

THE OVERVIEW AND SCRUTINY COMMITTEE

26 OCTOBER 2015

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS MID YEAR
2015/16

REPORT OF THE LEADER

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RECENT REFERENCES:

[CAB2633](#) Draft Portfolio Plans 2015/16, 3 December 2014

[CL102](#) Approval of Portfolio Plans 2015/16, 7 January 2015

[OS128](#) Portfolio Plans Outturn 2014/15, 7 July 2015

EXECUTIVE SUMMARY:

This report provides an update on the progress made against the projects and programmes that contribute to achieving the four outcomes of the Winchester District Community Strategy and are included in relevant Portfolio Plans 2015/16.

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 so far in 2015/16 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.

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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 2015/16 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 2015/16 against the projects included in the 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 2015 (Report [CL102](#), 7 January 2015 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 evaluation, providing further controls over risks associated with Portfolio Plan activities.

BACKGROUND DOCUMENTS:

None

APPENDICES:

- Appendix 1 Progress update – Leader Portfolio Plan 2015/16
- Appendix 2 Progress update – Built Environment Portfolio Plan 2015/16
- Appendix 3 Progress update – Environment, Health and Wellbeing Portfolio Plan 2015/16
- Appendix 4 Progress update – Estates Portfolio Plan 2015/16
- Appendix 5 Progress update – Housing Services Portfolio Plan 2015/16
- Appendix 6 Progress update – Local Economy Portfolio Plan 2015/16
- Appendix 7 Progress update – Service Delivery Portfolio Plan 2015/16

Leader – Finance and Corporate Policy Portfolio Plan 2015/16

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April 2015 against the actions included in the Leader Portfolio Plan.

Active Communities Priority Outcome

Objective: Provide accessible sport and recreation.

- River Park Leisure Centre – consideration of replacement facility;

Cabinet has agreed to a Public Consultation on agreed options to be undertaken. Further technical work required is being undertaken and discussions with key stakeholders are ongoing.

Prosperous Economy Priority Outcome

Objective: Support the local economy.

- Prepare for proposed future development of Carfax and Cattlemarket sites in Winchester ('Station Approach), with a view to generating high specification business premises in the centre of the City;

Cabinet has agreed the details of the Design Competition. The brief for the competition will be issued during October 2015.

- Ensure that the Silver Hill redevelopment is delivered in a way which supports existing businesses as well as providing new opportunities for independent and multiple retailers;

The developer is currently seeking to meet the requirements of the Development Agreement with the Council and to discharge pre-commencement planning Conditions in relation to the 2009 consented scheme.

Efficient and Effective Council Priority Outcome

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

- Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk;

The annual Treasury Management Strategy to be approved by Council in February 2016 will consider the Council's revised capital spending requirements and risk profile, to support the budget and Council Tax being set.

- Continue to implement Corporate EDRMS;

The first phase is now live and this stage of the project is effectively closed with only post go-live activities that are continuing (finalisation of document migration; final folder set-up etc.)

The second phase begun at the end of July/beginning of August 2015, and involved the remaining content on Retriever and any follow-on activities from Phase 1. Requirements gathering sessions have been scheduled with teams, with building and document import to take place over October/November. The project is on track for SharePoint to be released in phases during December as teams are trained.

- Continue to achieve IT cost savings with Test Valley Borough Council;
The IT Shared Service continues to generate significant savings through economies of scale in the form of the sharing of infrastructure, systems and processes. Also savings are being maintained by a reduced headcount whilst maintaining high system availability and maximising business productivity.
- Microsoft™ Windows server upgrade/infrastructure to meet Public Services Network (PSN) security standards;

Microsoft™ had given notice of the discontinuation of their support to its Server 2003 operating system (OS) software version. To that end IMT had initiated a programme of work to upgrade its Server estate to the latest version. Over 80% of the estate has been successfully been migrated to the later version.

The remaining 20% of servers are still at the 2003 level and are 3rd party dependent. This will require the servers to have their business applications upgraded prior to the operating system migration. The remaining 2003 servers are programmed in with the applications suppliers to be upgraded and then be migrated to the latest operating system. All servers are expected to be on the PSN supported version by February 2017. This timescale fits in with our PSN Security accreditation assessments and audits.

- Develop effective project resourcing plans to support the delivery of the Council's capital programme;
A review of the Council's project and programme systems has been undertaken and an action plan produced which will be delivered over the next 12 months. As part of the new approach detailed project and resource plans are being produced for all Major Projects which will feed into budget considerations.
- Dispose of or develop Council assets to support Member priorities, including City Offices;
The Council continues to review its asset portfolio and monitor the market closely and reviews opportunities as they arise to develop or dispose of assets.

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

- Prepare for the introduction of Universal Credit (UC);
Universal Credit went live in the Winchester District on 21 September 2015. Before this time, benefits staff were trained by Department of Work and Pensions. Winchester District Citizens Advice Bureau agreed to act as a hub

for training volunteers who might support new claims and is providing assisted claiming at Bishop's Waltham. A six month project officer has been recruited to co-ordinate support for claimants in the community via voluntary organisations, libraries etc. Proposals have been received from a Southampton-based Credit Union to operate from the Customer Service Centre. The first enquiry for Universal Credit was received on the 'go live' day.

Built Environment Portfolio Plan 2015/16

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April 2015 against the actions included in the Built Environment Portfolio Plan.

Active Communities Priority Outcome

Objective: Provide housing to meet community needs.

- Facilitate the delivery of Major Development Areas in the District
 - Continuing – West of Waterlooville
 - Barton Farm
 - North Whiteley
 - New - Silver Hill
 - Station Approach
- 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;

Update:

West of Waterlooville - Grainger Phase 3 housing now under construction and a start on the permitted Private Rented Sector scheme is expected later this year. Taylor Wimpey Phase 5 housing scheme is also expected to commence by the end of 2015.

Barton Farm - Cala Homes are on site and are starting to construct foundations for the first show homes. The new temporary Junction into the site from Andover Road is due to be completed in October 2015. Corridor Studies for Worthy Road, Andover Road and Stockbridge Road are being progressed by Hampshire County Council and delivery of resulting schemes will utilise Section106 Contributions from the developer.

North Whiteley – Planning application recommended for approval but deferred by Planning Committee 10/9/15 for reasons relating to the phasing of highway works. Committee reconvened on 12/10/15 where it was resolved to grant planning permission.

Silver Hill - The Developer is seeking to discharge planning conditions for the 2009 consented scheme to enable them to start construction in the New Year. There are also some requirements they have to meet through the Development Agreement with the City Council to satisfy the Council in relation to the Affordable Housing provider and the Funder.

Station Approach - Cabinet considered the Design Competition on 17th September. The design brief is now being finalised and will be advertised shortly for expressions of interest from suitable design teams. The winning team will then be appointed to take the design for the Carfax site to the planning stage.

The Chesil Extra Care scheme will commence early in the New Year subject to Cabinet and Council approval. The New Homes delivery programme is progressing very well. Several schemes are currently under construction and others in the pipeline.

Objective: Promote Community cohesion.

- Develop and implement the Winnall Planning Framework;
- Support community planning across the District;

Update:

Final draft of Winnall Planning Framework received in early summer, and currently subject to final editing prior to Cabinet approval of action plan in December. Decision Notice drafted at time of writing to seek approval for vision and objectives, as well as rationale for new policy to support economic success of Winnall in Local Plan Part 2.

Prosperous Economy Priority Outcome

Objective: Support the local economy.

- Facilitate and support the development and delivery of strategically important sites across the District;
- Continue to support the rural economy by providing bespoke planning advice and guidance for businesses looking to consolidate and expand their operations in the countryside;

Update:

See Active Communities Priority Outcome above for progress on delivery of strategically important sites.

High Quality Environment Priority Outcome

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

- Develop Local Plan Part 2 for adoption in 2016 and implement new policies thereafter;

Local Plan Part 2 (Development Management and Site Allocations) was considered by Cabinet (Local Plan Committee) on 16th September and 6th October 2015 and recommendations were made to Council on 21st October prior to publication of the 'Pre-Submission' Plan in November 2015. Adoption planned in late 2016.

- Implementation of Community Infrastructure Levy (CIL) including strategy for allocating funds;

CIL was adopted and brought into effect in 2014 and has been operated successfully since. Officers are developing a CIL Spending Protocol setting out a mechanism for the allocation of funds to deliver infrastructure for consideration by Cabinet December 2015.

- Identify opportunities and deliver measures to enhance the environment of Winchester City Centre supported by the Winchester Town Forum;

City centre enhancements – Works are on-going. Recent works carried out to improve various environmental aspects in the centre including repairs to properties located in the Pentice, pigeon control (Mayor's balcony and St Lawrence's Church pilot schemes) and cleaning and waxing King Alfred's statue. Plans are also being finalised in liaison with Historic England for the Buttercross which requires attention and renovation.

- Increase the profile and understanding of the role of the Historic Environment Team across the District;

Profile of Historic Environment – This will be part of the role of the new Historic Environment Team Leader following the departure of the previous post holder in September 2015.

Efficient & Effective Council Priority Outcome

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

- Implement outstanding recommendations of Planning Advisory Service review of Development Management;

The final outstanding action from the Planning Advisory Service Review was a review of the Planning Committee process. A series of workshops took place during January and February 2015. The focus of these workshops was the continuous improvement of the Planning Committee. Both Members and Officers were well engaged in the workshops, and learning outcomes included dealing with specialist questions, format of reports and presentations, and giving feedback. Members now undertake a 'wash-up at the end of each Committee meeting to review what went well, what we could have done better, and any learning outcomes for future meetings. Officers have introduced a short survey of the public attending. All aimed at the continuous improvement of the meeting.

- Explore ways to resolve longstanding enforcement issues;

Staff resourcing within the Enforcement Team remains an issue, since the departure of the former Manager, and two officers within the Team on maternity leave. The interim Manager with the support of the Head of Development Management has set out a series of key priorities to tackle the most high profile cases. They have also sought to work more closely with Parish Councils to help identify their key priorities, to focus resources where they are most needed. The recruitment of a permanent Enforcement Manager and the appointment of permanent staff within the Team will ensure that the Enforcement Team is equipped to deal with the high case load within the Team.

- Review relevant services for opportunities to work more efficiently, effectively and flexibly;

Vanguard work on-going but no specific actions identified at this time.

Environment, Health and Wellbeing Portfolio Plan 2015/16

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April 2015 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.

- Work with a range of partners through the Winchester District Health and Wellbeing Partnership Board;

Mental Health: *The Board allocated its mid-year meeting slot to host a 'Throwing a Spotlight on Mental Health in the Winchester District' event on 23 June – the aims were:*

- *To increase understanding about the way mental health services are commissioned and delivered in the Winchester District,*
- *To provide a networking opportunity for professionals,*
- *To identify gaps in services,*
- *To identify opportunities for collaboration or integrated working and, most importantly,*
- *To identify a number of key actions that will be built into the District Health and Wellbeing action plan.*

The 85 attendees were also invited to participate in workshops the outputs of which will help inform future actions. Delegate feedback was extremely positive.

Fit Fest: *a highly successful county-wide event, which was led by Hampshire Child & Adolescent Mental Health Services (CAMHS), took place on 10/11 July at the University of Winchester. Support was provided by a number of agencies including WCC (Health & Wellbeing Team), Winchester Supporting Families and the University. The event was targeted at young people and their families. The aim was to provide a range of workshops and activities in a festival style to normalise and destigmatise mental health services and demystify CAMHS. It sought to promote a sense of fun and enjoyment by giving young people the opportunity to access workshops that tapped into creativity and exercise as well as learning. The intention was to increase young people's understanding and to encourage a sense of responsibility for their own health and wellbeing. A comprehensive evaluation report is available from the Head of Health and Wellbeing. Further Fit Fest style events are being planned due to the success of this pilot.*

Public Health Grants: *delivery of the grant aided initiatives continues to progress in line with agreed project plans and the evaluation framework.*

- Lead the delivery of Phase 2 of the Supporting Families Programme in the Winchester District;

Hampshire was invited to be an early implementer and started the Phase 2 roll out of the Supporting (Troubled) Families Programme on 1 January 2015

with an expanded set of six criteria – **education** (school attendance), **crime and anti-social behaviour**, **children who need help** (identified through Early Help Hubs, children going missing, pre-school children failing to thrive), **employment and risk of financial exclusion** (adults out of work, young people at risk of becoming Not in Education, Employment or Training (NEET), families at risk of homelessness and unmanaged debt), **domestic violence and abuse**, **families with health problems** (tier 1/2 mental health, drug/alcohol problems, unhealthy weight and/or malnutrition)

The Winchester Supporting Families Local Coordination Group (LCG) has been given a target of 63 families to identify and engage in 2015/16. The latest local performance scorecard report is available on Health and Wellbeing page on the Council's website.

Our learning from Phase 1 has highlighted the importance of targeting families that not only meet the criteria but that have also reached a stage where they **want** to make a change to their lives – if the motivation is not there, we will not succeed.

Although the flow of nominations is slightly below the ideal trajectory, this has to be balanced against the fact that the level of engagement and the quality of family plans in Phase 2 is significantly better than Phase 1. A review of family plans carried out by HCC in June to assess evidence of progression and challenge, rated the selection of Winchester plans:

Outstanding: 8%

Good: 61%

Satisfactory: 31%

Poor: 0%

We are taking positive steps to increase the number of nominations. Internally, discussions are taking place to ensure we maximise the number of nominations from Housing.

- Work with partners to deliver the actions within the Community Safety Partnership Plan;

Delivery Plan now published and circulated to members, parish councillors and published on WCC website.

Funding of £10k secured from the office of the Police and Crime Commissioner for the summer ASB Campaign (Access all Areas).

A six month Review Report is due to be presented to this Committee at its next meeting on 7 December.

- Deliver the 2012 Legacy Strategy through Council actions in the Sports and Physical Activity Alliance Action Plan for 2015/16;

Highlights from the last six months include a successful Winchester Criterium and Cyclefest held on 7 June which was attended by over 400 participants and 8,000 spectators.

The “Para Personal Bests” event held in August attracted over 100 participants over 2 days who were given the chance to take part in a range of sports; including horse riding, nature trails and cycling.

A disability sports survey was carried out in September/October with 70 responses received so far.

High Quality Environment Priority Outcome

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

- Update the Air Quality Action Plan for 2015 to 2020, in order to improve air quality in Winchester City Centre;

Report commissioned from consultants which will provide much-needed information on the source apportionment from traffic entering the Air Quality Management Area, which is due at time of writing this report. In the meantime, the retendering of the Park and Ride contract is likely to make a significant contribution to this objective, and Stagecoach has also announced the introduction of ‘Euro 6’ buses to provide its timetabled services in the City.

Recent central government consultations on air quality management at a local level will serve to inform Winchester’s review of its Air Quality Management Strategy, expected in early 2016.

- Ensure value for money and achievement of acceptable levels of performance for the waste, street cleansing and grounds maintenance services;

Following unacceptable levels of performance for the refuse and recycling collection services Biffa Municipal was asked to attend two recent JESC meetings and confirmed that a recovery plan has been implemented to return the service to an acceptable level.

The Contract Management Team are monitoring progress with the delivery of the plan closely and performance has improved significantly with very few contract sanctions now being applied.

- Introduce new measures to ensure that dogs are well provided for, whilst not intruding on the enjoyment of others;

Proactive programme of free dog chipping in community venues and schools held to raise awareness of new law coming into force requiring chipping. Discussions have taken place around the future of dog bin monitoring/emptying, to ensure best level of service for residents: views of Leading Members currently being sought. New kennel contract established, as part of a shared agreement with other Districts in order to provide best value and resilience.

- Undertake a programme of tree planting to perpetuate the green character of Winchester City;

Some locations have been identified for planting in the winter of 2015/16, but this will depend on resourcing, which is currently low due to long terms sickness and staff leaving

- Identify a way forward following the production of the Ecosystem Services mapping undertaken in 2014/15;
Some scoping work has taken place and consideration is now being given to how best to deliver this work.
- Review the management and use of WCC owned open spaces;
A review of the management and use of WCC owned open spaces has commenced. This piece of work will take a number of months to complete but will provide some significant and practical information to help review and enhance our open spaces.
- Equestrian SPD (see Built Environment Portfolio Plan 15/16);
A brief has been produced for commissioning this work but has not been taken forward at this time because of limited and competing resources.
- Reduce the amounts of fly-tipping across the District through targeted enforcement campaigns;
Between May and September 27 have been investigated and of those nine written warning letters have been sent out. two current cases are outstanding with perpetrators identified and contact with witnesses being made. The pilot project in conjunction with HCC hasn't been expanded but the cameras are still being used within the pilot area.

Objective: Working towards a low carbon District.

- Demonstrate community leadership in the area of climate change, by delivering our Carbon Reduction Programme;
Draft figures for the Council's carbon footprint for 2013/14 have been received and show a fall of 3.8% in carbon emissions over the previous year and 12.8% since 2009, as part of an ongoing trend. The Council has been commended by WinACC for the steps it has taken across its Estate to reduce emissions. Review of waste collection routes currently under way which will also contribute to this. Cabinet has approved new targets, and is awaiting a new carbon reduction plan from officers to highlight further measures that could be taken. The Leisure Centre continues to be the highest Council-owned contributor of emissions.
- Deliver The Great Waste Project 2015; a year long corporate campaign to reduce waste and increase levels of recycling across the District;
Members will have received an update newsletter in August detailing a range of events, including the launch exhibition (Trash to Treasure), a 'Repair Café', 'Swap 'n' Swishes', a schools' debate and a 'Leftover Lunches' promotion at River Cottage Canteen. A design competition has now been launched in partnership with Winchester School of Art. Regular communications with the media, combined with social media activity and stakeholder meetings, are ensuring a high profile for the year. Outputs/outcomes will be established at the end of the year.

Objective: Effective traffic management and support for transport provision.

- Seek opportunities to promote and improve sustainable transport provision in the District including the support of appropriate agreed walking and cycling strategies;

Walking Strategy Workshop held September 2015.

- Continue to work with all stakeholders to encourage the provision of appropriate public and community transport;

Reintroduction by Stagecoach of mid-evening bus services in Winchester August and October 2015.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- Investigate the implementation of an independent 'Regulatory Advice Service' for Environmental Health and Licensing across Hampshire, in support of the 'Better Business for All' model promoted through the Better Regulation Delivery Office;

Officers have met with Government advisors and also visited Kent to find out more about the 'Better Business' model, which aims to support business growth through the regulatory services. A temporary post is being proposed to drive this work forward on a corporate basis, although still subject to approval.

- Investigate the viability of introducing a district wide street trading consent regime;

Not yet begun.

Effective and Efficient Priority Outcome

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

- Explore other options for energy efficient lighting systems and electric vehicle charging points.

Upgrade of all lighting in Chesil MSCP has now taken place including PIR sensors on the outer light rows on floors five, six, seven and eight to produce energy savings.

An indicative sum has been put in the car parks major works programme for 2016/17 to look at introducing energy saving lighting in Tower Street Car Park and possibly other car parks. This will be included in a report due to be presented to Cabinet in February 2016.

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

- Ensure that the Streetcare Team is appropriately accommodated, structured and able to respond to growing demand for services;

Personnel Committee last month approved proposals for a merger of Streetcare and the Drainage Engineering Teams to increase resilience and provide for future demand. The Teams have already recruited a shared apprentice ahead of the merger. A formal staff consultation period is now

under way and will finish at the end of November. New accommodation for the merged team will be provided as part of the 'Goods Shed' development at Barfield Close: project meetings are now starting to take place.

Estates Portfolio Plan 2015/16

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April 2015 against the actions included in the Estates Portfolio Plan.

Effective and Efficient Priority Outcome

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

- Overview of Asset Management Plan;
Priorities in the Asset Management Plan are being delivered and it is intended to review the Plan during 2016.
- Develop Council assets to support Member priorities, including:
 - Bar End Depot, Proposed Doctor's Surgery, premises for the Street Care and Pest Control Teams, Storage Facilities for Elections, Council Records and FM;
Cabinet has now agreed that options for the old Bar End Depot can be explored following consideration of sites for a new Leisure Centre.
A new planning approval will be sought for a new Doctors Surgery for the St Clements practice on the Upper Brook Street Car Park site.
A scheme for a Creative Enterprise Centre in Winchester is being progressed which will also include facilities for the Street Care and Pest Control Teams and Council Storage Facilities.
 - Athelstan House;
This property has now been sold to Hampshire County Council as agreed by Cabinet.
 - Carfax and Station Approach;
Cabinet has now agreed a Brief for a design competition which will be issued during October 2015.
 - And any other sites as they arise in liaison with Lead Portfolio Holders;
Sites are evaluated and assessed as they arise in consultation with the relevant Portfolio Holder. No sites have come forward recently.
- Continue to improve the performance of the Guildhall;
Financial performance at the Guildhall continues to improve steadily with income and expenditure monitored closely.

Housing Services Portfolio Plan 2015/16

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.

- Achieve the agreed Council House New Build Programme;
*On target to deliver 300 council homes during the period 2012 – 2022.
To date, 19 homes completed with a further 35 on site, 77 in tender negotiations and 46 to be submitted for planning consent by 2015/16. A programme of further sites has been identified for 2017 onwards.*
- Provision of an Extra Care Housing Scheme in Winchester
Cabinet approval for tender price being sort in October 2015 with a start on site date planned for January 2016.
- To work with partners to increase the supply of affordable housing across the District;
*Affordable housing on major S106 schemes negotiated at Barton Farm, Silver Hill and North of Whiteley which will be developed by partners RP's.
Working with other voluntary organisations to increase the supply of affordable housing at Otterbourne and Kings Worthy.*
- Deliver an enhanced maintenance programme for Council housing stock;
*Nearly 170 bathroom upgrades have been completed, of which 70 have either been full wet rooms or improved over-bath showering arrangements for those who are less able .130 kitchens have been renewed or refurbished.
New aluminium windows and doors have been completed at the 24 dwellings and communal areas in Albert Court, and a further 150 PVCu doors and screens have been fitted at various other properties through the district.
Over 150 dwellings have also become empty and returned to a lettable condition. 250 households have also benefitted from the Discretionary Works Scheme which continues to offer a small, but popular, element of tenant – preferred improvements.
Unfortunately, the external envelope programme (primarily to pitched and flat roofs) has had to be deferred until next summer due to ongoing internal staffing shortages and seasonal timing.*
- Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents;
Twenty-four tenants have downsized to more appropriate accommodation, of which 9 were affected by the Social Sector Size Criteria (SSSC). 71 tenants were registered as wishing to downsize, of which 21 are affected by SSSC. 19 of the tenants who downsized qualified for the 'Wise Move' incentive.

Approximately 230 tenants are currently affected by the SSSC, 4 by the Benefit Cap and 72 are claiming Discretionary Housing Payments to cover their shortfall in Housing Benefit. We are not aware of any tenants who are currently in receipt of Universal Credit.

- To improve the existing housing for older people;

A Working Group of tenants and officers is currently looking at improving communal facilities in Sheltered Housing Schemes. The schemes to be completed this financial year are Normandy Court, Wickham, White Wings Denmead, Richard Moss House and Hyde Gate Winchester. Improvements will be made to common rooms and guestrooms including decoration, carpeting, furniture and furnishings. Additional scooter stores will also be provided (Richard Moss House has been completed recently).

- Deliver a local programme of measures to prevent and address homelessness in the District;

The Homelessness Strategy action plan clearly identifies the aims and objectives over the next five years, including the commitment to review the action plan on an annual basis. The homelessness forum has been set up to monitor and delivery against the objectives, success so far include a district wide rough sleeper pathway, a private rented sector offer being developed as part of 'City Lets', a bespoke homelessness module to monitor and record cases and achieving Silver status in the Gold Standard Programme.

- To promote wider and more representative resident involvement;

The TACT Constitution has been reviewed and adopted, and a new TACT committee were elected in September. The main focus for the first half of the year has been to deliver Street Meets at 14 locations across the district and delivering the tenant training programme together with other tenant events. The focus for the remainder of the year will be to increase awareness of the ways tenants can get involved in their housing service with an emphasis on increasing representation from working age tenants.

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.

Notable completions include the Woolford Close, Stanmore regeneration scheme, parking schemes at Minden Way and Fox Lane Stanmore, improved parking provision at Woodlane Close Bramdean and Heathlands Shedfield, and the Highcliffe fencing project.

- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing.

Nearly 300 new and/or upgraded energy efficient heating systems have been completed, and over 80 insulation upgrades issued.

- Take account of the results of the Private Sector Stock Survey and determine and implement the new strategy;

The Private Sector Stock Condition Survey has now been received and officers are putting together a first draft of a Private Sector Housing Strategy, taking into account the survey findings, the informal scrutiny group recommendations and outstanding actions from the previous strategy.

Local Economy Portfolio Plan 2015/16

Mid Year Monitoring Report

This Appendix provides an update on the progress achieved since the beginning of April 2015 against the actions included in the Local Economy Portfolio Plan.

Active Communities Priority Outcome

Objective: Promote community cohesion.

- Support delivery of Berewood Public Art Commission at West of Waterlooville;
Following a competitive selection process, an artistic practice called Wayward was selected by the Arts Advisory Panel in September to deliver two striking pieces collectively known as 'Grow, grow, grow your boat'. Made of oak and steel, they reflect the naval history of the area. The intention is to have these works in place by the end of 2016. Community engagement forms a large part of the proposed project, with opportunities for involvement of residents from the outset.

High Quality Environment

Objective: Effective traffic management and support for transport provision.

- Review of Park and Ride;
Following consideration of the review of park and ride by Cabinet in April this year options for running the new service from April 2016 were agreed and went out to tender. These tenders were evaluated by officers before being referred to Cabinet on 21st October 2015 for a final decision regarding the details for the operation of the new park and ride contract. An up-date can be provided for members regarding the outcome of Cabinet on 21st October as required.

Prosperous Economy Priority Outcome

Objective: Supporting the local economy.

- Provide effective support for the Hampshire Cultural Trust in its first full year of operation;
The Cultural Trust has enjoyed a successful first year. Representatives are attending this meeting and will provide a full account, and highlights can also be found in a Report to Cabinet on 21 October. An early objective of the Trust is to create a new visitor attraction in Winchester, and they are also supporting discussions on the future display of Roger Brown's Model of Victorian Winchester.
- Constantly review implementation of the parking strategy and charges;
The Parking Strategy is operating effectively and there are presently no plans to review the current charging regime.
- Foster enterprise through a Workspace Winchester project;
The Council has recently taken possession of the former railway Goods Shed on Barfield Close to create a new Enterprise Centre. Initial consultation has

taken place with local arts practitioners and organisations around the fit-out of the new workspace, as well as encouraging discussions with both universities.

- Support the continued roll out of superfast broadband in the District;
Officers in Planning Management and Economy & Arts continue to support the roll-out, which is being organised by Hampshire County Council. Latest information can be found at <http://www.hampshiresuperfastbroadband.com/>

- Deliver business actions set out in the Low Carbon Route Map to build a low carbon economy;

Latest figures for carbon emissions across the District show that the business community is not responding to calls to reduce emissions. Participation in initiatives such as 'CarbonSmart Winchester' is being reviewed in light of the need for intensive support to 'greening' businesses.

The Route Map is cited as a reference document in the brief for Station Approach. A 'Solar City' project led by Winchester Town Forum is currently seeking to increase take-up of solar photovoltaics on non-domestic buildings. Officers have supported a study by Hampshire County Council to determine the viability of a District Energy Network. Low carbon branding for the District is being developed by the corporate communications team.

- As accountable body for Local Development Strategy funding, work with Fieldfare LAG to arrange the delivery of rural grants from 2015-2021 (assuming funding is awarded);

Funding has been awarded and the contract with Defra is currently being finalised. The national launch of LEADER took place on 14 October, and the national Rural Development Team has very recently given approval for delivery to begin in the Fieldfare area which includes parts of the Winchester District.

Objective: Promote education and training.

- Build on newly introduced one to one mentoring service for the unemployed;
The service continues to recruit and train volunteers, although demand is outstripping supply. JobCentre Plus is extremely complimentary about the service, which has just completed its first year. Too early for results, but feedback from mentees is positive and referral agencies are all highly supportive. Officers are currently considering how best to extend the programme beyond the pilot two years.

Objective: Promote tourism and the cultural assets of the District.

- Work in partnership with the Hampshire 'Big Theme' partnership to deliver the 2015/16 'Dinosaurs' campaign and prepare for the 2016 'Royal Blood' theme and 2017 Jane Austen celebrations;

Excellent working relations established with the Cultural Trust, which is leading on these themes. Dinosaurs still at Discovery Centre at time of writing, and exciting plans being developed for Royal Blood and Jane Austen including re-enactments, new and updated Cheriton Battlefield Walk and Kings & Queens trails (with University of Winchester). Jane Austen street trail

in development for autumn 2016 in conjunction with AR Design and Winchester College. Chief Executive, Janet Owen is the subject of the 'Winchester Life' feature of the 2016 Visitor Guide.

- Deliver our actions in the Destination Management Plan for Winchester and the Heart of Hampshire;

Strategic meeting with South Downs National Park Authority has led to reinvigorated partnership working on campaigns around local food and drink. New rural bus routes introduced this year to incorporate attractions such as Winchester Science Centre and Marwell Zoo. South Downs 'gateway' information now being provided at City Mill. Review of Conference Winchester and Discover Winchester PR consortium currently underway.

- Deliver our actions in 'Culture and Innovation' – in the Council's Cultural Strategy for the Winchester District;

New cultural grants introduced at the start of the year to support festivals and cultural organisations with projects which aligned with the cultural strategy. Cultural Network meetings scheduled for the year ahead, involving a range of host organisations, and the Cultural Leadership Group has assisted discussions about the new Enterprise Centre in Barfield Close. The public art commission at West of Waterlooville, new festivals website and use of new spaces for performances (eg Bus Station, farms, City Offices) are all contributing to the delivery of the strategy's action plan. Review planned with Cultural Leadership Group in the New Year.

Effective and Efficient Priority Outcome

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

- Continue with the implementation of electronic improvements to the parking service which provide cost effective efficiencies and savings in the future;

*New Smartphone devices have now been implemented enabling better reporting and more effective enforcement.
CITRIX upgrade for back office systems will enable the introduction of ACR cash reporting system to be introduced in line with audit requirements.
Work will soon be underway to create a database of all addresses to make the issuing of all permits more effective.*

- Explore other options for energy efficient lighting systems within the multi-storey car parks and solar panels at park and ride sites;

Upgrade of all lighting in Chesil MSCP has now taken place including PIR sensors on the outer light rows on floors five, six, seven and eight to produce energy savings.

An indicative sum has been put in the car parks major works programme for 2016/17 to look at introducing energy saving lighting in Tower Street Car Park and possibly other car parks. This will be included in a report due to be presented to Cabinet in February 2016.

- Investigate income generation potential for the CCTV control room service including remote monitoring of other client's camera systems;

There has been no further progress in this area at the current time apart from the centre taking out of hours calls for housing following the closure of Hyde Lodge, therefore giving added value to the service provided

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

- Explore cost and viability of introducing grants processing software package to expedite processing and payment of grants, and maintain a central record of support provided;

Procurement process in hand at the time of writing this report. Bids received. Officers keen to install the new software in time for the core grants cycle starting in November. The software has the potential to be shared with other grant-making teams in the Council.

- Develop more collaborative corporate working with newly designated Partner Organisations following allocation of Core Grants for 2015/16;

Exploratory meetings held with the Partner Organisations and also with Heads of Team at the Council to consider ways to build relationships. New branding and wording to support the designation of 'Partner Organisation' have been developed. A review of nominations to external bodies was discussed with Group Managers in early October. A mayoral reception for volunteers from two of the Partner Organisations is being planned for March 2016. Other possibilities being explored (eg joint procurement).

Service Delivery Portfolio Plan 2015/16

Mid Year Monitoring Report

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

Effective and Efficient Priority Outcome

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

- Implement a People Strategy for the Council;

The draft People Strategy is currently being reviewed to ensure it is line with Council Priorities as part of the budget setting process. This will be consulted on with the Leader, Portfolio Holder and Corporate Management Team before being presented to Personnel Committee and Cabinet

- Prepare and implement a workforce plan;

A revised framework for workforce planning has been developed. Workforce profiling data for the Council has been prepared which highlights potential key issues within each function and at a corporate level. Detailed action plans for each area will be worked on with Managers and HR Business Partners and the Performance Management Team to ensure that workforce priorities at both a local and corporate level are met over the next five year period.

- Continuation of the apprenticeship scheme;

The Council continues to offer Apprenticeships from NVQ Level 2 to Level 5 or equivalent, in a wide range of service areas and it has also strengthened the 'Life Skills' programme which all Apprentices participate in. Apprentices have undertaken a variety of successful community challenges including participation in the National Brathay Challenge for Apprentices which involved them promoting the benefits of Apprenticeships to schools, colleges and businesses within the District.

Based on the strength of the Council's Apprenticeship Scheme a partnership has been created including four other Hampshire Districts to offer a coordinated joint Apprenticeship Scheme which is currently being trialled for twelve months and co ordinated by Winchester City Council. This will be evaluated in June to enable a decision to be taken regarding the future of the partnership and development needs for the Apprenticeship Scheme.

- Preparation of a Pay Policy;

Work is continuing in conjunction with a significant number of Hampshire Council's to develop a co ordinated approach to pay policy. Investigation with the National Negotiating Bodies and the Local Government Association has helped to define the work that needs to be covered locally. It has enabled the authorities to put forward at a National Level what is required by authorities and clarify what will not be dealt with in the near future at a National Level.

Work has been completed on the Council's position in the pay market in conjunction with other pay and non pay benefits that are being offered.

Further work is being undertaken looking at other pay mechanisms. The Council grading structure and the use of job family groups is being worked on with other districts. The Job evaluation scheme including local conventions used alongside the national scheme will be reviewed and compared with other Job Evaluation Schemes that are available.

A detailed report will be brought forward setting out options and a detailed action plan initially to Corporate Management, the Leader and Portfolio Holder followed by wider consultation.

- Ensure that the Customer Service Centre continues to work to Customer Service Excellence Standard;

Regular monitoring of work in the Customer Service Centre and Reception Area continues to ensure that Customer Service Excellence Standards are consistently achieved. The use of Applications for mobile devices is being investigated further with the Council's IT partner authority to improve customer access and service.

The customer experience and 'What Matters to Customers' is being mapped as part of a review and redesign of some of the Council's high volume systems supported by a company called Vanguard. This is currently looking at the Planning process and is being tested to see where improvements can be made which will impact on customer satisfaction, efficiencies and costs if implemented.

- Put into place appropriate systems to make the change to Individual Elector Registration;

The systems and processes have been tested and refined with the transfer to Individual Elector Registration being achieved. The Government decision to end transition in December 2015 will itself bring forward further alterations and enhancements to the registration process.

- Oversee the implementation of the Corporate Transformation Plan;

The current focus of the Corporate Transformation Plan is the Vanguard work underway in Business Services and associated services. This work seeks to review all process and activities in this service areas from the perspective of the customer, with a view to making processes as efficient and effective as possible and re-designing the service as required.

Once assurance has been gained that key 'high volume' service areas are working in the most effective way possible, the focus will then be on what further work needs to be done to review the Council's activity across the board in order to support the Medium Term Financial Strategy.

- Ensure that all commissioning options are considered when a quick or innovative response is needed to a local issue;

Initial discussions have taken place with the Portfolio Holder. Work rescheduled to begin December 2015.

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;

Following the outcome of the Boundary Commission's review, the Council will need to make decisions on how to adapt its own Governance arrangements for 2016 onwards and this Committee has asked for a review of scrutiny arrangements. Consideration will also be given as to whether a Community Governance Review is needed for any consequential impact upon parishes of the Commission's decisions.