

THE OVERVIEW AND SCRUTINY COMMITTEE

1 JULY 2013

PERFORMANCE MONITORING UPDATE – CHANGE PLANS OUTTURN 2012/13

REPORT OF THE LEADER

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RECENT REFERENCES:

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

[CAB2249](#) Change Plans 2012/13: Consultation Draft, 9 November 2011

[CL74](#) Adoption of Change Plans, 11 January 2012

[OS053](#) Performance Monitoring Update – Change Plans 2012/13 Mid-Year update, 19 November 2012

EXECUTIVE SUMMARY:

This report provides an update as at the 31 March 2013 on the progress made against the actions that contribute to achieving the three outcomes of the Winchester District Community Strategy and also the corporate outcome of being an Efficient and Effective Council.

Attached as Appendix 1 is an update on the progress achieved at the end of 2012/13 against the actions included in the Change Plans for that financial year.

Appendix 2 provides an update on the data for a series of performance indicators that measure the progress being made in significant areas of work under the four outcomes and covers the period to the end of March 2013.

RECOMMENDATION:

That The Overview and Scrutiny Committee raises with the Leader or other relevant Portfolio Holder any issues arising from the performance information in this report and considers whether any items of significance be drawn to the attention of Cabinet.

THE OVERVIEW AND SCRUTINY COMMITTEE

1 JULY 2013

PERFORMANCE MONITORING UPDATE – CHANGE PLAN OUTCOMES 2012/13 OUTTURN

REPORT OF THE LEADER

1. 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 the outcomes of the Winchester District Community Strategy and its corporate outcome of being an Efficient and Effective Council.
- 1.2 This report forms part of the regular performance and financial monitoring processes designed to check progress in delivering the Change Plans and performance against identified indicators.
- 1.3 The information provided in the appendices has been drawn from the Council's performance management system Covalent, with input from the officers accountable for specific projects and indicators.
- 1.4 The format and content of this report is regularly reviewed and refined to assist Members in maintaining a clear overview of the Council's performance in delivering agreed outcomes, and in those areas of its work which Members consider to be of particular importance to our residents. Feedback from the Committee is encouraged, to inform future improvements.

2. Appendix 1 – Change Plans 2012/13 Progress update

- 2.1 Appendix 1 to the report includes a brief update on the progress that has been made at the end of March 2013 against the Change Plans. Each Change Plan consists of a number of themes, and each theme is supported by a small number of significant actions which were agreed at Council in January 2012 for the 2012/13 financial year (Report [CL74](#), 11 January 2012, refers).

3. Appendix 2 - Key Performance Indicators 2012/13 outturn

- 3.1 As part of the work of the Local and National Performance Indicators and their value to the Council Informal Scrutiny Group (ISG), a set of key performance indicators was agreed. It was recommended that performance against these indicators be monitored regularly and reported to Cabinet and The Overview and Scrutiny Committee. As part of the wider review to streamline decision making processes the Leader has decided that portfolio holders will be consulted on the contents of this report, which will then come direct to The Overview and Scrutiny Committee in future, rather than going to a formal meeting of Cabinet as well.

- 3.2 Attached as Appendix 2 is an update on the performance against these indicators to the end of March 2013.
- 3.3 Regular updates to the performance indicators that are included in the Appendix are published on the Council's website and considered by the internal officer Performance Management Team.

OTHER CONSIDERATIONS

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

- 4.1 This report forms part of a system of performance and financial monitoring processes designed to check progress being made against Change Plans, which are the delivery programmes for the Community Strategy, and identified performance indicators which track progress in the three outcome areas.

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:

None

APPENDICES:

Appendix 1 Progress update against Change Plan outcomes 2012/13

Appendix 2 Performance Indicators – Quarter 4 2012/13 update

Progress against 2012/13 Change Plan Actions

The following pages summarise progress made against the actions that contribute to achieving the outcomes included in the Change Plans during period ending 31 March 2013.

ACTIVE COMMUNITIES OUTCOME

Theme 1: We support and encourage community planning and volunteering

- Work progressing on the Denmead Neighbourhood Plan in partnership with the Parish Council, as a pilot for the District.
- The commissioning of a Planning Framework for the Stanmore neighbourhood, which identifies key infrastructure improvements needed over the coming decade and provides evidence for Local Plan 2. The draft Framework and action plan has now been delivered and the proposed final document will be brought to Cabinet for approval in the early autumn.
- Supporting the preparation of parish plans and village/neighbourhood design statements.
- Adoption of Colden Common Village Design Statement as supplementary planning guidance.
- Community/Parish plans produced for Hambledon, Kings Worthy and Winnall.

Theme 2: We support local people in accessing high quality, affordable housing

- Establishment of a New Homes Delivery Team to lead the project of providing increased numbers of affordable housing.
- The development of a Dementia care scheme. The closure of the Victoria House Extra Care scheme should be completed later in the year, with extra care provision being focussed on Danemark Court and Matilda Place, two co-located schemes in central Winchester. Matilda Place is specialising in dementia care.

Theme 3: We protect children and young people and help them achieve more

- Joint working with the County Council to secure the future of a library service for Stanmore, leading to a new community library within The Carroll Centre from January 2013.

Theme 4: People enjoy the benefits of a community where there are low levels of crime and everyone feels safe

- Enhanced approach to neighbourhood management with a programme of specific measures to deal with the issue of Houses in Multiple Occupation.

Theme 5: We are reducing health inequalities...and providing opportunities for everyone to become more active through organised sport and other informal recreational activities

- Public Health workshop to look at the future role of GP commissioning and City Council contribution to the public health agenda.

- Delivery of a successful London 2012 programme over the summer which engaged with an estimated 80,000 residents and subsequent workshop event to inform a Legacy Plan for the Sports and Physical Activity Alliance which is now drafted.
- The commissioning of a Public Art Strategy for West of Waterlooville and the delivery of a first phase action plan designed both to enhance the sense of place and support community cohesion.

ECONOMIC PROSPERITY OUTCOME**Theme 1: We exploit the District's cultural strengths...to stimulate a modern and creative approach to business**

- Working group set up to develop economic vision for commercial centre of Winchester, linked back to Vision for Winchester.
- Silver Hill project progressing, with Secretary of State confirming Compulsory Purchase Order. Notices have been published and served.
- Local Plan Part 1 adopted on schedule, and Local Plan Part 2 making good progress.
- Cultural Strategy report delivered and currently being reformatted as basis for Cabinet report and action plan in September, as well as the basis for a local conference in the autumn..
- Town Team established for Bishop's Waltham, securing £10,000 grant from Government. Wickham and Denmead also participating in an initiative which has seen the employment of a Market Towns Development Officer for 2013/14 to deliver action plans across the three town centres.
- Best of British Diamond Jubilee campaign delivered between May and July 2012, with over 13,000 people participating in over 40 themed events across the District.

Theme 2: We are building a low carbon economy

- Low Carbon Route Map to support development of low carbon economy in the Winchester District commissioned and completed. Action plan currently being discussed with partner organisations before presenting to Cabinet in September.
- Green business accreditation scheme commissioned and target 100 businesses accredited – see High Quality Environment outcome above.
- Fieldfare LEADER programme has allocated all original funding and continues to perform at a high level. Details of transition funding pending next round of LEADER now awaited.

Theme 3: We make the most of local opportunities to enhance the skills and ambitions of those who live in the District

- A well attended conference on youth unemployment in June, publishing the findings of a study commissioned by the Council earlier in the year and forming the basis of an action plan to support those not in employment, education or training. Follow up conference taking place in September 2013.
- Employer engagement commission awarded and won by The Business Collective and Radian Housing: employers across the District are being targeted

to provide more workplace opportunities and apprenticeships. Well-attended Jobs Fair held at St John's Room in January.

- New grants for apprentices and for micro-business development launched.
- City Council's own apprenticeship programme has been expanded, and most core funded organisations now have requirements in their service level agreements to provide workplace opportunities (volunteering, internships etc) and other employment support.
- Partnership agreement signed with Hampshire County Council, and contract awarded for delivery of high speed broadband in rural areas. Three year roll out programme currently being developed.
- Business conference held at INTECH in February to reinforce the message that the Council is 'open for business'.

Theme 4: Businesses are good neighbours

- Employer engagement commission advertised as above.
- Preparation commenced of a Community Infrastructure Levy (CIL) schedule with project team set up to implement once the charges are agreed.
- Winchester and Segensworth Business Improvement Districts both supported in run-up to referenda which led to a second five-year term for both BIDs.

Slippage

Officers had anticipated commissioning an updated study into current options for securing and providing finance for low carbon business developments. This has been deferred, pending the findings of the Low Carbon Route Map (which will include funding options wherever practical).

HIGH QUALITY ENVIRONMENT OUTCOME**Theme 1: Reduce the District's greenhouse gas emissions and adapt to a changing climate**

- The Climate Change Programme is progressing well with the following achievements over the last monitoring period
 - Commencement of stage 2 of the combined heat and power study for Winchester which is investigating the financial viability of a District Energy scheme in the North of the City.
 - Completion of the Low Carbon Route Map to assess how to maximise the economic benefits from a green economy (see Economic Prosperity above)
 - Launch of the *Carbon Smart Winchester* green business accreditation scheme with over 100 businesses already signed up from both SME's and larger organisations across the District (see also Economic Prosperity above)
 - Delivery of a Green Deal pioneer places project using £138,000 of DECC funding secured through a successful bidding process
 - Launch of Switch Hampshire in partnership with Hampshire County Council to encourage collective switching of energy tariffs
 - Delivery of projects under the Hampshire Sustainable Transport Towns (Local Sustainable Transport Fund)
 - Delivery of a Warm Up Winchester project promoting insulation of properties and buying of energy efficient boilers
- The City Council has continued to deliver projects aimed at addressing its own emissions as set out in report OS075 including
 - Progress in delivering energy saving projects such as lower energy lighting, more efficient boilers and improved insulation in key buildings.
 - A reduction in emissions from lease car vehicles through switching to lower CO₂ emission vehicles
 - Continued delivery of a Work Travel Plan programme with increased usage of pool bikes, provision of electric vehicle, loans for public transport season tickets and changes to policy

Theme 2 - Protect and enhance the District's rich biodiversity and habitats

- The City Council continues to participate in the Hampshire County Council Total Environment Project which includes a project led by the Environmental Agency to improve water quality in the River Meon catchment area.

Theme 3 - Protect and improve our landscapes and townscapes

- A Virtual Public Realm team is working on a programme to address streetscene issues within the commercial centre of the City in partnership with

the Winchester BID and others. Priorities are the refurbishment of St Maurice's covert, reducing the numbers of bins left out on pavements during the day, repair of historic shop fronts, regular maintenance of street furniture

- The Assistant Director (Neighbourhoods & Environment) has finalised a neighbourhood management approach to the delivery of services which will tackle environmental improvements and priority areas such as Houses in Multiple Occupation. Further details are included in report OS069.

Theme 4 – Use the District's natural resources wisely

- Opportunities are being considered to incorporate this work within the economic opportunities presented within the Low Carbon Route Map as described above including the stimulation of the biomass market and renewable projects in rural areas.
- An Ecosystem Services Assessment will be commissioned shortly which will be used as the evidence base for a future Green Infrastructure Strategy and also provide a sound evidence base for work on climate change and resource protection.

Theme 5 – Minimise the impact of traffic and transport

- Completion of the Hockley Viaduct refurbishment as part of the wider National Cycle Route Network (Route 23), providing new leisure cycling/walking route and option to Park and Bike from the South Park and Ride Car Park. Commission for a signage and interpretation scheme advertised.
- The City Council will shortly revoke the inclusion of particulates within the air quality management area due to improvements in these emissions which means that the City now meets the required standard
- Proposals to update the remainder of the City Council's air quality action plan are being finalised which will include links to parking strategy, traffic management plans and other transport related proposals which are due to for agreement or delivery during 2013/14.
- The bikeabout scheme in Winchester was re-launched during the year with a new fleet of bicycles provided.
- An air quality representative from the Environmental Health Team now sits on the Transport Forum and works with partners such as the County Council on the delivery of traffic and transport projects such as the Winchester Traffic & Access Plan. in order to achieve air quality improvements.
- Work has begun on the preparation of Walking and Cycling Strategies which are due for completion during 2013

- A traffic study is being commissioned to establish the composition of vehicles travelling across the City which will inform future possible interventions to improve air quality.

Theme 6 – Waste minimisation

- A joint Waste and Resources Action Plan (WRAP) has been agreed by the Joint Environmental Services Committee and contains projects to reduce waste as well as increasing capture of recyclables and reduction in contamination of materials collected
- The City Council has signed up to the Project Integra Project Plan and is linking this work to its own proposals with the WRAP

EFFICIENT & EFFECTIVE COUNCIL OUTCOME

Theme 1 – Being an employer of choice

- 1Team approach continues to be used as a fundamental part of the recruitment process along with the ability to deliver for shorter term contracts and project work in priority areas for the Council.

Theme 2 – Providing customer services we are proud of

- Areas for development highlighted by Customer Service Excellence have been reviewed and work has commenced looking at improving how customer satisfaction is measured across the Council, as well as the development of an ePanel to be used to gauge resident opinion on a variety of corporate and service based issues.
- Customer Service Standards have been reviewed and published.
- The City Council's new website has been successfully launched, providing increased functionality to allow more transactions to take place online, and opportunities for all services to review the content they provide for residents and businesses.

Theme 3 – Providing services which are flexible and value for money

- The decision made to implement Microsoft SharePoint as the Council's document management system as a more efficient alternative to upgrading the current system.
- The successful creation of a Business Support Team, providing technical and administrative support to a cluster of services including Planning, Building Control and Land Charges.

Theme 4 – Buildings which are fit for the future

- The updated Asset Management plan has been approved
- The Capital Strategy has been updated and approved by Council.

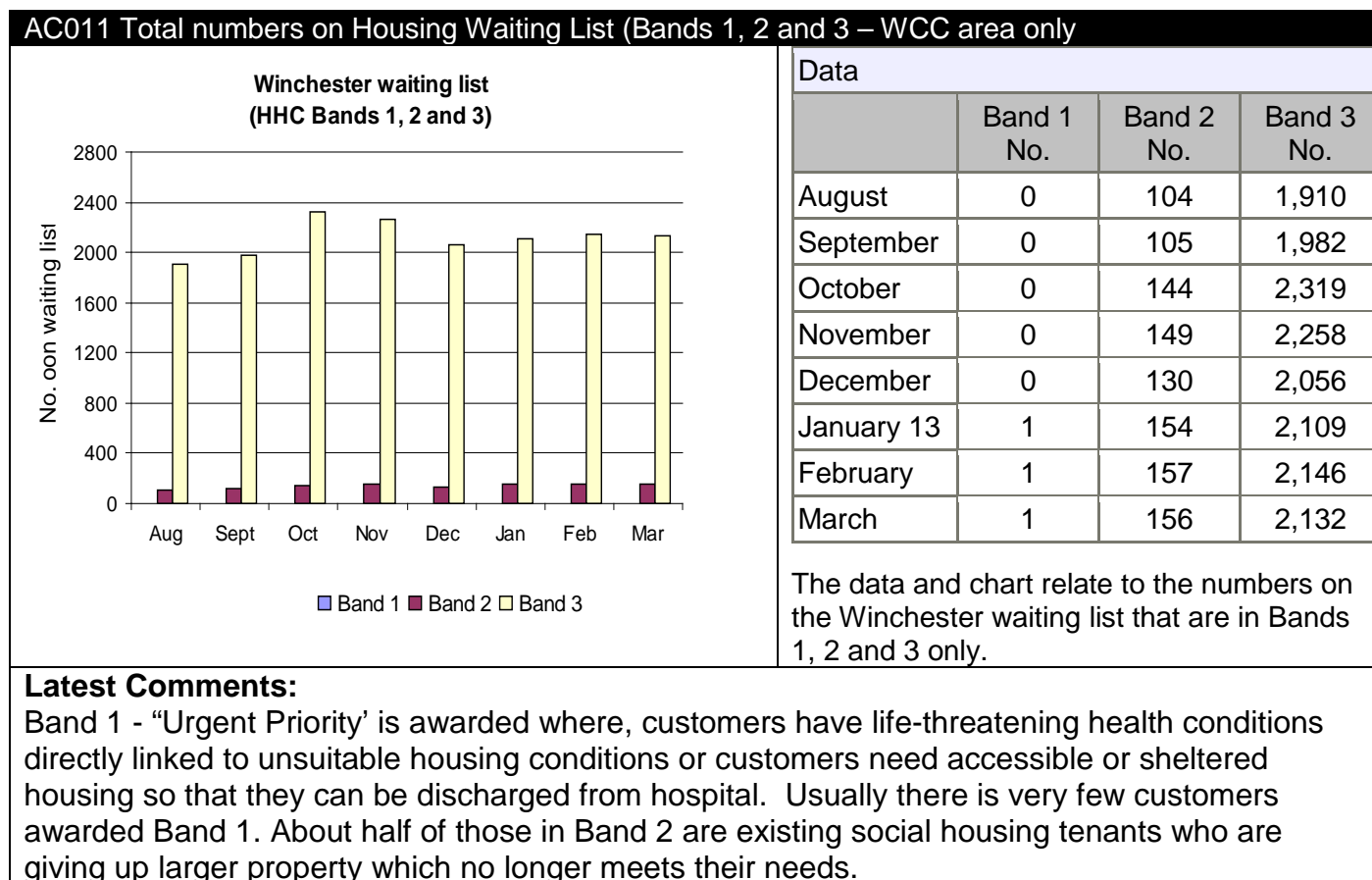
Theme 5 – Being fit for the future

- Following changes in the Localism Act, a new 'local' Standards framework has been agreed.
- Appropriate systems put in place to effectively deal with the changes arising from Welfare Reform, including localisation of NNDR.

Appendix 2: Performance Dashboard of Key Performance Indicators

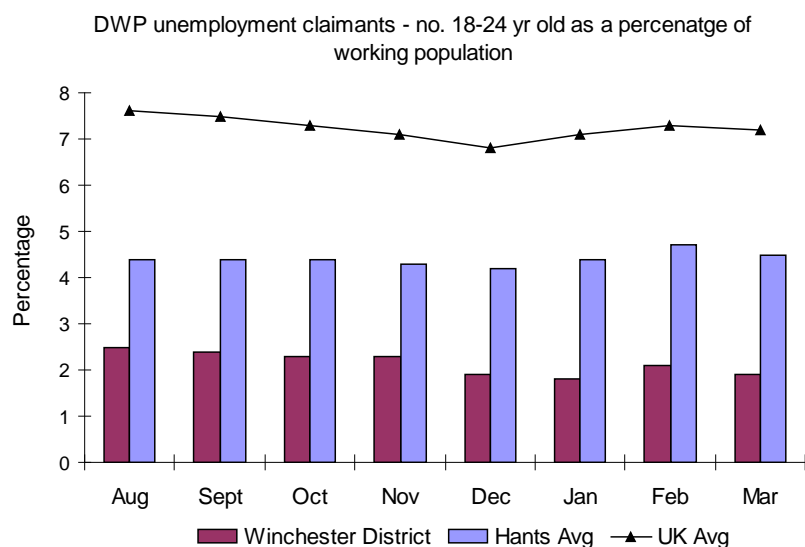
This Appendix presents information for the Key Performance indicators that were approved by Cabinet as part of the Informal Scrutiny Group that looked at local and national performance indicators and their value to the Council (Appendix 7 of report OS44 refers).

ACTIVE COMMUNITIES



ECONOMIC PROSPERITY

EP003 Unemployment claimant count – Number of 18-24 yrs old as a Percentage of Working Age Population



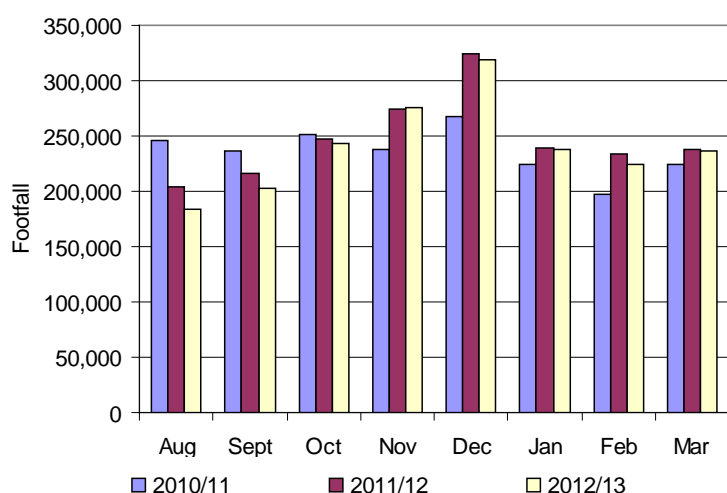
Data		
	%	Number
September	2.40	255
October	2.30	245
November	2.30	240
December	1.90	200
January 2013	1.80	200
February	2.10	225
March	1.90	210

Hampshire average for March 2013 was 4.5% or 420.

The UK average for March 2013 was 7.2%, a reduction of 0.1% over that for February.

Latest Comments: This chart shows the number of 18-24 year olds claiming unemployment benefits as a percentage of the working age population for the Winchester District compared to the average for Hampshire (excluding Portsmouth and Southampton). The figures reflect an element of seasonality, but are – typically of Winchester’s wider economy – holding up in a difficult financial climate.

EP011 Winchester City Centre Footfall – Lower High Street (Zoo Jewellery)



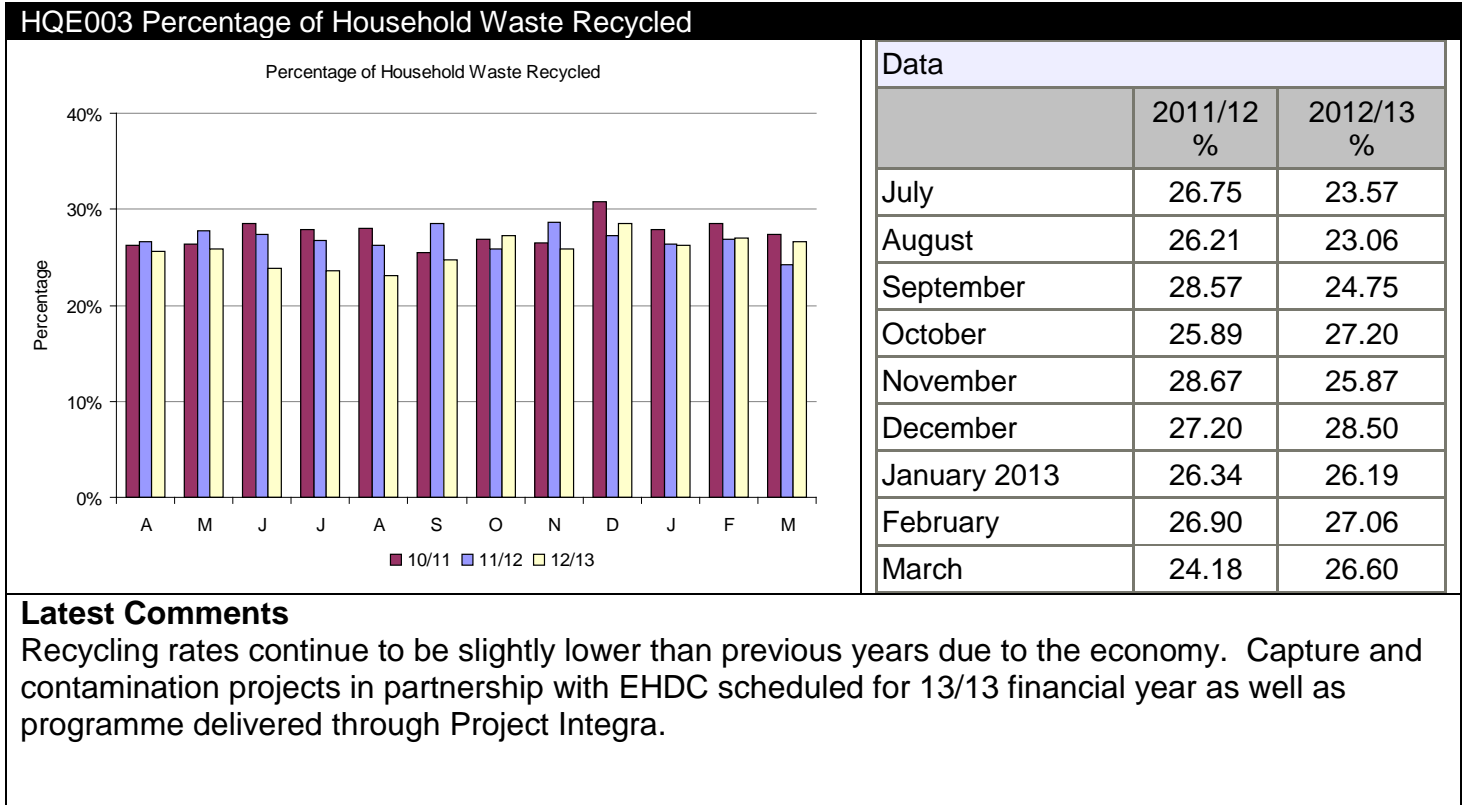
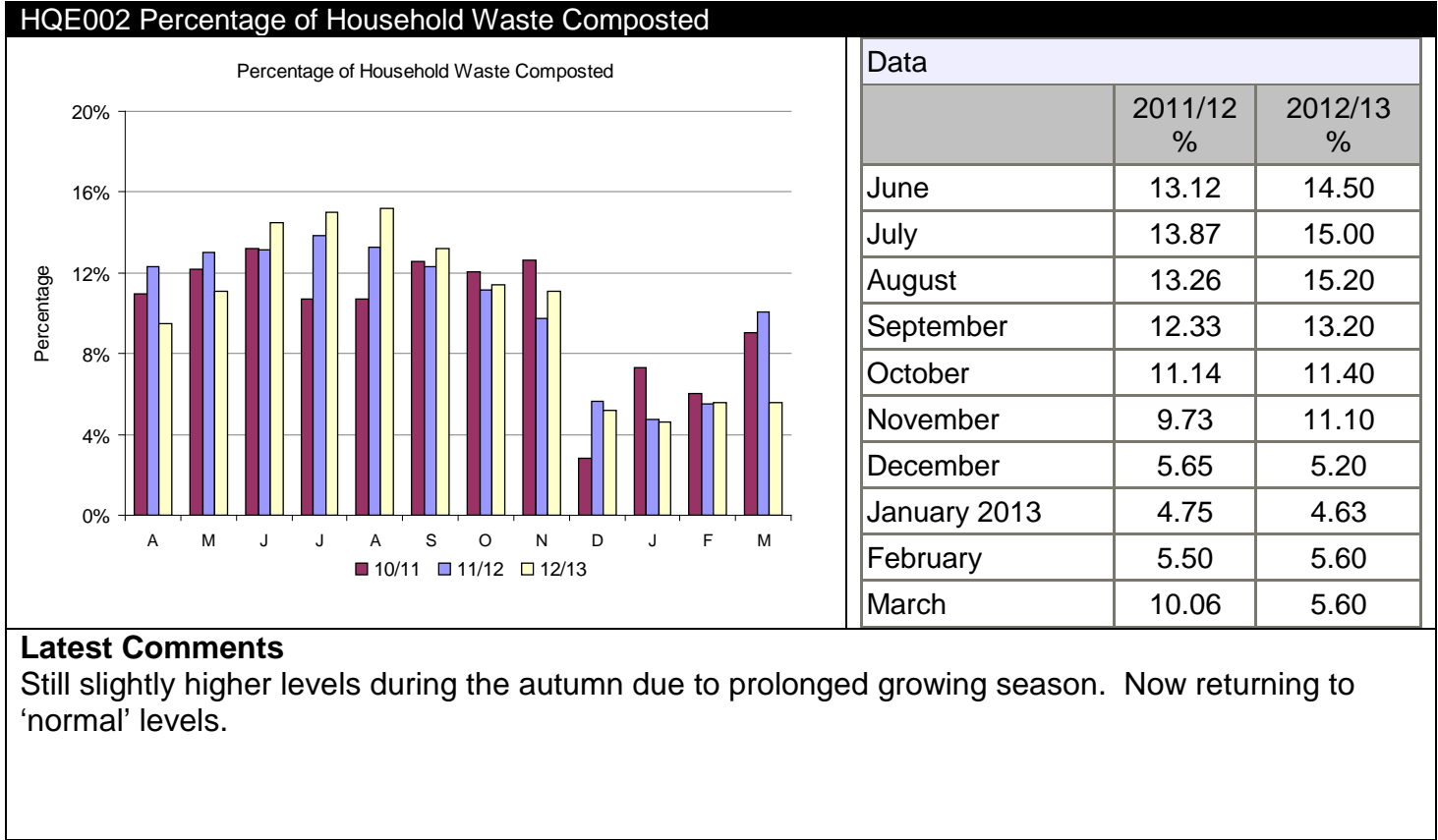
Data			
	2010/11	2011/12	2012/13
Aug	245,925	203,491	183,488
Sept	236,296	216,371	202,335
Oct	250,748	247,291	243,011
Nov	237,954	273,877	275,670
Dec	267,715	324,924	318,328
Jan	223,749	239,656	237,590
Feb	197,459	233,185	224,191
March	224,352	237,847	237,009

Totals (Apr – Mar)
 2010/11 2,787,902
 2011/12 2,864,701
 2012/13 2,765,028

Latest Comments:

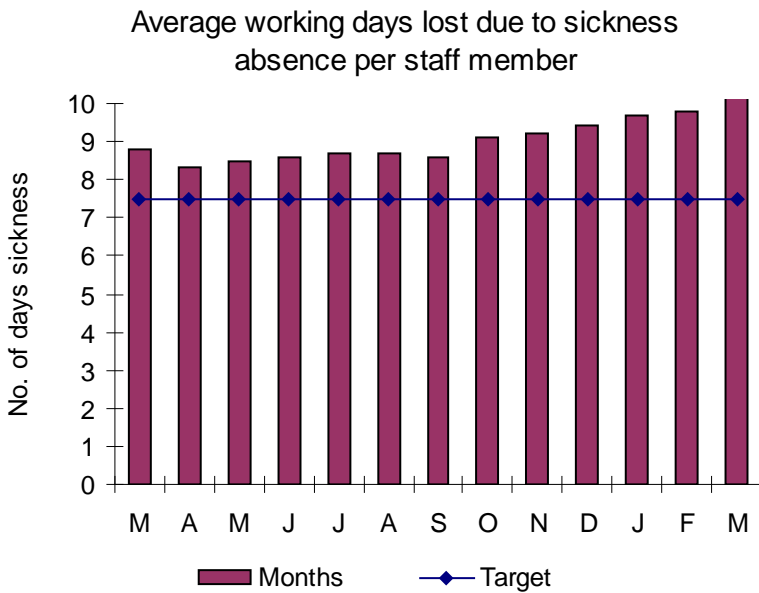
Figures for the first three months of 2013 compare well with those for 2012 with only a small decrease in the footfall. Numbers for March 2013 are almost exactly the same as those for the same period in 2012.

HIGH QUALITY ENVIRONMENT



AN EFFICIENT AND EFFECTIVE COUNCIL

EEC006 Working Days lost due to sickness absence

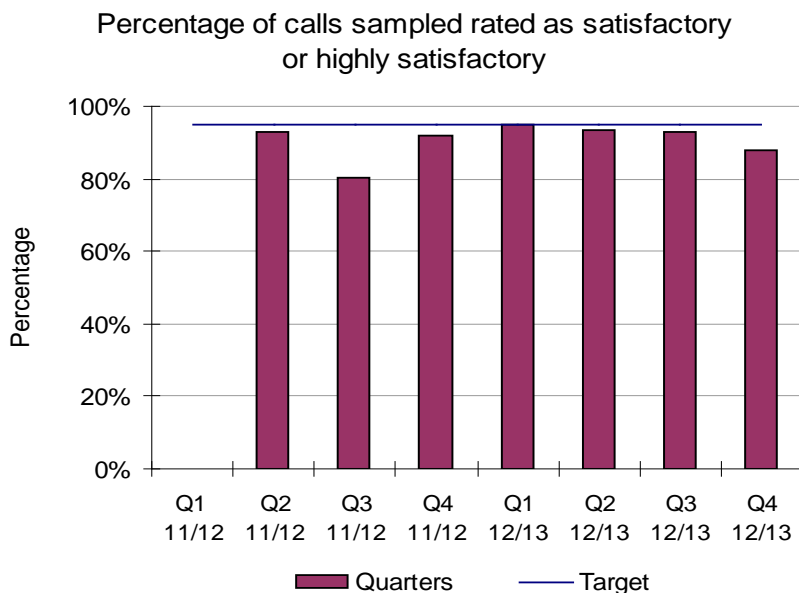


Data		
	2011/12	2012/13
	No. days	No. days
June	9.2	8.6
July	9.0	8.7
August	9.1	8.7
September	9.1	8.6
October	9.1	9.1
November	9.2	9.2
December	8.8	9.4
January	8.2	9.7
February	8.8	9.8
March	8.8	10.2

Latest Comments

The sickness absence figure has risen gradually since September after being fairly consistent through the summer months. The figure for March 2013 is now almost 1.5 days higher than for the same period last year. HR and CMT continue to monitor sickness levels on a regular basis to try and identify trends and deal with long term absences.

EC012 Percentage of calls to Customer Service Centre rated as satisfactory or highly satisfactory



Data	
	Percentage
Q3 2010/11	97.40%
Q4 2010/11	100.00%
Q1 2011/12	0.00%
Q2 2011/12	93.00%
Q3 2011/12	80.50%
Q4 2011/12	91.80%
Q1 2012/13	95.00%
Q2 2012/13	93.30%
Q3 2012/13	93.00%
Q4 2012/13	88.00%

Latest Comments:

The data for this performance measure is derived from a survey of 100 customers who are contacted after they have contacted the Customer Service Centre. One of the questions asked is "how satisfied were you with the service you received from the

Customer Service team".

The results from the survey carried out during the period January to March 2013 revealed that 88 people who were contacted indicated that they were satisfied or very satisfied with the service. 25 customers left comments, 16 praised the advisors and the way in which their call was dealt with, one referred to incorrect information being given, one to a call back not taking place, the remaining 7 were related to the waste service (bins).

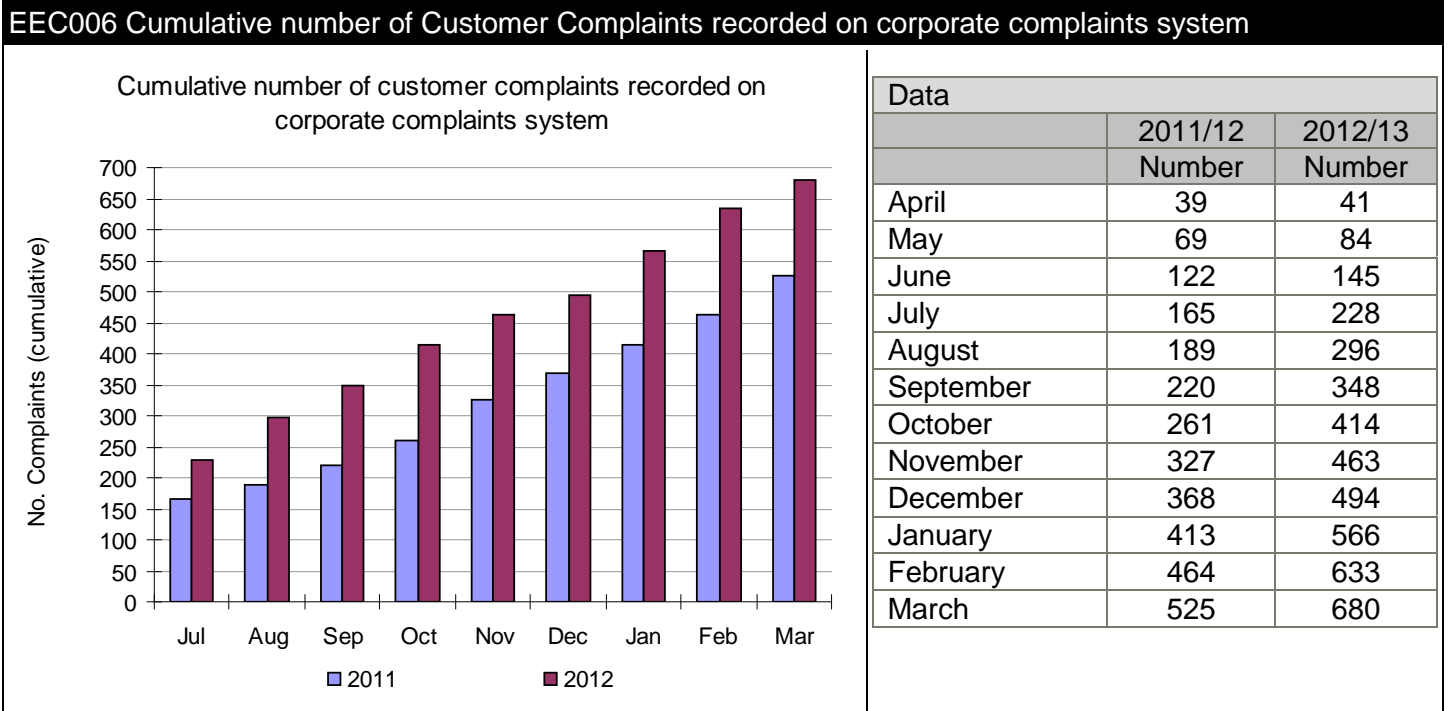
Customer Complaints

In the financial year 2012/13 there has been an overall increase of 21% in complaints recorded on the corporate complaints system. This is an increase from 535 in the same period in the previous year to 680 this year.

80% of the complaints raised were spread across 5 main business areas which are listed in the table below.

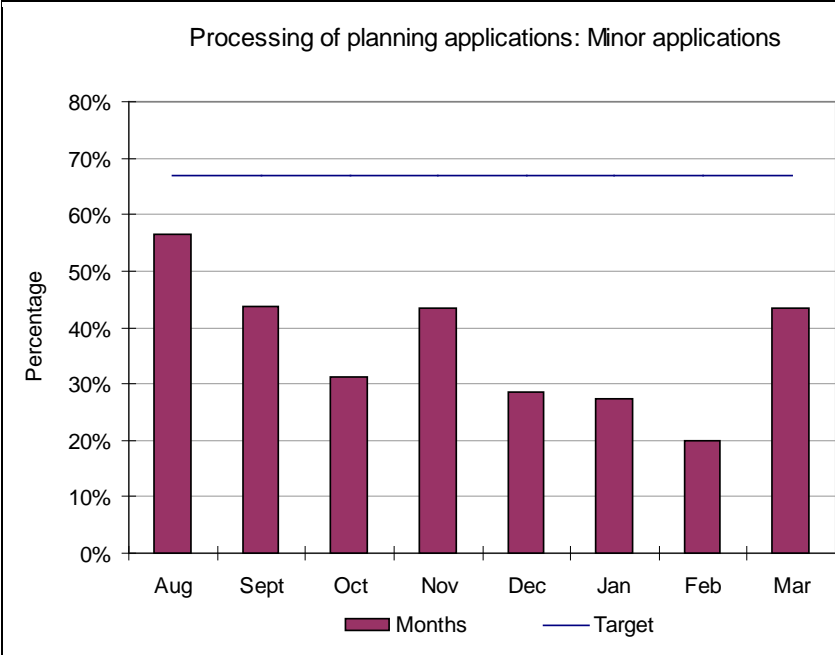
The business area showing the highest volume is environment and in the main relates to waste management issues.

156 of the 197 complaints (79%) associated with environment are Winchester customer complaints about waste management allocated to the Joint Waste Service Manager and his team.



Complaints by service area	2011/12	2012/13
Unclassified	16	52
Access & Infrastructure	29	67
Cultural Services	2	4
Customer Services	6	3
CX	38	21
Director of Operations	3	6
Environment	129	197
Estates	44	11
Financial Services	5	1
Housing Landlord Services	83	139
Housing Services	N/A	12
I M & T	1	3
Legal Services	5	10
Organisational Development	0	2
Partnerships & Communication	0	2
Performance & Scrutiny	0	1
Planning Control	85	88
Revenues	37	54
Strategic Housing	41	4
Strategic Planning	1	3
Total	525	680

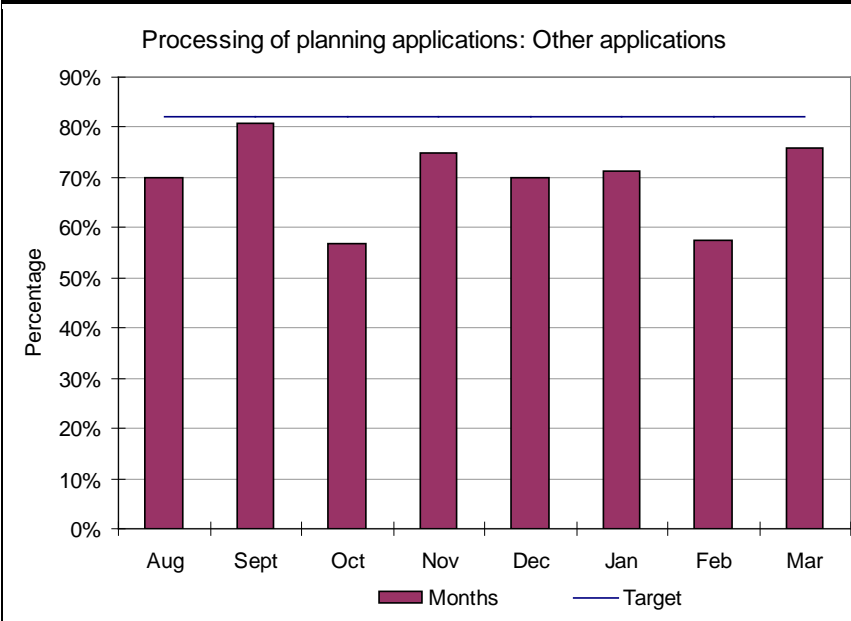
EEC009 Processing of Planning Applications: Minor Applications



Data		
	2011/12	2012/13
	Percentage	Percentage
May	31.25%	54.05%
June	17.50%	51.85%
July	58.41%	43.75%
August	54.84%	56.52%
September	44.23%	43.75%
October	50.00%	31.25%
November	55.56%	43.48%
December	70.59%	28.57%
January	78.13%	27.27%
February	69.44%	20.00%
March	53.33%	43.48%

Latest Comments – Determination of minor applications within 8 weeks continues to be below the target and remains cause for concern. This was initially caused by a number of factors including delays in validation of applications, which started to build up when the new National Park system went live in April last year (the system suffered from a number of issues when it was introduced which delayed the validation of applications across the board), annual holidays, unplanned staff absence (sick leave/vacant posts) and generally high workloads within the teams. The backlog in validation has been cleared however the number of minor applications determined within 8 weeks is below target and worse than at the beginning of the financial year.

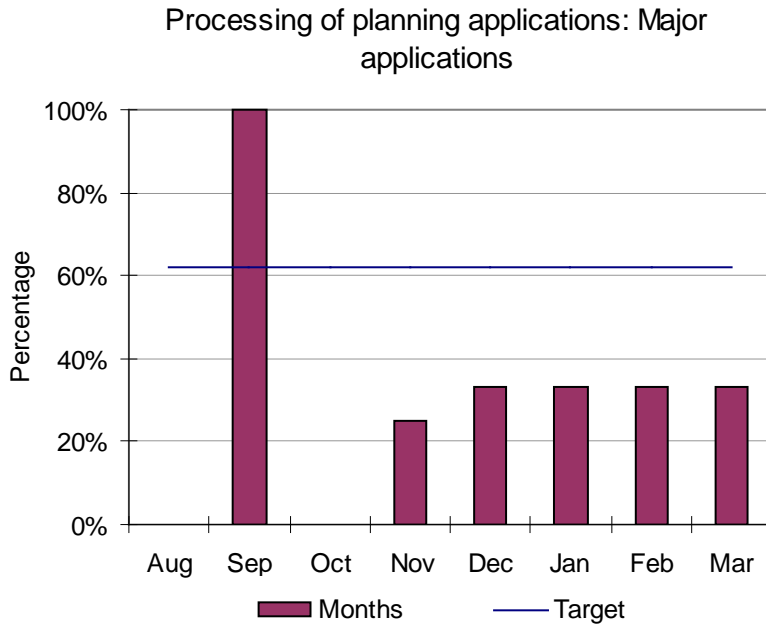
EEC010 Processing of Planning Applications: Other Applications



Data		
	2011	2012
	Percentage	Percentage
June	51.39%	74.74%
July	66.42%	71.01%
August	81.95%	70.00%
September	80.30%	80.70%
October	78.43%	56.70%
November	77.78%	75.00%
December	85.44%	70.00%
January	80.00%	71.43%
February	76.25%	57.33%
March	85.44%	76.00%

Latest Comments – Determination of other applications within 8 weeks is holding up well despite the issues identified above which have impacted detrimentally on minors' performance.

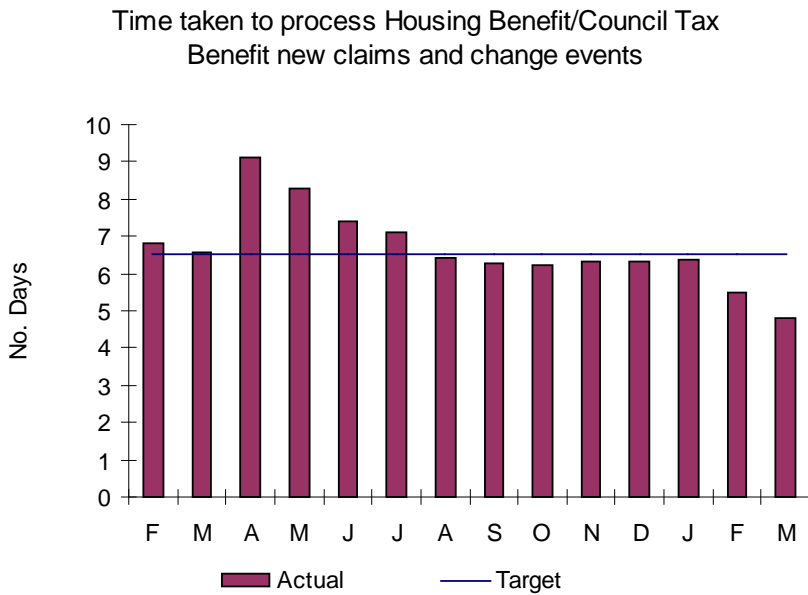
EEC010 Processing of Planning Applications: Major Applications



Data		
	2011	2012
	Percentage	Percentage
May	25.00%	80.00%
June	20.00%	66.67%
July	16.67%	60.00%
August	83.33%	0.00%
September	16.67%	100.00%
October	50.00%	0.00%
November	50.00%	25.00%
December	55.56%	33.33%
January	66.67%	33.33%
February	0.00%	33.33%
March	0.00%	33.33%

Latest Comments – The percentage of Major applications within 13 weeks varies greatly between months due to the small number of applications determined. The figures are currently below the target however, current major applications are now being monitored more closely with S106 negotiations starting earlier in the process as these often can delay the issuing of the decision notice.

EEC009 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events



Data		
	2011/12	2012/13
	days	days
June	8.10	7.42
July	7.48	7.11
August	7.28	6.41
September	7.44	6.26
October	7.47	6.21
November	7.61	6.30
December	7.76	6.31
January 2013	7.78	6.38
February	6.79	5.48
March	6.59	4.80

Latest Comments – Performance continues to improve month on month which is good considering that both caseload and workload have continued to increase. The target remains challenging particularly with the changes arising from Welfare Reform.

A breakdown of the figures for 2012/13:

The total number of Housing Benefit/Council Tax Benefit **new claims** received during 2012/13 was 3,852 (3,659 in 2011/12) which took a total of 62,315 (66,969 in 2011/12) days to process.

The total number of Housing Benefit/Council Tax Benefit notifications of **changes to circumstances** received during 2012/13 was 43,818 (26,021 in 2011/12) which took a total of 166,694 (128,531 days) days to process.

The total new claims and notifications of changes to circumstances received during 2012/13 was 47,670 (29,680 in 2011/12) which took a total of 229,009 (195,500 in 2011/12) days. The average time taken was 4.80 (6.59 in 2011/12) days against a target of 6.50 days.