

REPORT TITLE: Q3 2017/18 FINANCIAL AND PERFORMANCE MONITORING

26 FEBRUARY 2018

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance and financial position during the third quarter of 2017/18.

This third report of 2017/18 includes progress updates against major projects, the Council Strategy outcomes and key performance measures.

A financial summary is also included for the General Fund revenue and capital budgets as well as the Housing Revenue Account (HRA).

RECOMMENDATION:

That the Overview and Scrutiny 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 the framework of performance and financial monitoring in place to check the progress being made against the projects and programmes included in the Portfolio Plans and the achievement of the outcomes included in the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 None directly arising from the content of this report, however almost all 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.
- 2.2 This report includes an update on the Council's financial position as at 31 December 2017 and sets out a forecast to the end of the current financial year.

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

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 Cabinet members, Executive Leadership Board and Heads of Team have been consulted on the content 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 undertake.

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 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.	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 – 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 – none.</i>		
<i>Innovation – none.</i>		
<i>Reputation – ensuring that the Council delivers the outcomes as set out in the Council Strategy.</i>	Regular monitoring and reporting of the progress the Council is achieving against its priorities included in the Council Strategy, including this report.	

10 SUPPORTING INFORMATION:

- 10.1 This report provides an update on the Council's performance during the third quarter of 2017/18 and financial position as at 31 December 2017.
- 10.2 The Quarterly Finance and Performance Management Report, attached as Appendix 1, is arranged into four sections which each cover the significant areas of performance that the Council is monitoring. An introduction and summary is also included at the beginning of the report.

- 10.3 Section 1 of the report sets out the summary financial position for the Council as at the 31 December 2017 for both the General Fund and Housing Revenue budgets along with an update on the Capital Programme.
- 10.4 Presented alongside the financial position is a forecast to the end of the current year, based on known spending commitments and income projections. There is currently forecast an underspend of £1m on the General Fund at the end of the financial year.
- 10.5 Section 2 of the Report provides an update on the progress achieved during the third quarter of 2017/18 against the projects and key measures that will identify delivery of the Council Strategy.
- 10.6 The Council Strategy was approved by Council on 23 February 2017 and sets out the priorities for the Council for the next three years across the following five strategic outcomes:
- Delivering an entrepreneurial approach to efficient public services
 - Winchester District will be a premier business location
 - Delivering quality housing options
 - Improve the health and happiness of our community
 - Improving the quality of the District's environment
- 10.7 Delivery of the five outcomes is measured by a number of performance measures that were also included with the Council Strategy and included in 2017/18 Portfolio Plans. At the end of the second quarter of 2017/18, seven of the sixty-eight performance measures have been completed and a further fifty-four showing as on-schedule or on-track to be delivered within the target timescale. A comment on progress against each of the measures and reference to relevant Committee reports is also included.
- 10.8 Section 3 of the report includes an update on the progress of the Council's major projects which are;
- Winchester Sport and Leisure Park
 - Station Approach
 - Central Winchester Regeneration
- 10.9 Further updates are also included for a number of other significant projects.
- 10.10 The final section of the Performance Report presents an update on a number of corporate performance measures which provide an indication of how the Council is performing in a number of key areas. The area that requires improvement is response rates to Freedom of Information requests.

11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 None

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[OS171](#) – Q1 Financial and Performance Monitoring Report, 31 August 2017

[OS183](#) – Q2 Financial and Performance Monitoring Report, 20 November 2017

Other Background Documents:-

None

APPENDICES:

Appendix 1 Q3 Finance and Performance Management Report 2017/18



FINANCE & PERFORMANCE MANAGEMENT REPORT THIRD QUARTER 2017/18



Contents

Introduction and Summary

Section 1: Financial Update – Full Year Forecasts

- General Fund Revenue
- General Fund Capital
- Housing Revenue Account

Section 2: Council Strategy 2017/20 Progress Update

- Delivering an **entrepreneurial** approach to efficient public services
- Winchester District will be a premier **business** location
- Delivering quality **housing** options
- Improve the **health and happiness** of the community
- Improving the quality of the District's **environment**

Section 3: Project Management – Projects Update

- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach
- Replacement Doctors Surgery
- Chesil Lodge – Extra Care Home
- New Homes Delivery Programme

Section 4: Managing the business – Corporate Health Indicators

Introduction and Summary

This purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

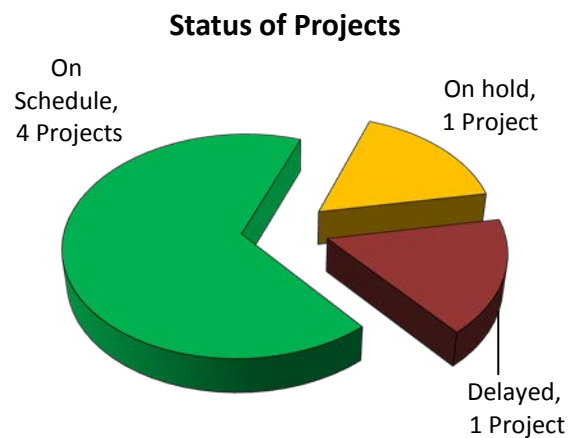
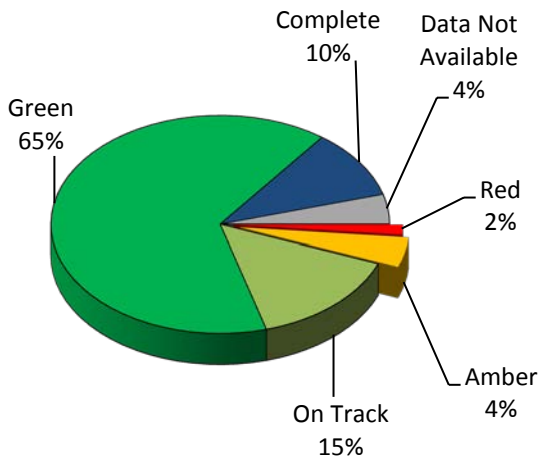
The report does not provide detailed information relating to the numerous activities included in individual team service plans but includes the significant projects that that the Council is undertaking.

Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

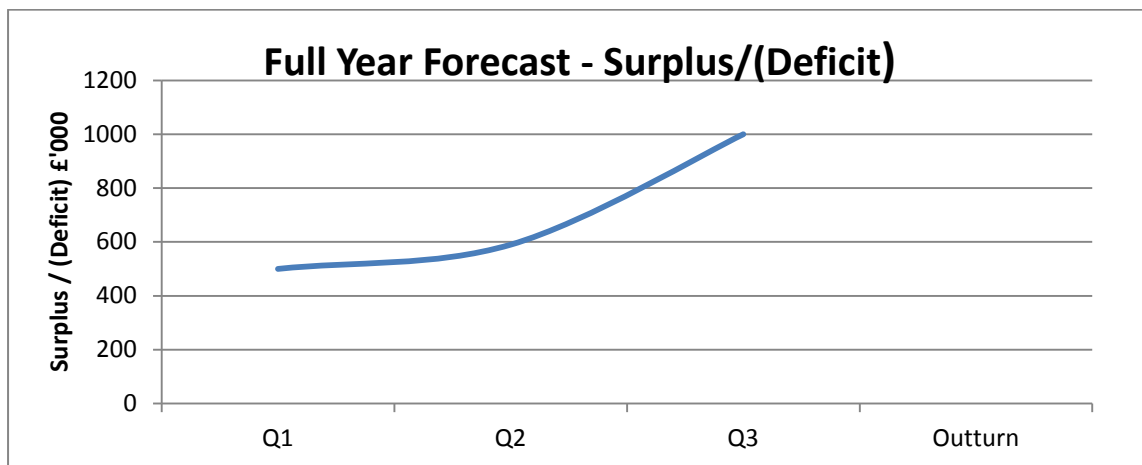
The following diagrams provide a summary of the position of the Council as at the 31 December 2017 (Quarter 3) across the key areas of performance. Further information is provided in the following appendices.

**Council Strategy
Q3 2017/18**

**Project Monitoring
Q3 2017/18**



Summary General Fund Revenue Financial Forecast



Section 1 – Financial Update as at 31 December 2017

This section presents a summary of the Council's financial position as at the 31 December with regard to the General Fund and Housing Revenue Account budgets.

The Council is currently forecasting a General Fund Revenue Account surplus at the end of the financial year of £1m. The key forecast variances are:

- Car Parking / Transport £0.3m underspend. The January 2017 "Revised Car Parking Charges" report ([CAB2885\(TP\)](#)) introduced some significant changes to central car parking charges, in line with the car parking strategy policy of encouraging parking on the edges of the city rather than the centre. An additional transport budget was provided for 2017/18 to fund potential increases in demand (for example additional Park & Ride buses) which has been under-utilised. The sum of £0.2m is not forecast to be utilised. Unanticipated additional income is also forecast by £0.1m arising from the continued usage of car parks (in particular the Park and Ride).
- Legal cost recovery £0.2m underspend. Additional legal costs recovered of £0.2m for the year.
- Corporate £0.1m underspend. Additional investment property income of £0.1m for the year.
- Government Grants £0.1m underspend. Additional new burdens funding totalling £0.1m for the year.
- Employees (Vacancy Management) £0.1m underspend. Full year savings of £0.3m against a budget target of £0.2m.
- Economy & Communities £0.1m underspend. Full year forecast underspend broken down into: £30k Special Maintenance, £20k Economy & Arts, £30k Commissioning.

The projected General Fund capital expenditure for the financial year is £22.08m, which is the same as at the end of the previous quarter.

For the Housing Revenue Account (HRA), the Council is now forecasting an increase in the deficit at the end of the financial year of £0.789m to £3.071m. This is due to higher capital contribution resulting from delay in expected grant receipt together with lower rental income caused by later than budgeted income from new build schemes.

General Fund 2017/18

	General Fund Revenue					Staff	% of total	General Fund Capital	
	Budget		Forecast					Budget	Forecast
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Full Year Forecast Variance				
£'000	£'000	£'000	£'000	£'000	FTE		£'000	£'000	
Total Housing	243	(1,500)	(1,257)	(1,257)		32	8%	1,091	1,186
Total Environment	9,820	(11,838)	(2,018)	(1,476)	542	122	30%	2,218	424
Total Health & Happiness	351	(2,713)	(2,362)	(2,362)		21	5%	3,043	1,434
Total Business	226	(1,961)	(1,735)	(1,685)	50	21	5%	6,006	593
Total Operational Delivery	2,963	(8,661)	(5,698)	(5,703)	(5)	123	30%	5,529	5,028
Total Investment Activity	3,033	(710)	2,322	2,434	112			23,212	
Total Organisational Management	467	(6,674)	(6,206)	(6,206)		88	22%	159	144
Corporate	1	(1,695)	(1,694)	(1,512)	182				
Council Tax Support Grant to Parishes		(155)	(155)	(155)					
Cost recharge to HRA		2,626	2,626	2,626					
	<u>17,104</u>	<u>(33,281)</u>	<u>(16,176)</u>	<u>(15,295)</u>	881	<u>407</u>	<u>100%</u>	<u>41,258</u>	<u>8,857</u>
Total Tax and Grant Income			<u>15,196</u>	<u>15,329</u>	<u>133</u>				
Total Financing & Treasury Activity			<u>(159)</u>	<u>(159)</u>					
Total Surplus / (Deficit) *									<u>1,014</u>

* Forecast 2017/18 underspend of £1.0m is mainly caused by a projected employee underspend of £0.1m, a car parking / transport underspend of £0.3m, a legal recovery underspend of £0.2m, additional new burdens funding of £0.1m, and an underspend of £0.1m within Economy and Communities.

Housing Revenue Account 2017/18

	Housing Revenue Account				
	Budget		Forecast		
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Full Year Forecast Variance
£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	28,056	-	28,056	27,775	(281)
Housing Management General	105	(4,562)	(4,457)	(4,383)	74
Housing Management Special	1,098	(2,605)	(1,507)	(1,572)	(65)
Repairs (including Administration)	95	(5,169)	(5,074)	(4,785)	289
Interest	24	(5,168)	(5,144)	(5,158)	(14)
Depreciation	-	(5,989)	(5,989)	(5,989)	-
Capital Expenditure Funded by HRA	-	(8,102)	(8,102)	(8,894)	(792)
Other Income & Expenditure	21	(85)	(64)	(64)	
	<u>29,399</u>	<u>(31,680)</u>	<u>(2,281)</u>	<u>(3,071)</u>	<u>(789)*</u>
Working Balance at 1 April 2017			8,998	8,998	
Add Surplus / (Deficit)			(2,281)	(3,071)	(789)
Working Balance at 31 March 2018			<u>6,718</u>	<u>5,928</u>	<u>(789)</u>

**Housing Revenue Account
Capital 2017/18**

	HRA Capital Programme	
	Budget	Forecast
	£'000	£'000
Housing Major Works	6,568	6,968
Improvements and Conversions	1,630	1,450
Other Capital Spend	177	222
New Build Programme	16,319	14,329
	24,694	22,969

Note:

- Forecast increase in deficit due to higher capital contribution resulting from delay in expected grant receipt together with lower rental income caused by later than budgeted income from new build schemes.

Section 2: Council Strategy 2017-20 Progress Update

The following chart and tables provide a summary of the progress against the actions included in the Council Strategy and Portfolio Plans 2017/18 as at the end of quarter 3 (31 December 2017).

The Council Strategy 2017-20 includes sixty-eight performance measures supporting the delivery of the Council's five strategic outcomes.

Each performance measure is assigned to a responsible manager, with previously agreed timescales and targets that are set out in the Council Strategy.

Progress against the agreed timescales and targets is presented using a Red/Amber/Green status. A further category of "On Track" has also been added. These categories are defined as follows:

- **Red** – Unlikely to deliver against agreed timescales and/or budget. Corrective Action Plan required.
- **Amber** – Some slippage or overspend, corrective action required to bring to meet schedule.
- **On Track** – preliminary work underway and expected to be delivered within time
- **Green** – On schedule to be delivered on time.

Measures where actions have been completed are shown as complete.

As of 31 December 2017 there were seven measures that had been completed and forty-four measures on schedule and be delivered on time (Green).

A further ten measures are on- track to be delivered within the target date and three showing as Amber, with some slippage.

There is one measure showing as Red where the agreed timescale is unlikely to be met.

For the remaining three performance measures, data was not available at the time of writing the report or will not be available until after the end of the current financial year.

Further detailed information against each of the outcomes and performance measures is given in the following pages.

Council Strategy – Progress Report (Quarter 3 – 2017/18)Delivering an entrepreneurial approach to efficient public services

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Create a property company in order to gain General Fund returns	Establish a housing company that generates a long term rental stream to the Council	Dec 2017	Green	Proposal to establish a housing company approved by Cabinet on 6 December 2017, see Cabinet report CAB2990(HSG) . Further report to be brought back to Cabinet setting out detailed business plan and draft governance arrangements for the company.
2	Ensure that we have the right governance structure in place to enable the Council to act in an entrepreneurial way	Explore the opportunities to establish joint-ventures to enable an more efficient services	Sept 2017	Amber	This review will be on-going as opportunities present themselves.
		Review of internal governance to promote greater flexibility and responsiveness of decision making	May 2017	Red	Review was expanded in scope to consider a wider review of the Constitution and will be presented to members at Council in April 2018.
3	Ensure the Council maximises its key income streams	Increase Council Tax collection rates to 98.7%	Mar 2018	Green	This target was achieved at 31 March 2017 and further improvement is expected on this target for March 2018 (98.8%)
		Increase Business Rates collection to 98.6%	Mar 2018	Green	This target was achieved at 31 March 2017 and further improvement is expected on this target for March 2018 (98.9%)
4	Inspire staff by investing in a collaborative and flexible working environment that leads to the delivery of high quality services	Review the City Offices as part of the Capital investment programme	Mar 2018	Green	Report CAB2848 . Refurbishment to City Offices expected to be finished February 2018.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Complete a workforce strategy to support the development of staff	Jun 2017	Completed	Employee Strategy approved by Personnel Committee on 23 November 2017 (see report PER304).
5	Promote digital infrastructure and new channels for our services	Reduce the average cost per transaction through the use of digital channels	Mar 2020	Green	Data will be included in the end of year (Outturn) report.
		100% Council services to be online by 2019	Dec 2019	Green	This indicator is being monitored and the current rate of services available online is estimate at 70%.
6	Protect and enhance our assets in order to maximise income possibilities	Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings	Mar 2020	Green	Discussions ongoing with potential partners.
		Provide 50 households with the access to an open-market shared ownership scheme	Mar 2019	Amber	Update report considered at Cabinet on 17 January (see report CAB3006). Scheme expected to launch via a pilot scheme on 1 March to ascertain the level of interest and ability for the scheme to deliver.
		Increase average investment returns to 1% through a new Treasury Management Strategy	Mar 2018	Green	See Report: CAB2898 , 8 February 2017. Average interest rate earned on the Council's investments as at 31 August was 1.09% (Report AUD197 , 28 September 2017)
7	Understand and review the subsidies WCC funds	Review all charges to understand and target subsidies to the Council Strategy outcomes	Mar 2018	Completed	All fees and charges reviewed as part of 2018/19 budget setting process and set out in an appendix to the budget report.
		Review Council Tax Support scheme to ensure an affordable and equitable scheme that supports our residents to work	Jan 2018	Completed	Review completed and scheme approved by Cabinet (Report CAB2946 refers)

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform	April 2017	Completed	Revised payments scheme approved by Cabinet on 26 April 2017 (Report CAB2909 refers).
		Rents arrears and Council Tax arrears will reduce from current levels	Mar 2018	Green	Data will be included in the end of year (Outturn) report.
8	Use a strategic asset purchase scheme to generate financial returns	Generate an additional £500k p.a. of returns from a strategic asset purchase scheme	Mar 2018	Green	Creation of a Strategic Acquisition Strategy approved by Cabinet 7 December 2016 (See Report CAB2872). Proposal to purchase land at The Dean, Alresford for a car park approved by Cabinet in January 2018 (see report CAB3005)
		Develop a new capital strategy focussed on maximising income opportunities	Mar 2017	Completed	New strategy approved by Cabinet and Council in January 2017, (see report CAB2889)

Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Be proactive in our Tenant engagement, achieving effective representation and insight across all tenant and customer groups	Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement	Mar 2020	Green	Survey results currently informing business plan preparation. Tenant Engagement Strategy approved by Cabinet (Housing) Committee in November 2017 – see CAB2987(HSG)
2	Become experts in finding innovative solutions to support residents trying to buy their own home	Develop an effective "shared ownership" programme	Mar 2020	Green	Shared ownership flats included at Chesil Lodge and Victoria Court. All shared-ownership flats at Chesil Lodge sold Subject To Contract (STC).
		Provide access to custom build initiatives	Mar 2020	Green	Still to identify a suitable site.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
3	Deliver good Housing stock condition and energy performance for City Council owned dwellings that meet the Decent homes standard	0% "Non Decent Stock. Average Standard Assessment Procedure (SAP) rating > 65	Mar 2020	Green	Programme on track to maintain all properties as "decent" in current year. Average SAP rating currently 68
4	Double the number of Council houses built in the period 2017 - 2020	Additional grant funding/section 106 resource secured	Mar 2020	Green	Council signed up to "Wayfarer" partnership (working with local Registered Social Landlord's) to bid for grant. Grant bid being prepared for Valley, Stanmore development
		Provide an additional 300 new homes by 2020 through Council funded development programme	Mar 2020	Green	On track. >100 units currently on site with a further two sites (90 units) out to tender.
5	Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Avoiding reliance on Bed & Breakfast (B&B) accommodation as a housing option	Mar 2020	Green	No use of B&B for families in first two quarters of 2017/18. One individual placed for one night during recent cold weather.
		Increased provision of supported housing units/move on accommodation	Mar 2020	Green	Discussions with HCC/support providers ongoing. Progress will be subject to Govt confirmation of welfare reform implications for supported housing.
6	Establish a Housing Company or other specialist vehicle to support development	50 units for private rent delivered through specialist vehicle	Mar 2020	Green	Proposal to establish a housing company approved by Cabinet on 6 December 2017, see Cabinet report CAB2990(HSG) . Further report to be brought back to Cabinet setting out detailed business plan and draft governance arrangements for the company.
7	Provide good access to affordable housing options	Additional affordable homes provided (mixed tenures)	Mar 2020	Green	See 2, 4 and 6 above

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	across a range of tenures, including affordable and sub market rent (within Local Housing Allowance rates) market rent, shared ownership, student housing etc.				
8	Provide residents with direct access to, affordable Private Rented Housing (within Local Housing Allowance rates)	Number of houses that Council provide as private rented	Mar 2020	Green	"City Lets" scheme expanding and now has 30 properties let and occupied.
9	Restrict permitted development rights in Winchester so that new HMOs require planning permission from the Council.	Make an Article 4 Direction(s) where evidence shows the proliferation of Houses of Multiple Occupation (HMO) is unbalancing housing stock in Winchester, or parts of the city.	Mar 2020	On track	Article 4 Direction in place for Stanmore and new Direction made for Winnall which is due to come into effect in May 2018. Further work due to commence in 2018 looking at the number of HMOs across the city to see whether there is sufficient justification to consider making further Article 4 Directions in other parts of Winchester.

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Ensure that a holistic approach to travel and movement is integrated into all Council plans and strategies, to improve health and reduce emissions	We will increase use of Park & Ride, including the delivery of 200 spaces at Barton Farm	Mar 2020	Green	Winchester Movement Strategy will consider whether there is a demand for additional P&R provision. Strategy is expected to be adopted by autumn 2018. Furthermore the Council intends to improve the existing P&R offer by adding an additional bus at peaks times (moving from 8 to 9 buses during the busiest periods).
		Increase the number of health walks in the District to 5,600 in 2017/18	Mar 2020	Green	1,633 Health Walks during Q3 2017/18, 5,436 participants for the first nine months of the year.
		Develop the Winchester Criterium and Cyclefest to increase spectators to 10,000 (2017/18)	Jun 2017	Completed	An estimated 9,000 spectators attended 2017 event. Planning for the 2018 event is underway.
2	Encouraging volunteering to support and extend local services	Number of volunteering opportunities created / increase in number of residents who volunteer (survey)	Mar 2020	Data available end of Year	Data to be included in the end of year report.
		Increase the number of adults volunteering in sport to 22% (2019/20)	Mar 2021	Green	Active Lives Data 2016/17 - 20% Volunteers at events contributes to this eg Winchester Criterium, Paralympic Personal Bests
3	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the District	Council grants programme to prioritise sports and physical activity programmes	Mar 2018	Green	Grants totalling over £5,000 given to sports organisations during first half of 2017/18 including to football, tennis and cricket clubs.
		Target discretionary business rates relief towards sports clubs	Mar 2018	Green	To be reviewed during early 2018.
		Increase the number of adults participating in at least 30 minutes of	Mar 2018	Data available end of Year	Sport England Survey has been changed from Active People to Active Lives and

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		exercise each week to 46% (2017/18), 47.5% (2018/19) and 49% (2019/2020)			has been updated in the refreshed Council Strategy.
		Increase the number of adults who participate in at least 30 mins of exercise 3 times a week to 28% (2017/18), 28.5% (2018/19) and 29% (2019/20)	Mar 2020	Data available end of Year	Sport England Survey has been changed from Active People to Active Lives. This performance measure has been updated in the refreshed Council Strategy.
4	Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities	Commence build of a new leisure facility by 2018	Dec 2018	Green	Consideration of Outline Business Case by Overview & Scrutiny on 20 November Report OS186 refers. Project update report considered by Cabinet (Leisure Committee) on 16 January, report CAB3015(LC) refers.
5	Support the delivery of a programme of festivals and events across the District	Establish a coordinated approach to ensure the delivery of a range of high quality sustainable festivals and events that are safe, well organised and well attended	Mar 2020	Green	The Winchester Festival's Group, coordinated by the Winchester BID and attended by the tourism marketing team and representatives from all the major events and festivals across the District, meets quarterly to discuss and review events including their promotion via the WCC-owned Festivals site. The Winchester Safety Advisory Group (SAG) reviews the safety arrangements for every major event.
6	Work with partners to improve the Health of residents in the District	Support the delivery of the Winchester Health and Wellbeing Action Plan	Mar 2020	Green	Working in partnership with University of Winchester, Action Hants, West Hants Clinical Commissioning Group & GPs on the development of a funding bid to the Dept of Health's new Social Prescribing Fund. https://www.gov.uk/government/publications/health-and-wellbeing-fund-2017-to-

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					2018-application-form
		Develop the Exercise Referral programme to include classes for adults with long term health conditions. 200 referrals and class attendance of 2,020 (2017/18)	Mar 2020	Green	Active Lifestyles Scheme – GP Referrals 2015/16 – 142 2016/17 – 233 2017/18 – 206 (Apr to Dec only) Community Classes 2015/16 – 100 2016/17 – 1,926 2017/18 – 1,925 (Apr to Dec only)
		Invest annually in disabled facilities grants in line with Government funding to help keep people in their own home	Mar 2020	Green	Spend on track with over £500k committed, assisting over 100 disabled residents.

Improving the quality of the District's environment

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit	Area specific satisfaction surveys completed using a baseline of ASB Hot Spot locations from the previous year that have been raised via the CSP	Mar 2020	Green	The survey was launched in December 2017, with a closing date of 19 January 2018. Outcome from the survey will be available as of February 2018.
		Utilise the Tools and Powers provided within the Anti-Social Behaviour Police & Crime Act 2014	Mar 2020	Green	Within this reporting period the following powers have been used: 3 CPN warning letters given for begging in the High Street, 2 CPN warning notices issued, 1 CPN warning Notice breached, 1 Criminal Behaviour Order breached, 2 Dispersal orders (S35) have been authorised by the police in ASB locations of Abbey Gardens and the High Street.
		Always evaluate prosecution as a deterrent to those who fly tip within the District	Mar 2020	Green	There are currently 3 prosecutions in progress that are awaiting dates from the court.
		Achieve a reduction in the number of reported fly tipping incidents taking place at fly tipping hot spots	Mar 2020	Green	Fly tip incidents at hot spot locations in Southern Parishes show a reduction of 2 compared with the same period last year. (9 reports in Q3 16/17 and 7 reports in Q3 17/18). In deciding what constitutes a 'hot spot' location. The team have agreed that any fly tip that has had a significant impact on the environment on more than one occasion would constitute a fly tip 'hot spot'. The role out of this Information to the general public is in process and will

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					be completed for the next report. Hot spot locations will be identified using data extracted each year from the previous year e.g. Quarter 1 will be taken from 2017/18 for the baseline.
		Investigate introducing litter fines.	Mar 2020	Green	During this quarter the Council issued one fixed penalty notice for an offence committed in the last quarter.
2	Enhance and increase the use of open spaces in both the towns and more rural areas of the District	Undertaking a visitors user survey on key open spaces to ascertain current use and future demand for such space	Mar 2020	Green	Delivery options have been assessed; a user survey underway. We are currently developing a work programme to collect additional data including analysing CCTV cameras at key locations, undertaking site based quantitative surveys and undertaking site based user questionnaires across a 12 month period
		Deliver £250k of Estate Improvements annually	Mar 2020	Green	A number of parking improvement schemes being progressed. Major environmental and improvements to Trussell Crescent underway. Further parking improvements recommended (CAB2979(HSG) refers
3	Find creative ways to reduce harmful emissions, based on sound evidence and holistic transport planning	Meets or is better than statutory limits across the District, including town centre hot spots	Mar 2020	On track	Any high level proposals which come out of the City of Winchester Movement Strategy will be considered in relation to air quality.
		Total emissions from the Winchester District have reduced by 40% or 25,000 tonnes CO ₂ e per annum (relative to the 2004 baseline) by 2020	Mar 2020	On track	Delivery of the measures included in the Twelve Actions for a Lower Carbon Council and the Low Carbon Route Map underway, including introduction of low

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					emission Park and Ride buses and support, by granting of planning permission for a number of solar farms across the District.
4	Protect, enhance and respect the District's rich heritage and landscape whilst allowing development to take place which enables our historic environment to evolve over time having due regard for the landscape character.	Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the historic environment.	Mar 2020	Green	<p>Local Plan Part 2 was adopted in April 2017, the final development plan document on Travellers is being prepared with the intention of adoption by end of 2018.</p> <p>A review of the Local Plan will commence in 2018, with evidence gathering and community engagement, prior to consultation and examination and subsequent adoption by end 2021.</p>
5	Work to change attitudes to waste, and significantly improve recycling levels	Investigate options for additional income through increased recycling	Mar 2020	On track	<p>Work continues to expand the existing textile recycling bank network when sites can be found within the district Delivery of the Shared Waste Minimisation.</p> <p>The Council is also working closely within The Project Integra Partnership to try and increase the range of materials collected in domestic recycling bins.</p>
		Improve recycling rates from the 2016-17 baseline position	Mar 2020	Green	<p>Recycling figures for Q3 show a small improvement over figures for the same quarter in 2016/17 – see figures on page 36.</p> <p>The Council is currently undertaking a number of proactive initiatives to reduce contamination of recycled materials including a Welcome Pack for new residents to the District and educating</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					residents on the materials that can be recycled.
6	Work with strategic partners to continue to develop flood resilience measures	Flood assessment carried out for all schemes to achieve a reduction in affected properties.	Mar 2020	Green	Final phase of the North Winchester Flood Alleviation scheme now has funding in place including £300k contribution from the Community Infrastructure Levy.

Winchester District will be a premier business location

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Develop new employment opportunities across the District	Directly develop office space to support Small, Medium Enterprises to grow	Mar 2020	On track	Currently reviewing opportunities including the site of the former depot in Bishops Waltham, report to be considered by Cabinet 13 November (Report CAB2961 refers).
		Through WCC programmes, support 10 people per quarter into work	Mar 2019	Amber	Unemployment levels remain low for the Winchester District and the Council is reviewing its corporate approach.
2	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an inward investment strategy	Mar 2018	On track	To be part of Economic Strategy currently in development.
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start	Mar 2020	On track	LEADER funding continues to be successful. Enterprise First business support provision now in place.
3	Promote a sustainable economy by enabling major regeneration schemes	Complete Supplementary Planning Document (SPD) on the Central Winchester Regeneration site by Nov. 2017	Nov 2017	Green	Draft SPD approved for consultation at Cabinet on 6 December 2017 (report CAB2995 refers). Formal consultation concludes on 5 February.
		Increase office supply of 140,000 ft on the Station Approach site by 2022	Mar 2022	On track	See update on page 30 of this Report
4	Utilise our environment to drive business growth	Survival rate of new businesses	Mar 2020	On track	Statistics to be reported after the end of the financial year.
		Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities.	Mar 2020	On track	Engaged LDS Architects to develop a scheme for the Carfax site to provide new offices. Seeking approval for funding to develop a proposal for new business premises at Bishops Waltham.
		Ensure we have an up-to-date car parking strategy which manages demand with sufficient spaces in appropriate locations including Park	Mar 2017	Completed	Mid-Term refresh of Car Parking Strategy approved by Cabinet in December 2016 (report CAB2874 refers). Further consideration to be given to parking as

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		and Ride expansion where there is a demonstrable need.			part of Central Winchester Regeneration development.
		Respond to the Winchester Movement Strategy and action plan	Ongoing	Green	Consultation underway seeking feedback to inform new Winchester Movement Strategy.
5	Work with strategic partners to continue to deliver critical infrastructure projects across the District	Increase access to Super-Fast Broadband to 90% across Hampshire	Mar 2019	Green	<p>Due to additional government funding the BDUK (Broadband Digital UK) project is looking to include a greater number of households and businesses in the district.</p> <p>Using BT as the main contractor the HCC/BDUK aim to have 95% of households connected with Superfast Broadband by mid 2019.</p> <p>WCC are also working directly with VMB (Virgin Media Business) to enable the Winnall Industrial Estate with Ultrafast Business Broadband services by the spring 2018.</p>

Section 3: Programme Management – Projects Update

This report provides an update on the progress made against the Council's significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report because of their significance to the Council and the need for regular monitoring.

The Council's Major Projects include:

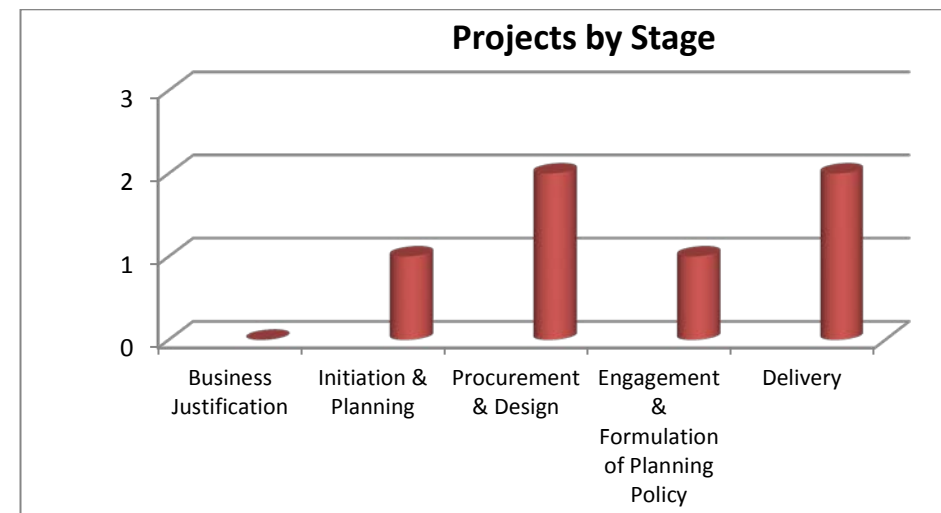
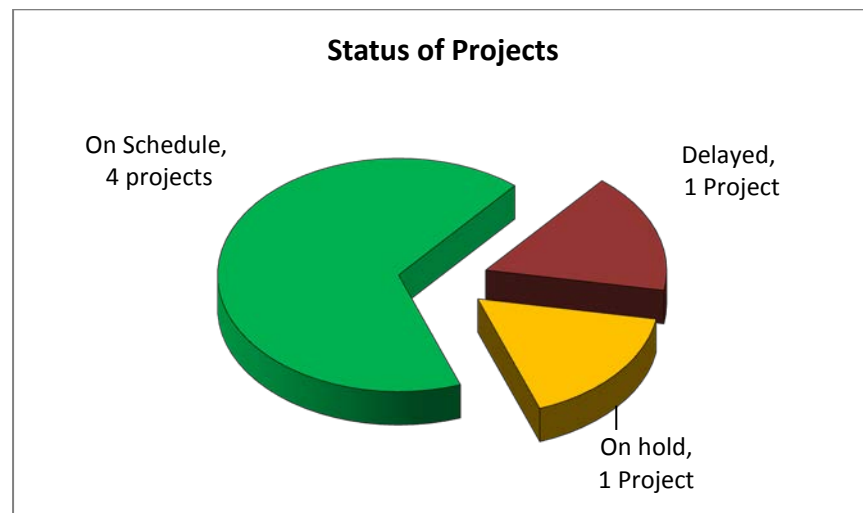
- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach

Other significant projects that the Council is leading on include;

- Replacement Doctors Surgery
- Chesil Lodge – Extra Care Scheme
- New Homes Programme

Summary Report



The charts below summarise the status of the Council's significant projects as set out in the report



Management Report – Major Projects


Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Options appraisal – 2013 to 2015 - Completed</i> • <i>Feasibility assessment of preferred option – 2016 - Completed</i> • <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i> • <i>Outline Business Case – 16 January 2018 - Completed</i> • Prepare and seek planning permission - 2018 • Start on site – 2018 (now likely to be early 2019) • Completion – 2020 (now likely to be 2021)
Project Phase: Procurement and Design		✓	✓	
Project Start Date: 01 May 2013	Projected End Date: 31 December 2020			
Project Sponsor: Laura Taylor	Project Executive: Andy Hickman			
Project Budget: Capital: £34,000,090 Revenue: £853,000	Spend to date: Total: £539,622 (Revenue)			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Engagement Phase 3 – in progress • Work stream meetings for procurement of construction contractor including preparing documents for mini competition later this year • Environmental Impact Assessment (EIA) screening drafted and submitted • Value engineering exercise underway and design and cost development ongoing • Operator specification being drafted • Informal Leisure Centre Cabinet Committee – covering construction and operator procurement • Preparing work for Advisory Panels, <p>Next Steps</p> <ul style="list-style-type: none"> • Continue development of RIBA 3 design • Incorporate ongoing value engineering proposals • Complete ground investigation lab testing and reporting • Develop construction contract for principal contractor • Complete and approve construction and operator procurement evaluation • Setting up and holding Advisory Panels • Reporting back on engagement events • Setting up future LC Cabinet Committee Meetings • Lease arrangements 				



Summary		Status & Progress		Project Milestones
<u>Station Approach</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 15/12/16 - Procurement of RIBA Competitions Office - Completed 20/03/17 - Cabinet to agree start of procurement – Completed 14/08/17 - Cabinet to approve appointment of architects - Completed 20/02/18 – Cabinet to approve: RIBA stage 2 outputs, and proceed to stage 3 31/08/18 - Cabinet to approve: RIBA stage 3 outputs, and to proceed to stage 4 31/11/18 – Planning application to be considered by Planning Committee 31/02/19 - Cabinet to approve: RIBA stage 4 outputs, and to proceed to stage 5 31/04/19 – Earliest date for construction start
Project Phase: Procurement and Design team		✓	✓	
Project Start: February 2015	Project End Date: 01 December 2022			
Project Sponsor: Laura Taylor	Project Executive: Kevin Warren			
Project Budget: Capital: £149,800,000 Revenue: £1,840,000	Spend to date: £65,177 (current project)			
Project Update & Next Steps				
<ul style="list-style-type: none"> Programme amended to allow additional engagement and input Liaison with Network Rail and South West Trains HCC Services procured to provide technical advice on junction proposals Liaison with County Archives. <p>Next Steps</p> <ul style="list-style-type: none"> Development Management Officer workshop to be arranged 7 February 2018 Advisory Panel to be invited to meeting 9 February 2018 All member briefing 13 February 2018 Architect to issue final draft Public Realm Strategy and Disposition of Uses Masterplan (RIBA Stage 1 report); sign off by Cabinet (SA) Committee 27 February 2018 Public engagement 1 and 3 March tbc Concept designs to be developed 				

Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 27/11/17 - Draft SPD reviewed and signed off • 06/12/17 – Cabinet approval to commence consultation • 11/12/17 – Start of Formal Consultation • 05/02/18 – End of Formal Consultation • Spring Summer – Cabinet resolution to adopt SPD
Project Phase: Engagement and Formulation of Planning Policy				
Project Start: March 2016	Project End: 28.02.2018 (SPD)			
Project Sponsor: Laura Taylor	Project Executive: Andy Hickman			
Project Budget: Revenue: £200,000 (for SPD)	Spend to date: £198,738			
Project Update & Next Steps				
<ul style="list-style-type: none"> • The Informal Policy Group (IPG) has resolved to set up an Archaeology Consultation Panel. Eminent experts in the field had been appointed to the Panel which held its first meeting in November. • Urban Delivery has been commissioned to undertake initial work on the potential delivery options • Update on Transport Workshop, Parking and Archaeology provided at Informal IPG on 17 October • Completed draft SPD considered at formal meeting (held in public) 30 October • Formal consultation period commenced with launch exhibition - 11 December 2017 <p>Next Steps</p> <ul style="list-style-type: none"> • Formal consultation ends on 5 February 2018 • Collate consultation responses, Council responses and proposed modifications/ actions • Cabinet resolution to adopt draft SPD Spring/Summer 2018 • Three month statutory notice period following adoption 				

Other Projects














Summary		Status & Progress		Project Milestones
<u>Replacement Surgery</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Planning permission approved – March 2016</i> • <i>Detailed design - 2017</i> • <i>Construction – estimated 2018</i> • <i>Building completed - estimated 2019</i>
Project Phase: Initiation & Planning		Onhold	Delayed	
Project Start: February 2016	Project End: 31 December 2018			
Project Sponsor: Simon Finch	Project Executive: Kevin Warren			
Project Budget: Capital: £4,268,000	Spend to date: £120,023			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Awaiting progress with partners signing up to building agreement and agreement for lease. <p>Next Steps</p> <ul style="list-style-type: none"> • S278 Agreement (technical agreement reached with HCC, formal 278 agreement to be drawn up) • Site scan • Agreement of Form of Agreement for Lease • Investigations/reports to satisfy planning conditions • Instruct Architect to develop design up to RIBA Stage 4 • Procurement of consultants • Procurement of contractor 				













Summary		Status & Progress		Project Milestones
<u>Chesil Lodge – Extra Care Scheme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 05/02/15 – Planning permission granted at Planning Committee • 11/04/16 – Construction started on site • 10/03/17 – ‘Topping Out’ ceremony held • 22/03/17 – Award of contract for catering service at Chesil Lodge (report CAB2912(HSG) refers) • Completion / handover by contractor • Phased moving in of residents
Project Phase: Delivery		Delayed		
Project Start: January 2013	Project End: 2018			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: £15,431,560	Spend to date: £13,268,684 to 30 November 2017			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Furnished show flats are complete and available for visits (by appointment only) • First 4 flats in Block A now complete and ready for final snagging. • A lot of interest in the properties for sale, with all for sale properties now reserved • All shared ownership properties have been reserved • Joint suitability assessments with HCC being carried out for clients of the rented properties. • Catering contractor (Catering Academy) and Care Contractor (Acasa) appointed • Quality of the finished product being maintained by contractor and “handover” planning now underway <p>Next Steps</p> <ul style="list-style-type: none"> • Completion / handover by contractor (date subject to negotiation with contractor) • Catering contractor starts on site • Phased moving in of residents 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – tender process underway (stage 1 mini tender) • Mitford Rd – flat completion June 2018 • Bailey Close – completion June 2018 • Hillier Way – completed in November 2017 • Victoria House – completion February 2018 • Knowle - Tender returns returned late December 2017 • Rowlings Rd – outline business case to Cab (Hsg) in Nov 17 - Report CAB2997(HSG) refers
Project Phase: Delivery				
Project Start: December 2012	Project End: December 2022			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: Capital: £43,942,000	Spend to date: Capital: £7,814,182 <i>To 30 November</i>			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Bungalow completed, houses handover scheduled for Jan 2018, flats completion June 2018. • Bailey Close – started on site, however contractor has entered administration. Novation to alternative contractor agreed (via PHD). Work to recommenced in January 18 • Hillier Way – completed (November 2017) • Victoria House – 8 weeks of weather delays being claimed completion February 2018 • Knowle - planning application approved, EA appointed, tender process started, returns received in December 2017 				

Section 4 – Managing the business (performance indicators)

The table below provides an update on the performance the Council is making against a set of ‘corporate health’ indicators.

Performance Indicator	2016/17 Data			2017/18 Data			Current Status	Annual Target	Expected Outturn	Expected End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3				
Average Sickness per member of staff (<i>days</i>) – rolling year	6.0	6.0	6.3	6.4	6.5	6.9		7.5	6.2	
Staff Turnover - quarterly	3.38%	2.03%	3.63%	5.48%	5.69%	4.22%	Not Applicable	No target set	3.7%	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims (<i>days</i>)	16.31	14.93	13.72	10.38	9.75	10.41		14.00	10.25	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims (<i>days</i>)	5.68	5.28	4.18	3.37	3.22	3.37		7.00	3.38	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	31	26	20	32	23	25		10	10	
Number of High Priority Overdue Internal Audit Management Actions	14	11	7	9	0	3		0	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0		0	0	
Accounts Payable – invoices paid within 30 days	97%	94%	96%	96%	90%	95%		100%	95%	
Invoices processed with a Purchase Order	99%	100%	100%	98%	100%	99%		100%	99%	

Performance Indicator	2016/17 Data			2017/18 Data			Current Status	Annual Target	Expected Outturn	Expected End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3				
Number of complaints recorded on corporate complaints system	96	116	67	86	67	76	Not Applicable	No Target Set	Not Applicable	Not Applicable
Percentage of FOI requests responded to within 20 working days	75.9%	81.63%	86.64%	73.91%	78.42%	79.88%		90.0%	78.0%	
Number of Fly-Tipping Incidents reported	170	192	254	142	200	209	Not Applicable	No Target Set	Not Applicable	Not Applicable
Percentage of household waste sent for reuse, recycling and composting	38.16%	34.98%	32.99%	37.95%	38.34%	35.43%		35.87%	36.00%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	66.33%	79.39%	84.00%	66.67%	71.43%	83.33%		60.00%	70.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	75.00%	90.00%	70.00%	83.13%	81.03%	88.74%		65.00%	85.00%	
Number of Enforcement Cases Opened	No data	69	70	89	91	83	Not Applicable	No Target Set	Not Applicable	Not Applicable
Number of Enforcement Cases Closed	No data	70	57	128	108	103	Not Applicable	No Target Set	Not Applicable	Not Applicable
Voids – Average re-let time (general needs and Sheltered)	12.18	11.12	11.48	12.51	12.27	12.32		19	12.5	
Arrears - Number of tenants owing more than 4 weeks rent	229	221	203	222	327	206	Not Applicable	No Target Set	Not Applicable	Not Applicable
Repairs – Average number of days to complete responsive repairs	4.39	2.96	3.96	5.4	5.3	5.0		8	5	

Performance Indicator	2016/17 Data			2017/18 Data			Current Status	Annual Target	Expected Outturn	Expected End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3				
Homelessness – Numbers presenting to Council as being at risk of homelessness	403	301	357	324	404	334	Not Applicable	No Target Set	Not Applicable	Not Applicable

Key to symbols:

This performance indicator is on target

This performance indicator is below target but within 5% of the target

This performance indicator is more than 5% of the target

Key Actions:

- Freedom of Information processes are being reviewed and a cross Council information governance group has been created to help oversee the process and improvements. Further communications and training are being rolled out to improve compliance with the process.