

THE OVERVIEW AND SCRUTINY COMMITTEE

27 OCTOBER 2014

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS MID YEAR
2014/15

REPORT OF THE LEADER

Contact Officer: Simon Howson Tel No: 01962 848 104

Email: showson@winchester.gov.uk

RECENT REFERENCES:

[CAB2533](#) Adoption of Revised Winchester District Community Strategy 2010-2020, 4 December 2013

[CL90](#) Approval of Portfolio Plans 2014/15, 8 January 2014

EXECUTIVE SUMMARY:

This report provides an update on the progress made against the projects that contribute to achieving the four outcomes of the Winchester District Community Strategy and are included in relevant Portfolio Plans 2014/15.

Each Portfolio Plan sets out for each Portfolio Holder their areas of responsibility and the key projects they will be held accountable for in achieving the outcomes included in the Community Strategy.

Attached as appendices to the report is an update on the progress achieved so far in 2014/15 against the projects that are included in the Finance and Organisational Development, Built Environment and Housing Services Portfolio Plans. Progress updates against the other four Portfolio Plans will be reported to this Committee at its meeting on 8 December 2014.

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

27 OCTOBER 2014

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS MID YEAR 2014/15

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 the projects included in individual Portfolio Plans.
- 1.2 This report forms part of the regular performance and financial monitoring processes designed to check progress in delivering the Portfolio 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. Portfolio Plans 2014/15 Progress updates

- 2.1 The appendices to the report present a brief update on the progress that has been made during the first half of 2014/15 against the projects included in the Housing Services, Built Environment and Finance and Organisational Development Portfolio Plans.
- 2.2 The Portfolio Plans themselves consist of a number of projects that contribute to the delivery of the Community Strategy outcomes which were agreed at Council earlier in January 2014 (Report CL90, 8 January 2014 refers).
- 2.3 An update on the projects included in the Leader, Communities and Transport, Business Services and Environment, Health and Wellbeing Portfolio Plans will be presented to this Committee at its meeting on 8 December.

OTHER CONSIDERATIONS

3. COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

- 3.1 This report forms part of a system of performance and financial monitoring processes designed to check progress being made against Portfolio Plans,

which are the delivery programmes for the Community Strategy, and identified performance indicators which track progress in the four outcome areas.

4. RESOURCE IMPLICATIONS

4.1 As referred to within the appendices to the report.

5. RISK MANAGEMENT ISSUES

5.1 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 and are included in relevant Portfolio Plans.

5.2 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 Portfolio Plan activities.

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendix 1 Progress update – Housing Services Portfolio Plan 2014/15

Appendix 2 Progress update – Built Environment Portfolio Plan 2014/15

Appendix 3 Progress update – Finance and Organisational Development Portfolio Plan 2014/15

Housing Service Portfolio Plan 2014/15

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April against the actions included in the Housing Services Portfolio Plan.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs

- Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents.
Advice/support provided to all affected and where appropriate, discretionary housing payments have been made.
Following 70 moves promoted by “Wisemove” initiative in 2013/14, a further 30 moves achieved to date this year and over 60 actively looking.
The potential to increase the frequency of rent payment dates currently is being reviewed.
- To work with partners to increase supply of affordable housing across the District.
60 affordable homes have been completed by Registered Providers (RP's) since April 2014 with a further 70 completions due before March 2015. 6 sites have been allocated funding from the HCA 2015-18 programme which will provide 164 new homes.
The affordable housing at Barton Farm should start construction before March 2015 with the first completions during 2015-16 (subject to the resolution of highway issues).
Negotiations for the provision of affordable housing have started with developers of the North Whitely MDA
- To improve the existing housing for older people.
Works undertaken at several schemes and in particular at Matilda Place to improve the provision for those residents with dementia. Support and adaptations provided to help older persons remain in their own home.
Proposals for additional Extra Care provision progressing and planning application currently being prepared.
Loss of funding for in house Support Service will affect services from 2015 onwards.
- Deliver a local programme of measures to prevent and address homelessness in the District.
Front line “triage” service established
One year “No Second Night Out” post externally funded and working with providers such as Trinity and Night Shelter.
Homelessness next steps event with District stakeholders 23rd October 2014
Peer review of Homelessness Prevention service completed with very positive feedback regarding the overall services.
First application for Gold Standard status now submitted and awaiting assessment.

- Deliver new units of housing where possible through conversion of former sheltered scheme communal spaces.
*Additional unit created as part of works at Matilda Place.
Proposals to convert common rooms at two schemes and a disused garage at another to create additional units are currently being progressed.*
- Deliver an enhanced maintenance programme.
Programme for £12m repairs to Council homes in 2014/15 is on track.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced

- Deliver a WCC estates improvement programme.
*Major schemes at both Highcliffe and Winnall are now underway.
Significant improvements to communal areas around Woolford Close flats to be tendered for shortly and then works commence early in the New Year.*
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing.
*Energy Plan currently being drafted.
Programme for modernising heating systems in Council stock is on track.
Work underway to identify least efficient stock based on stock survey data.
Results will inform Energy Plan.*
- Undertake a private stock condition survey using a sample of properties across the District
The survey has now commenced with draft results due in March 2015.

Built Environment Portfolio Plan 2014/15

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April against the actions included in the Built Environment Portfolio Plan.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs

- Facilitate the delivery of Major Development Areas in the District:

West of Waterloo - Taylor Wimpey - Phase 5 application for 103 residential units: resolution to grant permission subject to planning obligations and work not expected to commence until early 2016. Applications received for extra care home (HBC/WCC) and nursing care home (WCC) on Taylor Wimpey site **Grainger** - Phase 2 residential (246 units) and Town Park – planning permission granted. Primary school opened successfully for autumn term 2014. s106 planning obligations relating to Landscape Management Strategy, Phased Area Strategy, Phase 7 River Restoration (Wallington) and Phase 3 Infrastructure (discharge of conditions) submitted for approval.

Barton Farm - Cala are currently submitting documents to meet the planning conditions following planning approval earlier this year. Cala plan to start constructing temporary accesses November/December.

North Whiteley - The consortium are aiming to submit a planning application by the end of the year. The Design Code has been reviewed by the South East Regional Design Panel and some of the suggestions are being included in the Design Code. Work is being carried out to complete the modelling and business case work for the LEP grant of £14m to support transport infrastructure. The project is amber because it was originally planned to submit a planning application in May 2014.
- Facilitate the development and delivery of affordable housing and extra care accommodation across the District including projects undertaken and commissioned by the New Homes Delivery Team.

Planning permission for the New Queens Head, Victoria House and Westman Road granted consent August / September 2014. In addition to the 60 new homes granted consent a further 2 planning applications will be submitted by March 2015 for Springvale (Swanmore) and Chesil St Extra Care scheme.

Objective: Promote community cohesion

- Implement the Stanmore Planning Framework

Planning permission granted for the redevelopment of the New Queens Head which include negotiations with the local Church for improved access to Somers Close Recreation area / Carroll Centre. Stanmore Community Art project completed - A Postcard for Stanmore, which is displayed on the site hoardings to the New Queens Head development

- Support community planning across the District.
Supported Denmead Neighbourhood Plan which is subject to public consultation at current time. Seven further Parish Plans being supported, Itchen Valley Plan published

Prosperous Economy Priority Outcome

Objective: Support the local economy

- Facilitate and support the development and delivery of strategically important sites across the District.
Planning permission for the New Queens Head and Victoria House both granted consent August 2014.
- Support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside.
Development Management has a Rural Planning Advisor who provides assistance for companies or individuals contemplating developing new or existing businesses in the countryside and this builds upon the information provided in the Council's "Planning Guidance for Rural Businesses" which was refreshed last year in light of the adoption of LPP1.

High Quality Environment Priority Outcome

Objective: Ensuring that the quality of the place that we enjoy is maintained and enhanced

- Implementation of Local Plan Part 1
Planning applications are assessed against LPP1 policies which stress the need for all development to achieve high standards of design (Policy CP13) and the strategic policies dealing with developments like North Whiteley also require this and are positively shaping the form and nature of future applications. The Council also refers applications to the Winchester & Eastleigh Design Review Panel and is developing more detailed design guidance through LPP2.
- Preparation of Local Plan Part 2
Consultation on Local Plan Part 2 will start in November.
- Adoption and implementation of Community Infrastructure Levy.
Levy scheme fully implemented and in operation. The Council has so far issued CIL Liability Notices for c£280k and has received income of £12.5k.
- Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum.
The Historic Environment Team has been working with business owners regarding maintenance of premises at the Pentice and is currently developing plans to restore the Buttercross and other city centre monuments. The pigeon problem is being addressed with the Environmental Protection Team and there have been efforts to tackle the on-going waste storage issue.

Resources have also been focused on drafting new policies for Local Plan Part 2 including A-boards and a new policy relating to views across the city.

Efficient & Effective Council Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce

- Implement recommendations of Planning Advisory Service review of Development Management.
Many of the measures in the PAS review have been implemented including revising the way the council measures its planning performance in terms of speed and quality, wider use of planning performance agreements and extensions of time (which have helped to improved overall performance) and better alignment of corporate objectives with planning decisions where appropriate. Some measures such as re-designing planning procedures to improve efficiency and up-dating the pre-application advice service have not yet been undertaken because of staff resources and other priorities but these will be taken forward in due course.

Finance and Organisational Development Portfolio Plan 2014/15

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April against the actions included in the Finance and Organisational Development Portfolio Plan.

Efficient & Effective Council Priority Outcome

Objective: Ensure that the Council is resilient with an agile and flexible workforce

- Implement a People Strategy for the Council,
This will be reported to Personnel Committee at its meeting on 12 January 2015 for consideration and approval.
- Implement a Workforce Strategy
This will be reported to Personnel Committee for consideration and approval at its meeting on 9 March 2015.
- Preparation and implement a Workforce Plan
This will be reported to Personnel Committee at its meeting on 9 March 2015 for consideration and approval.
- Preparation and implement Workforce Development (Training) Plan
This will be reported to Personnel Committee at its meeting on 9 March 2015 for consideration and approval.
- Continuation of the apprenticeship scheme
Phase 1 of 2014 cohort of new apprentices completed in August – two NVQ level 2 Business Administration, one NVQ level 3 Business Administration, one NVQ level 3 Built Environment

Phase 2 is to commence in November – five opportunities to be advertised for level 2/3 Business administration and Legal Administration.

Five existing apprentices and four new phase one apprentices are to undertake a fundraising community challenge in December

All apprentices are to prepare and undertake the National Volunteering Week Challenge between January and June 2015. The challenge is to include identifying volunteering opportunities and involve as many teams and individuals in the council. 1team opportunities are to be advertised for mentors to support the apprentice teams in planning and delivering this project. All new apprentices will be assigned individual mentors to provide support alongside their line managers. As further development, two of the existing apprentices have expressed an interest in a mentoring role. Formal training will be provided for all mentors and mentees.

- Preparation of a Pay and Reward Strategy
Initial investigations into the market position and benchmarking for the Council have been completed. A Pay and Reward report was presented to CMT earlier in the month.
Additional market testing is now underway and pay modelling work to be completed by early 2015 for further consideration by CMT and Portfolio Holder before a report setting out the Council's Pay and Reward Strategy is presented to Cabinet and Personnel Committee for consideration.
- Continue to achieve IT cost savings with Test Valley Borough Council.
Cumulative year-on-year savings have been made from the Shared IT Service with Test Valley Borough council. These are based on shared staff (Head of Service, Service Desk, consolidation of operating systems licencing and sharing of hardware assets. Further opportunities are explored and agreed through the joint Shared Service Programme Board (comprising corporate directors from both Councils) on an ongoing basis. The Board continues to monitor the financial effectiveness of the Shared Service.
- Implement Microsoft SharePoint to support joined up and flexible working across the authority
Work is ongoing with teams to ensure the new system will fit their needs and this project is on track for completion in February 2015. The Council's Intranet is also being relaunched as part of this project as it sits on the SharePoint platform. An initial release of the new Intranet is anticipated to be completed by the end of November.

Objective: Medium term financial planning to ensure effective use of available resources including asset management

- Develop a savings and income plan to balance the medium financial forecast deficit position
CAB2606 Medium Term Financial Strategy 2015/16 – 2019/20 – October 2014.
- Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements with acceptable level of risk.
A member training session on Treasury Management Strategy considerations is scheduled for members in November 2014.
- Strengthen the financial resilience of the Council by building further on the principles in the Asset Management Plan
Abbey Mill completed and River Cottage opened to the public on 24 September 2014.
Work on Avalon making good progress for occupation by Southern Health NHS in January 2015
The agreement to purchase County Council Land at Carfax has been signed. The Winchester Station Approach, Development Assessment has now been completed and issued as a background document to the Local Plan Part 2

consultation. The Head of Estates is also preparing a detailed project plan and is about to seek architects to provide initial architectural advice.

- Develop effective project resourcing plans to support the delivery of the Council's capital programme and major projects.
This is being considered as part of the overall corporate planning process and associated systems which are being out in place. New project management templates along with staff training have been devised and will be rolled out in the New Year. A programme management group has been formed which considers a range of project delivery issues in relation to timescales, finance and other resource issues in order to monitor and progress major projects. Reviews are also taking place to ensure that the correct staff resources are in place in key areas to ensure effective delivery of the Councils programme of projects.
- Dispose of or develop Council assets to support Member priorities, including City Offices
The Council continues to monitor the market closely and review opportunities as they arise to develop or dispose of assets. A PHD notice (PHD590 refers) has recently been approved to allow for expenditure to employ external advisors on space use planning that will help to inform the Council on future decisions on office facilities.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review.
CAB2562 – 19 March 2014 introduced higher financial limits for decision thresholds – now being embedded in working practices. In July the Council decided to recommend that the 2016 Council size should be reduced to 45 members. The Local Government Boundary Commission has indicated that it is minded to accept this and work is now underway on considering revised warding arrangements. If the Council is to make any submission, this will have to be determined by Council on 6 November. Political parties and others need to make their own submissions to LGBC by 3 November 2014.
- Preparation by the Revenues Team for the introduction of Universal Credit (UC)
A Voluntary Sector Open Meeting was held on 5 June 2014 to raise awareness about Universal Credit and the need for a joint approach to service provision within the Winchester District.

A commission is underway to develop a 3 year action plan. Research and consultation has been carried out and a survey has been launched. The results of the survey together with the research and consultation will support

the action plan which will be developed in consultation with partner organisations.

It should be noted that the timescales for the full implementation of Universal Credit remain uncertain.