

THE OVERVIEW AND SCRUTINY COMMITTEE

11 JULY 2016

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS OUTTURN
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

[OS131](#) Performance Monitoring Update – Portfolio Plans Mind Year 2015/16, 26 October 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 were included in relevant Portfolio Plans for 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 during the second half of 2015/16 against the projects that were 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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11 JULY 2016

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS OUTTURN 2015/16

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 second 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

Outturn 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;

A verification plan for the Option 5 Bar End has been published and comments have been received which will inform the development of a concept design. Cabinet will be considering a report on 6 July seeking to freeze the facility mix for a new facility at Bar End. This will take into account consultation with sports clubs and the public on whether to include a 25m pool or a 50m pool. Further technical work required is being undertaken and discussions with key stakeholders are ongoing. Consideration of a Business Case by Cabinet will take place towards the end of the year.

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;

The Station Approach Design Competition has taken place and Cabinet has agreed in principle to Bidder B being the preferred architect to take forward the development of Station Approach, subject to that appointment being confirmed in the light of further advice on the legal, financial and design parameters within which the recommended option can be varied to meet concerns expressed.

A second bid for capital funds to support the enablement work for Station Approach was submitted to the Enterprise M3 LEP Growth Fund at the end of March 2016, with results for this and an earlier bid for funding to support public realm improvements due to be announced as part of the Autumn Budget Statement this year

- 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;

Since the Silver Hill Development Agreement was terminated Cabinet has agreed a process and timetable for taking forward the Central Winchester Regeneration Project. Work will start on this during 2016.

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 was approved by Council in February 2016 which supports the Council's revised capital spending requirements.

- Continue to implement Corporate EDRMS;

Phase 1 is now complete and the second phase of migrating the remaining content from Retriever on to SharePoint has begun. The new Intranet has now been successfully implemented. Work has now commenced to bring the remaining teams on to SharePoint. An additional resource has been appointed to the project to ensure momentum is maintained.

- 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 86% of the estate has been successfully been migrated to the later version.

The remaining 14% 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 full review of the Council's processes and systems has been undertaken and an action plan is being implemented and progress reported to Major Projects Committee. New resources have been put in place in the Major Projects, legal and Estates teams to support project work. A follow up review of Project and Programme management was commissioned from Local Partnerships which found the level of skills and resources retained in house to be appropriate, combined with buying in additional support when needed. CAB2806(MP) provides further detail on the review and actions to be taken in response to recommendations.

- 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 project officer completed a six month secondment to co-ordinate action to support claimants through the transition process, overhauling the benefits and employment web pages, producing simple leaflets for voluntary organisations to share with their service users and organising the third in a series of update meetings for the voluntary sector in March. Applications are being received, in low numbers thus far, and regular liaison meetings are being held with DWP and with CAB Winchester District to ensure a joined up service for claimants.

Built Environment Portfolio Plan 2015/16

Outturn 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 1 will be finished in 2017 and Phase 2 and their private rental scheme are now well underway. Grainger Phase 3 infrastructure is also complete. Taylor Wimpey Phases 3 and 4 are nearly finished and the nursing and care homes are being built. The bridge linking the Grainger and Taylor Wimpey sites is under construction. The Western Open Space is being landscaped and multi use greenway is being provided. Overall therefore very good progress is being made on delivering the MDA.

Barton Farm - The developer hopes to be back on site in the next few months once a land arbitration exercise has been completed.

North Whiteley – Planning Committee resolved on 12/10/15 to grant planning permission for the development of the MDA subject to a number of conditions and planning obligations covering various aspects of the scheme. Work on the s106 agreement is continuing and is expected to be completed by July 2016 which will enable the planning permission to be issued.

Silver Hill - Since the Silver Hill Development Agreement was terminated Cabinet has agreed a process and timetable for taking forward the Central Winchester Regeneration Project. Work will start on this during 2016.

Station Approach – The design competition saw two bidders' submit schemes to the Council for consideration including assessment by the independent Design Jury. Both schemes were displayed to the public in May 2016. The scheme which scored the highest marks was then referred to Cabinet in June for a decision as to whether to progress this as the favoured development for the site.

The Chesil Extra Care scheme commenced on site in March 2016 and it anticipated that the development will be completed in August 2017. Other schemes, including Victoria House, 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:

The Winnall Planning Framework is a ten year plan that will guide decisions about policy, funding and service priorities for both the City and County Councils that will help to make Winnall an even better neighbourhood for those who live or work there. The Action Plan was adopted by Cabinet in March 2016 and formed the basis for a Growth Fund bid to the Enterprise M3 LEP the same month. Discussions continue with stakeholders such as Hampshire Highways and Tesco around delivery of the action plan, and a new business forum has been established for Winnall – currently focussing on broadband provision as a priority for action.

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. The consultation period closed on 21st December 2015. In March 2016 the Plan was submitted and a Planning Inspector has been appointed to examine the Plan. The hearings take place over 2 weeks in July, after which the Council will receive the Inspector's report in about October. Any necessary changes to the Plan in light of his report will be made with a view to formally adopting it late 2016.

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

CIL was adopted and brought into effect in 2014 for the part of the District outside the National Park and has been operated successfully since. In year one income was small (£13k) but in the second year (15/16) the Council received £674k. Officers are developing a CIL Spending Protocol setting out a mechanism for the allocation of funds retained by the City Council to deliver infrastructure for consideration by Cabinet in June 2016.

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

City centre enhancements – 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 still being discussed with Historic England regarding the methodology for carrying out repairs to the Buttercross. Following an open procurement process, a public realm practice has been selected to produce a design scheme to enhance St Maurice’s Covert and the surrounding area, funded by the Town Account. The inception meeting took place in mid-June and early stakeholder consultation work is beginning at the time of writing. A draft scheme will be ready to share with Members at the September 2016 meeting of Winchester Town Forum.

- 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. The Council has now recruited to this role and the two new post holders (job share) began in May 2016 and will take this forward with the Head of Development Management.

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;

A permanent and experienced Manager has now been appointed to lead the Team which has improved our ability to address enforcement issues across the District. Tackling a number of cases has resulted in planning contravention and enforcement notices being issued and this has unavoidably increased the Team's appeal workload which is resource intensive. Overall workload therefore remains high.

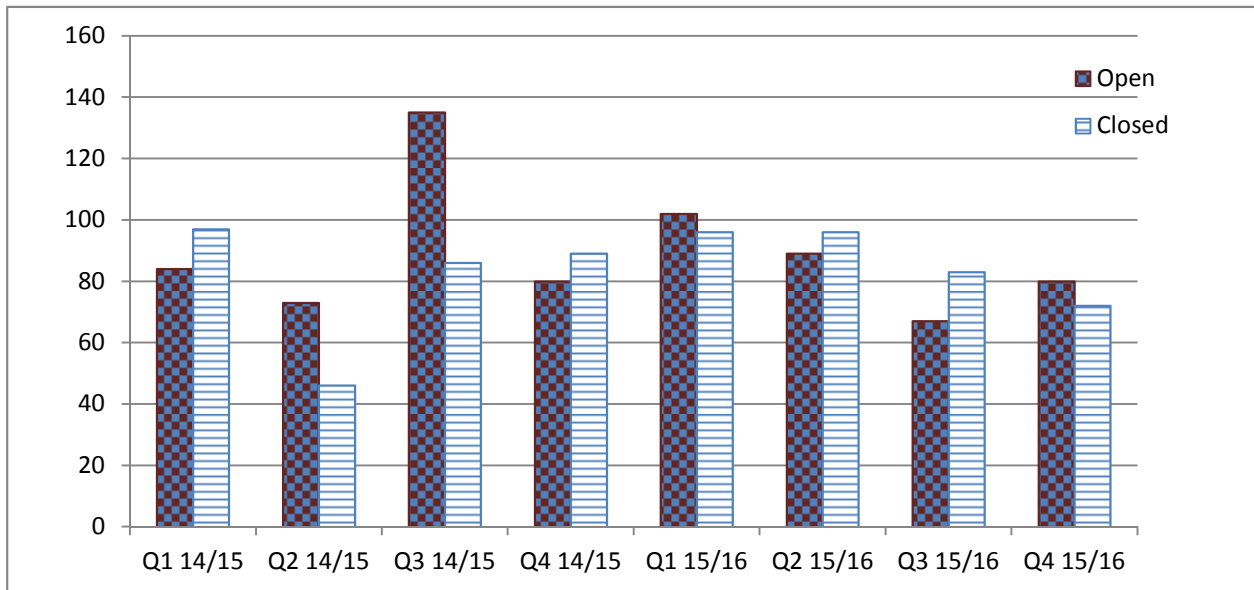
The enforcement policy is to be updated this year and then a Forum style event will be planned for Members and Parish Councils. We will continue to work more closely with Parish Councils to help identify their key priorities so as to focus resources where they are most needed.

There are still a number of vacancies within the Team and it is recognised that Enforcement posts are difficult to recruit to. There will therefore be a strong recruitment drive in order to try to make permanent appointments to these vacant positions. In the meantime posts are being filled on a temporary basis to ensure that the Enforcement Team is equipped to deal with its high case load.

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

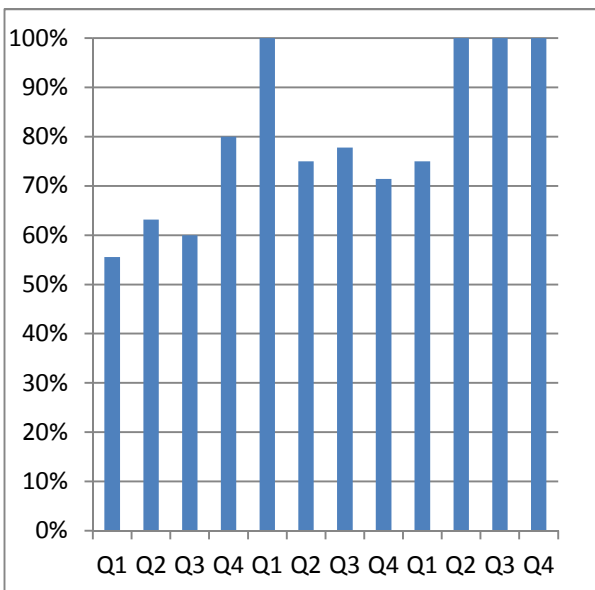
Service review using the Vanguard method started during 15/16 and is on-going within the Development Management Team. This is leading to a change in the way planning officers and support staff work together with customers to deliver a high quality planning service centred around the needs of those who engage with the planning process. The change is based on an end to end process, and this involves significant changes to current working practices and how staff resources are best used. While this work is on-going there are no other specific actions identified at this time.

No of new (opened) and closed enforcement cases



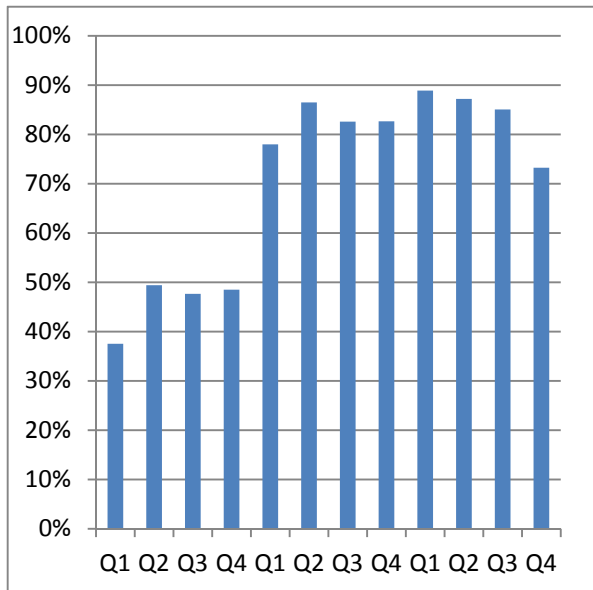
Comment: Busy year in the Enforcement Team. The number of cases on hand has been reduced in the last year. During this year the Team dealt with a number of high profile appeals and served over 20 enforcement notices, breach of condition notices and S215 notices. Good success rate on appeal decisions against enforcement notices. .

Processing of Planning Applications - Major Quarterly



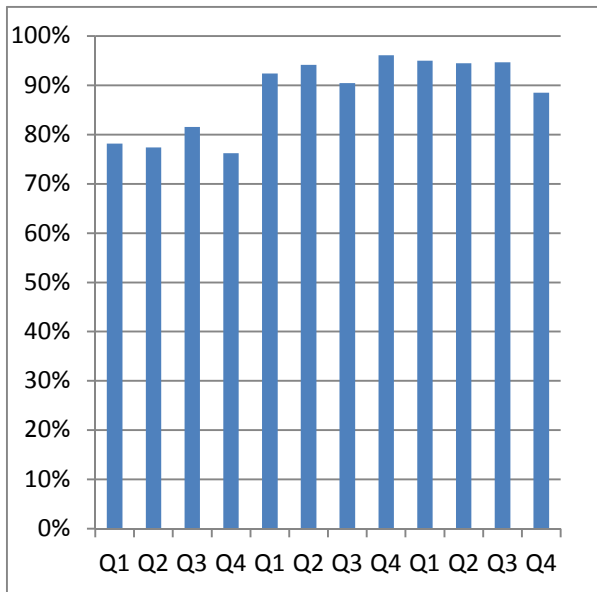
Comment: The Council continues to focus on determining Major applications within 13 weeks or an agreed extension of time achieving 100% within time for quarters two, three and four of 2015/16. This is well in excess of the Governments national measure of 50% in time..

Processing of Planning Applications - Minor Quarterly



CommentThe Council has significantly improved on its performance for determining Minor applications over the past three years. In 2015/16 it determined 83.84% of minor applications within 8 weeks or agreed extension of time. Whilst there is currently no national target, a recent Government consultation proposed a target of 60-70% for non major development.

Processing of Planning Applications - Other
Quarterly



Comment: : The Council has significantly improved on its performance for determining Other applications over the past three years. In 2015/16 it determined 93.24% of minor applications within 8 weeks or agreed extension of time. Whilst there is currently no national target, a recent Government consultation proposed a target of 60-70% for non major development.

Environment, Health and Wellbeing Portfolio Plan 2015/16

Outturn 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;

Board Meeting 8 December 2015: the latest health data for the Winchester District was presented to the board – extrapolated from the 2015 Joint Strategic Needs Assessment (JSNA). The data will be used to inform the 2016/17 action plan along with the outputs from the ‘Spotlight on Mental Health’ event in June.

Working closely with the Winchester Homelessness Forum on improving hospital discharge policies for homeless people.

Actively promoting the role of the voluntary sector in helping to deliver health outcomes, e.g. Winchester Live at Home Scheme’s ‘Welcome Home’ pilot project – provides practical support to vulnerable older people on admission and discharge from hospital.

Board confirmed its support to the Council’s corporate walking theme in 16/17.

Maintaining close relationship with West Hants Clinical Commissioning Group (CCG) and locality GPs to identify shared priorities and potential areas for joint collaboration. Locality lead GP for the Winchester District chairs the WDHWB.

Public Health Grants: *the majority of initiatives have been delivered and evaluated 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;

The Winchester Supporting Families (WSF) programme continues to be one of the top 3 performers in Hampshire in terms of the quality of family plans and evidence of progression and challenge.

Proportion of local funding set aside to increase service provision in specific priority areas. First local funding grants round held in October 2015.

The end of cohort 4 (2015/16) performance scorecard published on the Health and Wellbeing pages of the WCC website:

<http://www.winchester.gov.uk/community/health-wellbeing/supporting-families-winchester-district/>

Although the final number of families signed up to the programme in cohort 4 (43) fell short of the original target (63), the level of engagement and the quality of family plans was significantly better than the previous phase.

We have taken steps to increase the number of nominations from Housing. This is reflected in the performance scorecard.

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

A six month Review Report was presented to this Committee at its meeting on 7 December 2015

A Strategic Assessment of crime and disorder is due to be undertaken which will inform the Delivery Plan priorities for 2016/17.

Prevent Training was rolled out to all staff and elected members during 2015/16 and an application submitted to the Home Office for £10K funding as been actioned.

The new Police & Crime Commissioner (Michael Lane) is in post and he has said that he will be meeting Community Safety Managers in the near future.

- 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.

A Sports Club Engagement Evening was held in November 2015 with over 30 clubs in attendance who discussed topics such as coach development, grant funding, school sport links and social media with specialist staff.

The Winchester District Sports Awards Ceremony was held in February 2016 with a record 93 nominations and 215 people in attendance

The Winchester Parkrun attracted 9,798 runners over the year

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 secured the use of Euro 6 buses and the new timetable came into operation in April 2016. These

buses should make a contribution to reducing harmful emissions in the city centre. Stagecoach has also introduced '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 the submission of a recovery plan by Biffa the service has returned to acceptable levels but the situation is being monitored closely in order to ensure that any deterioration takes place.

The Street Cleaning and Grounds maintenance Service is also being monitored closely particularly now it is entering a key growing period for grass, hedges and shrubs.

Work has begun on the Options Appraisal process to inform a decision in the New Year on the chosen option for the delivery of services at the end of the current contract period in 2019

- 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;

A tree planting programme was completed in the winter of 2015/16, with 31 trees planted including Silver Birch, London Plane, Lime and Liquid Amber. The programme includes continued maintenance over the summer to improve survival rates and to minimise long term issues. A second season of planting will be undertaken in the winter of 2016/17 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 project which has been delayed because other Landscape and Open Space Team work has taken priority. However resourcing options for the Team are being explored which, if successful, would create additional capacity and enable this project to go forward. .

- 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 September 2015 and May 2016 the Neighbourhood Services Enforcement Officer has investigated 47 separate cases of fly-tipping. In 19 cases there was no evidence, 7 were initially investigated but didn't result in further action e.g. no trace of the persons responsible for the tipping, 1 verbal warning was given, 3 warning letters were sent out, 2 cases was taken to court (results will be provided in next update) and 16 are still under investigation.

One of the cases carried forward is a cross authority investigation between WCC, 2 Borough Council's and 1 Unitary.

Objective: Working towards a low carbon District.

- Demonstrate community leadership in the area of climate change, by delivering our Carbon Reduction Programme;

Following positive work to reduce its carbon emissions for 2014/15 and in the run-up to the Paris climate change conference, the Council adopted "Twelve Actions for a Low Carbon Council" in November 2015. The Council has been commended by WinACC for the steps it has taken across its Estate to reduce emissions. A new scheme to encourage businesses to reduce their carbon emissions is being developed in partnership with the University of Winchester at the time of writing. Work is also continuing on the Winchester Town Forum 'Solar City' project, to encourage other landlords to invest in solar PVs which are still worthwhile in spite of reductions in the feed-in tariff.

- 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 end-of project newsletter in April 2016, with the grand finale being a design competition run in partnership with Winchester School of Art. Winning entries of garments made with recycled clothing were featured in the Winchester Fashion Week catwalk show. An evaluation of the project is currently underway, and results will be made available to Members in July 2016.

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. The Council has adopted walking as its corporate theme in 2016/17 – "Feet First."

- 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. The Council continues to provide funding for services such as Dial-a-Ride, Shopmobility, Bikeabout and other local forms of community transport.

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;

A six month secondment has been created for a Better Business for All Officer, to investigate opportunities for the Council and its partners to meet Government aspirations. An action plan is being drawn up, informed by work carried out in other parts of the country, and this will help to position all teams in the Council more clearly as a source of business advice and support first and foremost.

- 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.

A sum of £80k has been put in the car parks major works programme for 2016/17 to look at introducing energy saving lighting in other car parks with Tower Street being the first to be considered for this up-grade. Lighting improvement for other car parks will be looked at subject to funding which will depend upon whether Tower Street is found to be suitable for the up-grade and, if it is, the costs of completing the works there. . This was agreed in a report considered by 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;

The merged Drainage and Streetcare Team came into effect on 1 June, under a newly recruited Head of Team. The first Streetcare Apprentice is currently completing his qualification, and has received excellent feedback from the assessor. New accommodation for the merged team will be provided as part

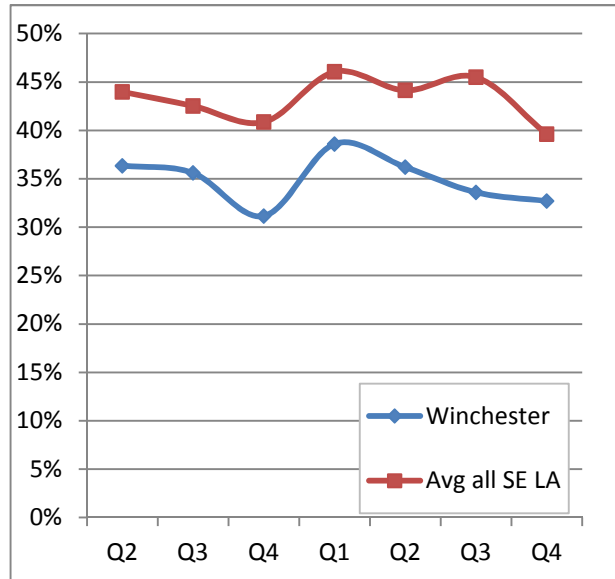
of the 'Goods Shed' development at Barfield Close, although probably not for another year. In the meantime, staff are learning new skills, including basic IT, to increase the flexibility and resilience of the service

Residual Waste - Kg per household

(Low is good)

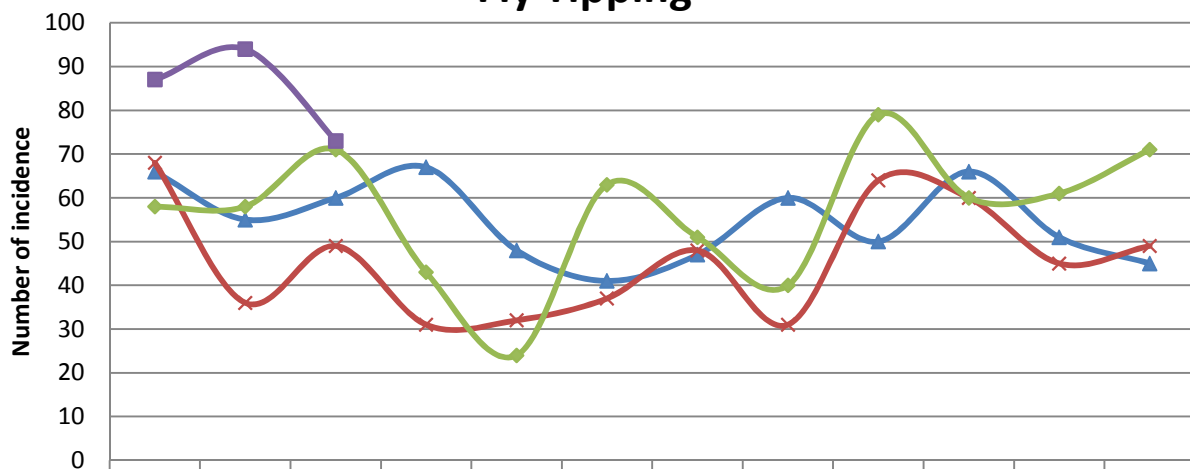


Percentage of household waste sent for reuse, recycling and composting



Comment: Members will shortly receive an evaluation report on the Great Waste campaign for 2015/16, which aimed to increase recycling and reduce waste. The ongoing contractual negotiations with Biffa reduced the scope of the campaign significantly. It is hoped that there will be a longer-term effect of behavioural change resulting from the campaign, subject to continued reinforcement of key messages with householders.

Fly Tipping



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	66	55	60	67	48	41	47	60	50	66	51	45
2014	68	36	49	31	32	37	48	31	64	60	45	49
2015	58	58	71	43	24	63	51	40	79	60	61	71
2016	87	94	73									

Comment: The chart and data shown above provide an analysis of the number of fly-tipping incidents reported across the District. The total number of fly-tipping incidents reported across the District during 2015/16 was 679, which was an increase of almost 25% over the number reported during 2014/15. The Council continues to work with other services across the Council to take robust action against those identified as the perpetrators of fly-tipping. More details are included in the main appendix to the Report.

Estates Portfolio Plan 2015/16

Outturn 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 has been secured 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 Drainage and Streetcare Team and Pest Control Team/ Council Storage Facilities.*
 - Athelstan House;
This property has now been sold to Hampshire County Council as agreed by Cabinet.
 - Carfax and Station Approach;
See update as part of Leader's Portfolio.
 - 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

Outturn 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 well in excess of 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
Following Planning approval, Galliford Try have been appointed as the contractor for the 52 bed scheme in Chesil St. Works commenced in January 2016 and the scheme will be completed in Autumn 2017.
- 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;
Programmes for kitchen/bathroom replacements and other elements such as windows/doors and heating systems were completed as planned.
The programme has been further enhanced for 2016/17, although to achieve this increased investment, much of the discretionary elements of the programmes can no longer be funded.
The external envelope programme (primarily to pitched and flat roofs) was deferred due to ongoing internal staffing shortages and seasonal timing. Contracts for in excess of £2m of roofing works have either been let or for these works have now been let and works will be completed in 2016.
- Mitigate impact of welfare reform/Universal Credits on Council tenants and local residents;
50 households have downsized through the Wise Move incentive scheme, 15 of whom were affected by the Social Sector Size Criteria (SSSC).
Approximately 220 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.

- To improve the existing housing for older people;

A programme of communal improvements to sheltered housing schemes has achieved positive improvements to common rooms at Normandy Court, Wickham, Whitewings in Denmead and Richard Moss House in Winchester. Other improvements such as lockable scooter stores have also been completed.

- 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. A programme of "street meets" have had mixed success and options for achieving more representative involvement are currently being evaluated.

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.

Over £600k of improvements completed in 2015/16 with the largest single scheme being a major environmental improvement to Woolford Close in Stanmore along with a number of schemes to provide additional/improved parking on housing land.

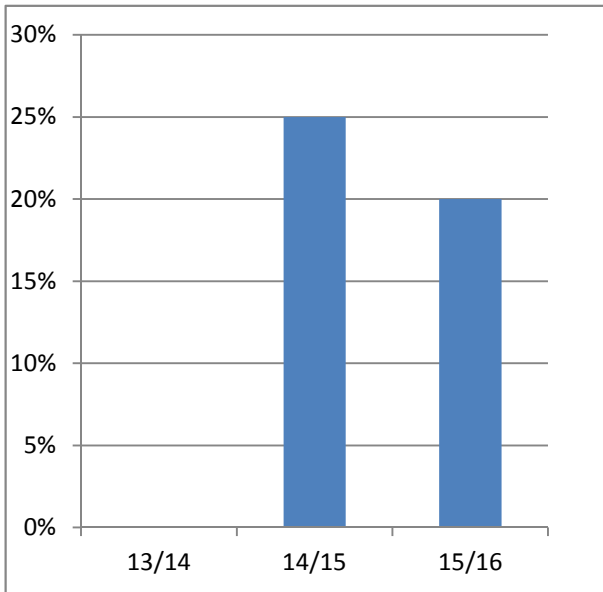
- To deliver actions set out in the Low Carbon Route Map aimed at improving the energy efficiency of Council housing.

Over £1m invested in heating system upgrades. Solar PV added to the New Queens Gate scheme in Stanmore.

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

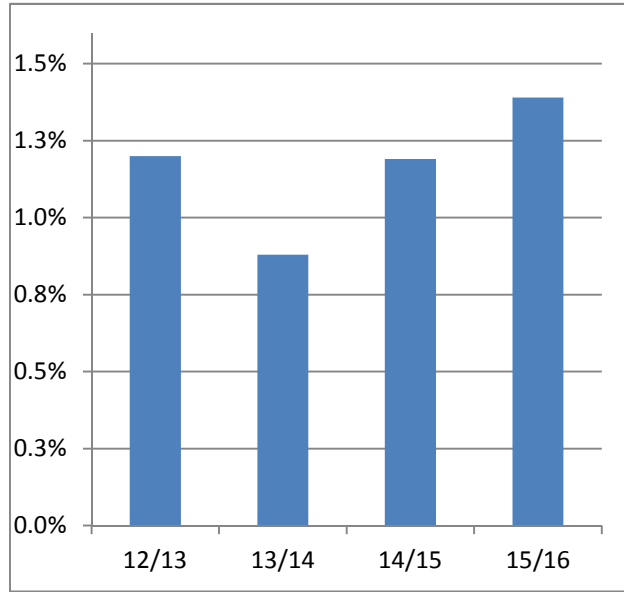
The results of the survey have informed the Private Sector Housing Strategy and Empty Homes Strategy which were both approved by Cabinet Housing Committee in March 2016.

Percentage of homes not meeting the decent homes standard



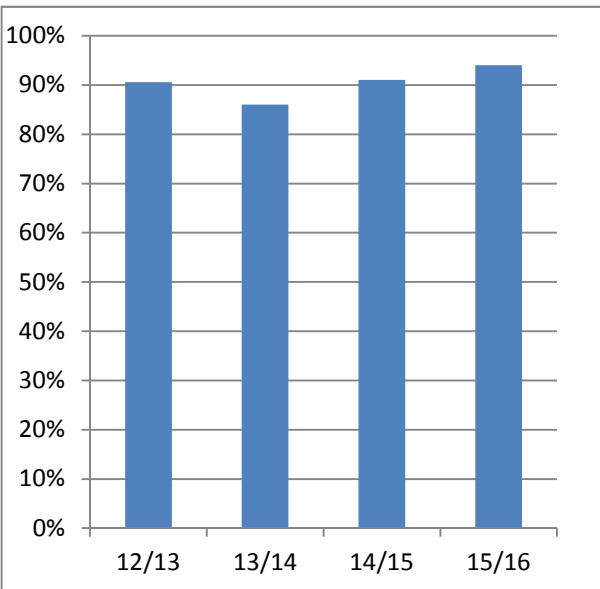
Comment: All non decent homes relate to roofing works deferred from 2015/16 as set out in the report. All will be addressed in 2016 and tenders now awarded for this work.

Current tenant rent arrears as a % of rent due



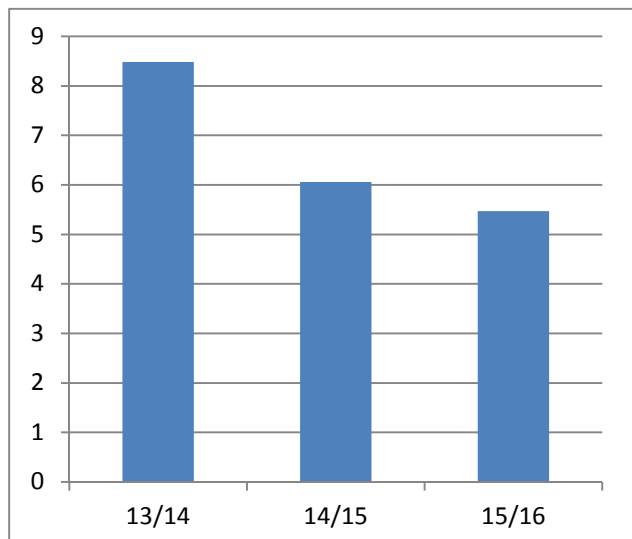
Comment: Arrears performance has dropped slightly and reasons for this are being reviewed. Overall, 2015/16 performance still very high and well within top 25% of landlords nationally.

Percentage of responsive repair jobs completed within target



Comment: Positive performance. As with Arrears, this falls well within the top 25% of social landlords.

Average number of days to complete responsive repair jobs



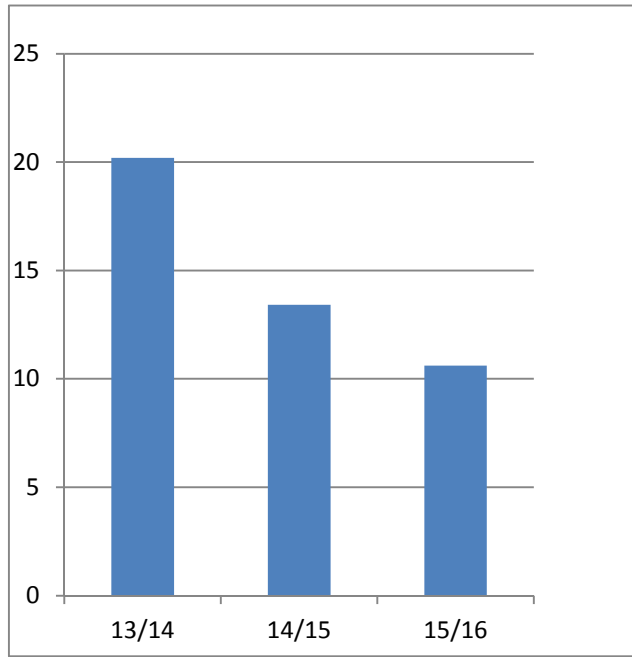
Comment: Performance improved on 14/15 with increase in percentage of jobs completed first time.

HRA Financial Spend - Capital 2015/16

Average number of days to re-let properties

Disabled Adaptations	£754,327
Kitchen & Bathroom Renewals	£1,870,514
Estate Improvements	£609,491
Loft Conversions/Extensions	£223,569
External Envelope Works	£565,280
External Windows/Doors	£475,579
New Build Works	£7,352,117

More information is included in the HRA 2015/16 Financial and Performance Outturn Report - CAB2808(HSG) refers.



Comment: Ensuring properties are left empty for as little time as possible improves income flows and satisfaction and reduces numbers in housing need.

Local Economy Portfolio Plan 2015/16

Outturn 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 2017. Community engagement forms a large part of the proposed project, and has seen several sessions at Berewood School teaching pupils to plant and grow oak trees which will later be incorporated into the wider development. The two artworks are expected to form part of a planning decision by autumn this year.

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. The new contract agreed will provide a better more frequent service during periods of peak demand as 8 rather than 6 buses will be operating and they will be Euro 6 vehicles which are more efficient with lower emissions which should help to reduce their impact on air quality.

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 enjoyed a successful first year and provided a full account at the October meeting of this Committee. An early objective of the Trust is to create a new visitor attraction in Winchester, and they have convened a working group to consider what the 'heritage' content of such an attraction might be. They are also planning to incorporate the Roger Brown Model of Victorian Winchester into a redisplay of City Museum later this year, finding a home for the medium term future for this much-loved object. The Council's Tourism Team has been working very closely with the Trust on its 'Big Theme' campaigns, which include Royal Blood for 2016 and the Jane Austen bicentenary in 2017.

- Constantly review implementation of the parking strategy and charges;
A refresh of the Parking Strategy is planned for 16/17 and this will involve looking at charges. Foster enterprise through a Workspace Winchester project;
A pre-planning consultation exhibition in March 2016 revealed a high level of local support for the Creative Enterprise Centre at Barfield Close. Negotiations over the final fit-out have helped up the planning application, but it is hopeful that this will go forward in July 2016. There has been a good level of involvement of local arts practitioners and organisations, as well as both universities.
- Support the continued roll out of superfast broadband in the District;
Officers in Development 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/>
They are also providing a forum for Winnall businesses to progress their own solutions, in response to feedback that broadband speeds/provision is inadequate
- 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);
The Fieldfare LEADER programme Local Action Group (LAG) partnership has awarded two funding awards with a combined total of £26,840 under the new arrangements to two local farmers. These projects will see 2 new jobs created and an investment of approx. £100,000 in the local rural economy.
Calls for applications under each of the five themes have been announced and 65 people attended the information events to find out how they can apply and what other help is on offer.
The LAG has strengthened its membership by recruiting 10 new people to support the decision making processes.

A review of the Local Development Strategy is underway and this will help determine the priorities for investment in 2017.

The strategy aims to create 95 new jobs, support 166 people in existing employment, and invest in at least 155 projects and £6m into the local rural economy.

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, and is currently considering an application for funding to support a year-long extension of the service. Too early for results, but feedback from mentees is positive and referral agencies are all highly supportive. A celebration event is being held to mark the early achievements of volunteer mentors and mentees alike, hosted by the Mayor at Abbey House at the end of June 2016.

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;

Visit Winchester showcased various events for the Dinosaur year on the online and social media channels. The Royal Blood campaign however was more fitting for the destination as it focussed on royal history. New and developed trails have been published – the Royal Blood trail in partnership with the University of Winchester and a local artist, and the Cheriton Battlefield Walk. The tourist information centre has been turned into a 'Royal Blood hub' with a giant talking sculpture of King Alfred, banners advertising two major re-enactments in July in the City, and a case of artefacts from Hampshire Cultural Trust's Winchester Collection is also being unveiled. Information boards have been erected in the Guildhall and Dan Snow's Quiz Trail App has six iPhone trails relating to the Royal Blood theme now live. Winchester Area Tourist Guide Association are also running linked Royal Blood tours and partners such as Winchester Cathedral have child-friendly summer product to encourage an increase in family visits. The Jane Austen200 campaign will also be launched in Winchester via an 'rainworks' artwork installation/trail created by local architect firm AR Design Ltd, local artist Nicola Henshaw (in Consultation with local school-children and Hillier Nurseries Ltd. The Head of Tourism sits on the steering group for the JaneAusten200 campaign and has been working with actor Hugh Bonneville (who has featured in 3 Jane Austen productions) and with Stagecoach regarding potential publicity and transport. A Discover England bid is being developed by the steering group and submitted by Hampshire Cultural Trust for £250k. This would see Hampshire work with Bath Tourism to create itineraries and develop the product and market it to US and Chinese inbound tourists.

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

A strategic meeting with South Downs National Park Authority led to a SDNP training day which was held in Winchester Guildhall to inform tourist information centre staff about the attractions of the South Downs and the various access routes. Three rural bus routes have been established that link Winchester and Petersfield to various tourism attractions in the rural District and into East Hampshire. A further discussion is underway with Stagecoach buses, SWT Community Rail Partnership and officers from SDNP, HCC, EHDC and WCC to examine better ways to deliver this objective year round. The South Downs Food Portal is live and Winchester District has a significant number of providers and producers listed. The 'food and drink' story for Winchester has gained increasing traction with the media since the launch of a 2014 campaign to highlight the quality of local produce and eateries. These stories are contextualised so Winchester is presented as benefitting from Hampshire Fare/cross county product and we also refer to the South Downs 'story' in relation to various elements such as wine. WCC has commented on the Sustainable Tourism Strategy for the South Downs National Park urging for more inclusive partnership working with SDNP, HCC and Hampshire Cultural Trust.

- 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 have taken place throughout the year, 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.

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 have been no further developments 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 completed over the winter, and new system installed at the start of 2016. The first grants applications have been submitted using the system, following user trials, and feedback is very positive. The software is shared with the Economy & Arts Team and with Test Valley Borough Council's grants service.

- 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 and led to a series of recommendations to Cabinet in May 2016 which were all approved and are now being implemented. A mayoral reception for volunteers from two of the Partner Organisations working with the homeless took place at Guildhall Winchester in March 2016. Reduced price membership of River Park for longstanding staff and volunteers at the Partner Organisations was also introduced during the year. Other possibilities being explored (eg joint procurement).

SOVA - Employment Mentoring - data (figures to June 16)

Total Referrals (Feb 2015 – June 2016)	60
Total matched/engaged with a Volunteer Mentor (Feb 2015 – June 2016)	41
Total number of volunteers recruited since start of the project	24
Total number of registered volunteers currently in the pool (Feb- 2015 - June 2016)	21
Total number of hours direct support time provided by volunteers (Feb 2015 – April 2016)	337hours

Number of gained part/full time employment at project completion: 6

Number of people starting training or education: 3

Number of people taking up volunteering opportunities: 2

Number off-flow from JSA as set up own business: 1

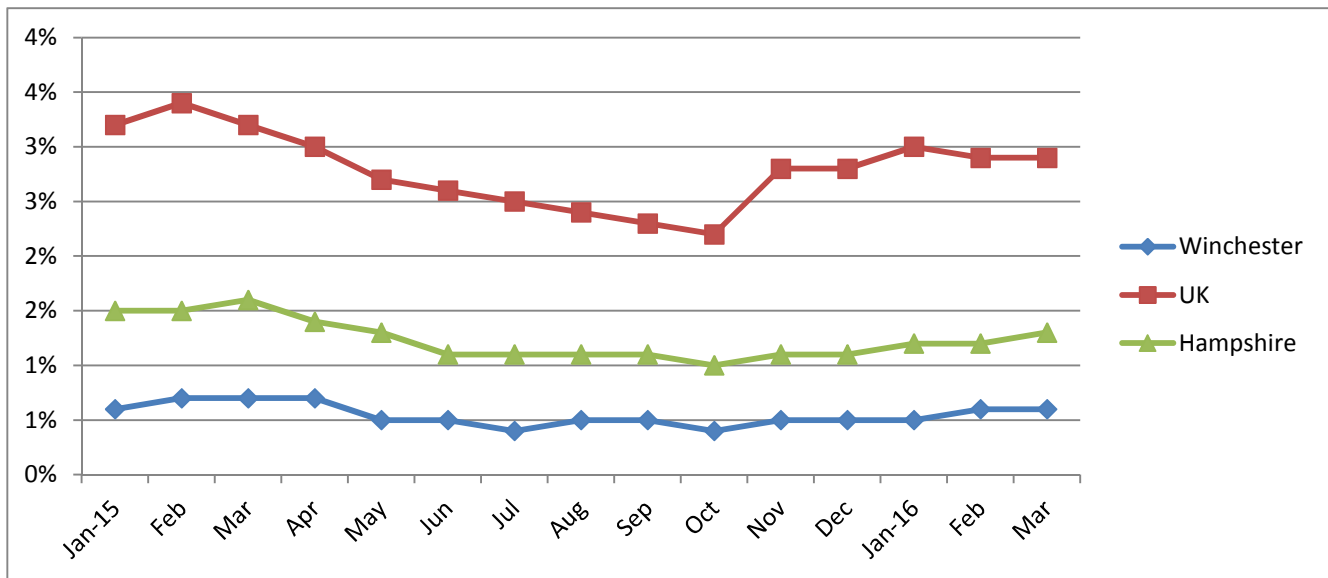
100% of service users who completed our 'like me' questionnaires recorded that they had improved their employability skills though the programme (including ICT Skills, Job searching skills, Interview skills).

New business registration rate *

	2011	2012	2013	2014	2015
Winchester	66.6	67.8	88.6	87.3	not yet
Hampshire	52.4	53.1	66.3	65.0	available

* This is the proportion of business registrations per 10,000 resident population aged 16 and above. Business registration is defined as those registering for VAT and PAYE for the first time. This was previously reported as NI171

Sesonally adjusted number of unemployed 16-24 claimants



Comment: The above charts shows the seasonally adjusted number of 16-24 years unemployed claimants. The Winchester District continues to have a lower number of claimants than the average for both the UK and Hampshire.

The Council and partners such as the BID and the Chamber of Commerce continue to provide a nurturing environment for businesses across the District, being further developed at present through the Council's Better Business for All initiative. The Council's commissioned employment mentoring scheme continues to be oversubscribed and much appreciated by local stakeholder agencies and jobseekers alike, and links to

Service Delivery Portfolio Plan 2015/16

Outturn 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 including a Workforce Development 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 are being 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. This will be consulted on with the Leader, Portfolio Holder and Corporate Management Team before being presented to Personnel Committee and Cabinet.

- 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.

- Review of Pay and Reward;

Work is ongoing to review the Council grading structure and the use of job family groups. The Job evaluation scheme including local conventions used alongside the national scheme are also being reviewed.

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' has been mapped and reviewed as part of a redesign of some of the Council's high volume systems supported by a company called Vanguard. The service redesign is currently being undertaken in Development Management and Taxi Licensing and changes are being made which will impact on customer satisfaction, efficiencies and costs.

Following assessment it was re-confirmed that the Council meets the national Customer Service Excellence standard. The work with the Vanguard method also resulted in the additional award of three "Compliance Plus" categories. These are "There is corporate commitment to putting the customer at the heart of service delivery and leaders in the organisation actively support this and advocate for customers. We use customer insight to inform policy and strategy and to prioritise service improvement activity. We encourage and empower all employees to actively promote and participate in the customer-focussed culture of our organisation.

- 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 area 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;

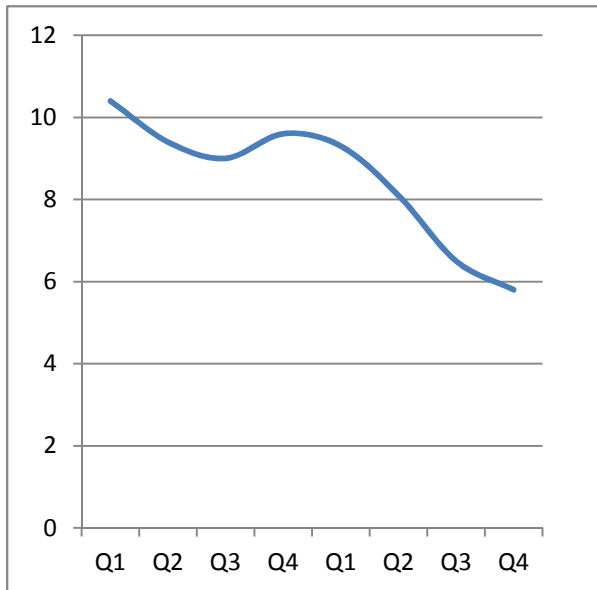
Training for key staff was arranged in May 2016 on a theme of commissioning assurance, and a commissioning options toolkit is being developed following on from this. Officers have agreed to demonstrate in committee reports why a particular commissioning model has been adopted in preference to others.

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;

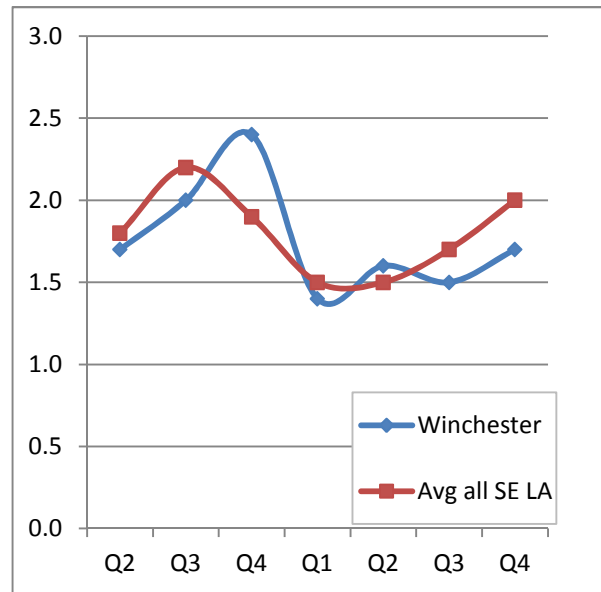
Following the outcome of the Boundary Commission's review, the Council will need to make decisions on how to adapt its own Governance arrangements for 2016 onwards and this Committee has asked for a review of scrutiny arrangements. Consideration will also be given as to whether a Community Governance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

Average Sickness - No. of days per member of staff - Quarterly



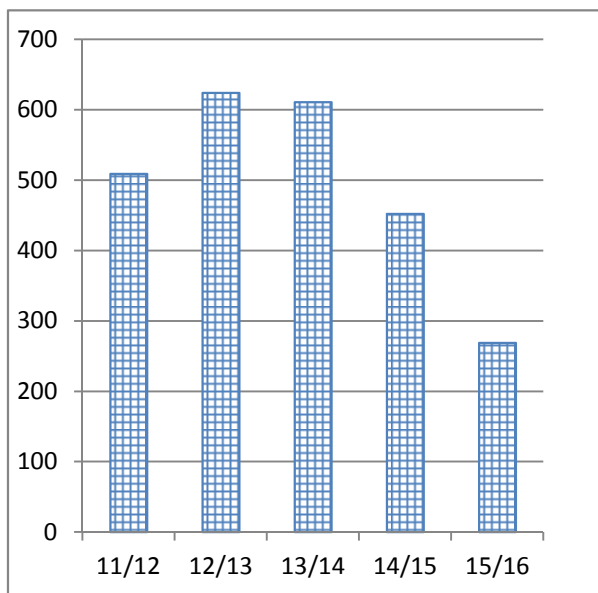
Comment: The average number of days sickness taken by staff at the Council is now at its lowest for over 10 years. More information is given in report the Personnel Committee report PER287.

Average Sickness - no. of days taken per member of staff per quarter



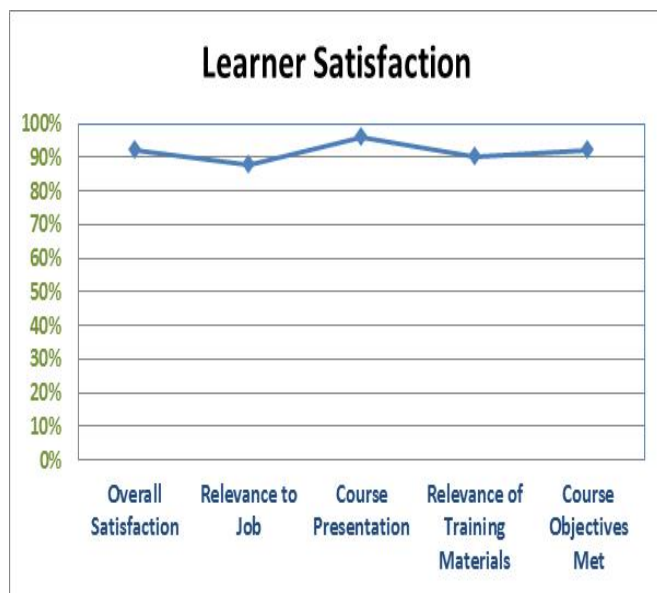
Comment: The Local Government Association collects quarterly data voluntarily from local authorities on a quarterly basis. The data shown above relates to the average number of days taken per member of staff per

No. complaints received by the Council



Comment: The number of complaints received by the Council continues to fall year on year, with a total of 269 received during 2015/16. The annual report providing further analysis on the number of complaints will be presented to this Committee at its meeting in September.

Learning and Development - Learner Satisfaction



Comment: Satisfaction levels from staff who have attended courses during the year remain high, with overall satisfaction above 90%. Over 50% of staff attended training to learn new skills that were significant to their job role, with 98% of these staff either applying or planning to apply the newly acquired skills.