall throughout this period, except potential recession impacts. Streets off the High Street appear to be faring worse, in retail performance terms.

### EP004 Unemployment Claimant Count – Winchester District



#### Data

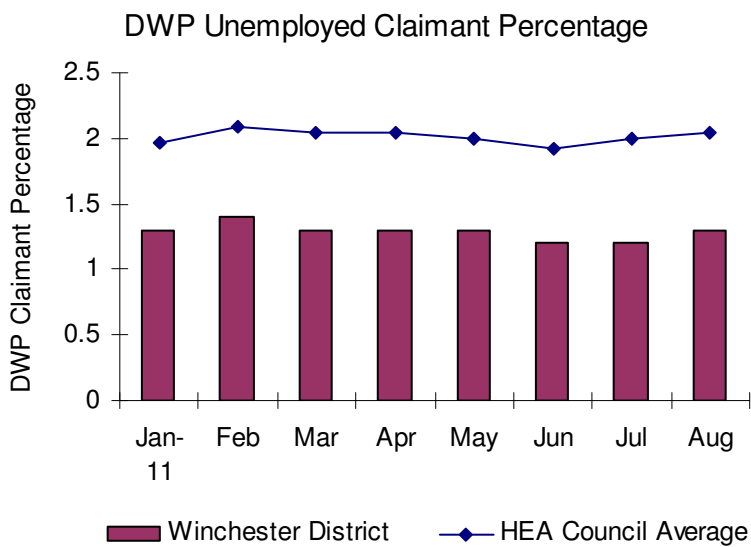
	Value	
2009/10 Actual (average)	1,222	
	Value	
2010/11 Actual (average)	947	
2011/12	Winchester Value	HEA Average
April	930	1494
May	921	1461
June	850	1409
July	882	1457
August	949	1500

#### Latest Comments:

The above chart shows the total number of unemployed claimants per month for the Winchester District area compared to the average number of claimants per month for the Hampshire Economic Area (HEA), excluding the two Unitary Authority areas.



### EP005 Unemployed Claimant Percentage – Winchester District



Data		
		Value
2009/10 Actual (average)		1.82%
		Value
2010/11 Average		1.35%
2011/12	Winchester Value	HEA Average
April	1.3%	2.04%
May	1.3%	1.99%
June	1.2%	1.93%
July	1.2%	2.00%
August	1.3%	2.04%

#### Latest Comments:

The above chart shows the percentage of unemployed claimants per month for the Winchester District area compared to the average percentage of claimants per month for the Hampshire Economic Area (HEA), excluding the two Unitary Authority areas.

Pre-recession figures for Winchester would typically have been less than 1%, although Young People and Employment Scrutiny Group has identified potential existence of number of unregistered unemployed and is keen to find out the scale of this.