

REPORT TITLE: QUARTER 1 2020/21 PERFORMANCE MONITORING29 SEPTEMBER 2020REPORT OF CABINET MEMBER: CLLR TOD - CABINET MEMBER FOR SERVICE QUALITY AND TRANSFORMATION

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WARD(S): ALLPURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period April to June (Q1) 2020 against the five priorities in the Council Plan 2020-25.

Appendix 2 provides the data where available for Q1 against each of the Strategic Key Performance Indicators (KPIs) and a brief narrative covering the impact that the COVID-19 pandemic has had or will have on performance.

Appendix 3 includes the highlight reports for each of the council's significant 'Tier 1' programmes and projects.

Appendix 4 provides an update on the demand of our services during the period April to July 2020 and compares this to the same period in 2019, where the data is available. This is an update to the report CAB3244 Appendix 2, that was presented to Cabinet on 21 May 2020.

Appendix 5 provides an update on the progress against the actions that were included in the Recovery and Restoration Plan, also included in report CAB3244.

A report setting a revised General Fund budget for 2020/21 is being presented separate to this Q1 report (see CAB3256) and therefore this report does not include a financial update for the General Fund, an update on the Housing Revenue Account is included as Appendix 6.

RECOMMENDATION:

1. That Cabinet notes the progress achieved during Q1 of 2020/21 and endorses the contents of the report.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the priorities included in the Council Plan 2020-25 that was adopted in January 2020.

2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from the content of this report. Almost all the programmes and projects undertaken to deliver the priorities included in the Council Plan will have financial implications, some significant and these are agreed and reported separately before the commencement and during the project life cycle.
- 2.2 However, the impact of the COVID19 pandemic on council finances and is set out in report CAB3256 on this agenda. The demand data table in Appendix 4 sets out the level of support given to business through government grants but also shows the increase in arrears in council tax, business rates and council house rents.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Key performance indicators and progress reporting must be fit for purpose, monitored and managed to ensure effective council governance. Key performance indicators enable evidence based quantitative management reporting and where necessary allows for remedial actions and decisions to be taken.
- 3.2 There are no legal and procurement implications arising directly from this report, though individual projects are subject to review by Legal Services and Procurement as and when necessary, and in particular where they require consideration of the council's Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015) and governance where required.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly.

6 CONSULTATION AND COMMUNICATION

- 6.1 Members of Cabinet, Executive Leadership Board, Corporate Heads of Service and Service Leads have been consulted on the content of this report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Many of the activities detailed in this report actively protect or enhance our environment and support the council to reduce its carbon impact. These will be considered as part of each detailed business justification case.

8 EQUALITY IMPACT ASSESSEMENT

8.1 None arising from the content of the report, although officers will have regard to the considerations as set out in the Equalities Act 2010 and whether an Equality Impact Assessment will be required to be undertaken on any specific recommendations or future decisions made. This report is not making any decisions and is for noting and raising issues only.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

10.1 Without doubt, the COVID-19 pandemic has had fundamental impact on the way we live and work. At its most basic, demand has fallen in some areas and projects and activities have been delayed due to supply chain issues or resourcing gaps. In other areas demand is substantially higher than usual. In both cases this will impact on the council's ability to deliver the priorities as set out in the Council Plan and is discussed further in the main report and Appendix 1.

Risk	Mitigation	Opportunities
<i>Property- none</i>		
<i>Community Support- Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead to delay.</i>	Regular consultation and engagement with stakeholders and residents regarding projects or policy changes.	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 identify and resolve slippage.	
<i>Project capacity- Availability of staff to deliver projects.</i>	Resources to deliver projects are discussed at the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy 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.

Risk	Mitigation	Opportunities
<i>Financial / Value for Money (VfM) Budget deficit or unforeseen under or overspends</i>	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned over/underspends.	Early notification of unplanned under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
<i>Legal</i>	Legal resources are discussed with project leads.	Opportunity for the use of in house resources able to input to through the life of the project with local Winchester and cross council knowledge.
<i>Innovation – improvement in service delivery</i>		KPIs can evidence the need for innovation to improve service delivery
<i>Reputation- Ensuring that the council delivers the outcomes as set out in the Council Plan.</i>	Regular monitoring and reporting of the progress the council is achieving against its priorities included in the Council Plan, including this report.	Work with Communications Team on press releases to promote and celebrate successes.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the council's progress achieved against the priorities included in the Council Plan 2020-25 and Strategic Key Performance Indicators (KPIs). Information is also provided in the form of refreshed highlight reports that briefly set out the progress of the council's most significant 'Tier 1' projects.
- 11.2 Due to the outbreak of the COVID-19 pandemic just before the start of Q1, measures were put in place following government guidance to close entertainment, hospitality and indoor leisure premises, as well as certain outdoor recreation facilities. The public were urged to stay at home and limit all but essential travel and people who could work from home were asked to do so.
- 11.3 The main priority for the council during the pandemic has been to maintain services at usual delivery standards for as long as possible.
- 11.4 Cabinet were presented with a report in May (CAB3244, 21 May 2020) that set out an overview of the council's work that had been undertaken to support the district during the pandemic and highlighted the impact that the consequences of COVID-19 was having on the council's finances and internal

business continuity. The report also included a paragraph covering the progress of the council's significant development projects that support delivery of the Council Plan priorities.

- 11.5 The Council Plan priorities remain relevant but are tempered by the impact of COVID-19. Therefore, this report tracks changes to demand over the Q1 period in addition to providing an update on the recovery work set out in CAB3244.
- 11.6 A report setting out the revised General Fund budget for 2020/21 (Report CAB3256 refers) includes an update on the council's financial position and year end projections taking into consideration the impact of the COVID-19 pandemic. Owing to the detailed financial information in the Revised General Fund Budget 2020/21 report, apart from an HRA update, financial monitoring information has been removed from this report to avoid duplication
- 11.7 .
- 11.8 Appendix 1 provides an update on the progress achieved during the first quarter of the new 2020/21 financial year against the five priorities included in the Council Plan 2020-25.
- 11.9 Appendix 2 provides an update on the performance against the Strategic KPIs. These were agreed by Cabinet at its meeting on 21 May 2020 and are directly linked to the Corporate Heads of Services and Heads of Programmes Strategic Service Plans.
- 11.10 The monitoring and reporting frequency of each KPI varies between monthly, quarterly, annually and biennially depending on the availability of data and the table has been arranged so that the KPIs with quarterly data appear first.
- 11.11 For this report a new column has been added to the table to capture the known impacts of the COVID-19 pandemic and the effect that this may have on the performance of each KPI.
- 11.12 Appendix 3 provides an update on the progress made against the Council's significant 'Tier 1' programmes and projects which are being, or will be undertaken during the next five years. Referred to in the previous quarterly report, the update provides for a new highlight report format which coincides with new corporate programme management arrangements and the introduction of the Programme and Capital Strategy Board from July 2020.
- 11.13 The councils 'Tier 1' programmes and projects are:
 - Carbon Neutral Programme
 - Central Winchester Regeneration
 - Durngate Flood Alleviation Scheme
 - Environmental Services (Waste) Contract

- Local Plan/ CIL
- New Homes Programme
- Winchester Movement Strategy
- Winchester Sport and Leisure Park

12. COVID-19 Response and Restoration

12.1 At its meeting on 21 May, Cabinet was presented with a report that gave an update on the council's response to the COVID-19 pandemic and included the first draft of the Recovery and Restoration Plan (CAB3244 Appendix 4) which set out the council's approach to address the major challenges in three main areas:

- Our local economy – helping local businesses recover from the loss of income and ongoing disruption
- Local people and communities – affected by loss and bereavement and the impacts of lockdown
- The council's own finances – requiring difficult choices to return to a balanced budget after the income losses and additional costs of COVID-19

12.2 The table below shows the progress that has been made on reviewing and validating the Recovery Plan:

Ref	Detail	Milestone	Status
1	Initial plan; approved cabinet 21 May 2020; action plans by lead Corporate Head of Service – Economy & centres; Open space; Transport; Housing; Community.	May 2020	Complete
2	Briefing and input from Policy committees (x2)	Business & Housing Cttee 20/6/20 Health & Environment Cttee 7/6/20	Complete
3.	Community impact assessments WCC teams; service (done) and community (in progress)	September 2020	In progress
4	Review, develop, validate recovery plan: - Review actions since May; progress check - Validate initial CIA, improved understanding from May to date; Scrutiny update	5 August 7 September	Complete In progress

- Reintroducing the Winchester Street Market, operating on Friday and Saturdays,
- 'Back to Business' pack issued to retailers to support their reopening including guidance and practical resources
- Launch of new discretionary COVID-19 fund for businesses that have not been eligible for previous funding packages

12.7 Appendix 5 provides an update on the progress of the actions included in the Recovery and Restoration Plan that was reported to Cabinet in May.

12.8 In addition, the council has reviewed whether the impact of the pandemic requires us to consider any adjustments to services to best serve our communities and all teams have provided information. We are in a period of transition and immediate adjustments include:

- Undertaking consultation and community engagement virtually rather than face to face due to restrictions on gatherings. This is already in train with the New Homes team hosting a session with local residents and a Climate Change conference planned for the autumn.
- Ensuring sufficient capacity is in place to stand up the Local Response Centre in preparation for a second wave of infection and that community groups are still in place to provide local support.
- Ensuring our benefits team have the capacity to respond to an increase in benefit claims and provide a speedy response in situations where there is a change in financial circumstances.
- Ensuring that we continue to provide regulatory inspections including those by Building Control surveyors and Environmental Health commercial food health and safety inspectors.
- Ensuring that we continue to liaise and communicate with our partners, stakeholders and residents using virtual and digital communication channels.
- Providing a reception facility for customers who need to meet face to face with officers at the council.

Work with our contractors to ensure that housing maintenance and heating appliance service appointments are maintained.

OTHER OPTIONS CONSIDERED AND REJECTED

13.1 An alternative approach would have been to recast the Council Plan priorities in the light of the COVID-19 pandemic. However, on balance it is considered that the five policy themes of the council remain relevant and the annual

refresh of the Council Plan will take place over the third quarter in line with the 2020/2021 budget setting.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3246 – Quarter 4 Finance and Performance Monitoring dated 9 July 2020

Other Background Documents:-

None

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – April to June 2020

Appendix 2 Strategic Key Performance Indicators Q1 update

Appendix 3 Programme and Project Management – Tier 1 project highlight reports

Appendix 4 COVID-19 Council services demand data – April to July

Appendix 5 Restoration and Recovery Plan – progress update

Appendix 6 Housing Revenue Account – financial update