

REPORT TITLE: Q2 2017/18 FINANCIAL AND PERFORMANCE MONITORING

20 NOVEMBER 2017

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance during the second quarter of 2017/18 and financial position as at 30 September 2017.

This is the second report in this new style of presentation which includes progress updates against major projects, the Council Strategy outcomes and key performance indicators. Future reports will continue to be presented on a quarterly basis.

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

In addition, this report highlights expenditure to undertake urgent repairs to the Weir as detailed in paragraph 12 and additional works at the Casson Block as set out in paragraph 13 which will require Cabinet approval.

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 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 this report (with the exception of The Weirs and the Casson Block; see paragraphs 12 and 13): 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.
- 2.2 The report includes an update on the Council's financial position as at 30 September 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. 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.

### 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

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<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 second quarter of 2017/18 and financial position as at 30 September 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 front of the report.

- 10.3 Section 1 of the report sets out the summary financial position for the Council as at the 30 September 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 £590k 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 second 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, five of the sixty-eight performance measures have been completed and a further 55 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.

## 12 THE WEIRS

12.1 It is necessary to undertake some repairs to the river banks along the Weirs between Bridge Street and the Wharf Mill. Repairs are required in order to protect the integrity of the supporting structure under the footpath which runs alongside the river.

12.2 If the works are not carried out, there is a risk that the structure supporting the footpath running alongside the River could be subject to subsidence resulting in the path needing to be closed. There is also a risk that materials could enter the River and pose a risk to the downstream Mill. The structure is being closely monitored.

12.3 Officers have commissioned repairs to the worst five sections of the wooden boards which provide protection to the supporting structure and have obtained an EA licence to carry out the works, which started in late October as it was considered these repairs should be undertaken before winter. These works will cost £38,000 and will be funded from the Major Investment Reserve.

12.4 Estimates are being prepared for the cost of repairing the remaining boards and this will come to Cabinet for consideration in due course after further discussion with Hampshire County Council.

## 13 THE CASSON BLOCK

13.1 In order to complete this existing project to a high standard commensurate with the works already undertaken it has become evident that a few additional requirements will need to be addressed. There is a need for additional hard landscaping works which were not foreseen at the start of the project.

13.2 The public artwork has been commissioned and is awaiting installation at the start of 2018. The remaining work includes not only the installation of the public art, but new paving to match the area outside of the Casson Block, lighting of the artwork, and removal of a low wall to enable access to the area.

13.3 The additional costs have been assessed at up to £20,000 and the budget has been identified within the Economy and Arts revenue budget and will be vired to the Capital Programme.

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

[CAB2963](#) – Q1 Financial and Performance Monitoring Report, 12 September 2017

#### Other Background Documents:-

None.

APPENDICES:

Appendix 1 Q2 2017/18 Finance and Performance Management Report



# FINANCE & PERFORMANCE MANAGEMENT REPORT SECOND 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.

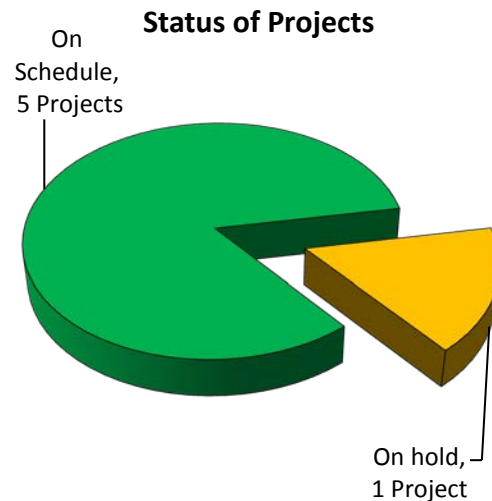
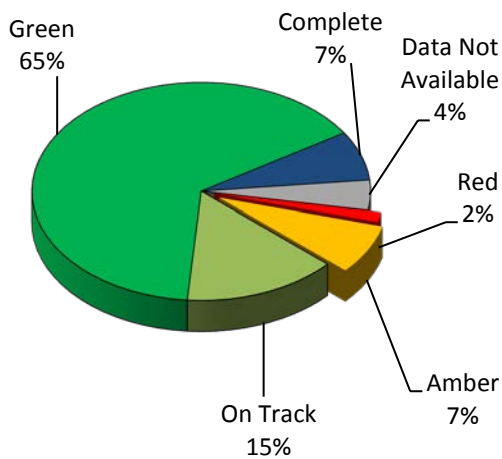
The report does not provide detailed information relating to the numerous activities included in individual team service plans but includes the significant projects that that the Council is undertaking.

Similarly there are a large number of other performance measures that are not reported here but support the business of that team and managed by each Head of Team.

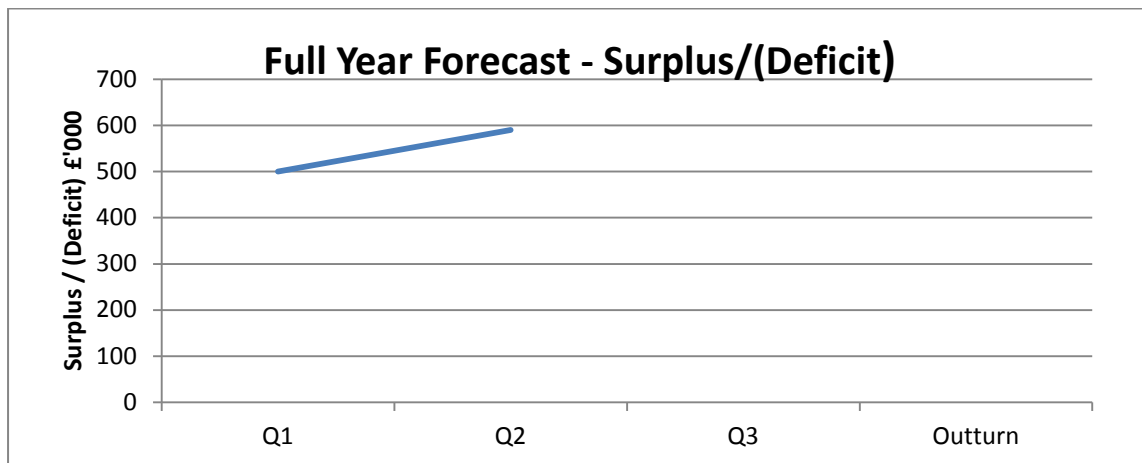
The following diagrams provide a summary of the position of the Council as at the 30 September 2017 (Quarter 2) across the key areas of performance. Further information is provided in the following appendices.

**Council Strategy  
Q2 2017/18**

**Project Monitoring  
Q2 2017/18**



**Summary General Fund Revenue Financial Forecast**



## **Section 1 – Financial Update** as at 30 September 2017

This section presents a summary of the Council's financial position as at the 30 September 2017 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 £0.59m. The key forecast variances are:

- Car Parking / Transport £0.2m underspend. Requirements have not yet been identified against this budget which was approved in February 2017 alongside the major changes to car parking charges.
- Employees (Vacancy Management) £0.15m underspend. Full year savings of £0.35m against a budget target of £0.2m.
- Economy & Communities £0.15m underspend. Full year forecast underspend broken down into: £50k Special Maintenance, £50k Economy & Arts, £50k 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 a reduction in the deficit at the end of the financial year of £862,000 to £1.418m.

This is primarily due to a reduction in the contribution to the capital programme and reduced revenues repairs spend offset by lower income from rents.

## General Fund 2017/18

	General Fund Revenue					Staff FTE	% of total	General Fund Capital	
	Budget		Forecast					Budget	Forecast
	Income £'000	Expenditure £'000	Net contribution / (spend) £'000	Full Year Forecast £'000	Full Year Forecast Variance £'000			£'000	£'000
<b>Total Housing</b>	243	(1,500)	(1,257)	(1,257)		32	8%	1,091	1,091
<b>Total Environment</b>	9,820	(11,838)	(2,018)	(1,801)	217	122	29%	2,180	1,265
<b>Total Health &amp; Happiness</b>	351	(2,713)	(2,362)	(2,362)		20	5%	3,043	1,997
<b>Total Business</b>	226	(1,961)	(1,735)	(1,635)	100	22	5%	3,895	1,737
<b>Total Operational Delivery</b>	2,963	(8,661)	(5,698)	(5,781)	(83)	124	30%	5,529	5,529
<b>Total Investment Activity</b>	3,033	(710)	2,322	2,322		0	0%	10,303	10,303
<b>Total Organisational Management</b>	467	(6,674)	(6,206)	(6,156)	50	96	23%	159	159
<b>Corporate</b>	1	(1,695)	(1,694)	(1,462)	232				
<b>Council Tax Support Grant to Parishes</b>		(155)	(155)	(155)					
<b>Cost recharge to HRA</b>		2,626	2,626	2,626					
	<u>17,104</u>	<u>(33,281)</u>	<u>(16,176)</u>	<u>(15,660)</u>	516	<u>417</u>	<u>100%</u>	<u>26,200</u>	<u>22,081</u>
<b>Total Tax and Grant Income</b>			<u>15,196</u>	<u>15,270</u>	<u>74</u>				
<b>Total Financing &amp; Treasury Activity</b>			<u>(159)</u>	<u>(159)</u>					
<b>Total Reserve Related Movements</b>			<u>1,139</u>	<u>1,139</u>					
<b>Total Funding</b>			<u><b>16,176</b></u>	<u><b>16,250</b></u>	<u><b>74</b></u>				
<b>Total Surplus / (Deficit) *</b>					<b>590</b>				

\* Forecast 2017/18 underspend of £0.6m is mainly caused by a projected employee underspend of £0.2m, a car parking / transport underspend of £0.2m and a projected underspend within Economy and Communities of £0.2m.

## 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	27,788	(268)
Housing Management General	105	(4,562)	(4,457)	(4,368)	89
Housing Management Special	1,098	(2,605)	(1,507)	(1,578)	(70)
Repairs (including Administration)	95	(5,169)	(5,074)	(4,752)	322
Interest and Depreciation	24	(11,157)	(11,133)	(11,147)	(14)
Capital Expenditure Funded by HRA	-	(8,102)	(8,102)	(7,298)	804
Other Income & Expenditure	21	(85)	(64)	(64)	
	<u>29,399</u>	<u>(31,680)</u>	<u>(2,281)</u>	<u>(1,418)</u>	<u>862</u>
Working Balance at 1 April 2017			8,998	8,998	
Add Suplus / (Deficit)			(2,281)	(1,418)	862
Working Balance at 31 March 2018			<u>6,718</u>	<u>7,580</u>	<u>862</u>

## HRA Capital Programme

Budget	Forecast
£'000	£'000

## 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

Housing Major Works  
Improvements and Conversions  
Other Capital Spend  
New Build Programme

HRA Capital Programme	
Budget	Forecast
£'000	£'000
6,568	6,968
1,630	1,450
177	222
16,319	15,273
<u>24,694</u>	<u>23,913</u>

### Note:

- Forecast reduction in deficit due to reduced capital contribution and revenue repairs spend switching to capital works, offset by lower rents 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 2 (30 September 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 30 September 2017 there were five measures that had been completed and forty-five measures on schedule and be delivered on time (Green).

A further ten measures are on- track to be delivered within the target date and four 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 2 – 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	See Cabinet report <a href="#">CAB2911(HSG)</a>
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 has been expanded in scope to consider a wider review of the constitution and will be presented to members at the April 2018 Council.
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 <b>2017</b> 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 <b>2017</b> 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 <a href="#">CAB2848</a> . Refurbishment to City Offices expected to be finished February 2018.
		Complete a workforce strategy to support the development of staff	Jun 2017	Amber	Workforce Strategy drafted and due for implementation late autumn 2017
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.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		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	See Cabinet report <a href="#">CAB2932</a> . Expected to launch via a pilot scheme in coming weeks 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: <a href="#">CAB2898</a> , 8 February 2017. Average interest rate earned on the Council's investments as at 31 August was 1.09% (Report <a href="#">AUD197</a> , 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	Green	Any changes to fees and charges to be considered as part of the budget setting paper in February 2018
		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 <a href="#">CAB2946</a> refers)
		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 <a href="#">CAB2909</a> 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 <a href="#">CAB2872</a> ). One purchase completed to date.



	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Develop a new capital strategy focussed on maximising income opportunities	Mar 2017	<b>Completed</b>	New strategy approved by Cabinet and Council in January 2017, (see report <a href="#">CAB2889</a> )

### 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	<b>Green</b>	Survey results currently informing business plan preparation.  Draft Tenant Engagement Strategy being prepared – 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	<b>Green</b>	Shared ownership flats included at Chesil Lodge and Victoria Ct. All SO flats at Chesil sold STC
		Provide access to custom build initiatives	Mar 2020	<b>Green</b>	Still to identify a suitable site
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	<b>Green</b>	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	<b>Green</b>	Council signed up to "Wayfarer" partnership (working with local RSLs 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	<b>Green</b>	On track. >100 units currently on site with a further two sites (90 units) out to tender.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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 in first two quarters of 2017/18
		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 be considered at November Cabinet (HSG) Cttee – see report CAB2990(HSG).
7	Provide good access to affordable housing options across a range of tenures, including affordable and sub market rent (within Local Housing Allowance rates) market rent, shared ownership, student housing etc.	Additional affordable homes provided (mixed tenures)	Mar 2020	Green	See 2, 4 and 6 above
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 23 properties let and occupied, a further 4 signed up. Plans to include 5 more properties by December.
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.

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.
		Increase the number of health walks in the District to 5,600 in 2017/18	Mar 2020	Green	2,172 Health Walks during Q2 2017/18, 3,803 for the first half of the year. New health walk introduced in Kings Worthy
		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.
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 the early New Year
		Increase the number of adults participating in at least 30 minutes of exercise each week to 46% (2017/18), 47.5% (2018/19) and 49% (2019/2020)	Mar 2018	Data available end of Year	Sport England Survey has been changed from Active People to Active Lives which will require this performance measure to be 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%	Mar 2020	Data available end of Year	Sport England Survey has been changed from Active People to Active Lives which will require and update to this

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		(2017/18), 28.5% (2018/19) and 29% (2019/20)			performance measure and which has been included 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 Stage 2 proposals and Procurement update presented to Overview & Scrutiny on 9 October. Reports <a href="#">OS177</a> and <a href="#">OS179</a> refer.
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. <a href="https://www.gov.uk/government/publications/health-and-wellbeing-fund-2017-to-2018-application-form">https://www.gov.uk/government/publications/health-and-wellbeing-fund-2017-to-2018-application-form</a>  Summer Board meeting postponed due to absence of lead officer – next meeting scheduled for Jan 2018.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		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	Increased numbers of GP surgeries referring adults with long term health issues to classes. 2015/16 – 100 (Nero Fit only) 2016/17 - 1,926 adults 2016/17 – 953 (Apr to Sept 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 is due to be launched at the end of November and the results provided within the February 2018 report.
		Utilise the Tools and Powers provided within the Anti-Social Behaviour Police & Crime Act 2014	Mar 2020	Green	For the period October 2016 to date the following powers have been used: 8 community protection notice (CPN) warning letters given for begging in the High Street 2 CPN warning notices issued 1 breach of CPN being considered for civil injunction Dispersal orders (S35) have been authorised by the police x 5 in ASB locations.
		Always evaluate prosecution as a deterrent to those who fly tip within the District	Mar 2020	Green	2 successful prosecutions achieved within this quarter, both resulted in fines and costs being awarded to WCC.
		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 a hot spot location in the Southern Parishes show that in 2016 there were 14 reports linked to the location and in the year to date the data is now showing 4. This perpetrator of fly tip in this specific area was given a custodial sentence. In order to be transparent to the public what constitutes a fly tip hot spot area the team are in the process of putting in place a definition of a 'hot spot' location using 2016/17 as the baseline for data.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Investigate introducing litter fines.	Mar 2020	Green	This is a business plan priority for the enforcement officer within the team. The results will be provided as an update within the next quarter report.
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 under development. 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 of 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 <sub>2</sub> e per annum (relative to the 2004 baseline) by 2020	Mar 2020	On track	Delivery of the measures included in the <a href="#">Twelve Actions for a Lower Carbon Council</a> underway, including introduction of low emission Park and Ride buses and support, by granting of planning permission for a number of solar farms across the District.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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</p> <p>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 Q2 show a small improvement over figures for the same quarter in 2016/17 – see figures on page 35.</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 residents on the materials that can be recycled.</p>



	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
6	Work with strategic partners to continue to develop flood resilience measures	Flood scheme assessment on all completed to 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 due for consideration and approval at Cabinet on 6 December 2017 (report CAB2995 refers)
		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 by end of 2017
		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 <a href="#">CAB2874</a> 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:

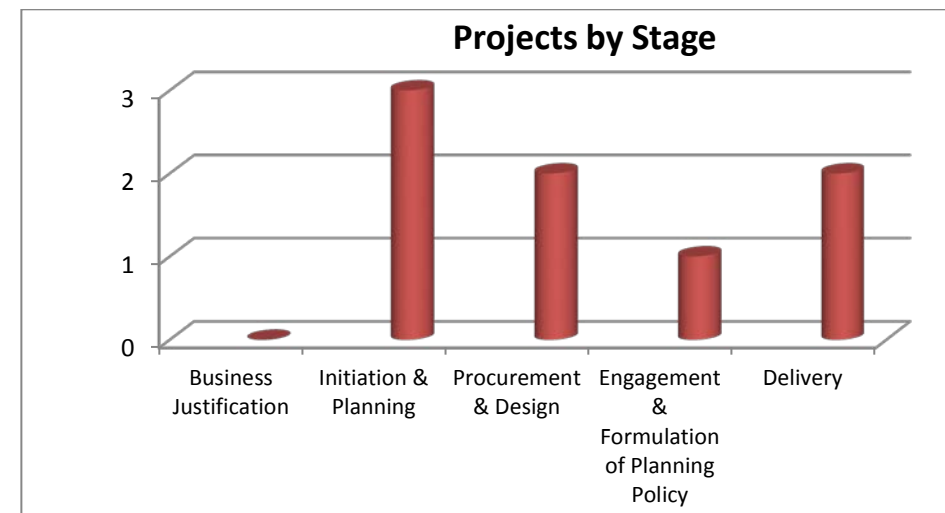
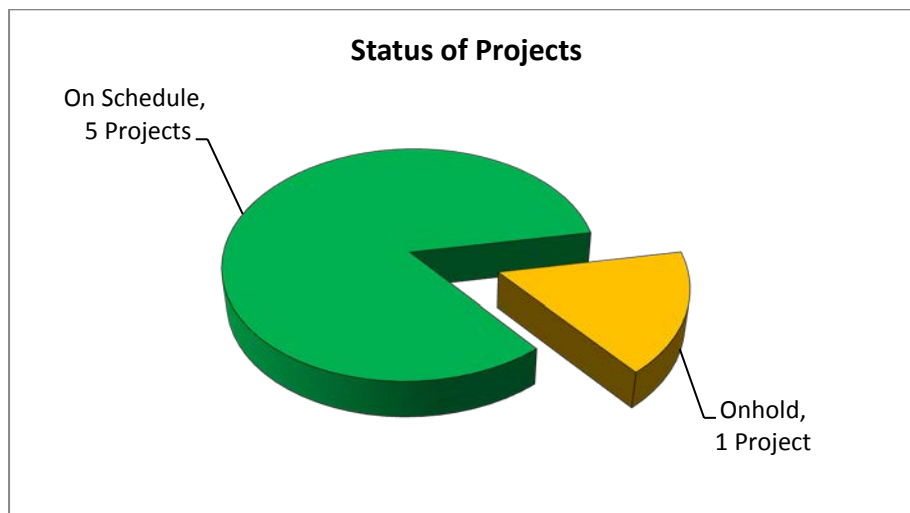
- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach

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
<b><u>Winchester Sport &amp; Leisure Park</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• <i>Options appraisal – 2013 to 2015 - Completed</i></li> <li>• <i>Feasibility assessment of preferred option – 2016 - Completed</i></li> <li>• <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i></li> <li>• <b>Approval of Outline Business Case - 2017</b></li> <li>• Prepare and seek planning permission - 2017/18</li> <li>• Start on site - 2018</li> <li>• Completion – 2020</li> </ul>
<b>Project Phase:</b> Procurement and Design				
<b>Project Start Date:</b> 01 May 2013	<b>Projected End Date:</b> 31 December 2020			
<b>Project Sponsor:</b> Laura Taylor	<b>Project Executive:</b> Andy Hickman			
<b>Project Budget:</b> Capital: £34,000,090 Revenue: £853,000	<b>Spend to date:</b> Total: £317,184 (Revenue)			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• Design Team have now completed RIBA Stage 2 design</li> <li>• RIBA 2 cost report issued</li> <li>• Revised facilities mix discussed at recent all-member briefing, sports team briefing and Bar End residents meeting</li> <li>• Playing Pitch Strategy commissioned</li> <li>• Outline Business Case models reviewed</li> <li>• Ground investigation underway</li> <li>• Facility Mix and Procurement Strategy for construction contractor reviewed at Overview and Scrutiny Committee on 9<sup>th</sup> October</li> <li>• Procurement strategy and specification for operator reviewed at Overview and Scrutiny Committee on 9<sup>th</sup> October</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• RIBA 2 revised costs to feed into draft Outline Business Case</li> <li>• Landscape Visual Impact Assessment to be completed (Scope to be agreed with planning)</li> <li>• Integrated Impact Assessment to be completed</li> <li>• Phase 3 consultation planning to be arranged for post engagement with RIBA 2 proposals (i.e. post RIBA 3 commencement )</li> <li>• Agree facility mix changes and procurement strategy – November Cabinet</li> <li>• Present Outline Business Case to Cabinet – December 2017</li> </ul>				



Summary		Status & Progress		Project Milestones
<b><u>Station Approach</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>15/12/16 - Procurement of RIBA Competitions Office - Completed</li> <li>20/03/17 - Cabinet to agree start of procurement – Completed</li> <li>14/08/17 - Cabinet to approve appointment of architects - Completed</li> <li><b>20/02/18 – Cabinet to approve: RIBA stage 2 outputs, and proceed to stage 3</b></li> <li>31/08/18 - Cabinet to approve: RIBA stage 3 outputs, and to proceed to stage 4</li> <li>31/11/18 – Planning application to be considered by Planning Committee</li> <li>31/02/19 - Cabinet to approve: RIBA stage 4 outputs, and to proceed to stage 5</li> <li>31/04/19 – Construction start</li> </ul>
<b>Project Phase:</b> Procurement and Design team				
<b>Project Start:</b> February 2015	<b>Project End Date:</b> 01 December 2022			
<b>Project Sponsor:</b> Laura Taylor	<b>Project Executive:</b> Kevin Warren			
<b>Project Budget:</b> Capital: £149,800,000 Revenue: £1,840,000	<b>Spend to date:</b> £65,177 (current project)			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>Inception and site meetings held with architects LDS to discuss project documentation, engagement strategy and transport assessment with Council's transport consultants.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>Agree project programme will be agreed to start phase 1 of the project: strategy for the disposition of uses across the Carfax and Cattlemarket; public realm strategy; concept designs for Carfax.</li> <li>Key stakeholders to take part in initial engagement walk about with Iceni – engagement specialists working with LDS.</li> <li>Cabinet Committee meeting at the end of November</li> </ul>				



Summary		Status & Progress		Project Milestones
<b><u>Central Winchester Regeneration</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• Exhibition on emerging draft SPD - early Autumn</li> <li>• IPG meeting – 26 September 2017</li> <li>• Draft SPD Produced for Cabinet Approval to Consult in Autumn</li> </ul>
<b>Project Phase:</b> Engagement and Formulation of Planning Policy		✓	✓	
<b>Project Start:</b> March 2016	<b>Project End:</b> 31.12.2017 (SPD)			
<b>Project Sponsor:</b> Laura Taylor	<b>Project Executive:</b> Andy Hickman			
<b>Project Budget:</b> Revenue: £200,000 (for SPD)	<b>Spend to date:</b> £154,927			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• The Informal Policy Group (IPG) has resolved to set up an Archaeology Advisory Panel</li> <li>• Urban Delivery has been commissioned to undertake work on the delivery options</li> <li>• Update on Transport Workshop, Parking and Archaeology provided at Informal IPG on 17 October</li> <li>• Ongoing technical and viability work to inform SPD</li> <li>• Completed draft SPD considered at formal meeting (held in public) 30 Oct</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Cabinet meeting to consider draft SPD for publication 6 Dec</li> <li>• Formal 8 week consultation on draft SPD will follow</li> </ul>				

## Other Projects

Summary		Status & Progress		Project Milestones
<a href="#"><u>Replacement Surgery</u></a>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• <i>Planning permission approved – March 2016</i></li> <li>• Detailed design - 2017</li> <li>• Construction – estimated 2018</li> <li>• Building completed - estimated 2019</li> </ul>
<b>Project Phase:</b> Initiation & Planning		Onhold	Delayed	
<b>Project Start:</b> February 2016	<b>Project End:</b> 31 December 2018			
<b>Project Sponsor:</b> Simon Finch	<b>Project Executive:</b> Kevin Warren			
<b>Project Budget:</b> Capital: £4,268,000	<b>Spend to date:</b> £117,346			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• Cabinet approval to proceed with the scheme at its meeting on 12 September 2017 (report <a href="#"><u>CAB2964</u></a> refers) subject to lease agreement with tenant</li> <li>• Winchester Family Church – licence to use car parking space terminated</li> <li>• Updated Ecology survey – report due week commencing 16 October</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• S278 Agreement (technical agreement reached with HCC, formal 278 agreement to be drawn up)</li> <li>• Site scan</li> <li>• Agreement of Form of Agreement for Lease</li> <li>• Investigations/reports to satisfy planning conditions</li> <li>• Instruct Architect to develop design up to RIBA Stage 4</li> <li>• Procurement of consultants</li> <li>• Procurement of contractor</li> </ul>				































Summary		Status & Progress		Project Milestones
<b><u>Chesil Lodge – Extra Care Scheme</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>Handover/Completion (February 2018)</li> </ul>
<b>Project Phase:</b> Delivery				
<b>Project Start:</b> January 2013	<b>Project End:</b> February 2018			
<b>Project Sponsor:</b> Richard Botham	<b>Project Executive:</b> Andrew Palmer			
<b>Project Budget:</b> £15,431,560	<b>Spend to date:</b> £12,082,312			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>Barfield Close scheduled to open by 13<sup>th</sup> of November 2017 (for Christmas period)</li> <li>Internal partitions completed in Block A.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>External elevations completed (with cladding) November 2017</li> <li>Removal of scaffolding</li> </ul>				

Summary		Status & Progress		Project Milestones
<b><u>New Homes Programme</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• The Valley – out to tender October 2017</li> <li>• Mitford Rd – completion expected April 2018</li> <li>• Bailey Close – completion expected April 2018</li> <li>• Hillier Way – completion expected November 2017</li> <li>• Victoria House – completion expected January 2018</li> <li>• Knowle - Tender process commenced August 2017</li> <li>• Rowlings Rd – outline business case to Cab (Hsg) in Nov 17</li> </ul>
<b>Project Phase:</b> Delivery				
<b>Project Start:</b> December 2012	<b>Project End:</b> December 2022			
<b>Project Sponsor:</b> Richard Botham	<b>Project Executive:</b> Andrew Palmer			
<b>Project Budget:</b> Capital: £43,942,000	<b>Spend to date:</b> Capital: £6,893,714			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• The Valley – planning application approved</li> <li>• Mitford Rd – started on site</li> <li>• Bailey Close – started on site, however contractor has entered administration. Alternative contractor identified (subject to contract)</li> <li>• Hillier Way – progressing to completion (November 2017)</li> <li>• Victoria House – 8 weeks of weather delays being claimed completion January 2017</li> <li>• Knowle - planning application approved, EA appointed, Tender process started</li> </ul>				

**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				
Average Sickness per member of staff ( <i>days</i> ) – rolling year	6.0	6.0	6.3	6.4	6.5		7.5	6.2	
Staff Turnover - quarterly	3.38%	2.03%	3.63%	5.48%	5.69%	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	10.72	9.83		14.00	9.75	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims ( <i>days</i> )	5.68	5.28	4.18	3.51	3.33		7.00	3.20	
Number of overdue/ outstanding internal audit actions ( <i>end of quarter</i> )	31	26	20	32	23		10	10	
Number of High Priority Overdue Internal Audit Management Actions	14	11	7	9	0		0	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	1	0		0	0	
Accounts Payable – invoices paid within 30 days	97%	94%	96%	96%	90%		100%	96%	
Invoices processed with a Purchase Order	99%	100%	100%	98%	100%		100%	100%	
Number of complaints recorded on corporate complaints system	96	116	67	86	67	Not Applicable	No Target Set	Not Applicable	Not Applicable

Performance Indicator	2016/17 Data			2017/18 Data		Current Status	Annual Target	Expected Outturn	Expected End of Year Status
	Q2	Q3	Q4	Q1	Q2				
Percentage of FOI requests responded to within 20 working days	75.9%	81.63%	86.64%	73.91%	78.42%		90.0%	78.0%	
Number of Fly-Tipping Incidents reported	170	192	254	142	200	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%	37.94%	38.59%		35.87%	36.00%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	66.33%	79.39%	84.00%	92.75%	71.43%		50.0%	90.0%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	75.00%	90.00%	70.00%	83.13%	80.00%		65.00%	85.00%	
Number of Enforcement Cases Opened	No data	69	70	89	91	Not Applicable	No Target Set	Not Applicable	Not Applicable
Number of Enforcement Cases Closed	No data	70	57	128	108	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		19	12.5	
Arrears - Number of tenants owing more than 4 weeks rent	229	221	203	222	327	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		8	5	
Homelessness – Numbers presenting to Council as being at risk of homelessness	403	301	357	324	404	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.