

REPORT TITLE: Q1 2017/18 FINANCIAL AND PERFORMANCE MONITORING

12 SEPTEMBER 2017

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

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

This is the first 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 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).

RECOMMENDATION:

That Cabinet notes the progress achieved during the first quarter of 2017/18 and endorses the contents of the Report.

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: 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 June 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.
- 6.2 This report has also been considered by The Overview and Scrutiny Committee at its meeting on 31 August 2017 (Report [OS171](#) refers).
- 6.3 At that meeting Members made the following comments:
- That additional commentary be added to the measures included in the Council Strategy – Progress Report (Section 1) of Appendix 1
 - That references to previous Committee reports be added where relevant

- Updates be made to the performance metrics in Section3 where there is currently no target
- Inconsistencies in the presentation of the General Fund and Housing Revenue Account financial information be resolved

6.4 In addition the Committee raised the following concerns:

- That the update for Station Approach in Section 2 of Appendix 1 does not make clear how the scheme will be delivered
- That the Council's recycling rates are currently below the national average
- Differing figures relating to the cost of the Chesil Lodge Scheme

6.5 Arising from the comments made at The Overview and Scrutiny Committee a number of updates have been made to the Q1 Financial and Performance Monitoring report including

- The merging of rows that appear in the Council Strategy Progress report where there is more than one row with the same aim
- Additional comments and report references added to the Council Strategy measures
- Updates to the current status, annual target, expected outturn and expected end of year status in Section 3 (Managing the business) where a target has not been set or is not available.

6.6 Work is underway to further develop the Q2 report, taking into consideration the comments from The Overview and Scrutiny Committee.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None.

8 EQUALITY IMPACT ASSESSMENT

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

9 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support – Lack of consultation on for example major projects,</i>	Regular consultation and engagement with stakeholders and	Positive engagement and consultation can bring forward alternative options

Risk	Mitigation	Opportunities
<i>affects residents and can cause objections or delay.</i>	residents regarding major projects or policy changes.	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 first quarter of 2017/18 and financial position as at 30 June 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 provides an update on the progress achieved during the first quarter of 2017/18 against the projects and key measures that will identify delivery of the Council Strategy.

- 10.4 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
- 10.5 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 first quarter 2017/18, five of the sixty-eight performance measures have been completed and a further 53 showing as on-schedule or on-track to be delivered within the target timescale. Where measures are showing as amber or red, an explanation is included.
- 10.6 Section 2 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
- 10.7 Further updates are also included for a number of other significant projects.
- 10.8 The third 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.
- 10.9 The final section of the report sets out the financial position for the Council as at the 30 June 2017 for General Fund revenue and Housing Revenue budgets along with an update on the Capital Programme.
- 10.10 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 £500k at the end of the financial year.

11 OTHER OPTIONS CONSIDERED AND REJECTED

11.1 None

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None.

Other Background Documents:-

APPENDICES:

Appendix 1 Q1 2017/18 Finance and Performance Management Report



FINANCE & PERFORMANCE MANAGEMENT REPORT FIRST QUARTER 2017/18



Contents

Introduction and Summary

Section 1: 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 2: 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 3: Managing the business – Corporate Health Indicators

Section 4: Financial Update – Full Year Forecasts

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

Introduction and Summary

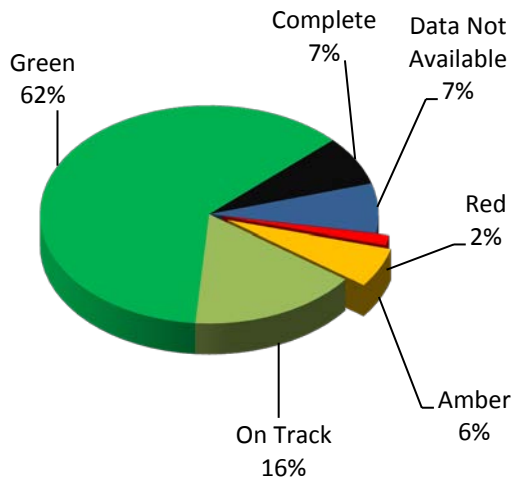
This purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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.

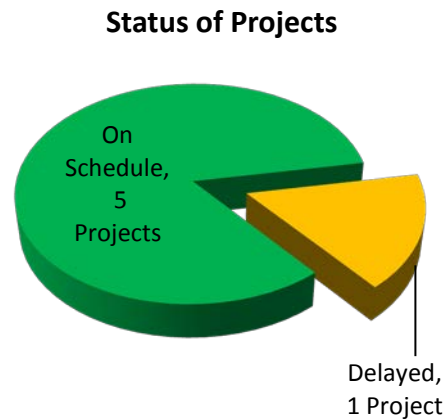
Similarly there are a large number of other performance measures that are not reported here but support the business of that team and managed by each Head of Team.

The following diagrams provide a summary of the position of the Council as at the 30 June 2017 (Quarter 1) across the key areas of performance. Further information is provided in the following appendices.

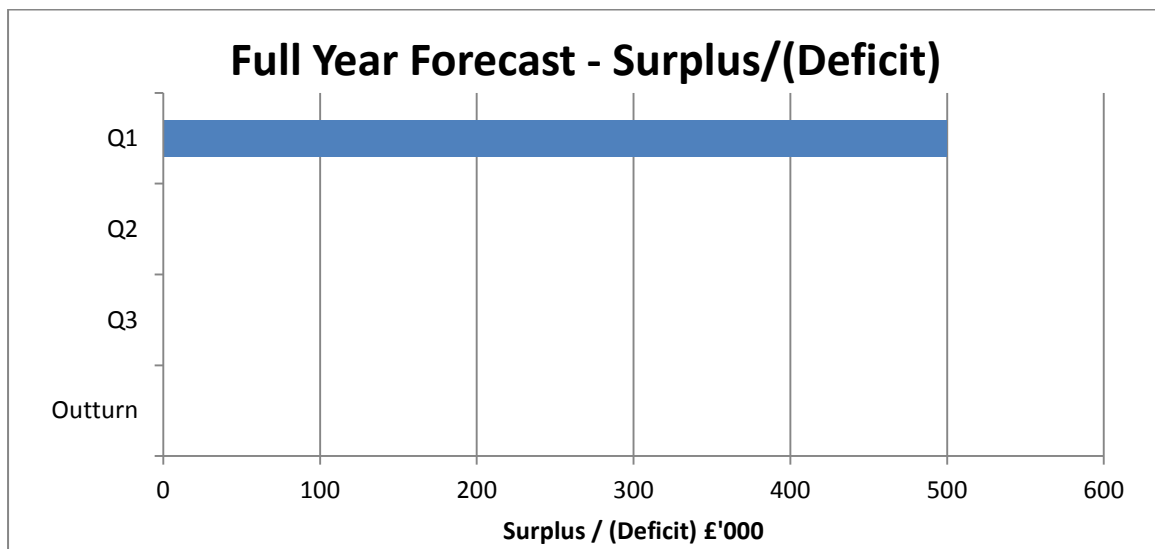
**Council Strategy
Q1 2017/18**



**Project Monitoring
Q1 2017/18**



Summary General Fund Revenue Financial Forecast



Section 1: 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 1 (30 June 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 June 2017 there were five measures that had been completed and forty-two measures on schedule and be delivered on time (Green).

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

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

For the remaining five 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 1 – 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 CAB2911(HSG)
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 report back at the end of 2017.
3	Ensure the Council maximises its key income streams	Increase Council Tax collection rates to 98.7%	Mar 2018	Green	
		Increase Business Rates collection to 98.6%	Mar 2018	Green	
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	
		Complete a workforce strategy to support the development of staff	Jun 2017	Amber	Workforce Strategy drafted and due for implementation late summer/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	
		100% Council services to be online by 2019	Dec 2019	Green	

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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	
		Provide 50 households with the access to an open-market shared ownership scheme	Mar 2019	Amber	Scheme expected to launch in coming weeks via a pilot 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	
7	Understand and review the subsidies WCC funds	Review all charges to understand and target subsidies to the Council Strategy outcomes	Mar 2018	Green	
		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
		Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform	April 2017	Completed	Revised payments scheme approved by Cabinet
		Rents arrears and Council Tax arrears will reduce from current levels	Mar 2018	Green	
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	
		Develop a new capital strategy focussed on maximising income opportunities	Mar 2017	Completed	New strategy approved by Cabinet and Council

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	
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	
		Provide access to custom build initiatives	Mar 2020	Green	
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	
4	Double the number of Council houses built in the period 2017 - 2020	Additional grant funding/section 106 resource secured	Mar 2020	Green	
		Provide an additional 300 new homes by 2020 through Council funded development programme	Mar 2020	Green	
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	
		Increased provision of supported housing units/move on accommodation	Mar 2020	Green	
6	Establish a Housing Company or other specialist vehicle to support development	50 units for private rent delivered through specialist vehicle	Mar 2020	Green	

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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	
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	
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	

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	
		Increase the number of health walks in the District to 5,600 in 2017/18	Mar 2020	Amber	1,223 Health Walks during Q1 2017/18, down from 1,351 in Q1 2016/17
		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	
		Increase the number of adults volunteering in sport to 22% (2019/20)	Mar 2021	Data available end of Year	
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	
		Target discretionary business rates relief towards sports clubs	Mar 2018	Green	
		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	
		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	

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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	
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	
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	
		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	
		Invest annually in disabled facilities grants in line with Government funding to help keep people in their own home	Mar 2020	Green	

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	Data not yet available	
		Utilise the Tools and Powers provided within the Anti-Social Behaviour Police & Crime Act 2014	Mar 2020	Green	
		Successfully prosecute those who fly tip within the District	Mar 2020	Green	
		Achieve a reduction in the number of reported fly tipping incidents taking place at fly tipping hot spots	Mar 2020	Green	
		Investigate introducing litter fines.	Mar 2020	Green	
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	
		Deliver £250k of Estate Improvements annually	Mar 2020	Green	
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	
		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	

	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	
5	Work to change attitudes to waste, and significantly improve recycling levels	Investigate options for additional income through increased recycling	Mar 2020	On track	
		Improve recycling rates from the 2016-17 baseline position	Mar 2020	On track	
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	

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	
		Through WCC programmes, support 10 people per quarter into work	Mar 2019	On track	
2	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an inward investment strategy	Mar 2018	On track	
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start	Mar 2020	On track	
3	Promote a sustainable economy by enabling major regeneration schemes	Complete Supplementary Planning Document on the Central Winchester Regeneration site by Nov. 2017	Nov 2017	Green	
		Increase office supply of 140,000 ft on the Station Approach site by 2022	Mar 2022	On track	
4	Utilise our environment to drive business growth	Survival rate of new businesses	Mar 2020	On track	
		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	
		Ensure we have an up-to-date car parking strategy which manages demand with sufficient spaces in appropriate locations including Park and Ride expansion where there is a demonstrable need.	Mar 2017	Completed	Mid-Term refresh of Car Parking Strategy approved by Cabinet in December 2016 (report CAB2874 refers)
		Respond to the Winchester City Transport Strategy and action plan	Ongoing	Green	

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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	

Section 2: 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:

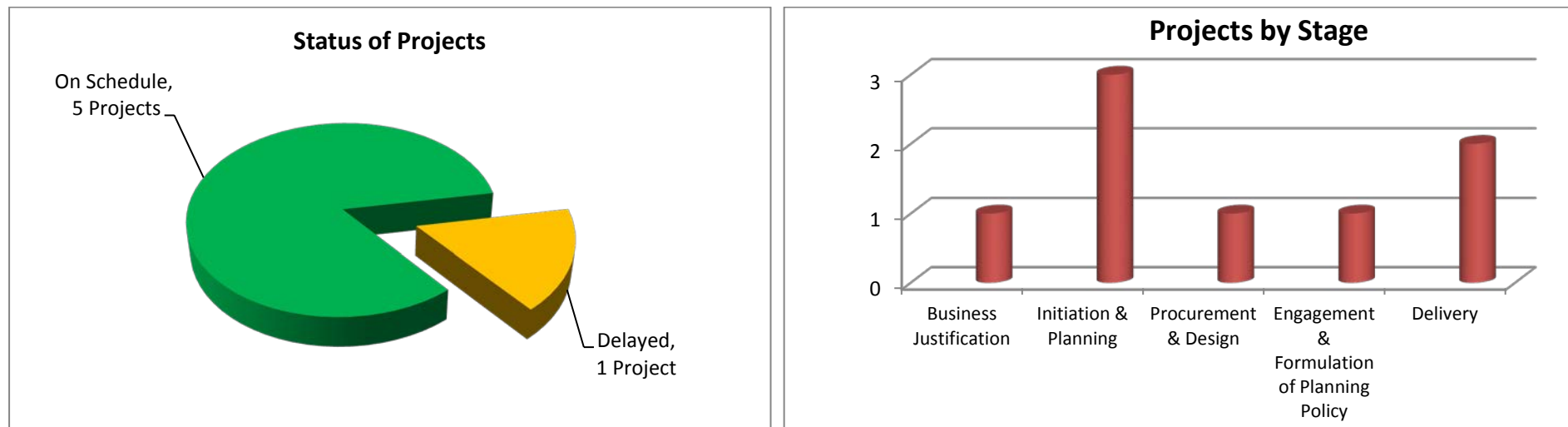
- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach

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 Centre</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Options appraisal – 2013 to 2015 • Feasibility assessment of preferred option - 2016 • Prepare Outline Business Case for preferred option - 2016/17 • Approval of Outline Business Case - 2017 • Prepare and seek planning permission - 2017/18 • Start on site - 2018 • Completion – 2020
Project Phase: Business Justification		✓	✓	
Project Start Date: 01 May 2013	Projected End Date: 31 December 2020			
Project Sponsor: Laura Taylor	Project Executive: Andy Hickman			
Project Budget: Capital: £34,090,000 Revenue: £853,000	Spend to date: Total: £143,844 (Revenue)			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Design Team appointments: Stride Treglown and LA architects, Arup Civil/ Structural Engineers and Hoare Lea as Building Services Engineers • Additional consultants appointed BREEAM (Arup), planning (Stride Treglown), sport and leisure management (The Sports Consultancy), landscape (Building Design Partnership) • Playing Pitch Strategy commissioned • June engagement ‘drop in’ sessions and focused meeting with partners and stakeholders, approximately 250 people attended ‘drop in’ sessions, approximately 500 questionnaires returned • July engagement completed, awaiting assessment of input/results <p>Next Steps</p> <ul style="list-style-type: none"> • Appointment of remainder consultants including fire engineering and acoustics • Development of concept designs and a formal business case will be prepared that assesses the crucial issue of funding alongside elements such as land ownership, transport and commissioning building designs. • Confirm financial commitments with Pinder Trust • Confirm financial commitments and requirements of UoW including Heads of Terms and Governance arrangements • Confirm specification for Hampshire Institute of Sport and associated support from HCC. • Progress further site investigation works • Commissioning highway access design work and liaise with HE and HCC • Present to Sport England in September 				

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 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 – 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: £1,940,000	Spend to date: £65,177 (current project)			
Project Update & Next Steps				
<ul style="list-style-type: none"> Interviews with shortlisted design teams completed 				
Next Steps				
<ul style="list-style-type: none"> Work towards RIBA Stage 2 				

Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Exhibition on emerging draft SPD - early Autumn • IPG meeting – 26 September 2017 • Draft SPD Produced for Cabinet Approval to Consult in Autumn
Project Phase: Engagement and Formulation of Planning Policy		✓	✓	
Project Start: March 2016	Project End: 31.12.2017 (SPD)			
Project Sponsor: Laura Taylor	Project Executive: Andy Hickman			
Project Budget: Revenue: £200,000 (for SPD)	Spend to date: £139,053			
Project Update & Next Steps				
<ul style="list-style-type: none"> • JTP presented the vision and emerging SPD to the IPG in public on 4 July. Around 250 people attended. <p>Next Steps</p> <ul style="list-style-type: none"> • JTP team develop proposals and draw up the SPD for the area • Progress with the SPD including further technical work on transport / parking, archaeology, flood risk and viability / commercial considerations and further discussions with key stakeholders and landowners • Completed draft SPD considered at formal meeting (held in public) • Cabinet meeting to consider draft SPD in Autumn 2017 • Formal 6 week consultation on draft SPD will follow 				

Other Projects










Summary		Status & Progress		Project Milestones
<u>Replacement Surgery</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Planning permission approved – March 2016 • Detailed design - 2017 • Construction – estimated 2018 • Building completed - estimated 2019
Project Phase: Initiation & Planning		Update at Cabinet 12/9/17	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: £114,408			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Decision made on successful Structural Engineer and Cost Consultant • Agreement with NHS is being sought based on new valuation 				
Next Steps				
<ul style="list-style-type: none"> • Agree new valuation and associated lease • S278 Agreement (technical agreement reached with HCC, formal 278 agreement to be drawn up) • Utility Survey • CAT scan to locate fibre optic cable • Form of Agreement for Lease (Head of terms received, legal team to prepare paperwork) NB this is a gateway to enabling other steps to begin: • Investigations/reports required in planning conditions • TRO for car park closure • Appointment of developed design consultants • Procurement process for construction company 				











Summary		Status & Progress		Project Milestones
<u>Chesil Lodge – Extra Care Scheme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Hard launch of sales flats took place 16 June – very positive feedback, over 100 attended • Handover/Completion (February 2018)
Project Phase: Delivery		✓	✓	
Project Start: January 2013	Project End: February 2018			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: £15,431,560	Spend to date: £9,919,924			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Completion date confirmed by GT as 7 November although Council contractual position is that completion should be late September. • Whilst practical handover is still 7 November, GT indicated there will be a delay as they have replaced their internal partition sub-contractor however the exact impact on the timetable has not been calculated but is likely to result in a handover in February 2018 (revised handover date will be communicated asap). Number of impacts to consider – xmas car parking/closure of Barfield Close and HCA grant deadline <p>Next Steps</p> <ul style="list-style-type: none"> • Blocks weathered in (Block A underway) • External Brickwork completed (Block A) • Internal fit out commences 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Knowle – out to tender August 2017 • Hillier Way – completion September 2017 • The Valley – out to tender October 2017 • Victoria House – completion November 2017 • Mitford Road – completion April 2018 • Bailey Close – completion April 2018
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: £5,238,296			
Project Update & Next Steps				
<ul style="list-style-type: none"> • The Valley – planning approved. Report on procurement options to October Cabinet (Housing) Committee • Mitford Road – started on site • Bailey Close – started on site • Hillier Way – progressing to completion (late Summer 2017) • Victoria House – 4 weeks of weather delays, completion November 2017 • Knowle – planning application approved, EA appointed, progressing to Tender stage. 				

Section 3 – 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					Comment
	Q2	Q3	Q4	Q1	Current Status	Annual Target	Expected Outturn	Expected End of Year Status	
People									
Average Sickness per member of staff (<i>days</i>) – rolling year	6.0	6.0	6.3	6.4		7.5	6.2		
Staff Turnover - quarterly	3.38%	2.03%	3.63%	4.67%	Not Applicable	No target set	3.7%	No target set	
Welfare and Benefits									
Speed of processing new Housing Benefit/ Council Tax Benefit Claims (<i>days</i>)	16.31	14.93	13.72	10.38		14.00	10.00		
Speed of processing changes in circumstances Housing Benefit/ Council Tax Benefit Claims (<i>days</i>)	5.68	5.28	4.18	3.37		7.00	3.40		
Governance									
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	31	26	20	32		10	10		
Number of High Priority Overdue Internal Audit Management Actions	14	11	7	9	Not Applicable	No Target set	Not Applicable	Not Applicable	
Number Internal Audit Reports issued with ‘No	0	0	0	0		0	0		

Performance Indicator	2016/17 Data			2017/18 Data					Comment
	Q2	Q3	Q4	Q1	Current Status	Annual Target	Expected Outturn	Expected End of Year Status	
Assurance' opinion									
Business Administration / Finance									
Accounts Payable – invoices paid within 30 days	97%	94%	96%	96%		100%	96%		
Invoices processed with a Purchase Order	99%	100%	100%	98%		100%	100%		
Number of complaints recorded on corporate complaints system	96	116	67	86	Not Applicable	No Target Set	Not Applicable	Not Applicable	Number of complaints received during Q1, higher than during the same period in 2016/17
Percentage of FOI requests responded to within 20 working days	75.9%	81.63%	86.64%	73.91%		90.0%	78.0%		
Environment									
Number of Fly-Tipping Incidents reported	170	192	254	154	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%	37.88% (estimate)		35.87%	36.00%		Q1 percentage estimate higher than for equivalent period in 2015/16
Development Management									
Percentage of Major applications determined within	66.33%	79.39%	84.00%	92.75%		50.0%	90.0%		

Performance Indicator	2016/17 Data			2017/18 Data					Comment
	Q2	Q3	Q4	Q1	Current Status	Annual Target	Expected Outturn	Expected End of Year Status	
13 weeks or Agreed Extension of Time									
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	75.00%	90.00%	70.00%	88.18%	✓	65.00%	85.00%	✓	
Number of Enforcement Cases Opened	No data	69	70	89	Not Applicable	No Target Set	Not Applicable	Not Applicable	
Number of Enforcement Cases Closed	No data	70	57	128	Not Applicable	No Target Set	Not Applicable	Not Applicable	
Housing									
Voids – Average re-let time (general needs and Sheltered)	12.18	11.12	11.48	12.51	✓	19	12.5	✓	
Arrears - Number of tenants owing more than 4 weeks rent	229	221	203	222	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	✓	8	5	✓	
Homelessness – Numbers presenting to Council as being at risk of homelessness	403	301	357	324	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

Section 4 – Financial Update as at 30 June 2017

This section presents a summary of the Council's financial position as at the 30 June 2017 with regard to the General Fund and Housing Revenue Account budgets.

The Council is currently forecasting a surplus at the end of the financial year of £0.5m.

This is primarily due to a projected underspend of £0.2m on employees, £0.2m underspend on car parking and transport budgets and a further net £0.1m of underspend across services.

The projected capital expenditure for the financial year is £22.5m.

For the Housing Revenue Account (HRA), the Council is now forecasting an increase in the deficit at the end of the financial year of £177,000 to £2.458m. This is due to reduced income from rents at new build schemes that have been subject to delays in completion and increased rent losses from vacancies in temporary accommodation.

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)		29	7%	956	1,091
Total Environment	9,820	(11,838)	(2,018)	(1,801)	217	127	30%	5,945	5,770
Total Health & Happiness	351	(2,713)	(2,362)	(2,387)	(25)	20	5%	4,985	2,497
Total Business	226	(1,961)	(1,735)	(1,670)	65	23	5%	3,060	1,210
Total Operational Delivery	2,963	(8,661)	(5,698)	(5,752)	(54)	126	30%	1,171	1,276
Total Investment Activity	3,033	(710)	2,322	2,322		0	0%	10,428	10,428
Total Organisational Management Corporate	467	(6,674)	(6,206)	(6,151)	55	96	23%	328	309
Council Tax Support Grant to Parishes	1	(1,695)	(1,694)	(1,497)	197				
Cost recharge to HRA		2,626	2,626	2,626					
	<u>17,104</u>	<u>(33,281)</u>	<u>(16,176)</u>	<u>(15,721)</u>	455	<u>421</u>	<u>100%</u>	<u>26,873</u>	<u>22,581</u>
Total Tax and Grant Income			15,196	15,241	45				
Total Financing & Treasury Activity			(159)	(159)					
Total Reserve Related Movements			1,139	1,139					
Total Funding			<u>16,176</u>	<u>16,221</u>	<u>45</u>				
Total Surplus / (Deficit) *					500				

* Forecast 2017/18 underspend of £0.5m is mainly caused by a projected employee underspend of £0.2m, a further £0.2m on parking and transport budgets and a further £0.1m across other service budgets.

Housing Revenue Account 2017/18

	Year to Date (Period 03)			Full Year 2017/18			Variance £'000
	Working Budget £'000	Actual £'000	Variance £'000	Original Budget £'000	Budget £'000	Forecast £'000	
Surplus for year on HRA Services	3,760	4,119	359	6,014	5,867	5,690	(177)
Net Contributions to Capital Programmes and reserves	0	0	0	(9,400)	(8,147)	(8,147)	0
Increase/(decrease) in HRA Balance	3,760	4,119	359	(3,386)	(2,280)	(2,458)	(177)
HRA Working Balance							
Opening Balance	8,998	8,998		8,492	8,998	8,998	
Add Projected (Deficit)/ Surplus	3,760	4,119		(3,386)	(2,280)	(2,458)	(177)
Projected Balance at Year End	12,758	13,118	359	5,106	6,718	6,541	(177)