

THE OVERVIEW AND SCRUTINY COMMITTEE

7 JULY 2015

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS OUTTURN
2014/15

REPORT OF THE LEADER

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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

[OS110](#) Performance Monitoring Update – Portfolio Plans Mid Year 2014/15, 27 October 2014

[OS115](#) Performance Monitoring Update – Portfolio Plans Mid Year 2014/15, 8 December 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 were included in relevant Portfolio Plans for 2014/15.

Each Portfolio Plan sets out for each Portfolio Holder the relevant key projects they are 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 during the second half of 2014/15 against the projects that are included in each of the Portfolio Plans

RECOMMENDATION:

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

THE OVERVIEW AND SCRUTINY COMMITTEE

7 JULY 2015

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS OUTUTRN 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 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 second half of 2014/15 against the projects included in 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 in January 2014 (Report CL90, 8 January 2014 refers).

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 Leader Portfolio Plan 2014/15
- Appendix 2 Business Services Portfolio Plan 2014/15
- Appendix 3 Built Environment Portfolio Plan 2014/15
- Appendix 4 Environment, Health and Wellbeing Portfolio Plan 2014/15
- Appendix 5 Communities and Transport Portfolio Plan 2014/15
- Appendix 6 Finance and Organisational Development Portfolio Plan 2014/15
- Appendix 7 Housing Portfolio Plan 2014/15

Leader Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 against the actions included in the Leader's Portfolio Plan.

Active Communities Priority Outcome

Objective: Provide accessible sport and recreation

- River Park Leisure Centre – consideration of replacement facility
Since narrowing down the options a technical assessment has been undertaken on the remaining options looking at the potential income and funding opportunities which will be reported to members shortly.
- Deliver the 2012 Olympics Legacy Framework in partnership with the Sports & Physical Activity Alliance
Sport and Physical Activity Alliance 2014-15 Action Plan is progressing well with many of the actions already completed. Achievements so far include:
 - 103 additional level 1 and level 2 sports coaches working in the District
 - 60 adults and young people with learning difficulties participating in ParaPBs (personal bests) event in August
 - 593 people participating in doorstep activities in Stanmore, Highcliffe and Winnall

Prosperous Economy Priority Outcome

Objective: Support the local economy

- Preparation of a development strategy for Station Approach to generate high specification business premises in the centre of the city
 - Redevelopment of Cattle Market Car Park and Carfax sites*The first stage of consultation has been undertaken with residents, businesses and interested organisations, including City of Winchester Trust, Winchester Action on Climate Change, SW Trains and Hampshire County Council amongst others. Transport and access studies are being commissioned as well as other technical studies. Cabinet will be agreeing a way forward in early summer.*
- Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities
The 2014 scheme is currently subject to a court ruling which is being challenged by Henderson's. Henderson's has submitted information on the 2009 scheme to seek discharge of conditions/ requirements in the Development Agreement. These are being considered and will be reported to Cabinet and Council as required.
- Foster enterprise through a Workspace Winchester project;

Cabinet has now agreed works and investigations to be carried out to enable an Enterprise Centre scheme to be developed in the former Council owned goods shed in Barfield Close.

- Support the roll out of superfast rural broadband in the District;
Continued good progress, with active support from Development Management and Economy & Arts Teams. Latest update available at www.hampshiresuperfastbroadband.com/hampshire-superfast-broadband-programme-latest-developments/
- Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy;
*Survey of Council housing stock completed to inform decisions on future investment in carbon reduction measures.
Officers supporting a 'Solar City' initiative being developed by Town Forum.
Cabinet has approved new targets for carbon reduction.*
- Commission a Planning Framework to support long term business performance in Winnall,
Commission awarded to Parsons Brinkerhoff. Work on the framework began in December last year and, in early 2015, business and community consultation events were held and other relevant parties consulted. The final draft report has been submitted for consideration by officers and members, and stakeholder discussions are being planned to confirm leadership for actions in the delivery plan.
- Commission the delivery of a business support portal for small to medium enterprises
Portal no longer considered necessary, following further investigation, but more integrated approach to support for SMEs now being developed for implementation in new financial year. Economic Development web pages have been reviewed and improved in meantime.
- To work with partners to provide support and advice to businesses on regulatory requirements,
This was combined with wider business support project above and carried forward to 2015/16 Portfolio Plans.

Objective: Promote education and training

- Support local jobseekers via one to one mentoring service,
Service commissioned from Sova following competitive procurement process. Project manager appointed and referrals steering group has met for first time. Legal agreement now in place and second cohort of volunteers about to be trained. . Referrals are working well, with demand currently exceeding the supply of mentors.
- Establish an Employment and Skills Partnership (ESP) for the District,

Deferred to new financial year, to focus available time on development of transition plan for Universal Credit (not in original Portfolio Plan), which was completed and formed the basis for a Universal Credit briefing for partners in early June. However, two skills taster days – hospitality and construction – did take place (originally conceived as part of the work programme for ESP): well organised but low attendance by jobseekers.

- Sign up to the National Skills Academy for Construction, *Application approved in principle, but now requires evidence from North Whiteley developers to progress to full approval. Cabinet report planned for July to support this policy, designed to secure more training/job opportunities for local people.*

Objective: Promote tourism and the cultural assets of the District

- Deliver a major campaign in support of the World War 1 Commemorations, in conjunction with the Hampshire Big Theme partnership; *Poetry Festival with war time theme took place – positive response. Highlight event in Winchester College War Cloisters. Outreach events took place in parishes over spring/summer period. Efforts to foster engagement in wider 1914 commemorations by wider community via Parish Connect, grants programmes, Community Covenant and Hampshire Big Theme 1914 activities. Good engagement through ‘Lights Out’ initiative on 4 August. Military connections film commissioned and in hand. Morn Hill memorial launched. Additional public art (‘Box 459’) made its appearance in Cathedral Close in August and is now outside Abbey House before making other stops across the District until 2018. Big Theme exhibitions (Artists Rifles, Soldier’s Journey and Trench Coat) have all gone live in venues across Hampshire, including City Space and Gallery in Discovery Centre.*
- Produce a Destination Management Plan for Winchester and the Heart of Hampshire, *Plan completed and published. Approval via Decision Notice is next step.*
- Deliver Cultural Strategy for the Winchester District *Cultural Strategy launched at a well-attended conference. Cultural Leadership group initiated with two universities: terms of reference agreed and bi-monthly meetings taking place. An expanded meeting was arranged to discuss Enterprise Centre project with Estates. . Bi-monthly gatherings for supporting Cultural Network also taking place, New Cultural Grants scheme introduced in April 2015, following development during Core Grants discussions in winter 2014, to enable local arts and heritage organisations to deliver projects which support the aims of the Cultural Strategy.*

Effective and Efficient Priority Outcome

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

- Work with Hampshire County colleagues to deliver a strong and ambitious cultural trust, to take delivery of the Council's museum services from summer 2014.

Museum services have been delivered by the Hampshire Cultural Trust since 1st November 2014. Transfer took place followed detailed work on legal agreements, supported by Member ISG. Monitoring regime has begun, with first officer meeting already completed and Council Observer attending Board Meetings. . First full year grant payment made in April. Final confirmation of arrangements for care of Civic Silver are still awaited.

Business Services Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 against the actions included in the Business Services Portfolio Plan.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs

- Achieve the agreed Council House New Build Programme.
19 new homes completed. Planning secured for an additional 120, 37 of which are under construction (New Queens Head, Westman Rd, Swanmore, Lisle Ct and Eastacre) with the others currently being out to tender (Extra Care and Victoria House). Comprehensive 5 year new build programme approved and in place. Significant additional resources added to programme through effective business-planning.
- Provision of an Extra Care Housing Scheme in Winchester.
Final tenders for the proposed scheme are currently being evaluated. .

Effective and Efficient Priority Outcome

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

- Oversee implementation of the Corporate Peer Challenge Action Plan (including where other Portfolio Holders lead).
Good progress has been made in implementing the action plan including the refresh of the Community Strategy, an improved approach to corporate planning reflected in the creation of Portfolio Plans and the continued development of the Project Office to support our major projects and Capital Programme. Remaining elements of the action plan have now been subsumed into the draft Corporate Transformation Plan which was discussed at Cabinet on 3 December. Performance Management Team are now monitoring the implementation of this Plan, which will be reported to Members during 2015/16.
- Establish a programme of comprehensive service reviews across the organisation.
A programme of Business Development Initiatives is currently being drawn up, linking in to the Corporate Transformation Plan which will set out areas that seek to investigate a range of opportunities for more efficient ways of working, increasing income and saving money. Assistant Directors are also leading a fundamental review of how and what the Council delivers to support Cabinet in addressing the forecast medium term budget deficit position.
- Application for Customer Service Excellence re-accreditation.
The Customer Service Excellence accreditation was successful when the Council was assessed in January.

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

- Overview of Asset Management Plan
The Council's General Fund Budget 2015/16 - Capital and Revenue Considerations Report (CAB2629, 3 December refers) presents a number of capital expenditure options for assets and properties identified in the Asset Management Plan.
- Develop Council assets to support Member priorities, including:
 - Bar End Depot
 - Avalon House
 - Abbey Mill
 - And any other sites as they arise in liaison with Lead Portfolio Holders

The old depot site was used for coach parking leading up to Christmas. Work was completed at Avalon House which enabled Southern Health Trust to move in during January 2015.

River Cottage Canteen opened in Abbey Mill on 24 September.

- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan.
Earmarked reserves have been increased to fund future planned expenditure. However there are still some future capital requirements that will need funding to be identified including the River Park Leisure Centre and City Offices. This will be considered further and the Plan updated in 2015 reflecting decision to be made on key corporate projects such as the River Park Leisure Centre.
- Improve performance of the Guildhall.
Financial performance at the Guildhall is steadily improving and continues to be monitored closely.

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

- Support development opportunities for the effective management of the organisation.
Administration of the Council's grants programmes continues to become more efficient, with applications for all programmes available on line for the first time this year and a higher degree of delegated authority to officers for small grants speeding up the awards process. New evaluation criteria agreed for core grants for 2015/16 for increased transparency. Work has begun on specifying a grants management software system which would add to this efficiency and potentially free some officer time up for development work with the voluntary sector.

Built Environment Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 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 Waterlooville - 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 granted for extra care home (HBC/WCC) and nursing care home (WCC) on Taylor Wimpey site and an application received for the road bridge linking to the Grainger land. **Grainger** - Phase 2 residential (246 units) and Town Park – planning permission granted and works well underway. s106 planning obligations relating to Landscape Management Strategy, Phased Area Strategy, Phase 7 River Restoration (Wallington) pending consideration and Phase 3 Infrastructure (discharge of conditions) approved and works well underway. Details in compliance submitted for the greenway and rising main. Detailed approval given in the mixed use area of the site for 104 private rented homes.

Barton Farm - Cala are currently submitting documents to meet the planning conditions following planning approval last year. Cala are currently construction the northern access to the site and hope to start house building later in the year.

North Whiteley - The consortium has submitted a planning application which is currently subject to consultation.. Work was completed for the modelling and business case or for the LEP grant of £14m to support transport infrastructure which has now been awarded. .

- 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.
The New Queens Head scheme is well underway with first hand over expected December 2015. Work on site has also commenced at Westman Road with completion expected February 2016. The Victoria Road scheme is to be re-tendered. . Planning permission at Springvale (Swanmore) and the Chesil St Extra Care scheme have received planning permission. Work at Springvale should start this summer whilst the Chesil scheme is at the tender stage.

Objective: Promote community cohesion

- Implement the Stanmore Planning Framework
Planning permission granted and implemented 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. Newsletter produced in August 2014 summarising many of the initiatives that have been implemented following adoption of the Framework, including new planning policies in draft Local Plan Pt 2. Internal meeting with Ward Members took place in March to discuss future of former library building: consensus that conversion to one-bedroom housing would be most desirable and in keeping with Planning Framework. Further discussions planned with Community Association following 'Stand Up for Stanmore' event in April.

- Support community planning across the District.
Denmead Neighbourhood Plan made 1st April 2015. 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.

See entries elsewhere for Station Approach and Silver Hill projects, both of which are intended to support the local economy by providing new commercial space in the City Centre.

Officers and local Members are working closely with British Land and the consortium of developers at North Whiteley to promote business interests, ranging from parking issues to provision of an appropriate housing mix for workers.

- 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
Local Plan part 1 is now adopted.
- Preparation of Local Plan Part 2
Consultation on Local Plan Part 2 was undertaken in November and the results are currently being considered and will inform the formulation of the final draft for submission.

- Adoption and implementation of Community Infrastructure Levy.
Levy scheme fully implemented and in operation. Thus far the Council has issued liability notices to the value of c£1.8m and officers are working on a protocol for the allocation of CIL income.
- Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum.
The Historic Environment Team has worked successfully with business owners regarding maintenance of premises at the Pentice (repairs carried out to some units and further works now underway to others) and is currently finalising plans to restore the Buttercross. Works should begin later this year. The Team is also drafting proposals for other city centre monuments and work on the renovation of the King Alfred Stature began in June 2015. The pigeon problem is being addressed by the Environmental Protection Team. The Firegel product is now being trialled at Mayor's balcony and St Lawrence's Church with promising initial results and there have been on-going efforts to tackle the commercial waste storage issue with some success. 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. This has helped to improve planning performance. As part of a wider review the Council is currently looking at a number of areas which support planning and other teams to explore different ways of working designed to improve effectiveness and efficiency.

Environment, Health and Wellbeing Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 against the actions included in the Environment, Health and Wellbeing Portfolio Plan.

Active Communities Priority Outcome

Objective: Ensuring that our communities are healthy and safe

- Working with a range of partners through the Winchester District Health and Wellbeing Partnership Board to maintain and improve the health and wellbeing of residents in the District

A total of £80,781 was secured by the Board from the HCC Public Health grants programme to support a range of local initiatives linked to the local health and wellbeing action plan – projects will be delivered in 2014/15 and 2015/16. An additional £60,000 was secured in partnership with Test Valley (lead), Eastleigh and New Forest councils to develop a Dementia Champions project, and £15,000 in partnership with Hart (lead), Rushmoor, Eastleigh and Basingstoke councils to kick-start work on the Workplace Wellbeing Charter. At the December meeting of the Board, members received performance reports from the public health granted projects, all of which are on track to deliver agreed outcomes. The Board also discussed action plan updates and considered priority issues for 2015 – mental health was identified as a key area for focus in 2015/16.

Significant progress has been made on the 'Dementia' priority. WCC participated in a 'Spotlight on Dementia' event in June 2014. Following the development of a corporate action plan, WCC joined the Hampshire Dementia Action Alliance in October 2014. The official launch of the Winchester Dementia Friendly High Street on 23rd October was a noteworthy success – over 50 businesses and service providers, including WCC, received their 'Working to become Dementia Friendly' stickers from the Mayor. WCC hosted a 'Dementia Champions' training day on 18th November 2014. The training, which was delivered by the Alzheimer's Society, equipped the 25 participants with the skills to deliver short dementia awareness sessions to others. WCC was invited to make a presentation to the Hampshire Dementia Conference in Feb 2015 to explain:-

- *The plans it has in place to ensure its services are dementia friendly, and*
- *How it is working in partnership with others to support the Dementia Friendly Communities initiative.*

Officers have been supporting the establishment of a new community-based group – 'Dementia Friendly Winchester' Group.

A report on the City Council's role in public health was warmly received by members of The Overview and Scrutiny Committee in Feb 2015 – report OS120 refers.

With generous support from both the Army and Hampshire Fire and Rescue Service, officers managed to secure excellent venues for the 'Kit Bags and Berets' reminiscence project (Garrison Church at Worthy Down Barracks) and the Community Cooking Skills course (Winchester Fire Station). Both projects will be delivered in 2015/16.

- *Leading the delivery of the Supporting Families Programme in the Winchester District*

Phase 1 of the Government's Supporting (Troubled) Families Programme, which started on 1 April 2012, formally came to an end on 31 March 2015. The first phase used three key criteria around youth crime/anti-social behaviour, school attendance/exclusion, and worklessness. Winchester met its target of 83 families to be identified under phase 1 – of these we managed to positively engage with 35 which reflects the voluntary nature of the programme. In terms of profile 93% of the 83 families were WCC or Housing Association tenants and 65% lived in the central Winchester wards. Recurring themes in the family plans included domestic abuse (often child on adult), mental health issues (both adult and child), and substance/alcohol abuse.

Winchester has a strong Local Coordination Group (LCG) which is split into separate strategic and operational arms. The Operational Group meets on a 6 weekly basis. Practitioners from a wide range of statutory and voluntary agencies come together to discuss new nominations,, consider requests for intervention funding, seek advice and support for cases where progress may have stalled, agree 'step-down' plans from Transform (intensive family support service), and celebrate success. Meetings are always lively, well-attended and productive. The Strategic Group meets quarterly to review progress.

Under the Government's Payments by Results (PBR) framework the Winchester LCG submitted successful claims for 29 rewards in Phase 1 – this levered in an additional £19,550 which has been fed back into the programme.

In 2013, the Government announced its intention to continue and expand the programme during the life of the next Parliament i.e. to 2020. Hampshire was invited to be an early implementer and started the roll out of Phase 2 on 1 January 2015 with an expanded set of six criteria. The Winchester LCG was given a target of 63 families to engage with for year 4 (period ending 31 March 2016) of the programme.

The Winchester LCG held a highly successful Phase 2 stakeholder event in January 2015. The aims of the event were to:

- *Reflect on progress in Phase 1*
- *Discuss meeting the challenges of Phase 2 and embedding new ways of working.*

Over 60 partners attended. The outputs of the event have informed an action plan for 15/16.

As at 31 March 2015, 10 families had been nominated and accepted by the LCG for inclusion on Phase 2 of the programme of which 8 were actively engaged.

The Programme Coordinator role was placed on a permanent basis with effect from 1 April 2015

High Quality Environment Priority Outcome

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

- Review of the Air Quality Action Plan (AQAP) in order to improve air quality in Winchester City Centre,
An external study was commissioned to analyse emissions from traffic in the city more closely. Results expected end June, at which point actions will be developed in response as part of revised AQAP along with various initiatives identified through the ISG process.

Work to date includes the lobbying of Hampshire County Council (HCC) by Portfolio Holders to commence the implementation of their own recommendations from the 2013 Winchester Traffic Management Study, which proposes to make Friarsgate into a two way street, between Upper Brook Street car park and the Union Street/Eastgate Street junction. However HCC has stated that they are awaiting the outcome of the current Silverhill Planning process before making a public commitment on commencement in order to avoid any 'abortive' work.

Further positive actions include:

- *A 20mph zone was adopted in the Spring of 2014 and has now been implanted in the city centre as well as in surrounding wards;;*
- *'Undeclared' status on PM10's in 2013, albeit continue to monitor Procurement of new Park and Ride service has begun, with significant impact likely for emissions/air quality;*
- *Additional air quality study in progress to identify whether there is a need to expand on the existing Air Quality Management Area, further up Romsey Road;*
- *Adoption of a three tier zone car parking pricing structure to encourage greater use of the Park and Ride and outer car parks.*
- *Electric car parking points now installed in Chesil Car Park and one in the Guildhall Yard. An additional 5 electric charging points soon to be installed by HCC at the South Park and Ride. Additional electric pool car now procured for use by authorised officers.*
- *Work continues into 2015/16 as reflected by current portfolio plan.*
- Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services,
The Joint Client Team are currently working through an improvement plan which is looking not only internal processes and procedures but also the contract monitoring regime in order to ensure that contract requirements are

met. A recent audit of progress against this plan has been completed, and this will be reported later in the year once the final report has been issued.

A new procedure for the issuing of rectification and default notices has been developed and is now in place and further work is underway to complete process reviews across the team which will be completed by year end.

A dashboard for reporting performance across all contract areas has been developed and will be used for a wide variety of audiences and contract management meetings.

The revised Strategic Performance Framework s for the 2 main contract areas are now being implemented and are monitored on monthly basis linked to the number of contract sanctions applied during that period.

The Joint Environmental Services Committee will consider a report on the 22 July 2015 regarding contractor and Contract Management Team performance over the last year. There are still concerns regarding performance in the 2 key contracts but action is being taken to address these which will be considered by the JESC in July. A subsequent report on the position will be submitted to this Committee once this process has been completed.

The actions arising from the Joint Client Team review have all now been completed including the renaming of the team to the Contract Management Team and the provision of an additional Contract Monitoring Officer for the Winchester based team. Work can also begin on delivering the Waste Minimisation Plan now that a Project Officer is in post.

Objective: Work towards a low carbon District

- Deliver our Climate Change Programme, including actions to reduce our own carbon footprint

The most recent figures for the City Council's own carbon emissions show a downward trend, although 2013/14 showed an increase largely resulting from increased electricity consumption for air changing purposes at the Brooks Car Park and changes to the metrics used for calculating emissions.

WinACC has also compiled its annual review of emissions for the District as a whole, and again observed an overall downward trend but with domestic households doing far more to reduce their carbon footprint than businesses and big organisations.

Both reports and a press release can be found at www.winchester.gov.uk/news/2014/nov/council-shows-carbon-consumption-goes-down-asks-businesses-follow-suit/

The first half of the year has seen the adoption of the Low Carbon Route Map, designed to support the development of a low carbon economy for the District. The Climate Change Programme Board has been renamed the Low Carbon Board and has new terms of reference, with specialist sub groups progressing key areas such as renewables.

See comments elsewhere about delivery of Low Carbon Route Map.

Preparation for and launch of corporate campaign The Great Waste began over the winter, with a popular exhibition at City Space (Trash to Treasure) opening in March. The aim is to reduce consumption and waste across the District. Member briefing held, parishes contacted and preliminary events programme put in place.

- Work to reduce the levels of contaminated recyclables and increase capture rates through our Joint Waste Resources Action Plan with our partners East Hampshire District Council

The Joint Environmental Services Committee agreed a new Waste Minimisation Plan which contains a number of work streams to deliver improvement in recycling rate and a reduction in the amount of household waste.

Unfortunately, progress against the plan has been slow because of staff vacancies arising from the temporary arrangements put in place pending the outcome of the JCT review. These have now been addressed and progress will be made during 2015/16.

The bin returns policy has been revised and will introduce a consequence for presenting contaminated recyclables which will need to be removed before the bin will be emptied at the next scheduled collection. This work will be supported by crew training to identify and record bins found to be contaminated. The new policy should be implemented shortly alongside resident communications on recycling

Work has continued with the delivery of the Great Waste campaign to support the waste minimisation plan by encouraging behavioural change among householders to reduce waste and improve recycling.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy

- To support the implementation of the Low Carbon Route Map for the District.
The Route Map was presented to Cabinet for approval in May this year, and Portfolio Plans for 2015/16 include actions which will support delivery of its key themes.

The Winnall Planning Framework – takes into account of the objectives of the Route Map in formulating a strategy for the development of the Winnall trading estate etc

New developments, ranging from River Park to Station Approach, will provide significant potential for delivery of the Route Map in coming years.

The Housing Department has recently completed its stock survey and is considering the viability of widespread improvements (such as retrofitting solar panels when replacing roofs) alongside its existing programme of repairs/maintenance which has already seen the introduction of more efficient appliances to Council-owned homes.

Communities and Transport Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 against the actions included in the Communities and Transport Portfolio Plan.

Active Communities Priority Outcome

Objective: Ensuring that our communities are healthy and safe.

- Work with partners to deliver the actions within the Community Safety Partnership Plan,
- *Reference the changes to the Anti Social Behaviour, Crime and Policing Act all processes are in place. A Cabinet report is due to be discussed 6 July to finalise the authority to sign off public space protection notices. Elected members have already received a briefing paper outlining the changes to the tools and powers following implementation of the changes to the Act. These tools and powers are now in place.*

The 2015 -16 Strategic Assessment (SA) report¹ is due to be signed off at the Community Safety Partnership Strategic Group meeting 8 July 2015. A delivery plan which outlines specific actions related to the priority themes will be published shortly after the SA has been agreed.

In addition the Community Safety Manager is in the process of putting together a briefing paper to inform elected members about the local authorities' duty to deliver against the Counter-Terrorism & Security Act 2015².

- Provide neighbourhood officer support to newly developing communities within the emerging Major Development Areas.

Each of the Neighbourhood Service Officers (NSOs) covers a specific geographical area within the Winchester District. They actively support developing communities in a variety of ways to ensure that any issues arising at the offset are dealt with in a timely fashion e.g. tackling low level ASB, supporting community events and, working alongside lead agencies. Last year the team organised a summer activity campaign (Access all Areas) across the District aimed at reducing the incidence of ASB – the Police & Crime Commissioner has supported the event again this year with the allocation of a £10K grant.

2015-16 will be the baseline year in terms of evaluation.

¹ Strategic Assessment – an audit of crime & disorder across the district whereby the data is provided by external partners. The aim is to identify priority themes that will be agreed and delivered against by all CSP partners within this financial year.

² Prevent – to have due regard, in the exercise of its functions, to the need to prevent people from being drawn into terrorism.

High Quality Environment Priority Outcome

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

- Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns

Evaluation of the Southwick Pilot was completed in partnership with HCC in October 2014; the results supported a decision not to expand the scheme any further at this stage. This decision was made for a variety of reasons; namely the lack of suitable sites, data collection issues and costs associated to the erection of the cameras. However it has been agreed that the current scheme (formerly the pilot sites) will continue, in order to build on their success.

The following investigations have taken place during the period 1 October 2014 to 30 May 2015:

Overall the Neighbourhood Service Officer investigated 16 cases within the reporting period. Broken down that equates to 3 written warnings, 1 case still pending with WCC Legal Team and 12 resulted in No Further Action for a variety of reason e.g. insufficient evidence.

In addition a previous case was finalised in court in January, whereby the offender was found guilty as charged.

Objective: Effective traffic management and support for transport provision.

- Seek opportunities to promote and improve sustainable and community transport provision in the District,

The Council continues to support financially shop-mobility, dial-a-ride and bike-about schemes. New cycle storage provided outside St. John's House, Winchester, and in conjunction with Hampshire County Council support for South West Trains DfT cycle bid (improvements to Winchester and Shawford stations) both of which were successful. The Council is now working with SWT regarding the development of detailed designs for the Winchester station scheme. In December 2014 Cabinet agreed to support the principles of the Walking Strategy produced by a sub-group of the Winchester District Strategic partnership Transport group and a workshop for members and officers is being held in July 2015.

- Implementation of the Winchester 20mph Local Sustainable Transport Fund Project.

Completed September 2014

- Consider and implement as appropriate the recommendations of Public Transport ISG 2013.

Report on progress considered by Overview & Scrutiny Committee 15/9/14 OS106 refers.

- Review of Park & Ride.
Review work completed earlier this year. Report on options considered and agreed by Cabinet April 2015 for developing the service for 2016 and beyond. This is now subject to a tendering exercise the results of which will be reported to Cabinet in the autumn when final decisions should be made regarding the future provision of the service.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- Deliver the strategy for key parking sites in the District to enable the Council to balance economic and environmental priorities
Parking Strategy now informing development of Town Centre, feeding into projects such as Silver Hill, Station Approach, Winnall Planning Framework etc. Planning permission and funding secured for additional parking at Jubilee Hall in Bishop's Waltham and an extension to Station Close car park in Wickham will be constructed over the summer,. Park and Ride service currently under review as above
- Commission a targeted support service to ensure the resilience of our not-for-profit sector.
Service commissioned from Community First Havant and East Hampshire following competitive procurement exercise. Operating as Community First in Winchester District since May 2014, and receiving positive feedback from the voluntary organisations that they have supported. Reaching new organisations in the rural areas, including those representing minority groups. Three funding workshops delivered along with on-line resources to help develop essential policies etc. Contract extended for second year from May 2015. Community First merged with WACA on 1 May 2015.

Effective and Efficient Priority Outcome

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

- Further develop approaches to neighbourhood management which makes a positive difference within wards,
The annual delivery of 'Welcome to the Neighbourhood' continues to go from strength to strength. Largely based on the influx of new students moving into HMOs in Winchester the funding for redevelopment of the literature and a stand at Freshers Fayre has all been secured in advance of this year's activity. To support the project the Neighbourhood Service Team has provided an Intern placement for a degree student to undertake the overall development of the 'new look' literature.

In addition members of the Neighbourhood Service Team have supported the following:

- *WCC Housing led, Street Meets at various locations across the district aimed at addressing estate management issues.*

- *The development of the Highcliffe Community Plan*
 - *The development of Community Action Days in Weeke & Stanmore*
 - *Housing Estates Team in their liaison with the Community Payback Team.*
-
- Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future,
Additional CCTV cameras installed and operating at River Park, St Peters car park and on the top floor of Chesil MSCP to monitor anti-social behaviour issues.
The introduction of enhanced Rialto software and smartphones for Civil Enforcement Officers is on target for implementation in December 2014.
 - Explore other options for energy efficient lighting systems within the multi-storey car parks,
Lighting levels at South Winchester Park & Ride reviewed and adjusted to reduce energy costs and light pollution
Project to replace lighting at Chesil Multi Story Car Park with low energy LED lighting has been completed.
 - Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems
Discussions taking place with other local authorities regarding WCC taking over the monitoring of their CCTV systems.

Finance and Organisational Development Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 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,
The People Strategy is being developed and consulted on further so that it fully reflects the strategic direction and business needs of the organisation. It will be presented to Personnel Committee at a future meeting to be agreed with the Portfolio Holder and Corporate Management Team.
- Implement a Workforce Strategy
The Workforce Strategy and Workforce Plan will be combined into a single document. Work is being progressed on a joint basis with a group of Hampshire Authorities to maximise the impact and seek efficiencies from joint working. The document will be subject to consultation and agreement with the Portfolio Holder and Corporate Management Team before being presented to a future meeting of the Personnel Committee, at a date to be agreed with the Portfolio Holder.
- Preparation and implement a Workforce Plan
The Workforce Plan will be combined with the Workforce Strategy into a single document, see note above.
- Preparation and implement Workforce Development (Training) Plan
The Workforce Development Plan is being developed in conjunction with the Workforce Strategy and Workforce Plan and will be presented to a future meeting of the Personnel Committee, at a date to be agreed with the Portfolio Holder.
- Continuation of the apprenticeship scheme
*All apprentices undertook the National Volunteering Week Challenge between January and June 2015. The challenges included 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.*

The Brathay Challenge

The apprentices entered the Brathay Challenge 2015, the contest to be the apprentice team of the year. The regional heats stage of the Challenge were held during January to April 2015 and consisted of two elements:

- 1) Awareness raising activity

The apprentices conducted extensive awareness raising of apprenticeships and their entry into the Challenge by visiting local schools and colleges such as Henry Beaufort school, Westgate school and Peter Symonds College. The apprentices also delivered presentations to local employers about the benefits of employing apprentices.

2) Community project

All the apprentices participated in a fund raising event and used their skills as a team to raise £545. The proceeds from the fund raising event were used to buy food and clothing which the apprentices then donated to the local food bank.

Unfortunately the WCC apprenticeship team did not qualify for the national finals. The apprentices reported that participation in the Brathay Challenge had developed their team building, logistical, leadership and community skills.

Apprenticeship Partnership Working:

A partnership initiative with other district local authorities is currently being explored with the aim to;

- *Coordinate the apprenticeship schemes of each of the partner authorities with particular regard to the learning and development*
- *To look for opportunities to promote apprenticeships and share best practice*
- *To effectively manage available apprenticeship resources to achieve best value for money*

Four other district councils, Basingstoke, Havant and East Hants and Hart have expressed an interest to participate in the scheme. It is proposed that Winchester City Council is best placed to host the coordinating role in the first year of the scheme on a temporary basis as WCC has the most established apprenticeship scheme. The coordinating role will include overseeing the scheme, coordinating the activities of representatives from each Council. The apprenticeship partnership scheme and terms of reference will be presented to Personnel Committee at a date to be agreed with the Portfolio Holder.

- **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 in October 2014.
Additional market testing is underway and pay-modelling work to be continued. Further work is underway on a joint basis with other Hampshire Authorities. There will be further consideration by CMT and the 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
The first phase of the transition to Microsoft SharePoint is underway with teams now using the new software. The Council's Intranet is also being updated and will be relaunched as part of this project as it will sit on the SharePoint platform.

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 and CAB2647 (Revised) Budget and Council Tax 2015/16 – February 2015.
- 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 was held in November 2014 and the Treasury Management Strategy was approved in February 2015 to support the Budget and Capital Programme. The Treasury Management outturn for 2014/15 was reported to Audit Committee in June 2015 (report AUD120 refers). The borrowing strategy is kept under review. .
- 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 was completed in January for occupation by Southern Health NHS
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. Consultation was undertaken in May and will inform the next stages of the work.*
- 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 rolled out. 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.

Local Partnerships were also commissioned to undertake a review of our programme management, with a view to identifying further opportunities to improve our approach. Work is now underway to implement the recommendations which will be further discussed at Cabinet (Major Projects Committee).

- 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.

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 2014 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 based on its draft warding arrangements on fifteen 3 Member wards. The Commission's final recommendations will be published on 30 June 2015 and implemented by a statutory instrument in the autumn.
The Council will need to follow up on the work of the Electoral Review IPG on changes to Member level decision making structures to take account of the reduction in the number of Members. The Overview and Scrutiny Committee has also indicated that it is undertaking a review of scrutiny processes.
- 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 was issued to develop a 3 year action plan for transition. Research and consultation has been carried out and the action plan completed early in 2015.

Housing Service Portfolio Plan 2014/15

Outturn Monitoring Report

This appendix provides an update on the progress achieved during the second half of 2014/15 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.
133 tenants have downsized through the "Wisemove" initiative and over 70 are actively looking.
Rent payments now made over 52 weeks to bring in line with potential universal credit arrangements..*
- To work with partners to increase supply of affordable housing across the District.
*120 new homes delivered with RP partners. 6 sites have been allocated funding from the HCA 2015-18 programme which will provide 164 new homes.
Negotiations in relation to the affordable housing at Barton Farm have been completed and discussions have started in relation to the North Whiteley MDA.*
- To improve the existing housing for older people.
*A major upgrade of the Matilda Place Extra Care scheme has been completed which also provided an extra unit of accommodation. A number of ex-sheltered schemes that do not meet current standards have now been de-designated, with 12 full sheltered schemes remaining.
The loss of Supporting People grant from April 2015 has resulted in the closure of the Council's Alarm Centre (now provided by Chichester Careline).*
- 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 who worked with providers such as Trinity and Night Shelter.
Homelessness Informal Scrutiny Group reviewed the service and made a number of recommendations for change which are currently being implemented.
The Council has successfully achieved the two of the ten challenges as part of the national Gold Standard programme.*
- 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.

New units at Lisle Court and Eastacre created by converting communal areas are nearing completion.

- Deliver an enhanced maintenance programme.
Programme for £12m repairs to Council homes in 2014/15 was delivered in accordance with original plans.

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 were completed along with a number of minor schemes. The programme is significantly over-subscribed and some schemes were deferred to 2015/16...
- 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.
£1.2m Programme for modernising heating systems in Council homes was completed.
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 was completed by March 2015 and final results are being analysed.