

REPORT TITLE: PERFORMANCE MONITORING UPDATE - PORTFOLIO PLANS
2016/17 OUTTURN

19 JUNE 2017

REPORT OF PORTFOLIO HOLDER: CLLR HERRILL - THE LEADER AND
PORTFOLIO HOLDER FOR HOUSING

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WARD(S): ALL

PURPOSE

This report presents an update on the progress made against the projects and programmes that contributed to achieving the four outcomes of the Winchester District Community Strategy 2014-2017 and were included in relevant Portfolio Plans for 2016/17.

Each Portfolio Plan set out for each Portfolio Holder the relevant key projects they are held accountable for to achieve the outcomes that were included in the Community Strategy.

Attached as appendices to the report are updates on the progress achieved at 31 March 2017 against the projects that were included in each of the Portfolio Plans.

RECOMMENDATIONS:

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 there are any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:

1. COUNCIL STRATEGY OUTCOME

- 1.1 This report forms part of a framework of performance and financial monitoring in place to check the progress being made against the projects and actions included in the Portfolio Plans, which are the delivery programmes for the Community Strategy, and identified performance indicators which track progress in the four outcome areas.

2. FINANCIAL IMPLICATIONS

- 2.1 None directly arising from this report, however almost all of the projects included in the Portfolio Plans have financial implications, some significant, and these are agreed and reported separately before the commencement of the project.

3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None directly in this report, though individual projects within the Portfolio Plans are subject to review by Legal Services where required.

4. WORKFORCE IMPLICATIONS

- 4.1 None directly, although naturally staff will be required to deliver each project. Where additional staff resources are required to deliver projects these are set out in the relevant project plan and discussed and approved before being undertaken.

5. PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly although asset management is one of the key drivers supporting the Efficient and Effective outcome that was included in the Community Strategy 2014-17.

6. CONSULTATION AND COMMUNICATION

- 6.1 Cabinet members, Corporate Management Team and Heads of Team have been consulted on the contents of the report.

7. ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 None required arising from the content of the report, although some of the projects included in the Portfolio Plans will have required and Equality Impact Assessment to have been undertaken.

9. RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support – Lack of consultation on for example major projects, affects residents and can cause objections or delay</i>	Regular consultation and engagement with stakeholders and residents regarding major projects.	Positive engagement and consultation can bring forward alternative options that might not have otherwise been considered.
<i>Timescales – Delays to project delivery can lead to increased cost and lost revenue</i>	Regular project monitoring undertaken to quickly identify and resolve slippage.	
<i>Project Capacity – availability of staff to deliver projects</i>	Resources to deliver projects are including at the project planning stage and agreed by the project board.	Opportunities present themselves for staff to get involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
<i>Financial / VFM - none</i>		
<i>Legal - none</i>		
<i>Innovation</i>	A number of the projects included in the Portfolio Plans aim to deliver services in an alternative or innovative way	
<i>Reputation – ensuring the Council delivers the projects as set out in the Portfolio Plans</i>	Regular monitoring and reporting of the progress the Council is achieving against the projects and programmes included in Portfolio Plans, including this report	
<i>Government Changes - none</i>		

10. SUPPORTING INFORMATION:

- 10.1 This report provides an update on the progress achieved as at 31 March 2017 against the projects and programmes that contributed to delivering the four

priority outcomes included in the Winchester District Community Strategy 2014-17.

- 10.2 The [2016/17 Portfolio Plans](#) that were approved by Council on 6 January 2016 form the delivery plans for the Community Strategy and set out the responsibilities for each member of Cabinet and identify projects and programmes under each of the four priority outcomes.
- 10.3 These portfolio plans reflect the portfolio holder responsibilities that were in place during 2016/17 before they were amended by Cabinet at its meeting on 18 January 2017.
- 10.4 The 2016/17 financial year was the final year for delivery of the four outcomes included in the Community Strategy 2014 – 2017 before it was refreshed at the end of 2016 and replaced by the Council Strategy 2017-20 which was approved by Council at its meeting on 23 February 2017.
- 10.5 The four priority outcomes that were included in the Strategy were:
 - Active Communities
 - Efficient and Effective Council
 - High Quality Environment
 - Prosperous Economy
- 10.6 During 2016/17, the Council has made good progress against the projects and programmes included in the Portfolio Plans, including the following highlights:
 - Appointment of architects to work with the Council in designing the new leisure centre to be built at Bar End,
 - Successful engagement process held to inform the Central Winchester Regeneration SPD,
 - Approval of significant improvements and repairs to City Offices which are underway,
 - New Homes programme has over 100 properties under construction and another hundred subject to planning
 - Building work at Chesil Lodge progressing well
 - Significant reduction in the number of empty council homes (326 recorded in April 2016, 200 now occupied),
 - The Council's Local Plan (Part 2) was found to be sound by the Planning Inspector,
 - Completion of the mid-term refresh of the Parking Strategy in December 2016
 - Adoption by Cabinet of the Air Quality Action Plan covering the period 2016 to 2021.

10.7 Further performance and financial information relating to the Housing Revenue account is included in the HRA 2016/17 Outturn and Key Performance Indicators report elsewhere on this Committee's agenda (Report OS167 refers).

11. OTHER OPTIONS CONSIDERED AND REJECTED

11.1 None – the report provides an update on the progress achieved against the projects and programmes included in the 2016/17 Portfolio Plans as at the 31 March 2017.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[OS154](#) – Portfolio Plans 2016/17 Mid-Year Progress Report

Other 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

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**End of 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;

Mace was appointed as Project Management/ Cost Consultant in November 2016. Stride Treglown and LA Architects along with consulting engineers have also now been appointed and a full engagement process to run alongside the design work is currently being drawn up. 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 in the autumn before proceeding to the procurement stage.

- Station Approach Regeneration Scheme

An EU procurement process for the design team to progress the scheme is currently underway and expected to conclude by the end of August. An Advisory Panel is being established to input to the appointments and the design work which will then begin.

- Central Winchester Regeneration

The Informal Policy Group appointed JTP Architects and Masterplanners in December to carry out engagement and formulation of a Supplementary Planning Document in the form of a planning brief for the site. A very successful engagement process was then launched along with some detailed technical studies to inform the development of the SPD. It is hoped to have this in draft form by July 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 is continuing to be deployed across all Council departments following the initial phase of transition the Housing and Planning departments. The second phase (to enable efficiency and better ways of working across the Council enabling stronger collaboration) is continuing and is scheduled to be concluded by the end of 2017/early 2018.

The system has now been rolled out to and is in use by multiple teams and services areas – including Estates, Legal, Economy & Arts, Environmental Health, Strategic Planning, Community Safety - and the remaining areas are being rolled out in stages across the year, continuing with Communications, Electoral and Democratic Services, Licensing, and following on with Finance, Revenues and Benefits, Parking Services and the remaining service areas.

Leader – Finance and Corporate Policy Portfolio Plan 2016/17

The project is progressing well and resource limitations within the departments have been considered to ensure the best plan of action to achieve the implementation.

- Continue to achieve IT cost savings with Test Valley Borough Council;
The IT Shared Service continues to realise significant year on year savings for the Council enabling it to maintain low revenue costs as part of the shared service. New opportunities to further consolidate, rationalise and standardise are considered as they arise and discussed at 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, a revision to the 2016/17 Treasury Management Strategy was approved by Council on 11 January 2017. The 2017/18 Strategy was presented to Cabinet on 8 February 2017.
- Asset Management Plan
The updated Asset Management Plan was approved by Cabinet on 7 December 2016 (report [CAB2870](#) refers).
- Develop effective Project Resourcing Plans to support the delivery of the Council's Capital Programme
The Council has established 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;
Cabinet agreed to undertake significant repair and improvement works to City Offices which are currently underway.
- Universal Credit (UC);
Since 2015 job centres have been rolling out Universal Credit to single work seekers, from 2016 this has been extended to couples, lone parents and families. This means that job centres will now offer Universal Credit to working age claimants who would have previously claimed a range of benefits including income support, employment and support allowance and housing benefit. In Hampshire, Southampton went live in February 2017, Eastleigh are due to go live in July 2017 and Winchester in April 2018. Actual numbers in Winchester remain low with only around 15 claimants in our area.
The roll out programme is now based on where you live and this means that postcodes within the Winchester Borough will be affected throughout this year (those that border with Southampton and Eastleigh). In response to the

Leader – Finance and Corporate Policy Portfolio Plan 2016/17

rollout timetable the Benefits and Welfare Team are changing the focus of the work they do. Previously the team's primary role was to ensure the accurate and timely administration of Housing Benefit and Council Tax Support. Whilst this remains a key function, particularly to support all those who continue to require help to pay their Council Tax and pensioners, who will remain on Housing Benefit, officers will now also provide benefits advice, including claiming Universal Credit, money management, homelessness prevention and help getting into work. The team's aim is to provide 'wrap around' support to the most vulnerable within the borough and those most at risk during the transition to Universal Credit. The team continues to work closely with colleagues in the Housing Rents Team and Housing Options Team, together with the Department of Work and Pensions local Partnership Managers, ensuring that all residents affected are contacted in advance of full service roll out and offered support in budgeting and banking to mitigate the risk of indebtedness and homelessness.

A Members briefing will be held towards the end of the summer to provide a detailed update on the work being done to support residents in the period leading up to full roll out in Winchester in April 2018.

Built Environment Portfolio Plan 2016/17**End of 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 3325 homes (including a dementia care home and extra care schemes) have now been permitted. Of these, 1554 homes have full permission, 1771 have been consented in outline and 979 units have been built as of April 2017.*

Grainger Phase 1 was built by Bloor Homes and is now complete and Redrow Homes are building Phase 2. Phase 3 of the infrastructure has been completed and work is now underway on the houses permitted in January this year for phase 3A. . Work on the consented Private Rented Sector is nearing completion. Taylor Wimpey – Phases 1-4 have been built and Phase 5 housing scheme has commenced and is expected to be completed within 12 months. The Wellington Vale dementia care home development opened in 2016 and the adjacent extra care home was also finished last year. Both Grainger and Taylor Wimpey are marketing the employment land. The Council is in the process of adopting the open space land located in the Taylor Wimpey part of the site and it is envisaged that the road linking the Taylor Wimpey and Grainger land will be open in summer this year.

Barton Farm - *Cala Homes are on site and are constructing the houses permitted for Phase 1B. The first homes were occupied in March this year. 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. A new nature reserve is being created as part of the scheme. The Hampshire and Isle of Wight Wildlife Trust are managing this area on behalf of Cala Homes before its transfer to the City Council which should take place in 2019.*

Built Environment Portfolio Plan 2016/17

North Whiteley – After some delays for commercial and practical reasons the planning permission should be issued over the summer and works on site are expected to start towards the end of the year once the planning conditions have been discharged but the actual commencement date will be determined by the development consortium.

Central Winchester Regeneration – see earlier comments

Station Approach – see earlier comments.

Prosperous Economy Priority Outcome

Objective: Support the local economy.

- Facilitate and support the development and delivery of strategically important sites across the District;

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

- 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;

Officers from economic development and planning services continue to work closely together to provide practical and accessible advice for rural businesses. This has been enhanced by the wider Vanguard and Better Business for All initiatives, which have benefited all customers. [Bespoke](#) planning guidance for rural businesses is published on the corporate website.

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 in light of his comments Proposed Modifications were published for consultation between October and December 2016. In January 2017 the Council received the inspector's report which found the plan sound and it was subsequently adopted by the Council in April this year. This means that the Council now has an up-to-date development plan comprising Local Plan Parts 1 and 2 and the Denmead Neighbourhood Plan. .

- Develop draft Gypsy and Traveller Site Allocations DPD;

The programme for production of the DPD originally anticipated publication of a consultation draft document in November 2016. This was delayed as the LPP2 Inspector required a travellers pitch target to be included in LPP2, This was established in Policy DM4, with LPP2 being adopted in April 2017. An

Built Environment Portfolio Plan 2016/17

initial 'options' consultation was completed in May and it is anticipated that a draft development plan document will be published for consultation during the summer.

- 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. A CIL Spending Protocol setting out a mechanism for the allocation of funds to deliver infrastructure was considered and agreed by Cabinet in June 2016 and officers are now working on a rolling 3 year programme of schemes which form part of the normal budget setting process. Work on identifying suitable schemes for the current financial year and 2018/19 is underway and a report is due to be considered by Cabinet in July. This will recommend schemes for CIL funding in 17/18 and 18/19, as well as other projects, which are not yet ready to be delivered, but which could be funded in future years. In addition the Winchester Town Forum has agreed a protocol for allocating its CIL income (the neighbourhood portion for the city) whilst funds have also been transferred to the relevant parish councils where development has taken place. The parishes decide how to spend the neighbourhood portions in their areas.

- 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 design and delivery, including the permanent lifting of faculty requirements by the Diocese. Construction works will follow later this year subject to agreeing the measures and associated costs, and tying in with the corporate initiative to manage commercial waste more effectively across the City Centre.

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

The Historic Environment Team Leaders (job share) have been in post since May 2016. They have engaged with many stakeholders, including the Portfolio Holder for Built Environment, City of Winchester Trust and the Town Forum as well as assisting in Major Projects. A Member training event has been scheduled for September 2017 to further increase understanding of the role of the Historic Environment Team.

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

Built Environment Portfolio Plan 2016/17

The Council's own Scheduled monuments and memorials have been included in the Asset Management Plan. Close liaison continues between Estates and the Historic Environment Team on the long term management of these assets.

Efficient & Effective Council Priority Outcome

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

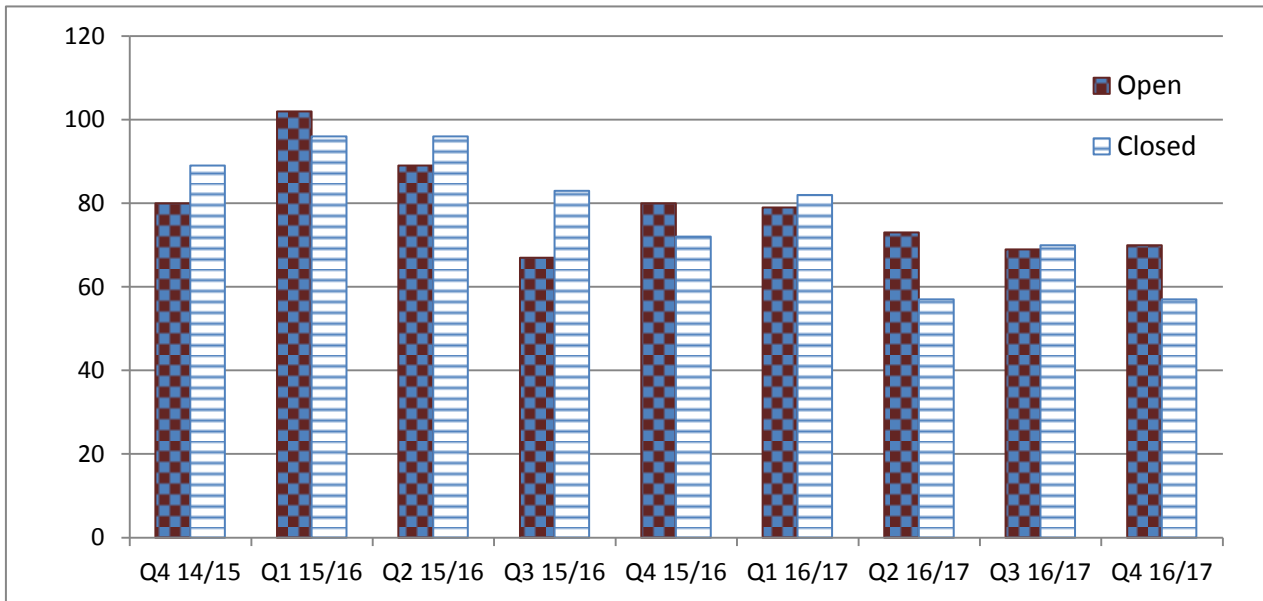
- Implement agreed strategy for dealing with older enforcement cases;

The Council introduced a new Local Enforcement Plan in March 2017 which sets out how we seek to resolve enforcement complaints including the prioritisation of cases. This is an important tool for managing workload and public expectation about the service the Council delivers. Significant work has been undertaken to reduce long standing enforcement cases. Staff resourcing within the team continues to be a constraint however with difficulties in successfully recruiting professionals with the right skills. . Notwithstanding this there has been significant progress made including a number of appeal decisions regarding enforcement case where the inspectors have found in the Council's favour. .
- Review relevant services for opportunities to work more efficiently, effectively and flexibly;

Vanguard work has helped to transform how the Council delivers its Development Management service which has been redesigned to better respond to customer demand. This has been achieved without significantly comprising performance. The new way of working is bedding in well although there is always a period of transition when migrating over to a different way of operating. The service was recently audited and achieved "substantial assurance" which is the highest rating possible. The same process has been successfully completed in the Landscape and Open Spaces team regarding the determination of applications/notifications relating to protected trees.

Built Environment Portfolio Plan 2016/17

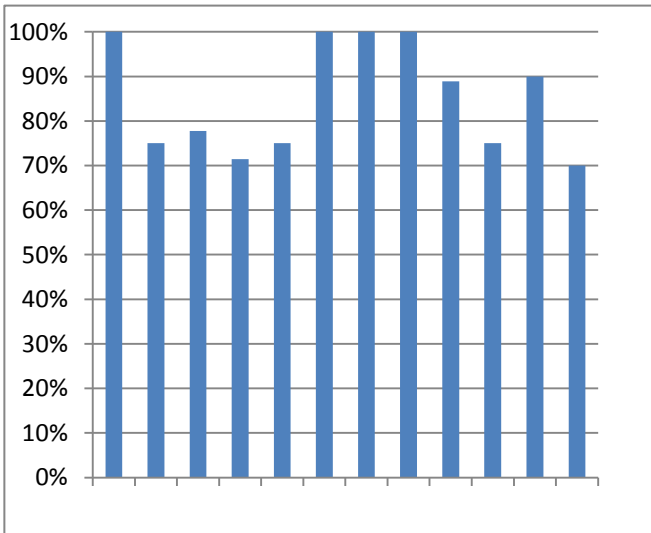
Number of new (opened) and closed enforcement cases



Comment:

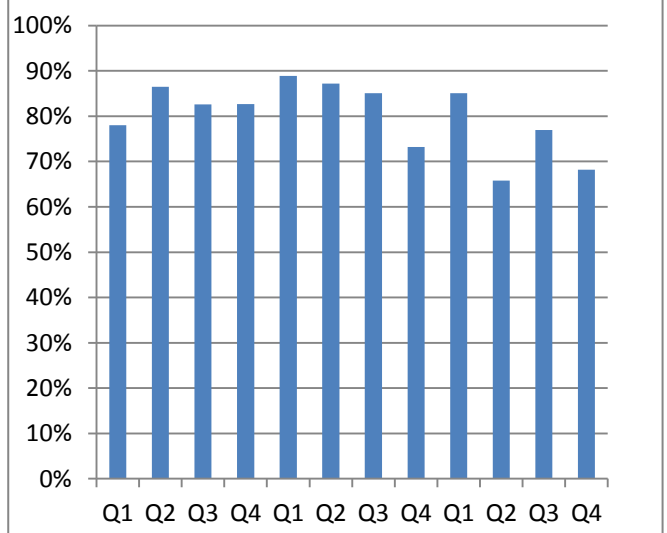
2016/17 was another busy year in the Enforcement Team. The number of cases on hand has increased in the final quarter of 2016/17 owing to the fact that an enforcement officer had left the Council and the post was not filled for several months.

Processing of Planning Applications - Major Quarterly

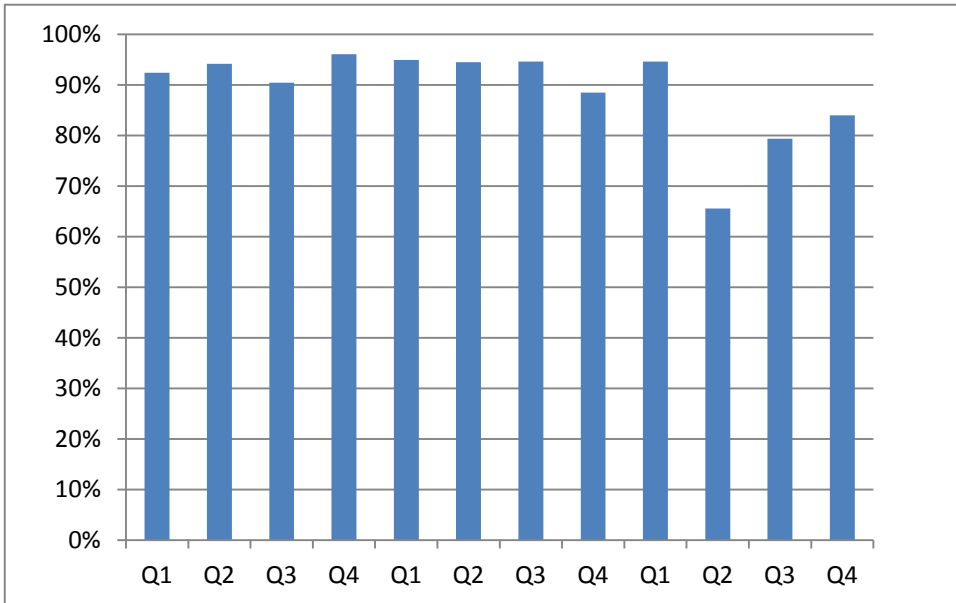


Comment: The Council continues to focus on determining Major applications within 13 weeks or an agreed extension of time achieving an average of 83.78% within time during 2016/17. This is well in excess of the Governments national measure of 50% in time.

Processing of Planning Applications - Minor Quarterly



Comment: The Development Management Team has had to deal with staff vacancies during the year which has impacted on the determination of Minor planning applications. In 2016/17 the Council determined 75.60% 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 2016/17Processing of Planning Applications - Other
Quarterly

Comment: The Council has significantly improved on its performance for determining Other applications over the past three years. In 2016/17 it determined 79.76% of minor applications within 8 weeks or agreed extension of time. The determination of Other applications has improved towards the end of the financial year.

Business Partnerships and Policy Co-ordination Portfolio Plan 2016/17**End of Year Monitoring Report**

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Business Partnerships and Policy Co-ordination 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 including Smart motorways schemes and both junctions 9s);

See also Portfolio Plan for Transport and Professional Services. Positive outcomes in this area include bringing forward the City of Winchester Movement Strategy with HCC. Work on the strategy began in early 2017 with the County collecting data which will be used to inform the development of the Strategy.

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;

The Local Plan identifies Bushfield as an employment site. Close working with the Church Commissioners and their consultants in autumn 2016 led to the delivery of a successful front-loading consultation programme which is informing a master-planning phase for Bushfield Camp now under way. The Council has been asked to continue providing support and guidance for the external project team.

The Council has been involved in early talks with the Defence Infrastructure Organisation (DIO) about the future of the Sir John Moore Barracks. Enterprise M3 LEP has proposed an open visit to the site by parties interested in its potential as employment land, and officers are considering commissioning an external assessment of opportunities for the site to complement the pan-district employment land review study currently in hand.

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

An initial proposal was put forward by the Bury Farm Business Advisor based on her experience at North Whiteley and other workspace studies. It is proposed that this work be carried forward as part of a planned programme of support for economic 'hotspots' in 2017/18.

Business Partnerships and Policy Co-ordination Portfolio Plan 2016/17

- Explore opportunities for Winchester to become a digital city;

A well received 'visioning session' was organised in February 2017, attended by Council officers, Members and external IT suppliers. Follow-up conversations are now in hand with IBM, VirginMedia and Siemens, and a draft 'Digital Approach' document has been produced setting out an initial 12 month action plan for the Council.

- 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);

Making Winchester a Premier Business Destination is an outcome of the new Council Strategy (2017 – 2020), and a new approach to working with business has been discussed with leading Members in order to ensure that significant inward investment opportunities for the District are identified and delivered wherever possible. There is increasingly close working between Cabinet colleagues and 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;

The three year funding commitment made to Hampshire Superfast Broadband programme has now drawn 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. Council officers have been working with Virgin Media on a local solution for additional broadband capacity at Winnall, but there has been limited engagement from businesses in spite of reference to broadband speed as a key issue in the Winnall Planning Framework.

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 is a strategic document which has informed both the Council Strategy and the Medium Term Financial Strategy (CAB2896 Feb 2017).

The Council has decided to move to Outcome Based Budgeting from 2018/19 in order to deliver the transformation required to meet the financial challenges identified in the medium term financial forecast to 2021/22 and align budgets and resources directly to the Council Strategy outcomes.

The Outcome Based Budgeting process has started and an update and budget options are planned to be presented to Cabinet in November.

Business Partnerships and Policy Co-ordination Portfolio Plan 2016/17

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;

City Council councillors who are also County Councillors are playing a key role in this area of work, for example:

- *supporting a new approach to managing commercial waste in the City Centre;*
- *scoping and commissioning the new Movement Study for Winchester Town;*
- *resolving ongoing highways issues at Whiteley which are blocking the development;*
- *joint working on the consultation programme for Bushfield Camp.*

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

This Appendix provides an update on the progress achieved since the beginning of April 2016 against the actions included in the Economy and 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 project continues, with a second year of engagement of Berewood School in planting new oak trees taking place in spring 2017. It is proposed that responsibility for delivery of the project transfers from the Council to developer Grainger in order to make best use of technical staff and construction skills within the organisation, with Winchester City and Havant Borough Councils leading on wider community consultation and engagement. Costings are currently being reviewed for two innovative installations which are now planned for completion by the autumn of 2018.

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

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

The University of Winchester Business School was commissioned to carry out an independent review of key parts of the existing strategy over the summer of 2016. With the arrival of a new leadership team at the Council, officers are seeking to develop a new 'whole council' approach to economic development and this will be reflected in a new style of strategy to be produced by autumn 2017. A statistical economic profile of the District has been commissioned externally and will provide key insights for the new strategy, over and above the work of the University, results of the 2016 business survey and feedback from the 2016 economic conference.

- 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 early in 2016, 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. An application for planning consent was finally made early in 2017, and the outcome is currently awaited.

Economy and Estates Portfolio Plan 2016/17

- Completion of the Casson Block enhancement project;

Following consultation with the business community, work began on the Casson Block towards the end of August 2016 and has included an increased terrace area, improved paving and lighting, the introduction of planters and 'green columns', and the relocation of a large air quality monitoring station to a site further up St George's Street.. The core of the work is complete, with a public art commission currently in hand: once this is installed in the summer a formal 'launch' of the scheme will be arranged.

- 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. An account of work in the four market towns can be found at www.winchester.gov.uk/business/market-towns-development/

- 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 were delays in getting the programme underway which were outside the control of the Council, the Fieldfare LEADER programme maintained a strong presence within the rural communities of Central and South Hampshire. The Local Action Group is well established and the number of members has grown.

Key statistics as at 31/03/17:

1. Number of initial applications received - 39
2. Projects approved for funding - 7
3. Grant investment made to date - £73,000 out of a total potential budget of £275,000.
4. Projects completed – 2
5. Jobs created (actual) - 1
6. Return on Investment is £253,382 (total value of investment being made by the 5 grant recipients)
7. Number of initial enquiries authorised to proceed to Full Applications– 24
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 was refurbished over the winter to incorporate a display of Roger Brown's model of Victorian Winchester (launched in April 2017), and a visit by HRH The Earl of

Economy and Estates Portfolio Plan 2016/17

Wessex was triggered by the Council to the official opening of 'The Mysterious Miss Austen' exhibition (celebrating the bicentenary of the author's death) at Winchester Discovery Centre in May 2017. The Trust is active in bringing together local groups to develop a vision for a new heritage attraction for Winchester., The Trust is financially in good shape, with an active and experienced team of trustees, and is active in developing new income streams (eg improved merchandising, philanthropic giving) to build its resilience. It has been successful in securing phase 1 approval for its application for 'Designated' status for its archaeological collections.

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. Sova and Citizens Advice Winchester District are working together on a longer-term external funding bid. Feedback from participants and referral agencies continues to be very supportive. The Council received 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 have funded the introduction of one to one IT support for those who most need it, and an employer engagement officer who is directly facilitating work interviews and experience for mentees and jobseekers referred from other sources (eg JobCentrePlus). Employers have been keen to support the initiative.

- 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. Two such Plans are currently being developed – one for the Ecotricity development at Sparsholt and the other for a new domestic scheme at Wickham.

- 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 saw the creation of a temporary 'Better Business for All' officer for six months, who drew up and began delivery of an action plan designed to ensure that there is a 'whole Council' approach to supporting businesses.

Economy and Estates Portfolio Plan 2016/17

This has involved all teams with regulatory functions relevant to business, as well as team traditionally associated with business support. The initiative was well received by officers, and ties in well with other processes such as the 'Vanguard' project in Development Management and Licensing. The latest round of discussions are with the County's regulatory services teams, to explore options for shared activity and/or commercial support packages designed to generate revenue.

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;

Significant and international media interest in Jane Austen bicentenary – press visits and briefings greatly increased since autumn 2016. Commemorative bench and 'living Austen quotation' installed in College Street.

New VisitWinchester website commissioned during 2016/17 and currently being populated.

- 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.

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

Economy and Estates Portfolio Plan 2016/17

The experiment to improve the welcome on The Broadway began with the replacement of the old bus station sign in October. Historic Environment and Tourism led on the design, using colour schemes sympathetic to the environment and a plain, 'municipally appropriate' font used broadly with the Wayfinding totems across the city, and tourism branding.

Seasonal cones were created to suspend parking but their impact was minimal due to the large barriers and sandbags also added. These were subsequently modified.

The parking special measures were on the whole effective, but health and safety issues around the Bar End depot meant this area was not eventually freed for staff parking.

- 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 reflects 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 of available resources including asset management.

- Overview of Asset Management Plan;

An updated Asset Management Plan was approved by Cabinet on 7 December 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 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.

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 determined.

- Carfax and Station Approach;
See earlier comments
- And any other sites as they arise in liaison with lead Portfolio Holders;

Economy and Estates Portfolio Plan 2016/17

The part demolition of the Friarsgate Multi-Storey Car Park to form a surface ground and upper ground level car park was completed in Mar.

- Continue to improve the performance of the Guildhall;

A programme of varied entertainment continues to be 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 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

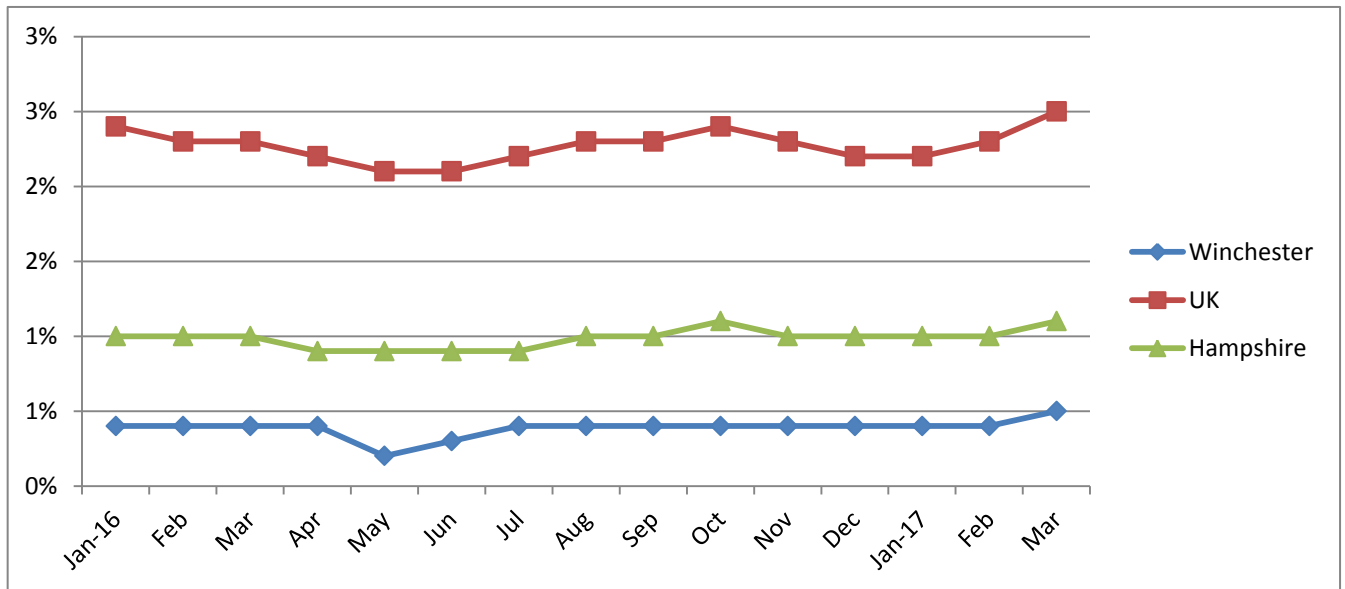
SOVA - Employment Mentoring - data (figures to May 2017)

Total Referrals (Feb 2015 – May 2017)	142
Total matched/engaged with a Volunteer Mentor (Feb 2015 – May 2017)	83
Total number of volunteers recruited since start of the project	32
Total number of registered volunteers currently in the pool (May 2017)	26
Total number of hours direct support time provided by volunteers (Feb 2015 – March 2017)	647 hours

Totals Feb 2015 until May 2017:

Number of gained part/full time employment at project completion: 15
 Number of people starting training or education: 10
 Number of people taking up volunteering opportunities: 6
 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 show 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.

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**End of 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;

The Board continues to be chaired by the locality lead GP for the Winchester District. This strong connection to the Clinical Commissioning Group and GPs at a district level and the benefits of having someone who can contribute a primary care perspective to the discussions at the board and link into wider networks has proved invaluable.

The bi-annual board meetings continue to attract representation from a wide range of partner organisations. At the January 2017 meeting thirty attendees received presentations on a variety of health related issues including Air Quality in Winchester, how the health and wellbeing programmes run by Places for People Leisure contributes to public health outcomes, a potential bid to the Sport England Tackling Inactivity in the Over 55s grant fund, the new Hampshire Public Health Strategy, the Mid-Hants CCG Locality Plan, making better use of the Disabled Facilities Grant, and progress by the University of Winchester Centre for the Arts as Wellbeing with its Arts Commissioning and arts on Prescription initiatives.

An officer from the Health and Wellbeing team provided coordination and support for the Council's highly successful corporate 'Feet First' campaign throughout the year. One of the issues clarified at the board meeting was which walking initiatives were operating in the district and how they were being coordinated to avoid duplication of effort i.e. Get Hampshire Walking, Health Walks, The Golden Mile, The Daily Mile, and Feet First.

A number of priority actions for the period ending 31 March 2018 were proposed at the July 2016 meeting and finalised in September following partner input. The 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/>

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

Winchester Supporting Families made good progress in 16/17. A total of 49 families signed up and actively engaged with the programme. Although this fell short of the original target of 69 families, it was in line with the performance of other areas in the County. It has been acknowledged by HCC that the major reorganisation of Children's Services and the establishment of

Environment, Health and Wellbeing Portfolio Plan 2016/17

the new integrated 0-19 Family Support Service had a negative impact on the number of nominations coming through the Early Help Hubs.

The end of year (Cohort 5) performance scorecard for Winchester Supporting Families can be found on the following web link:-

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

In January 2017 HCC carried out a random audit of family plans. Once again, Winchester was highlighted as being one of the best performers in terms of the consistency and quality of family plans and very good evidence of progression and challenge.

In line with the trend countywide, there has been a noticeable increase in the complexity of families being nominated to the programme. This may be due, at least in part, to a reduction in universal early intervention services. The situation may improve when the new integrated 0-19 Family Support Service is fully embedded. In addition our local grant funding is used to plug identified gaps in service provision and to trial new innovations.

The results of the third round of local grant funding were confirmed in April following the success of the first two rounds. Applications were invited from local organisations for innovative projects to address service gaps and priority areas for the benefit of families on the programme. One of the applications to receive support was from West Hampshire Clinical Commissioning Group in partnership with Action Hampshire for a social prescribing initiative in two rural practices to increase the number of nominations to the programme from GPs.

An event of particular note was the visit of representatives from Harvard University in February 2017. Academics from Harvard and Southampton Solent University met representatives from Winchester Supporting Families and two participants who had benefited from the programme. The mums spoke passionately about the support they had received and how it had improved the lives of their children.

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

A delivery plan refresh is due to be undertaken in June 2017.

Regular monthly meetings take place designed to tackle drug related issues and transient dealers coming into Winchester

Section 35 Notices are being issued in other areas of the district where there is proven ASB.

The review report will be tabled at the January 2018 Overview & Scrutiny Committee.

The CSP participates in the themed scrutiny opportunities led by the Police & Crime Panel

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

Environment, Health and Wellbeing Portfolio Plan 2016/17

It has been a really successful year with high event and initiative participation figures for the following: Winchester Criterium and Cyclefest (8,000 spectators and 777 participants), Para Personal Bests (97 participants), Davis Cup Trophy Tennis Festivals (Football 12,304 and participants 1,850, Park Run (15,475 throughput) and Journey to Rio (1,606 pupils walked 5,705 miles) The Club Engagement Evening (22 clubs and 31 people), Sports Awards (97 nominations and 206 attendees). Exercise Referrals (233 patients) Health Walks (5782 throughput)

- 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.

Prevent has been incorporated within the Council's Safeguarding policy. E-learning and face to face training for frontline officers has been included as standard training within the Council's induction process. Now the programme is moving to monitor and review.

*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 2016 and delivered a number of successful projects and events including provision of a footpath link at Gordon Avenue, Highcliffe, with another improvement scheme aimed at improving the pedestrian link between Whiteley Town Centre/Solent Business Park. A recreational walk with the Ramblers' Association in Winchester took place in September last year (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). Street audits were produced and will be considered by Hampshire County Council to see where walking routes can be improved. 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 new website. The maps will also be distributed across the city to encourage visitors to walk to key destinations in the city from arrival points such as park and ride and the railway station. The Road to Rio, Golden Mile and Wonky the Woodpecker successfully engaged with children in Winchester and throughout the district and encouraged them to walk at school and in their own time with parents. The number of GP health walks has also increased. A number of actions will be completed in 2017 but the activities identified above, along with the infrastructure improvements undertaken, will ensure the project has a lasting legacy.

Environment, Health and Wellbeing Portfolio Plan 2016/17

- Co-ordinate delivery of the North Winchester flood alleviation scheme.

Phase 1 of the North Winchester Flood Alleviation Scheme was completed in May. Phase 2 is currently being considered in relation to available funding sources.

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 20210, in order to improve air quality in Winchester City Centre;

The Air Quality Action Plan was adopted by Cabinet in April 2017. It followed a period of close working with stakeholders and external consultants, as well as leading Members, and a consultation period with the public and with key stakeholders in January/February 2017. Final comments are currently awaited from Defra, but a launch is planned at Peter Symonds School on the first ever national Clean Air Day on 15th June. Working groups are currently being set up to take forward individual actions in the Plan, although new tariffs in car parks (identified in the action plan) were introduced in May 2017.

- 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.

- Identify a way forward following the production of the Ecosystem Services mapping undertaken in 2014/15;

Scoping work has taken place and data required to take the project forward has been agreed. . However progress had been delayed due to the level of staff resource available within the team and competing work priorities. However suitable resources have now been identified and the work can be undertaken in 2017/18. Review the management and use of Council owned open spaces;

A review of the management and use of Council owned open spaces is almost complete and this work should be finished by May 2017. . This information will be analysed in June/July and actions identified in line with the new Council Strategy which aims to enhance and increase use of open spaces.

- Identify areas to encourage wildflowers and manage these areas accordingly

Work now completed with pilot projects implemented in Water Lane and Magdalen Cemetery. In addition, a new nature reserve called Barton Meadows is in the process of being created which will support c33ha of new species-rich grassland. Establishment is likely to take 10 years (until 2027), but this will be a key new area of wildflower meadow within the Winchester complex.

All the new wildflower meadows will be monitored over the next few years and additional sites identified as appropriate.

Environment, Health and Wellbeing Portfolio Plan 2016/17

- 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;

Of the 5 cases previously reported which were pending prosecution all resulted in convictions being secured. 4 received fines and the other was given 12 month custodial sentence. The latter case was a good example of working with neighbouring councils which enabled us to prove that the offender was serial fly tipper. The total amount of fines and costs collected by the Council to date amount is approximately £26.5k.

The Neighbourhood Services Enforcement Officer is also a member of Hampshire County Council Fly tip Strategy Group and is involved in 3 working groups within this Strategy Group. These relate to establishing a countywide fly tipping enforcement group, working with neighbouring authorities to investigate and bring enforcement action against serial offenders, and working with magistrates to encourage the maximisation of available penalties. These successful prosecutions, along with those previously secured in 2016 and our participation in the County's Strategy Group, should act as a deterrent to fly tippers but it is too soon to assess the effect this action is having on behaviour across the district so officers are monitoring incidents of fly-tipping so this can be reviewed in future.

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. Head's of Team have been briefed on the Twelve Actions and asked to carry these forward in their service 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 this is now being rolled out to businesses across the District.

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;

Environment, Health and Wellbeing Portfolio Plan 2016/17

Walking Strategy Workshop held September 2015 and the Corporate campaign for 2016/17 was Feet First which was 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 2016 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. A new park and ride facility will be delivered as part of the Barton Farm scheme. The City of Winchester Movement Strategy work with HCC will also take a holistic view of the transport in and around the town including whether there is a need for further park and ride or other facilities, The Winchester Town Forum and parish councils continue to support the late evening bus services in Winchester on Thursday-Saturday.

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;

The Licensing Service undertook a consultation exercise with its Hampshire counterparts to determine to what extent street trading law was being adopted to regulate street traders. This consultation established that there was a wide variety of approach within the County, but that broadly levels of income received from street trading permits was relatively small and that it was 'neutralised' by the burden of its own administration. Winchester's Licensing Team is only small and already has a significant work load arising from premises and taxi licensing.

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 and – later in 2016 – the pest control team. The team is now known as Special Maintenance, and has engaged on a path of modernisation and profile-raising. The Head of Team is also considering the

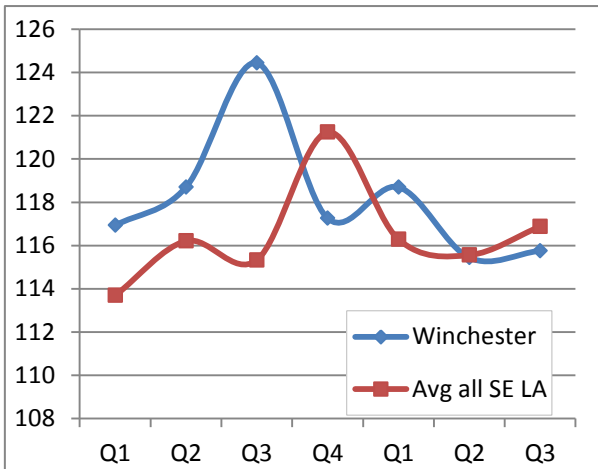
Environment, Health and Wellbeing Portfolio Plan 2016/17

commercial potential of the team, which continues to be in demand for the versatility, efficiency and the quality of its services. 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.

Environment, Health and Wellbeing Portfolio Plan 2016/17

Residual Waste - Kg per household

(Low is good)

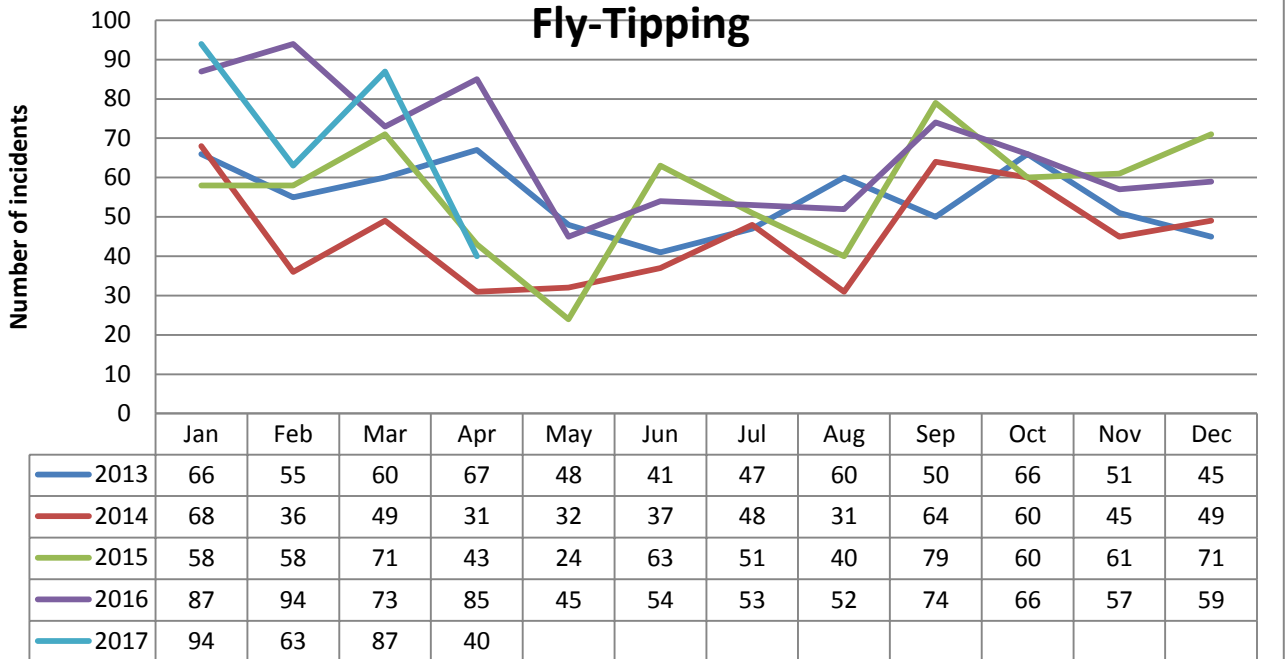


Percentage of household waste sent for reuse, recycling and composting



Comment: Recycling levels continue to be monitored closely with a seasonal pattern emerging. Working with East Hampshire District Council, a [Waste Minimisation and Recycling Plan](#) has been drawn up to raise awareness among residents on the materials that can be recycled, and focussing on increasing capture, reducing contamination and reduction of household waste.

Fly-Tipping



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 2016/17 was 799, which was an increase of almost 18% over the number reported during 2015/16. 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.

Housing 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.

Active Communities Priority Outcome

Objective: Provision of housing to meet community needs.

- Increase the supply of Affordable Housing Across the District -
 - Chesil Lodge and Victoria Court projects both developing well with completion due for late November 2017.*
 - Hillier Way, Mitford Rd and Bailey Close schemes all now on site.*
 - Knowle site due to be considered by Planning Cttee in June 2017.*
 - Greenhill Terrace proposals not being progressed due to viability tests.*
 - Detailed plans for the Valley/Wilberforce Rd to be considered by Planning Committee in June 2017*
 - New units created at Stanmore Library, Airlea Corner, Stanmore, Harwood Place and the ex-surgery in Kings Worthy and Firmstone Rd and Colson Close in Winnall. Works now underway at Colden Common to create 3 additional units.*
- To establish policies to implement and mitigate the impact of measures introduced through the Housing and Planning Bill and Welfare Bill –
 - Take measures to generate additional receipts and increase reserves in preparation for High Value Sales measures - *Two Eastgate Street properties sold in last year and three further properties currently being marketed.*
 - To establish effective procedures to address “Pay to Stay” measures - *Mandatory “Pay to Stay” has now been removed from Govt programme*
 - Identify service changes to meet annual £2m shortfall from 2020 and beyond – *Completed, service priorities reviewed and amended through the asset Management Strategy. 17/18 Business Plan and HRA Budget amended accordingly and projected shortfall has been covered in full. Plan remains in surplus throughout 30 years projections.*
 - Support those affected by Benefit cap to get into work and to sustain tenancies - *Benefits and Housing teams working together to identify those affected and offer support. “Make Money Work” campaign has been successful*
- To develop an HRA Asset Management Strategy to support the above programme;
 - New Strategy approved by the Cabinet (Housing) Committee in December 2016.*
- Deliver an enhanced maintenance programme for Council housing stock; -
 - Programme generally completed and all “non-decent” stock now complies with Decent Homes standard. Major roofing contracts completed, mainly on Stanmore, which made a significant contribution to this.*

Housing Portfolio Plan 2016/17

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

To develop and promote the “City Lets” initiative to increase supply and access to private rented accommodation - *Good progress made in developing City Lets. Council now support 15 properties on behalf of private landlords. Since its inception in 2013, the Council has assisted 121 potentially homeless households find suitable private sector accommodation, including 19 from Council temporary accommodation.*

To maintain register of empty properties and take formal action as appropriate to address individual cases - *326 empty homes recorded in April 2016. All properties now visited – 200 now occupied and only 15 with no plans in place to bring back into use*

Work with partners to enable the provision of additional supported housing for single homeless individuals - *Quarterly Homelessness Forum meetings held with all partners.*

Work with partners to support the delivery of the Syrian Refugee Resettlement programme - *Very positive progress with this issue. 5 families supported in Winchester to date.*

Quarterly reviews confirming effectiveness of “No Second Night Out” service, Alternative Giving schemes and other actions to address rough sleeping and street activity - *Rough sleeper pathway now approved, operational and supported by all partners. “Spare Change for Real Change” campaign launched and has raised significant sums for two key partners (Trinity and Nightshelter). The CCTV team are working with Housing and the Police to address street activity.*

High Quality Environment Priority Outcome

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

- Deliver a WCC Estates Improvement Programme. –

Major improvement scheme for Trussell Crescent approved in December 2016 and now works underway.

- 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 upgrades across the stock. Mains Gas installed at Mildmay Court, Winchester.

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

Housing Portfolio Plan 2016/17

Major revision/refresh of Housing website pages - *Updating/replacement of full corporate website platform underway. Revision of all Housing pages is ongoing.*

Wi-Fi enabled communal housing schemes - *Surveys of all schemes completed. Additional capital resource approved to fund this work in 2017/18.*

Extend use of "Your Council House" On line portal - *Over 1,000 tenants now registered to use the on line portal. Over 18,000 transactions completed (resulting in corresponding reduction of phone calls) since launch in 2015.*

Effective interfaces with Contractor systems - *Interfaces now available to subject to final testing. Once live, will dramatically reduce contract administration.*

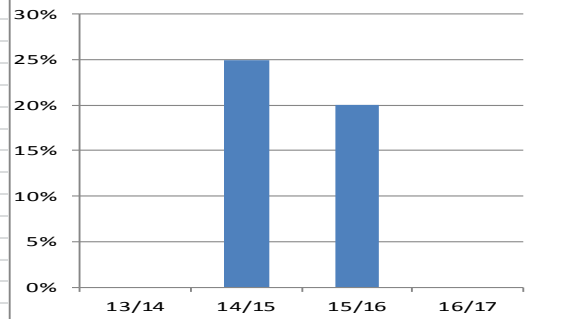
Embedded use of social media in all housing communications - *limited increase in take up of Tenant Involvement Facebook page. Other options for followers and activity via social media currently under review.*

Paperless Direct Debit option implemented - *Currently subject to testing.*

Housing Portfolio Plan 2016/17

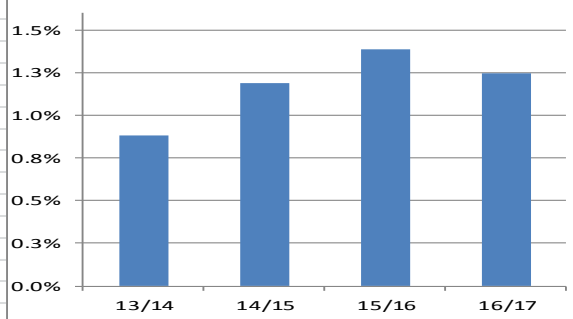
Key Performance Indicators

Percentage of homes not meeting the decent homes standard



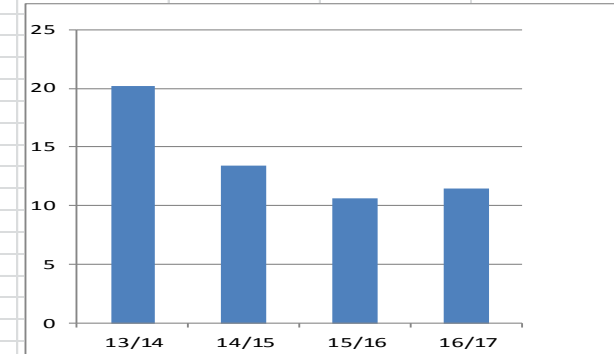
Comment: All non decent homes in 2015/16 related to roofing works and the contracts in progress at 31.3.2017 brought the percentage indicator to zero by 31 March 2017.

Current tenant rent arrears as a % of rent due



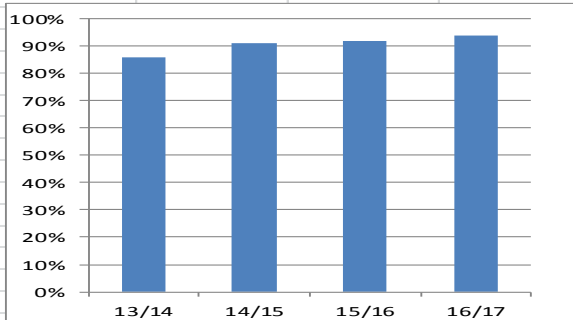
Comment: Arrears performance has improved since the start of the year to 1.25% at the end of the year.

Average number of days to re-let properties



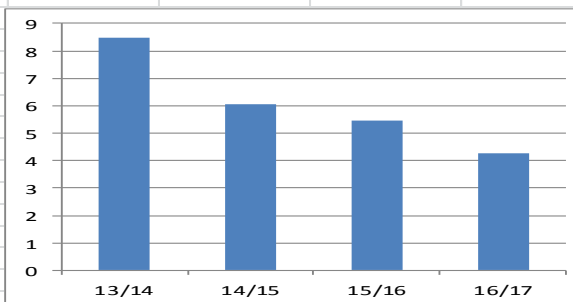
Comment: 2016/17 figures increased slightly in the first half of the year but has recovered since. Actual performance is 11.48 days compared to an internal target of 13 days

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) with jobs completed first time also increasing to 84%.

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 Transport and Professional Services 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 15 coaches has been considered and Hampshire County Council have now confirmed that, in principle, the land could be leased to the City Council. 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 a car park with 15 spaces and costs are likely to be much higher. As a result officers are currently reviewing the project in terms of identifying additional 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
Action completed. The mid term refresh of the strategy was completed and considered by Cabinet in December 2016. The actions agreed will be progressed in 2017/18. The first action related to parking charges in Winchester city and in January 2017 Cabinet (Traffic & Parking Committee) resolved to revise tariffs in order to encourage drivers visiting for more than 4 hours to use car parks outside the city centre in line with the strategy. These charges came into effect in May. The Council will also consider whether there is a need to increase park and ride services as a result on the adjustments to parking charges.
- Review charges applied to Resident's Parking scheme to reflect cost recovery
Action completed. The Cabinet (Traffic & parking) Committee agreed in January 2017 to revise permit charges so that they are cost neutral to the Council. The new charges came into effect in May.

Effective and Efficient Priority Outcome

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

- Prepare and implement a workforce plan;
Following discussions with the Leader, Portfolio Holder and Corporate Management Team the Workforce Strategy and Action Plan is being revised following the update of the corporate strategy to ensure that the Workforce Plan is fully aligned to corporate priorities.

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Detailed action plans for each area have been 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 three year period.

- Continuation of the apprenticeship scheme;

The Council continues to offer Apprenticeships from NVQ Level 2 to Level 6 or equivalent in a wide range of service areas. In September 2016 the Council employed our first 2 Chartered Surveying Degree apprenticeships based in Building Control and Estates Regeneration. It has also strengthened the '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. During National Volunteer Week, the apprentices organised an event where the 6 Council partner charities plus others were invited to meet staff interested in their volunteer activities.

The Hampshire Apprenticeship Partnership has successfully completed its first year and has been expanded to incorporate Test Valley and Rushmoor and Councils. The success of our work with local schools and colleges and our offer of work experience placements 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

Priority outcomes that support flexible and efficient working styles across the Council are included in the developing Workforce Strategy which is to be adopted summer 2017.

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

The Council successfully achieved reaccreditation against the Customer Service Excellence Standard during 2016/17.

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- Oversee the implementation of the Corporate Transformation Plan;

The focus of the Corporate Transformation Plan has been the Vanguard work which seeks to review all process and activities in a 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.

In February 2017, the Council invited the Local Government Association to conduct a Corporate Peer Challenge to provide external feedback on our performance and to highlight areas where the Council can do even more.

Feedback from the Peer Challenge has provided us with a strong baseline assessment from which we can improve upon. A copy of Peer Challenge report and Action Plan can be viewed on the Council's [website](#).

- 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

Energy saving lighting has now been installed in the Tower Street Car Park and similar improvements are planned in the Brooks Car Park.

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

The Council is in discussion with a local council about the possibility of providing a CCTV service on its behalf and other potential options to expand our operation commercially are also being considered but no arrangements have been agreed at this point.

- 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, sharing platforms and consolidating infrastructure to reduce operational support effort, licensing and maintenance costs..

As a result of new technologies, both datacentres have the ability to deliver live services and be resilient to each other and this is at the core of the Council's updated Business Continuity Plan. It means that in the event of a catastrophic failure for example at this Council, IT services can be restored quickly and efficiently utilising the TVBC datacentre.

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

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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;

In February 2017, the Council invited the Local Government Association to conduct a Corporate Peer Challenge to provide external feedback on our performance and to highlight areas where the Council can do even more.

Feedback from the Peer Challenge has provided us with a strong baseline assessment from which we can improve upon. A copy of Peer Challenge report and Action Plan can be viewed on the Council's [website](#).

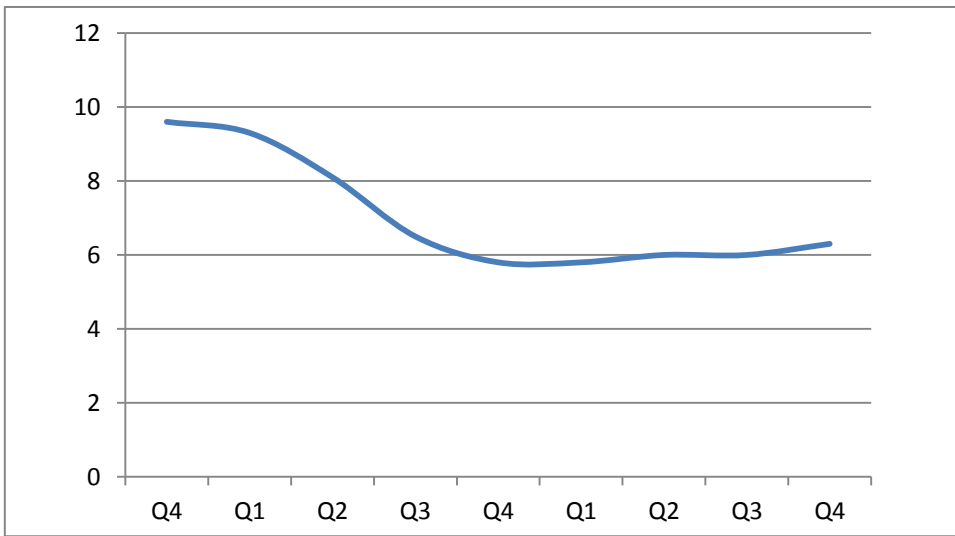
As part of the Action Plan, the Council will during 2017/18 review the Constitution with the remit focussed on:

- *Effective and efficient decision making*
- *Effective contribution to policy development and pre-scrutiny*
- *Greater clarity on delegations between members and officers*
- *Build on existing review of PHDs to make these more effective*
- *Clarity of financial rules of procedure*
- *Build on effective member briefing/policy briefings*

The electoral review will take place during 2017/18 with an update to members later in the year.

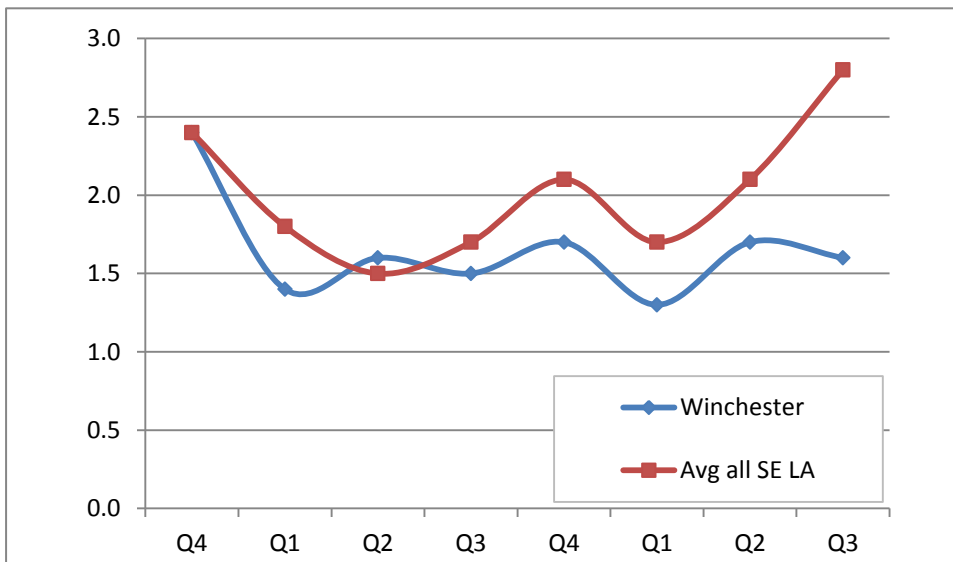
Transport and Professional Services Portfolio Plan 2016/17

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



Comment: The average number of days sickness taken by staff at the Council has risen slightly to 6.3 days as at 31 March 2017. Sickness absence is closely monitored by management at the Council and more detailed information will be included in the quarterly performance report to Personnel Committee at its next meeting.

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



Comment: The Local Government Association (LGA) 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. Sickness continues to be below the average for the authorities who submit data to the LGA.