

THE OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2016

PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS MID YEAR  
2016/17

REPORT OF THE LEADER

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RECENT REFERENCES:

[CAB2741](#) Draft Portfolio Plans 2016/17, 2 December 2015

[CL119](#) Approval of Portfolio Plans 2016/17, 6 January 2016

[OS151](#) Portfolio Plans Outturn 2015/16, 11 July 2016

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 2016/17.

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 2016/17 against the projects that are included in each of the Portfolio Plans.

RECOMMENDATION:

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

## THE OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2016

### PERFORMANCE MONITORING UPDATE – PORTFOLIO PLANS MID YEAR 2016/17

#### 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 2016/17 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 2016/17 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 2016 (Report [CL119](#), 6 January 2016 refers).
- 2.3 Following the local elections in May 2016 a new Portfolio was created covering Business Partnerships and Policy Co-ordination. As this is a new Portfolio, a Portfolio Plan for 2016/17 was not approved at the time the other Plans were approved in January.
- 2.4 A draft Business Partnerships and Policy Co-ordination Portfolio Plan has been drafted for 2016/17 in consultation with the Portfolio Holder and will be coming forward as a Portfolio Holder Decision Notice for approval before the end of October.

#### 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 2016/17

Appendix 2 Progress update – Built Environment Portfolio Plan 2016/17

Appendix 3 Progress update – Business Partnership & Policy Co-ordination Portfolio Plan 2016/17 (*draft*)

Appendix 4 Progress update – Economy and Estates Portfolio Plan 2016/17

Appendix 5 Progress update – Environment, Health and Wellbeing Portfolio Plan 2016/17

Appendix 6 Progress update – Housing Services Portfolio Plan 2016/17

Appendix 7 Progress update – Transport and Professional Services Portfolio Plan 2016/17

**Leader – Finance and Corporate Policy Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 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 specialist project Management/ Cost Consultant is currently being commissioned to take the project through its next stages. Discussions are ongoing with the Winchester University and Hampshire County Council in relation to joint working arrangements and requirements. It is intended to bring the Business Case to Cabinet for approval before proceeding to the procurement stage.*

- Station Approach Regeneration Scheme

*A report to October Cabinet will seek to agree the procurement process for a Design Team to take the project forward.*

- Central Winchester Regeneration

*The Informal Policy Group has been established and has now met on two occasions. An urban design specialist will be commissioned by the Group to carry out engagement and formulation of a Supplementary Planning Document in the form of a planning brief for the site. It is hoped to have this in draft form by June 2017 and adopted by the end of 2017.*

**Efficient and Effective Council Priority Outcome****IT projects:**

- Continue to implement Corporate EDRMS;

*The corporate EDRMS (Electronic Document and Records Management System) Project was initiated with two phased objectives.*

*The first phase was to remove the risk of the current EDRMS solution which became unsustainable in support and not cost effective to continue. The objective was to transition our Planning and Housing services to a more sustainable Microsoft SharePoint EDRMS solution and negate risk of unavailability and availability. - Phase 1 is complete.*

*The second phase is to deploy the new EDRMS system to benefit other departments within the Council in order to remove physical paper based documents throughout the Council and enable efficiency and better ways of working across the Council. Progress with Estates, Legal and HR moving to the new EDRMS and working with a number of other teams including Landscape, Sport and Physical Activity, Economy and Arts, Community Safety and Environmental Health. The project is progressing well but resource limitations within the departments have to be considered.*

**Leader – Finance and Corporate Policy Portfolio Plan 2016/17**

- Continue to achieve IT cost savings with Test Valley Borough Council;  
*The IT Shared Service continues to realise significant year on year revenue savings for the Council and enable significant avoidance in its Capital requirements. New opportunities to further consolidate, rationalise and standardise will be considered and discussed in the IT Shared Service Board where decisions to develop detailed business cases will be agreed.*

## Finance:

- Develop the Council's Treasury Management Strategy  
*Following a meeting with the Council's treasury management advisors and the County Council on 4 October, the revised Strategy is currently being updated and will be presented to a future Cabinet meeting for approval.*
- Asset Management Plan  
*The updated Asset Management Plan will be presented to Cabinet for consideration in December.*
- Develop effective Project Resourcing Plans to support the delivery of the Council's Capital Programme  
*The Council is establishing an internal Capital Strategy Board to have oversight of the delivery of the Council's capital programme. The Board will also ensure that new capital schemes are supported by business cases that establish a clear link to the delivery of the Capital Strategy and to the Community Strategy*
- Dispose of or develop Council assets to support Member priorities, including City Offices;  
*A report on repairs to the City Offices will go to Cabinet for consideration in December.*
- Universal Credit (UC);  
*Universal Credit went live in the Winchester District on 21 September 2015 for single work seekers. Since September 2015 no additional claim groups have been included in the roll out, numbers continue to be very low (12 claimants in Winchester to date) and Winchester Citizens Advice continue to have availability to assist claimants who may need budgeting advice. The Department of Work and Pensions announced in August 2016 that no further roll out would take place in Winchester until at least June 2018 and the plan to transfer all Housing Benefit claims to Universal Credit would not start until at least June 2019. The Winchester City Council Benefits and Welfare Team continue to work closely with internal and external partners and stakeholders, including Job Centre Plus and Citizens Advice on supporting new and existing claimants through welfare reform working towards full roll out of Universal Credit. The Benefits Team are taking on a more welfare orientated approach to ensure that claimants are prepared for transfer of their benefits.*

**Built Environment Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Built Environment Portfolio Plan.

**Active Communities Priority Outcome**

**Objective:** Provide housing to meet community needs.

- Facilitate and support the delivery of Major Development Areas in the District
  - Continuing – West of Waterlooville
    - Barton Farm
    - North Whiteley
  - New - Central Winchester Regeneration
    - 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** – *In total 3208 homes have now been permitted (1258 with full permission and 1950 in outline) and 672 units have been built as of August 2016.*

*Grainger Phase 1 was built by Bloor Homes and is now complete and Redrow Homes are building Phase 2. Phase 3 infrastructure has been completed and a reserved matters application for 296 houses is expected imminently. Work on the consented Private Rented Sector scheme has now begun. Taylor Wimpey – Phases 1-4 have been built and Phase 5 housing scheme has commenced and is expected to be completed within 24 months. The Wellington Vale nursing home development is expected to open this year and the adjacent extra care home should also be finished before the end of 2016. . Both Grainger and Taylor Wimpey are marketing the employment land.*

**Barton Farm** - *Cala Homes are on site and are starting to construct foundations for the first show homes which should be available for occupation in the spring. The new temporary Junction into the site from Andover Road is now fully operational. Corridor Studies for Worthy Road, Andover Road and Stockbridge Road are being progressed by Hampshire County Council and delivery of resulting schemes will utilise Section 106 Contributions from the developer which have now been triggered. 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. Work on the s106 agreement is well advanced and the permission should be issued by the end of this year with start on site expected in May 2017.*

**Central Winchester Regeneration (Silver Hill)** – *Neither the originally permitted scheme or the revised scheme subject to a fresh application in 2014*

**Built Environment Portfolio Plan 2016/17**

*for the redevelopment of the site are proceeding. Following a review of the situation in light of these circumstances the Council has decided that the best way to take the regeneration of the area forward is to produce a Supplementary Planning Document (SPD). This is being lead and managed by an Informal Policy Group which has now met on two occasions and will be commissioning work in relation to the engagement and formulation of the SPD. Some immediate measures in relation to the Council's buildings and assets are being planned for the New Year.*

**Station Approach** - *Following the Design Competition the Council decided not to appoint the highest scoring architect. A new process to appoint an architect to take the scheme forward will be considered by Cabinet in October. Transport assessment work is being undertaken which can support future design work. An announcement on the Local Growth Fund bids, including those for Station Approach, by the Local Enterprise Partnership is expected in November. Site clearance and preparation commenced on site in February this year and work on the Chesil Extra Care scheme is progressing well with completion expected in around 12 months time.*

**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.

- Progress Local Plan Part 2 to examination and adoption;  
*The Pre'-Submission' version of Local Plan Part 2 (Development Management and Site Allocations) was published in November 2015 following consideration by Council. Following public consultation, the Plan was submitted to be examined by an independent Inspector in March 2016 and the examination hearings took place in July 2016. The Inspector issued his 'Initial Findings' following the hearings and Proposed Modifications will be published in October 2016 to respond to the matters raised by the Inspector. It is anticipated that these will enable the Inspector to find the Plan 'sound', enabling it to be adopted in March/April 2017.*
- Develop draft Gypsy and Traveller Site Allocations DPD;  
*The programme for production of the DPD anticipated publication of a consultation draft document in November 2016. This has been delayed as*

**Built Environment Portfolio Plan 2016/17**

*the LPP2 Inspector requires a travellers pitch target to be included in LPP2, rather than in the Traveller DPD. Evidence studies for the DPD are progressing well and the revised programme is for consultation on the draft DPD in March/April 2017*

- Implementation of Community Infrastructure Levy (CIL) including allocation of funds in accordance with agreed protocol;

*CIL was adopted and brought into effect in 2014 and has been operated successfully since. ACIL Spending Protocol setting out a mechanism for the allocation of funds to deliver infrastructure was considered and agreed by Cabinet in June this year and officers are now working on a rolling 3 year programme of schemes which form part of the normal budget setting process. The procedure set out in the Cabinet report is being condensed for this year to enable funds to be allocated in 16/17.*

- Deliver a project to enhance St Maurice's Covert and the surrounding area, as a key walking route through to the Cathedral;

*Consultant architects were engaged following competitive selection process in spring 2016. Evidence-gathering and initial consultation carried out over summer 2016, including a series of 'test' events in the Covert which included changes to the layout, a mini festival for Heritage Open Days and the introduction of a coffee stall. Feedback and early proposals for a design scheme were presented to Winchester Town Forum at its September meeting, and a costed, phased design scheme was subsequently presented to the steering group. Further work is now taking place around delivery, including planning matters.*

- 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 Leaders (job share) appointed in May this year following the departure of the previous post holder in September 2015. Work is already underway with plans to meet relevant stakeholders and a review of funds available in the town area which can be used for environmental enhancements.*

- WCC owned Scheduled monuments and memorials – preparation of a conservation and maintenance schedule

*Further to discussion between the Estates and Historic Environment Teams the condition survey of Council owned monuments produced in 2013 is to be included in the upcoming Asset Management Plan with a recommendation for it to be updated during the Plan period.*

**Efficient & Effective Council Priority Outcome**

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

- Implement agreed strategy for dealing with older enforcement cases;



**Built Environment Portfolio Plan 2016/17**

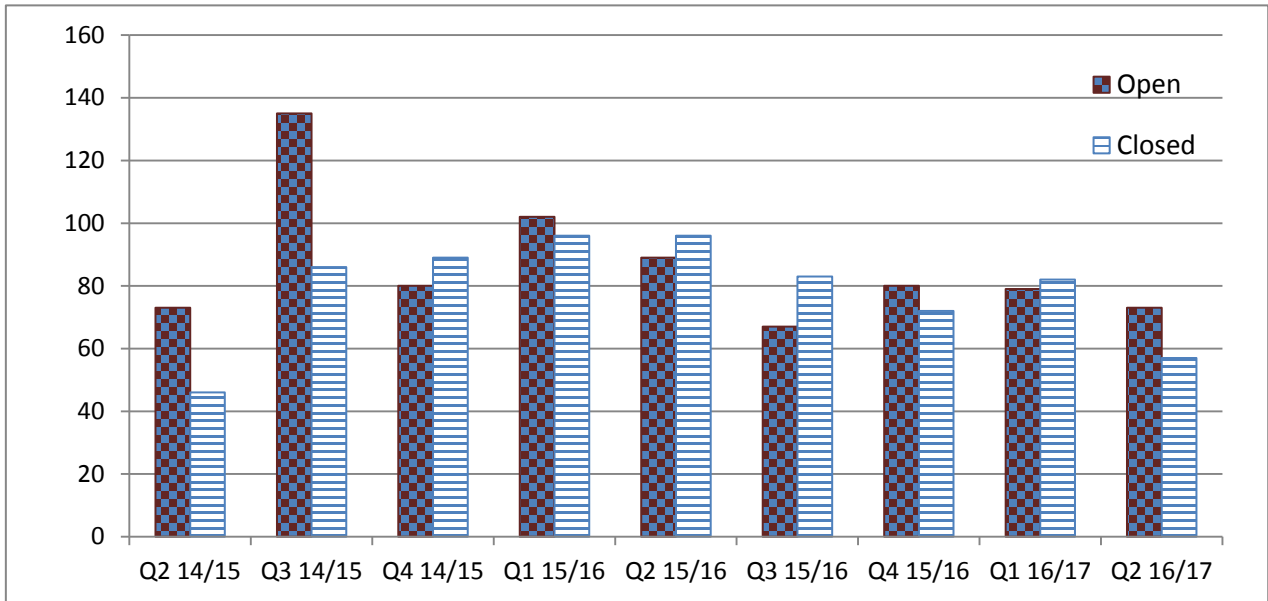
*A permanent appointment has been made to the Enforcement Team Leader post, and two permanent appointments to senior posts within the Team. Key priorities are being tackled to deal with high profile and long standing cases. This work will continue to deal tackle long standing issues. There have already been a number of successful appeal decisions.*

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

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

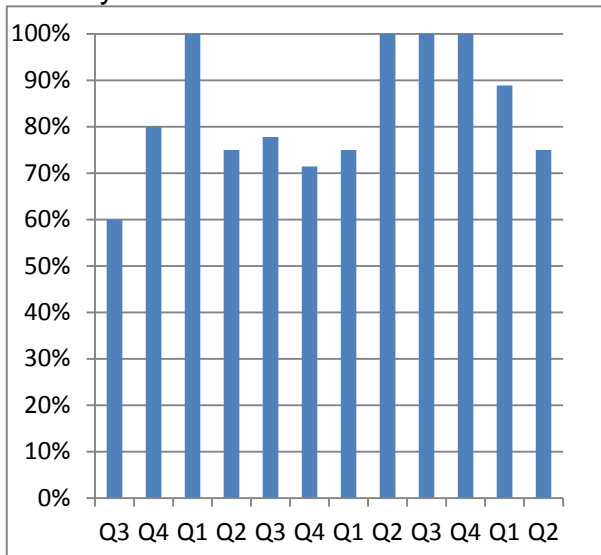
Built Environment Portfolio Plan 2016/17

No of new (opened) and closed enforcement cases



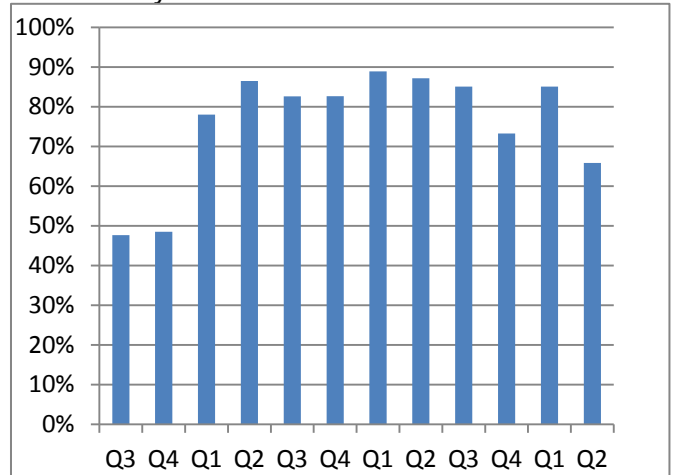
**Comment:** Busy year in the Enforcement Team. The number of cases on hand has been reduced in the last year. During this year the Team dealt with a number of high profile appeals and served over 20 enforcement notices, breach of condition notices and S215 notices. Good success rate on appeal decisions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

Processing of Planning Applications - Major Quarterly



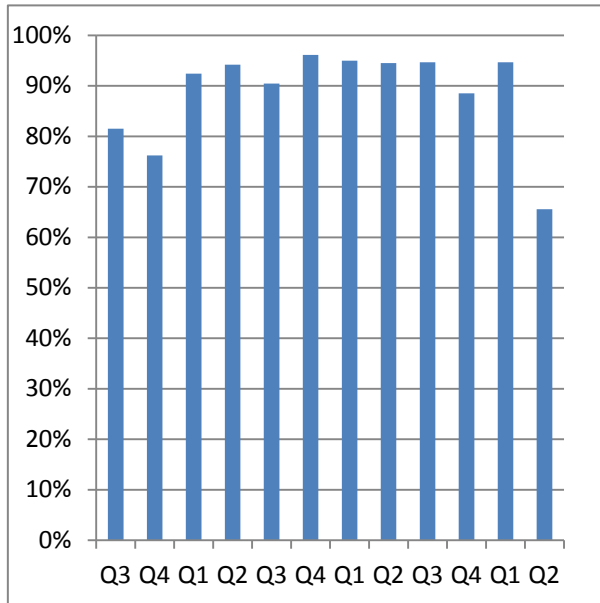
**Comment:** The Council continues to focus on determining Major applications within 13 weeks or an agreed extension of time achieving 100% within time for quarters two, three and four of 2015/16. This is well in excess of the Governments national measure of 50% in time.

Processing of Planning Applications - Minor Quarterly



**Comment:** The 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.

## Built Environment Portfolio Plan 2016/17

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.

## **Draft Business Partnerships and Policy Co-ordination Portfolio 2016/17**

### **Mid Year Monitoring Report**

This is a new portfolio, introduced following the elections in May 2016. A Portfolio Plan has been drafted in consultation with Cllr Humby, but is still subject to approval. The monitoring report below is therefore based on the draft Portfolio Plan.

#### **High Quality Environment**

**Objective:** Effective traffic management and support for transport provision

- Draw on County Councillor and Local Enterprise Partnership roles to support Portfolio Holder for Transport and Professional Services in bringing forward new transport plans and projects in and around the District (eg Winchester Transport Study, Botley Bypass, M3 and M27 improvements);

*See also Portfolio Plan for Transport and Professional Services. Positive outcomes in this area include bringing forward of Winchester Transport Study and HCC support for new District Transport Forum created by Cllr Byrnes. Botley Bypass plans will support successful development at North Whiteley.*

#### **Prosperous Economy Priority Outcome**

**Objective:** Supporting the local economy

- Work with Winchester BID, Chamber of Commerce and local agents to support the needs of businesses in search of larger premises in the Town area and the wider Winchester District in the near future;

*Close liaison with Church Commissioners and their consultants in beginning early consultation around Bushfield Camp. The Local Plan has identified Bushfield as an employment site.*

*Community and business engagement events are in the pipeline for late October/November 2016.*

*Working in collaboration with the developers Grainger for West of Waterlooville employment land also in train to secure high quality business occupants and provide local jobs.*

- Explore the potential for the development of enterprise parks in the rural areas of the District;

*An initial proposal development by Business Advisor based on experience at North Whiteley and other workspace studies. Currently being reviewed for financial viability etc prior to wider discussion with Members.*

- Explore opportunities for Winchester to become a digital city;

*Early stage investigations beginning, including participation in national officer panel at Westminster and new dialogue with IBM.*

- Ensure that the greatest economic benefits are considered and embedded in major development plans and projects (eg West of Waterlooville, Station Approach and Central Winchester);

**Draft Business Partnerships and Policy Co-ordination  
Portfolio 2016/17**

*Ongoing close working with Cabinet colleagues and senior officers to ensure full account is taken of Winchester's business needs;*

- Continue to proactively support improvements to broadband speed and connectivity across the District;

*Three year funding commitment made to Hampshire Superfast Broadband programme is now drawing to a close. Further plans to address areas not covered under this programme are in hand at Hampshire County Council and may require additional contribution from Winchester City Council.*

**Effective and Efficient Priority Outcome**

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

- Oversee the development and timely delivery of the Council's new Efficiency Plan 2016 – 2020, including exploring opportunities to grow or generate additional income streams to the Council;

*The Council's Efficiency Plan 2016 – 2020 was approved by Cabinet on 7 September and represents the first stage of the budget and planning framework for the Medium Term Financial Strategy (MTFS).*

*The Efficiency Plan will be submitted to Government in October to secure a Four Year Settlement.*

*Actions within the Plan will be contained within Portfolio Plans and monitored by this Committee as part of the regular monitoring arrangements.*

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

- Champion collaborative working at every level between the City and County Councils to make best use of constrained resources;

*Ongoing and already evidenced in the approach to Bushfield Camp engagement, West of Waterlooville employment land etc.*

**Economy and Estates Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Estates Portfolio Plan.

**Active Communities Priority Outcome****Objective:** Promote Community Cohesion

- Support delivery of Berewood Public Art Commission (phase 1) at West of Waterlooville Major Development Area.

*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*

**Prosperous Economy Priority Outcome****Objective:** Supporting the local economy

- Carry out a 'mid-term refresh' of the Economic Strategy (2010 – 2020)

*University of Winchester Business School staff have been commissioned to carry out an independent review of key parts of the existing strategy, and will put forward evidence and recommendations by the end of December 2016. A business survey has also been carried out to provide local information to support this work. The 'refresh' will follow on from work currently being done to update the Community Strategy, to ensure the two documents are in full alignment.*

- Foster entrepreneurship and retain talented graduates by delivering a new Creative Enterprise Centre in Barfield Close, Winchester, in partnership with the two universities;

*Following rapid progress on this project earlier in the year, including a positive public consultation exercise in March 2016, work slowed to accommodate more detailed partnership discussions to support the long term funding of the centre. Final discussions are taking place to pin down internal specification of the performing arts block (new build) and it is anticipated that an application for planning permission will follow in the coming month. A specification has also been drafted to invite other potential project partners to come forward, to give Members a range of options to consider.*

- Completion of the Casson Block enhancement project;

*Following consultation with the business community earlier in the year, work began on the Casson Block towards the end of August 2016 following the scheme presented to this Committee in September 2015. The work includes an increased terrace area, renewed paving and lighting, and the introduction of planters and 'green columns', and is due for completion by November 2016.*

**Economy and Estates Portfolio Plan 2016/17**

- Work with Winchester BID, Chamber of Commerce and local agents to support the needs of businesses in search of larger premises in the Town area in the near future;

*This action has been transferred to the new Portfolio for Business Partnerships and Policy Co-ordination, subject to Member approval. See update in relevant section of Appendix 3.*

- Explore potential for rural enterprise parks for manual and craft trades;

*This action has been transferred to the new Portfolio for Business Partnerships and Policy Co-ordination, subject to Member approval. See update in relevant section of Appendix 3.*

- Develop work in market towns and rural areas, over and above rural enterprise parks above;

*The success of the Market Towns Development Programme has seen the creation of a permanent officer role to support this work (part funded through parish contributions) and a new part-time support officer (funded through unspent flood resilience grant funds from central Government). A wide variety of events and marketing initiatives have taken place across Alresford, Bishops Waltham, Wickham and Denmead, with locally appropriate action plans for each village. Among many other successes so far this year, the 'Taste of Wickham' event won the CPRE Hampshire Award for Rural Enterprise.*

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

*Even though there have been multiple delays in getting the programme underway, the Fieldfare LEADER programme has maintained a strong presence within the rural communities of Central and South Hampshire. The Local Action Group is now well established and the number of members has grown.*

*The first project has now completed all of the administrative processes and this provides a vital evidence base for both the Local Action Group and Accountable Body to consider how this round of LEADER works in reality.*

*There is a strong pipeline of projects that will be developed within the next call for applications (post Autumn Statement).*

*The Rural Payments Agency has conducted the first annual attestation assessment and there were no issues identified. Several areas of best practice used by Fieldfare were noted.*

**Key statistics:**

1. First project completed,
2. Grant investment made to date - 3 x funding agreements issued (grants awarded – approx. £30k)
3. ROI from above is £103k (total value of investment being made by the 3 grant recipients)
4. Jobs to be created 4 (3.25 FTE) by these 3 projects

**Economy and Estates Portfolio Plan 2016/17**

5. 20 Full Applications issued – 13 returned
  6. 9 external appraisals completed
  7. First stage application (outline proposals) 67
  8. Pipeline potential projects 650+
- Provide effective support for the Hampshire Cultural Trust as it starts to deliver its ambitious plans for the District;

*Close working continues at officer level, and the Trust continues to inspire confidence across the heritage/culture sector in Hampshire. City Museum will be remodelled in two phases between October 2016 and February 2017 to refresh its visitor appeal and enhance commercial potential, and the project will also provide a home for Roger Brown's model of Victorian Winchester – an initiative championed by Winchester Town Forum. The Trust has been active in bringing together local groups to develop a vision for a new heritage attraction for Winchester, which will form part of the longer term consideration of the River Park site. The Trust is financially in good shape, with an active and experienced team of trustees.*

**Objective:** Promote education and training

- Secure the extension and development of our newly-introduced one to one mentoring service for the unemployed, commissioned from Sova as the initial two year contract draws to a close;

*A one year extension of the contract has been secured, providing time to consider the future direction of the service and secure longer term funding if Members are keen to continue it. Feedback from participants and referral agencies continues to be very supportive. In the last two months the Council has been awarded two financial contributions to enhance and extend the service, one from St John's Church in Winchester and the other from the DWP's Flexible Support Fund. These will fund the introduction of one to one IT support for those who most need it, and an employer engagement officer who will directly facilitate work interviews and experience for those mentees ready to re-enter the jobs market.*

- Build on the newly established Employment and Skills Partnership for the District, to support sectors that are struggling to recruit new talent;

*Following an initial exploratory meeting, it was not felt that there was significant support from local agencies for such a partnership. However, the meeting did lead to the formation of a network of careers advisors from schools and colleges across the District, and this group has prompted the commissioning of a dedicated bulletin providing in one place opportunities for jobs, training, apprenticeships and placements suited to young people. This is just going into production on a year's trial basis. In the meantime, other initiatives are under way to support sectors finding it hard to recruit new talent, including the rolling out of Employment and Skills Plans for new developments.*



**Economy and Estates Portfolio Plan 2016/17**

- Roll out the new integrated support initiative for small to medium sized businesses

*A joint initiative by the Environmental Services & Licensing and Economy & Arts Team has seen the creation of a 'Better Business for All' officer, in post over the last six months, who has drawn up and begun delivery of an action plan designed to ensure that there is a 'whole Council' approach to supporting businesses. This has involved all teams with regulatory functions relevant to business, as well as team traditionally associated with business support. The initiative has been well received by officers, and ties in well with other processes such as the 'Vanguard' project in Development Management and Licensing.*

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

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

*Giant Talking King Alfred statue and Saxon information boards TIC; Two re-enactments (The Anarchy/Saxon Encampment) over summer; Royal Blood trail co-written with University of Winchester;*

*WCC to launch Jane Austen 200 Oct 2016 with 'Feet First' sponsored trail using Austen quotes. Intended to build footfall across the city in 'shoulder season' for businesses. Head of Tourism working with EHDC, HCC and Stagecoach Ltd to on profile/bus route of no.64 to Chawton from Winchester.*

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

*The value of tourism measurement: £300m 2011 - £358m end 2015; overseas visitors up 9.2%; Staying visitors spend up by 6.3% compared to 2014. Daytrips down 3.6% but overall spend has increased - £279.6m up by 2.0% compared to 2014.*

*New market work: Zany Zebras 'Zalfred' statue (encourage South Hampshire daytrips + mini trail in Winchester with BID); Unsuccessful Discover England Fund bid submitted with HCC/HCT – legacy project with Bath active; Go China! Campaign with TIC/ Dali province visit and Chinese website launch end November 2016*

*Cultural and rural tourism: SDNP/TSE Great British Pubs; SDNP/Hampshire Fare/WCC Food & Drink; Winchester >Chawton< Petersfield bus links improvements/Bikeabout/cycling showcase in TIC; Great Places HLF scheme exploration of Fieldfare being part of a £1.5m bid, Head of Tourism providing local intelligence, knowledge and access to businesses.*

*Shared footprint campaigns: Jane Austen 200 campaign with EHDC, HCC and Bath; TIC staff training on gateway to the South Downs;*

*Food & Drink: PR campaign around local developments including gin, champagne etc. Information supplied to Sunday Times and mentioned in article awarding Best Places to Live in the UK article submitted.*

**Economy and Estates Portfolio Plan 2016/17**

- Begin comprehensive improvements to and expansion of our Christmas offering, in partnership with the Winchester Business Improvement District and Chamber of Commerce.

*Improvements to infrastructure and welcome at Christmas, using new signage in the Broadway area and improving 'customer journey'. High footfall dates pinpointed. Head of Parking (and HCC/Stagecoach) is devising a series of special measures to maximise parking capacity.*

- Review Winchester's Christmas offering as part of the year-round calendar of cultural events, in partnership with the Winchester Business Improvement District (BID) and the Chamber of Commerce

*Visit Winchester destination management plan to reflect local businesses' call to 'spread out' the footfall beyond Christmas in shoulder season and in rural partners.*

**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;

*An updated Asset Management Plan will be presented to Cabinet for consideration in December.*

- 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 granted for a new Doctors Surgery for the St Clements practice on the Upper Brook Street Car Park site. Once tenancy agreements have been agreed the detailed design and construction phases will begin.*

*Negotiations regarding the purchase of the St Clements surgery are at an advance stage.*

*Discussions are underway regarding the possible purchase of the Friarsgate Surgery.*

*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. A planning application for the proposed Enterprise Centre is currently being finalised.*

- Carfax and Station Approach;

*Cabinet will consider the commissioning process for an architect in October.*

**Economy and Estates Portfolio Plan 2016/17**

- And any other sites as they arise in liaison with Lead Portfolio Holders;

*The part demolition of the Friarsgate Multi-Storey Car Park to form a surface ground and upper ground level car park will begin on 17 October.*

- Continue to improve the performance of the Guildhall;

*A programme of entertainment is being developed for the Guildhall to increase public use of the building. This includes well known comic performers, beer festivals as well as known local bands, jazz, etc.*

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

- Embed and start to use newly procured grants management software to expedite processing and payment of grants, and maintain a central record of support provided.

*Software installed and grants paperwork migrated over by early summer 2016, and trialled on cultural grants and small community grants. Although it has taken officer time to set up, it has been helpful in triggering a review of grants processes to ensure these are efficient. The system was jointly procured with Test Valley Borough Council, which has led to some helpful shared thinking. It will enable staff to spend more time on development and support of local voluntary organisations and less time on office-based administration. User feedback has so far been uniformly positive.*

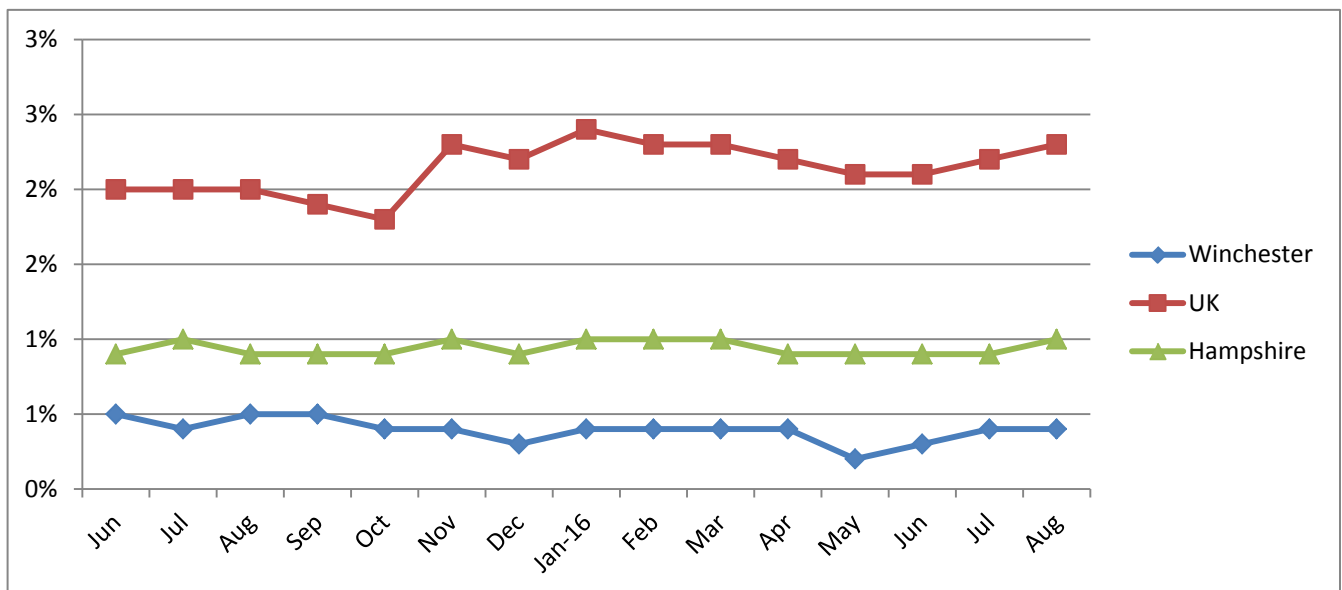
**Economy and Estates Portfolio Plan 2016/17**

SOVA - Employment Mentoring - data (figures to September 2016)

Total Referrals (Feb 2015 – September 2016)	84
Total matched/engaged with a Volunteer Mentor ( Feb 2015 – September 2016)	50
Total number of volunteers recruited since start of the project	24
Total number of registered volunteers currently in the pool (Feb- 2015 - September 2016)	24
Total number of hours direct support time provided by volunteers (Feb 2015 – September 2016)	462 hours

Number of gained part/full time employment at project completion: 10  
 Number of people starting training or education: 4  
 Number of people taking up volunteering opportunities: 3  
 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).

Seasonally 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 wider work on Supporting Families and Welfare Reform.

**Environment, Health and Wellbeing Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 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;

*A number of priority actions for the period ending 31 March 2018 were proposed at the July meeting of the board and circulated for further partner input. The final summary action plan and detailed evidence base can be found on the WCC website:-*

<http://www.winchester.gov.uk/community/health-wellbeing/health-and-wellbeing-partnership-board/>

*The team has been providing coordination and support for the Council's highly successful corporate 'Feet First' campaign.*

*Joint working with the West Hampshire Clinical Commissioning Group continues to develop. A business case is being developed to pilot a 'Social Prescribing' initiative in the CCG's Mid Hampshire area which covers the Winchester District and Andover.*

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

*Delivery of the programme continues to progress well. The Winchester programme has been given a target to identify and engage with 69 families in 2016/17.*

*The latest performance scorecard for the programme can be found on the following web link:-*

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

*In May 2016 HCC carried out a random audit of 100 family plans. Winchester was highlighted as being one of the best Local Coordination Groups (LCGs) in terms of the consistency and quality of family plans and very good evidence of progression and challenge.*

*There has been a noticeable increase in the complexity of families being nominated to the programme and being 'stepped down' from a Children's Services statutory intervention. This is in line with the countywide trend.*

**Environment, Health and Wellbeing Portfolio Plan 2016/17**

*It is proving much harder to submit successful reward claims under the payment by results regime in Phase 2. This is due to the much higher, and rigid, reward thresholds set by DCLG and the increase in the number of criteria. Discussions are underway at a national level to agree a way forward which will hopefully include a much greater emphasis on distance travelled tools.*

*Agreement has recently been reached with a local GP practice to pilot a one page 'Health' nomination form. The aim is to increase the number of nominations from health partners particularly GPs.*

*The results of the second round of local grant funding were confirmed in April following the success of the first round in 2015. Applications were invited from local organisations for innovative projects to address service gaps and priority areas for the benefit of families on the programme*

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

*Delivery Plan is now published, available to members, parish councillors and the public via WCC website.*

*WCC tenant closure order successfully granted for Class A, drug dealing and the associated Anti-Social Behaviour (July 2016).*

*Put in place a Section 35 dispersal notice<sup>1</sup> which was approved for the Hyde Gate area in September 2016.*

*A six month Review Report is due to be presented to Overview and Scrutiny Committee at their meeting on 12 December.*

*The Community Safety Partnership responded to public consultation about the proposed priorities within the Police and Crime Plan from the elected Police and Crime Commissioner Michael Lane.*

- Deliver the 2012 Legacy Strategy through Council actions in the Sports and Physical Activity Alliance Action Plan for 2016/17;

*Work is progressing well mid year with high event and initiative participation figures for the Winchester Criterium and Cyclefest, Para Personal Bests, Davis Cup Trophy Tennis Festival, Park Run and Journey to Rio. Firm plans are in place to deliver remaining actions in 2016/17 with high outputs expected for the Club Engagement Evening, Sports Awards, Golden Mile and Junior Park Run.*

- Meet the Council's obligations under the Prevent duty for local authorities;

*The Head of Community Safety & neighbourhood Services is the nominated Prevent lead within WCC.*

*Secured **£10k** from the Home Office for the Delivery of the Prevent Agenda.*

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<sup>1</sup> A Section 35 notice – provides the power to remove a person from a specific location for up to 48hrs when authorised by a police inspector or above. A dispersal notice can be applied for those committing (or likely to commit) harassment, alarm, distress, crime or disorder in a public place e.g. alcohol/drug related ASB, lighting fires, illegal raves etc.

**Environment, Health and Wellbeing Portfolio Plan 2016/17**

*Prevent has been incorporated within corporate policy e.g. safeguarding, induction process.*

*Completed the Hampshire & Isle of Wight Prevent Board, Self Assessment. WCCs traffic light scores showed achievements of **24** green, **5** Amber and **0** Red.*

- Co-ordinate and oversee the delivery of a District wide 'Walking' campaign for 2016/17

*The Feet First corporate walking campaign was launched in March this year and has already delivered a number of successful projects and events including provision of a footpath link at Gordon Avenue, Highcliffe, with another improvement scheme being planned at Whiteley Town Centre/Solent Business Park. A recreational walk with the Ramblers' Association in Winchester took place in September (Twin Peaks walk), a walking game was commissioned as part of Hat Fair (Casual Games for City walkers) and the Council worked with Living Streets to support Park and Stride week in the city (26-30 September). Work is continuing on street audits to produce walking maps for Winchester as well as a hub providing a wide range of walking information for the whole District which will form part of the Council's website.*

- Co-ordinate delivery of the North Walls Park and Park Avenue flood alleviation scheme.

*The Flood Alleviation Scheme is expected to be completed by the end of the year.*

**High Quality Environment Priority Outcome**

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

- Produce a new Air Quality Action Plan for 2016 to 2010, in order to improve air quality in Winchester City Centre;

*Four working group meetings have taken place over the summer to consider stakeholder views about the issues and options associated with different aspects of air quality (traffic, health etc). Consultants are currently being appointed to draft the plan, for pre-consultation consideration by Cabinet in December 2016. A 'One Team' secondment has also been created to support the administration and co-ordination of this next stage, including the public consultation process. The intention is to complete the plan by the end of February 2017, in line with commitments made to the Local Plan Inspector.*

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

*The Contract Management Team continues to monitor performance levels closely and at a recent EHDC and WCC Joint Environmental Services Committee (JESC) meeting it was noted that performance of the waste contractor had again deteriorated and that there were failures against the Strategic Performance Framework (SPF).*

**Environment, Health and Wellbeing Portfolio Plan 2016/17**

*The waste contractor has been requested to provide the JESC with a corrective and preventative procedure as part of an Improvement Plan, and a review of customer comments procedures.*

*A residents survey has been delivered to a total 7,000 randomly selected households equally split between East Hampshire and Winchester seeking views on satisfaction with the service. The closing date for receipt of questionnaires is 28 October 2016. The results of the survey will be presented to a future meeting of the JESC once they have been analysed.*

- 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. . However progress has been delayed due to the level of staff resource available within the team and competing work priorities. The scope to increase resources in the Landscape & Open Spaces Team is being considered and, in the mean time, further data collection and analysis is currently being undertaken by a temporary member of the Team.*

- Review the management and use of Council owned open spaces;

*A review of the management and use of Council 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. This is preceding in line with anticipated delivery timescales with 20% of the review undertaken.*

- Identify areas to encourage wildflowers and manage these areas accordingly

*Three trial areas have been identified, two have been sown with a wildflower mixture and one has received a change in management to benefit wildflowers. These will be monitored over the next year and lessons learnt will be applied to further sites where appropriate.*

- Equestrian SPD (see Built Environment Portfolio Plan 16/17);

*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;

*A mid year snapshot of activity showed that the Neighbourhood Service Officer (NSO) with responsibility for Enforcement is currently dealing with 10 fly tip investigations. Of those; 5 cases are pending initial action e.g. invite to attend an interview under caution or the case is awaiting discussion at the Council's internal enforcement panel.*

*In addition there are a further 5 cases which are pending prosecution.*

*The NSO Enforcement Officer is now a member of a Hampshire & Isle of Wight group whose primary aim it is to develop a countywide strategy around fly tip enforcement.*



**Environment, Health and Wellbeing Portfolio Plan 2016/17**

*The Council has also successfully prosecuted two fly tippers so far in 2016 and both received significant fines and costs awarded against them with a combined total of £5600.*

**Objective:** Working towards a low carbon District.

- Promote and co-ordinate the delivery of the Twelve Actions for a Lower Carbon Council approved in November;

*This work is ongoing, and integrated into wider project discussions – eg in relation to the asset management plan and the new leisure centre project. Heads of Team have been briefed on the Twelve Actions and asked to carry these forward in their areas. Organisational Development has introduced eco-driving courses for staff, by way of one example. With the support of WinACC, the Council has also secured 'HNDU' funding from Government to explore the viability of a heat network at Bar End. Officers are also exploring the potential for solar PVs on part of the depot site, and will seek to incorporate them on the new build at the planned Creative Enterprise Centre. The Council continues to encourage others to reduce their carbon footprint, and launched a new 'Green Advantage' accreditation scheme for businesses in September 2016, with the support of the University of Winchester.*

**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 and the Corporate campaign this year is Feet First which is aimed at promoting walking for leisure purposes and as a means of travelling from A to B or as part of a longer journey (see above for implementation details).*
- Continue to work with all stakeholders to encourage the provision of appropriate public and community transport;

*New park and ride contract in Winchester commenced in April this year with greener Euro 6 buses and more frequent services improving capacity especially at peak times. The Pitt Manor P&R car park is now operational.*

**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;

*See update on improved business support provided under Portfolio for Economy & Estates above. This is a shared initiative across the portfolios.*

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

**Environment, Health and Wellbeing Portfolio Plan 2016/17**

*Not yet begun.*

**Effective and Efficient Priority Outcome**

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

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

*A team restructuring previously reported to Members was completed by the end of May 2016, with a new Head of Team in post and the incorporation of drainage engineering officers. The team is now known as the Special Maintenance Team, and has engaged on a path of modernisation and profile-raising. The Head of Team is also considering the commercial potential of the team, which continues to be in demand for the versatility, efficiency and the quality of its services. It is now proposed that the pest control team merge with Special Maintenance with to further enhance resilience: this is currently being co-ordinated. The Special Maintenance Team won a staff recognition award in September 2016. New accommodation for the merged team will be provided as part of the 'Goods Shed' creative enterprise centre development at Barfield Close.*

**Housing Services Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Housing Services Portfolio Plan.

**Half Year Summary**

*Since drafting the Portfolio Plan, significant legislative changes have been announced that will have a major impact on the Council's Housing Services. The Housing and Planning Bill has implications on future development of affordable housing, on the retention of the Council's own stock, its ability to fund new build and ultimately to address housing need.*

*Whilst announcements of detailed regulations are still awaited, Housing teams have been reviewing strategies and plans and appraising options to ensure it can continue to meet its obligations to address housing need in the district. Options include establishing a special vehicle and/or a Housing Company to fund and deliver market and affordable housing outside the limitations of the Housing Revenue Account. The Council's Housing Strategy, Housing Asset Management Strategy and Development Strategy all need to be updated to reflect the emerging challenges.*

*A series of member briefings has been organised to update members on the challenges and to give the opportunity for all members to contribute to the debate on future options ahead of Cabinet (Housing) Committee approving housing strategies in the coming months.*

*Alongside this work, operational delivery of Housing Services in line with the Portfolio Plan is set out below. Performance in relation to voids, arrears and repairs is in line with targets set and is summarised in the charts below.*

**Active Communities Priority Outcome**

**Objective:** Provision of housing to meet community needs.

- Increase the supply of Affordable Housing Across the District -

*Since the start of the New Homes programme in 2012, 57 new homes have been completed (and let). In addition, works to deliver 92 units are on-site. A further 14 are awaiting tender approval and a site for 13 units has outline planning consent. Proposals for 74 homes will be submitted to Planning during 2016/17.*

*Additionally a further 146 new affordable homes will be completed by Registered Providers during 2016/17*

- To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill –

*14 households have downsized through the Wise Move incentive scheme, of which 4 were affected by the Social Sector Size Criteria (SSSC). Approximately 202 Council tenants are affected by the SSSC and 6 by the Benefit Cap. Of these approximately 34 are claiming Discretionary Housing Payment. Also 6 Council tenants are currently claiming Universal Credit.*

**Housing Services Portfolio Plan 2016/17**

*The numbers of tenants affected by the Benefit Cap is expected to increase to approximately 32 in November 2016 when the applicable amount reduces to £20,000.*

- To develop an HRA Asset Management Strategy to support the above programme;

*A draft Strategy will be considered by Cabinet (Housing) Committee in November 2016. Long term repairs priorities and investment have already been approved. The new strategy will set out plans for making best use of existing housing stock, meet the obligations of the Housing and Planning Bill (particularly in relation to the “High Value Voids” levy) whilst ensuring the Council continues to achieve a net increase in its property numbers (i.e. it builds more than it disposes of).*

- Deliver an enhanced maintenance programme for Council housing stock; -

*60 bathroom upgrades have been completed; of which 35 have either been full wet rooms or improved over-bath showering arrangements for those who are less able .187 kitchens have been renewed or refurbished.*

*125 PVCu doors and screens have been fitted at various properties through the district.*

*160 dwellings have also become empty and been returned to a lettable condition.*

*130 households have benefitted from the Discretionary Works Scheme which continues to provide a small element of tenant – preferred improvements.*

*200 households have benefitted from various aids and adaptations (from grab-rails to walk-in showers and stair-lifts) to help them stay healthy and safe in their homes, and for longer.*

*The external envelope programme (primarily repairs and renewals to roofs and chimneys) has started on Stanmore. This is the first major roofing programme (approximately £2m) the Council has undertaken in nearly 30 years.*

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

*In the last 6 months, the Council has:*

*Introduced an electronic Prevention Toolkit to ensure all staff are fully informed and trained on how to deliver robust early intervention and homeless prevention work, ensuring a consistent approach is adopted across the service.*

*Commissioned an outreach worker to engage and work with entrenched rough sleepers reducing local rough sleeping and offering reconnection options for those without a local connection to Winchester.*

*Purchased a family house through a sub regional DCLG grant to provide move-on provision from the local Women’s refuge.*

**Housing Services Portfolio Plan 2016/17**

*Completed the Private Rented Sector Renewal and Empty Homes Strategies to address housing need and improve housing standards within the private sector.*

*Introduced an Empty Homes Register to encourage property owners to fully utilise their home to address local housing need, including promoting the Council's 'City Lets' private renting scheme.*

*Commissioned 'You Matter' to deliver a tenancy ready training course to young mums accommodated within in Council temporary accommodation to offer sustainable move on options and reduce repeat homelessness.*

*Commissioned Community First: Winchester to develop preventions and move-on panel for those in supported housing to reduce evictions and ensure throughput from the direct access stage one projects.*

*Updated the Directory of Services and accompanying Housing Options leaflet to act as a self-help tool to prevent homelessness.*

*Delivered the Governments Syrian Refugee Resettlement Programme in partnership with HCC, currently accommodating (3 families to date within the private rented sector).*

*Re-launched and promoted the charitable giving scheme 'Spare Change for Real Change', to educate the general public in respect of rough sleeping and street activity, including promotional information enforcing the message that it is better to support the giving scheme than the individual as a route out of homelessness.*

*Submitted 8 out of the 10 Local Challenge applications to achieve the government's Gold Standard status. The applications and work which has contributed to these applications has focused the service on continuous improvement for the front line service and our customers. The programme as a whole has enabled us to deliver an improved early intervention and prevention housing options service.*

*NB: The commissioning of services mentioned above is funded through the DCLG Homelessness grant and monitored via individual SLA's.*

**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. –

*Estate Improvements have been completed at Fraser Road Kingsworthy, Taplings Close Weeke, Elizabeth Close, Wickham and James Howell Court Denmead. These 4 schemes which predominantly focus on providing parking enhancements cost in the region of £140k. A number of other parking schemes are currently in progress totally sum, together with a larger scale regeneration project in Trussell Crescent Weeke which is anticipated to cost in the region of £150k.*

**Housing Services Portfolio Plan 2016/17**

*As well as these larger scale Estate Improvements a number of smaller scale projects have been delivered across the district, including improved communal garden areas, bicycle storage and door entry systems in excess of £38k which have made a positive difference for local residents.*

- Complete a strategic review of options to address tenants concerns regarding parking on city estates.

*A number of estate schemes are included in the current Traffic Regulation Order programme. A review of “reserve” schemes will be undertaken later in the year to inform the 2017/18 investment plans.*

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

*Over 120 new and/or upgraded energy efficient heating systems and 15 insulation upgrades have been completed.*

*Plans are currently being worked up to offer a further 70 households living in protected properties (i.e. properties in conservation areas/listed buildings) the option of having secondary double-glazing installed.*

*The Council is also investigating the feasibility of changing all residential communal lighting to LED.*

**Efficient and Effective Council Priority Outcome**

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

- Implement a Digital Transformation Programme for Housing Services

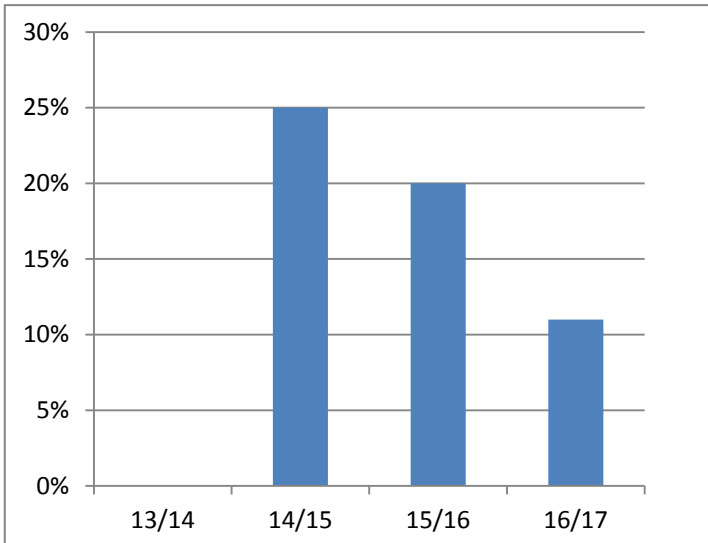
*A programme to reduce the reliance on printed correspondence and postal services and to encourage customers to make more use of digital channels is progressing well and has already realised cash savings in excess of £10k this year. Printed quarterly rent statements and the bi-annual publication, Tenant Voice and no longer posted to all tenants but are available on line or by post on request.*

*A new “Self Service Portal” has now been launched and over 900 tenants now use this for rent enquiries, reporting repairs and updating personal details and general requests for service. Over 17,000 enquiries have been made through the system resulting in a corresponding reduction in Call Centre demand.*

*Plans to increase tenant engagement via digital channels are being consulted on and will aim to more than double cash savings in the next financial year. This will require some initial investment and provision will be included in the 2017/18 HRA Business Plan and capital programme.*

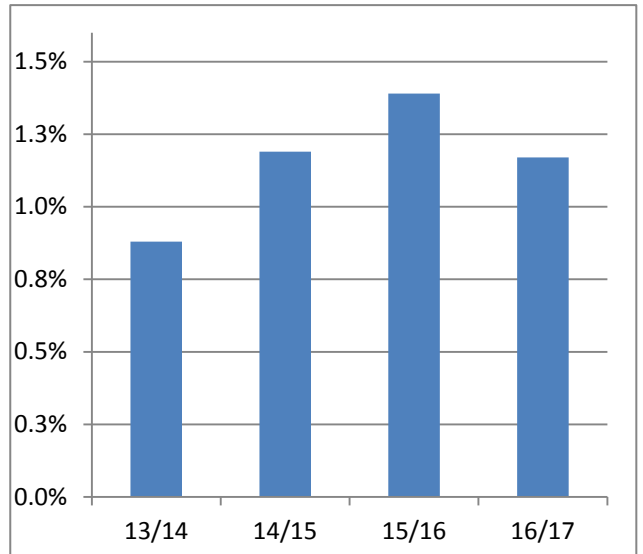
**Housing Services Portfolio Plan 2016/17**

Percentage of homes not meeting the decent homes standard



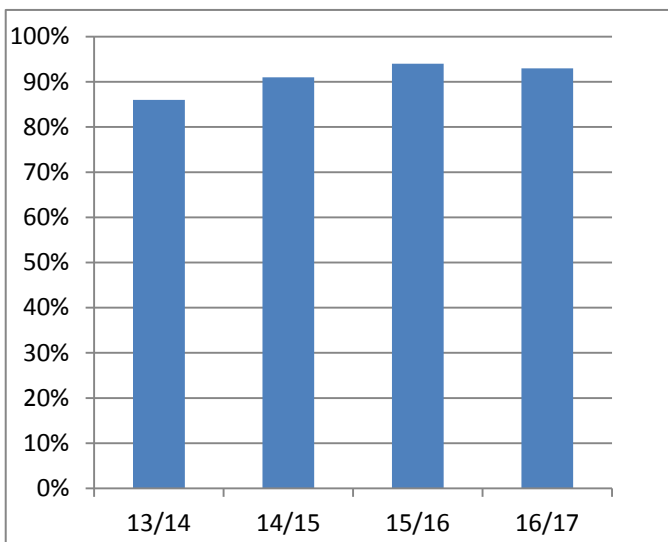
**Comment:** All non-decent homes relate to roofing works and the contracts issued and now on site are helping to significantly reduce the number of non-decent homes with the percentage almost halved by 30 September 2016.

Current tenant rent arrears as a % of rent due



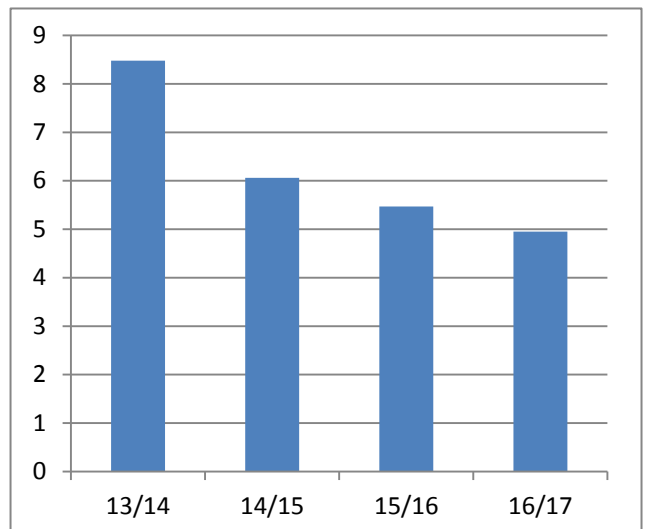
**Comment:** Arrears performance has improved since the start of the year to 1.17% at the end of August 2016.

Percentage of responsive repair jobs completed within target



**Comment:** Positive performance with the percentage consistently above 90% and well within the top 25% of social landlords.

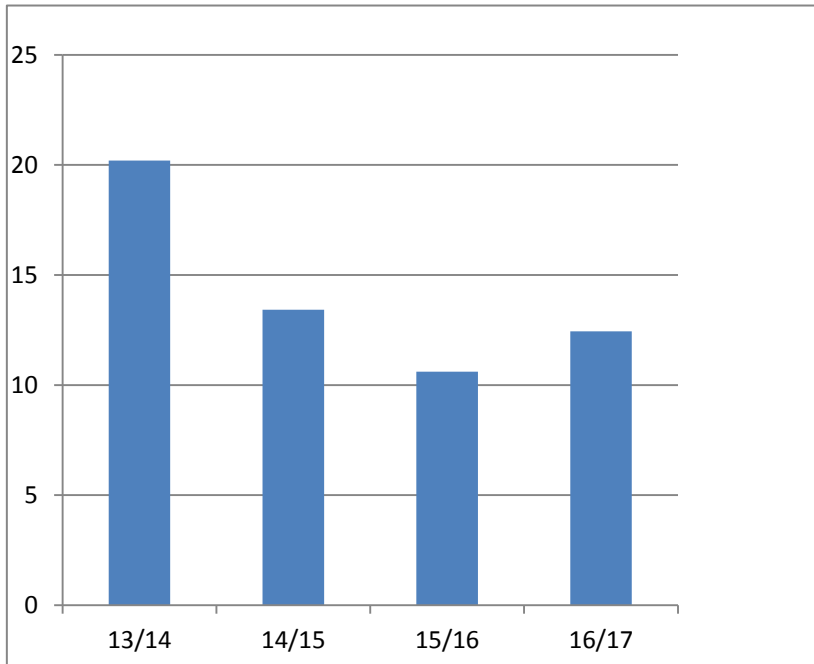
Average number of days to complete responsive repair jobs



**Comment:** A further improvement on performance on the last two years (less than 5 days compared to a target of 8 days) coupled with an increase in percentage of jobs completed first time.

**Housing Services Portfolio Plan 2016/17**

Average number of days to re-let properties



**Comment:** 2016/17 figures have increased slightly due to short term contractor issues which have now been tackled but is still well within the target and expected to drop later in the year. Actual performance is 12.4 days compared to a target of 13 days



**Transport and Professional Services Portfolio Plan 2016/17****Mid Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Service Delivery Portfolio Plan.

**High Quality Environment Priority Outcome**

**Objective:** Effective traffic management and support for transport provision

- Examine the feasibility of a new coach park at St Catherine's Park and Ride  
*A site which would be suitable to accommodate about 16 coaches has been considered and officers are discussing with Hampshire County Council as to whether they are prepared to lease the land to the Council for this purpose. Preliminary studies have also been completed and indicate that there should be no constraints which would make the land unsuitable from a planning perspective. However initial costings suggest that the original estimate of £200k would not be sufficient to deliver the project and costs are likely to be much higher. As a result officers are currently reviewing the project in terms of land availability and funding.*

**Prosperous Economy Priority Outcome**

**Objective:** Supporting the local economy

- Carry out a mid-term refresh of the Parking Strategy to ensure full alignment between this and the Council's Economic Strategy, which is also being refreshed  
*This work is well underway with a survey of car parks undertaken in May this year and public consultation carried during July and August. The results are now being considered and the refresh of the Strategy will be considered by Cabinet in December.*
- Review charges applied to Resident's Parking scheme to reflect cost recovery  
*Work on calculating the cost of the scheme and setting fees aimed at cost recovery are well advanced and recommendations relating to changing permit charges with the aim of making the scheme cost neutral to the Council will be considered by Cabinet in December.*

**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;  
*Following recent discussions with the Leader, Portfolio Holder and Corporate Management Team, it has been agreed that the ongoing work on revising the People Strategy is postponed until a new Chief Executive is in post to ensure that the Strategy accurately reflects corporate priorities*
- Prepare and implement a workforce plan;  
*Following recent discussions with the Leader, Portfolio Holder and Corporate Management Team, it has been agreed that the ongoing work on revising the Workforce Plan is postponed until a new Chief Executive is in post and to*

**Transport and Professional Services Portfolio Plan 2016/17**

*reflect further work to update the corporate strategy to ensure that the Workforce Plan is fully aligned to corporate priorities.*

*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 has recently introduced Degree Level Apprenticeships. It has also strengthened the 'Life Skills' programme which all Apprentices participate in. Apprentices have undertaken a variety of successful community challenges including promoting the benefits of Apprenticeships to schools, colleges and businesses within the District.*

*The Hampshire Apprenticeship Partnership has successfully completed its first year and has been expanded to incorporate Test Valley, Rushmoor and Hart Councils. The success of the Apprenticeship Programme has resulted in the Council being awarded the Silver Standard of the Industrial Cadet Framework.*

- Preparation of a Pay Policy;

*Following recent discussions with The Leader's Board and Corporate Management Team, detailed work is being undertaken in relation to the following priority areas:*

- *The Employment Market*
- *The Council's Pay Structure*
- *Job Evaluation*
- *Job Families*

*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.*

- Develop and adopt efficient styles of working in preparation of the new City Offices

*A report setting out proposals will be submitted to Cabinet for consideration at their November Meeting.*

- Ensure that the Customer Service Centre continues to work to Customer Service Excellence Standard and achieve reaccreditation in 2016;

*The Council has successfully achieved reaccreditation against the Customer Service Excellence Standard and was also awarded three additional "compliance plus" factors in recognition of the following factors:*

**Transport and Professional Services Portfolio Plan 2016/17**

*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.*

- 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.*

*The Council continues to transform its service delivery and it needs to embrace the new digital technology to simplify the business processes, improve efficiencies and manage the complexities of running all of the Council services. There is constant pressure for continued improvement within a climate of reducing budgets. The continued transformation to digitally enabled local services provides major benefits for the community as well as Council employees.*

- Ensure the potential to share WCC functions with other local authorities, beyond those which are already part of an agreement.

*Opportunities will be explored as part of the delivery of the Council's Efficiency Plan.*

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

- Explore other options for energy efficient lighting systems within our 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. Other improvements on the ground and first floors of the car park were also completed in September this year.*

*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. Initial work has now been completed and the upgrade should fall within budget and is therefore about to move to the procurement stage with a view to implementation either later this financial year or early in 2017/18.*

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

**Transport and Professional Services Portfolio Plan 2016/17**

*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.*

- IT Shared Services

*The IT shared service continues to make significant cumulative savings to both revenue and capital budgets as a result of utilising resources between partners, reducing staffing levels by deleting vacant posts, sharing platforms and consolidating infrastructure to reduce operational support effort, licensing and maintenance costs. Asset refresh funding has also reduced by 35% at each authority.*

*As a result of new technologies, both datacentres have the ability to deliver live services and be resilient to each other. This has enhanced service provision with better performance, availability and resilience at no additional cost or hardware on top of what is already in place. It means that in the event of a catastrophic failure for example, each data centre can be online to provide services to both councils. Recorded IT incidents logged with the IT service desk have significantly reduced by 65% over the course of the shared service.*

*Efficiencies and savings continue to be sought and reported through the IT Shared Service Board.*

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

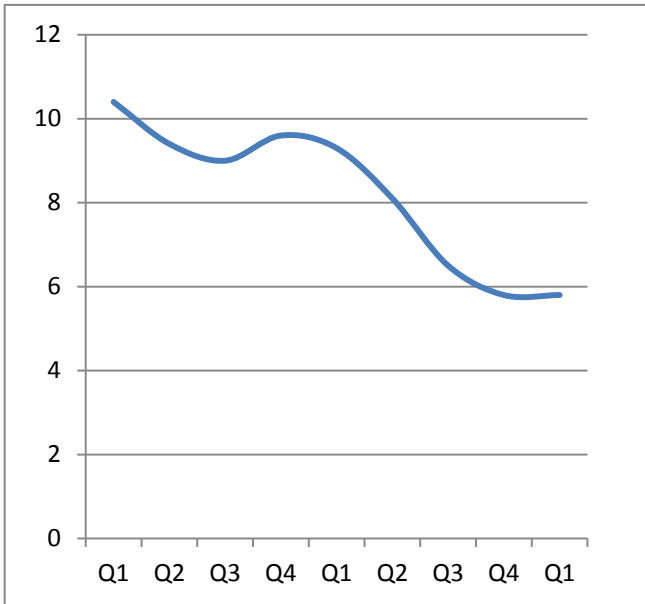
- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review;

*Following the outcome of the Boundary Commission's review, the Council has established a sub-group of the Audit Committee to complete a review of governance. This group is also working closely with the ISG of scrutiny to ensure a joined up approach to the overall governance of the Council. The Council is also establishing a review of the internal ways of working across the Council to streamline processes and to support the delivery of the Community Strategy.*

*A number of Community Governance Reviews have been requested by parish councils, which will take account of the new electoral wards created under the 2015 Local Government Boundary Review of Winchester District.*

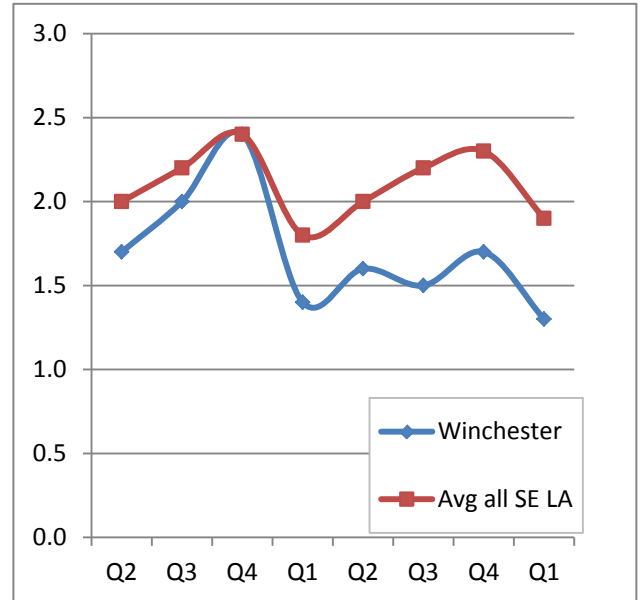
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Average Sickness - No. of days per member of staff - Quarterly



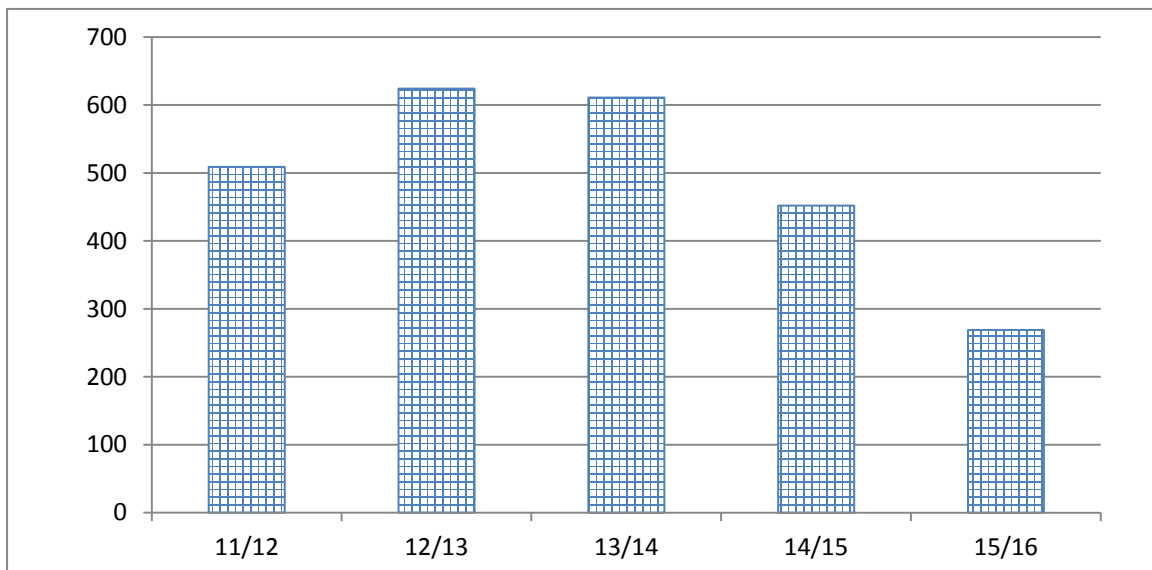
**Comment:** The average number of days sickness taken by staff at the Council remains low at 5.8 days. More detailed information is given in the quarterly performance report to Personnel Committee (report PER290 refers).

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 quarter.

No. complaints annually 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. More detailed information on the types of complaints received by the Council was presented to this Committee on 12 September 2016 (report OS152 refers). The report also includes the numbers and details of complaints referred to the Local Government Ombudsman, which are not included in the chart above.

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