



Meeting	The Scrutiny Committee
Date and Time	Thursday, 4th July, 2019 at 6.30 pm.
Venue	Walton Suite, Guildhall, Winchester

AGENDA

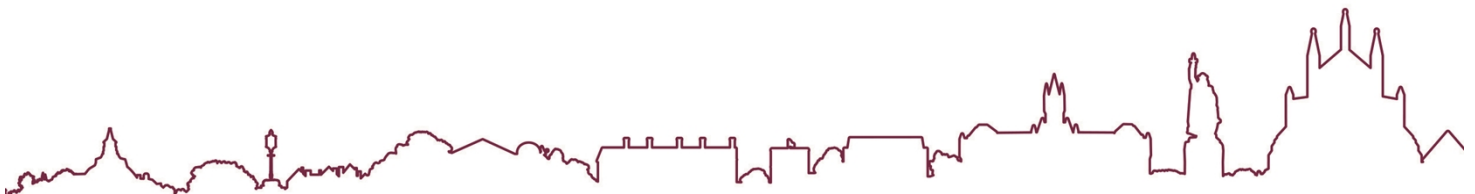
PROCEDURAL ITEMS

- 1. Apologies and Deputy Members**
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Appointment of Vice-Chairperson for Municipal Year 2019/20**
- 3. Declarations of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 4. Chairman's Announcements**
- 5. Minutes** (Pages 5 - 14)
Minutes of the additional meeting of The Overview and Scrutiny Committee held on 20 March 2019.



6. **To note the date and time of future meetings of the Committee**

- Thursday 4 July 2019
- Monday 9 September 2019
- Wednesday 27 November 2019
- Wednesday 5 February 2020

Meetings commence at 6.30pm unless otherwise stated.

BUSINESS ITEMS

7. **Public Participation**

To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.

8. **Housing Revenue Account and Capital Programme Outturn 2018/19 (SC007)** (Pages 15 - 36)

9. **Q4 Financial and Performance Monitoring Report (SC002)** (Pages 37 - 96)

10. **Medium Term Financial Challenge (SC008)** (Pages 97 - 106)

11. **Scrutiny Work Programme for 2019/20 (SC001)** (Pages 107 - 112)

12. **Monitoring Report - Exceptions to Forward Plan (SC006)** (Pages 113 - 116)

13. **Draft Annual Scrutiny Report (SC004)** (Pages 117 - 122)

14. **Appointments of external bodies related to scrutiny (SC005)** (Pages 123 - 126)

Lisa Kirkman
Corporate Head of Resources and Monitoring Officer

Members of the public are able to easily access all of the papers for this meeting by opening the QR Code reader on your phone or tablet. Hold your device over the QR Code below so that it's clearly visible within your screen and you will be redirected to the agenda pack.



26 June 2019

Agenda Contact: Claire Buchanan, Senior Democratic Services Officer
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**With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website www.winchester.gov.uk*

MEMBERSHIP

Chairman: Brook (Conservative)

Vice-Chairman: To be appointed

Conservatives

Griffiths
Horrill
Lumby

Liberal Democrats

Gordon-Smith
Gottlieb
Hiscock
Laming
Power
Tod

Deputy Members

Scott and Weston

Clear and Craske

Quorum = 4 members

Relevant Cabinet Members:

Having regard to the content of the agenda, the Chairman requests that The Leader and all relevant Cabinet Members attend meetings of the committee

PUBLIC PARTICIPATION

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 in advance of the meeting for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

Voting:

- apart from the Chairman, every Member has one vote when a matter before the meeting requires a decision.
- in the event of an equality of votes, the Chairman may exercise a casting vote and that vote may be exercised in any way seen fit.
- a Member may abstain from voting, or vote differently from how they may have indicated during the debate, without further explanation.
- the way each Member voted will not be recorded in the minutes, unless a motion to have a Recorded Vote has been passed.

DISABLED ACCESS:

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email democracy@winchester.gov.uk to ensure that the necessary arrangements are in place.

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Public Document Pack Agenda Item 5

THE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 20 March 2019

Attendance:

Councillors
Learney (Chairman)

Stallard
Clear
Evans
Gemmell
McLean

Thompson
Tod
Weston
Lumby

Deputy Members:

Councillor Berry

Others in attendance who addressed the meeting:

Councillors Horrill (Leader), Griffiths (Portfolio Holder for Health and Wellbeing), Hutchison and Miller (Portfolio Holder for Estates)

Others in attendance who did not address the meeting:

Councillor Brook (Portfolio Holder for Built Environment)

Apologies for Absence:

Councillors Cunningham

1. DISCLOSURES OF INTERESTS

Councillors Stallard and Tod both declared a personal (but not prejudicial) interest in relation to various matters on the agenda due to their role as County Councillors having been involved in discussions thereon.

In addition, Councillor Stallard stated that her interest was also due to her role as HCC Executive Member involved in decision making.

2. MINUTES

RESOLVED:

That the minutes of the meeting held on 25 February 2019, be approved and adopted.

3. **PUBLIC PARTICIPATION**

At the invitation of the Chairman, Paul Spencer (Executive Director, Business Improvement District (BID)) and Mark Mills-Goodlet (Hampshire Chamber of Commerce) addressed the Committee with regard to Item 5 (Station Approach) below and David Cox addressed the Committee with regard to Item 6 (Movement Strategy). In addition, Councillor Hutchison addressed the Committee on both Items 5 and 6. A summary of their comments are set out under the relevant item below.

4. **COMMUNITY SAFETY PARTNERSHIP PERFORMANCE REVIEW**

(Report OS215 refers)

Councillor Griffiths introduced the report and its appendices, highlighted particular outcomes of the partnership from the previous 12 months and drew attention to key priorities and challenges going forward.

The Committee were reminded of their role in the review and scrutiny of the decisions and work carried out by the Community Safety Partnership which for 2018/19 focussed on three priority categories: Domestic Violence and Abuse, Protecting Vulnerable People and Tackling Anti Social Behaviour, in urban and rural areas.

The Chairman welcomed to the meeting Chief Inspector Mark Lynch, Hampshire Constabulary, who outlined the Crime Summary, as set out in Appendix 2 of the Report. Where requested, he provided updates to the Committee and together with the Portfolio Holder and officers they responded to detailed questions.

In summary, the following matters were raised by the Committee:

- (i) Flytipping – A significant 64% reduction in reported cases was reported;
- (ii) Approval received for the Housing Team to appoint a Health Support Worker;
- (iii) Working in collaboration with other local authorities and the Police Crime Commissioner the CSP is working to tackle the issues related to the growth in the street community;
- (iv) Serious violence incidents remained low with a slight rise reported in burglary and car crime which were currently a priority;
- (v) Measures were being taken with partners, businesses and the BID to reduce levels of Anti Social Behaviour (ASB) in the Town Centre and support vulnerable people (i.e. rough sleepers etc) in securing suitable housing accommodation to meet their needs. It was noted that all information received regarding the safeguarding of vulnerable people should be reported directly to the Police for an effective response;
- (vi) Winchester Community Courts – It was reported that Winchester was one of two other authorities pioneering this system which had been

launched during early December 2018. The Winchester Community Courts sought to provide intervention at an early stage for low level offences (mainly ASB). The Court comprised of a panel of trained young people who would assess the offence and interview the perpetrator in order to reach a satisfactory conclusion to the case (i.e. community work etc). Feedback provided since its commencement suggested this process was successful and worthwhile;

- (vii) Boomtown – The number of offences from last year’s event had reduced from that in previous years and it was reported that there had been no adverse impact from the 2018 event on the local community; and
- (viii) Reporting of community issues – It was noted that reporting incidents via the 101 phone service was proving difficult due to long wait times, therefore it was suggested that the online reporting tool be used.

A community engagement plan had been created and effective ways of keeping the public informed were being established (i.e. facebook, twitter and other forms of social media). The Police continued to speak to communities and Parish Council’s and supports one formal PACT (Police and Communities Together) meeting on an annual basis, with the flexibility that where any significant concerns be raised by local residents direct to the Police which would be addressed as a separate matter. The Police held management meetings on a daily basis to regularly review issues as and when they arise.

At the conclusion of debate, the Committee noted the changes to the operation of the 101 system, reporting of crime and community engagement going forward.

In summing up, the Chairman stated that the Committee had raised questions in relation to street lighting at night, changes to patterns of drug crime, the increase of burglary and weapon offences and welcomed the appointment of a mental health support worker, the innovative approach taken on spearheading the Winchester Community Courts and the improvements in engagement with Parish Council’s.

RESOLVED:

That the Portfolio Holder for Health and Wellbeing have regard to the matters raised by the Committee, as set out above.

5. **STATION APPROACH - OUTLINE BUSINESS CASE AND ASSOCIATED MATTERS (LESS EXEMPT APPENDICES)**

(Report OS225 refers and Presentation)

Councillor Miller introduced the report and the presentation provided by the Head of Programme which provided an update on the scheme and set out the Outline Business Case and the next steps to be taken for the Station Approach project.

The Committee received a presentation on the progress of the scheme to date which was available to view on the Council's [website](#).

The Chairman welcomed to the meeting the following consultants who were in attendance to provide further advice regarding the design, delivery, economic, financial and commercial aspects of the project

- Alex Lifschutz - Lifschutz Davidson Sandilands (LDS)
- Mark Rymell – Citicentric
- William McWilliams - Grant Thornton
- Chris Cave - Vail Williams
- Simon Ward - Propernomics

In summary, Mr Spencer raised the following points:

- Winchester BID fully supports the Station Approach and Carfax scheme – it provides a fantastic opportunity for the Town. Excited and keen to see the scheme progress;
- Sends a positive message that Winchester can deliver development for the benefit of the local economy;
- Previously expressed the need for improved and adequate office space;
- The scheme will attract businesses, achieve high quality employment and enhance the public realm area of Station Road and Station Hill; and
- As previously suggested, businesses looking for Grade A office space in Winchester would also seek to secure car parking provision on site, despite central location and nearby public transport links of the scheme.

In summary, Mr Mills-Goodlet raised the following points:

- The project provides a significant improvement for the economic benefit of Winchester, without which would result in businesses vacating the City due to the high demand and need for centrally based Grade A office space;
- He suggested that the Council should consider the competition it faced for space in other similar sized locations;
- Businesses would expect the provision of parking, despite the scheme's close proximity to the train station; and
- The Chamber confirmed that they had a list of Members that wish to become tenants at this scheme.

In summary, Councillor Hutchison raised the following points:

- Supports the scheme and the design proposals;
- Concerned to see the scheme progressed to the submission of an outline planning application at this stage;
- Recognised the support for the public realm but suggested that improvements highlighted by various parties had not been resolved i.e. access issues for pedestrians and cyclists which were matters she considered were fundamental to the scheme and loss of trees without scope to mitigate this loss;

- Detailed costings for additional wider elements of the public realm had been requested which remained outstanding, together with the provision of details regarding the Local Economic Partnership (LEP) funding contribution; and
- Consultation event took place during February 2019 - therefore considered this report to be premature as response to the comments made had not been adequately addressed or embedded into the scheme as a whole.

The Strategic Director: Place clarified that significant engagement had taken place regarding the scheme to date which had included vast input by the Design Team and the Advisory Panel comprising of Winchester BID, Hampshire Chamber of Commerce, City of Winchester Trust, Hampshire County Council and the Council's Advisors, Councillors and the Project Team.

The Head of Programme advised that the Local Economic Partnership (LEP) Board were due to meet during the following week to make a final decision on the award of £5m funding. He emphasised that if awarded, the timetable imposed by the LEP for grant spend was by 31 March 2021. In addition, the Head of Programme confirmed that the full consultation report, including response to the recent local consultation events, would form part of the outline planning application.

The Committee discussed the content of the report in detail and the Portfolio Holder, together with the consultants and officers present, responded to Members' questions in relation to the following matters, as summarised below:

- Technical discussions were on going with South Western Railway, Network Rail and Hampshire County Council to assess key points such as pick up and drop off points and cyclist parking and access. Alex Lifschutz highlighted that matters such as cycle issues, design and style and the use of materials would all be addressed within the detailed Reserved Matters application to follow;
- In respect of the public realm and landscaping, the Head of Programme clarified that the trees located within the car parks had been assessed and were deemed to be of low amenity quality. These trees would be replaced with new planting on street frontages where possible;
- Car Parking balance had been assessed and had reduced from initial levels. It was recognised that an element of car parking was required on site in order to make the scheme viable and secure rental levels. A minimum of 156 cycle spaces are proposed and it was considered that this, and proximity to the station and bus stops, would encourage workers to use other modes of transport;
- Outline Planning Permission – The Head of Programme clarified that this was critical in order to spend the LEP funding by the March 2021 deadline. In order to ensure substantial controls were in place as part of any outline planning consent, it was confirmed that the use, access, height and mass, as well as principles of set backs within the building, would all be part of any approval of the outline planning application., In addition, it was

emphasised that the selection of the right developer for the scheme was a key factor;

- Assurances that the rents proposed were achievable, particularly as a result of Brexit? – Chris Cave clarified that development and engagement work was on going. However, discussions with prospective tenants were indicative that rents were set at an achievable level deemed appropriate for such a high quality proposal in this central location.
- The Head of Programme confirmed that the Outline Business Case demonstrated that the scheme was commercially viable;
- Strategic Case - The Head of Programme clarified that the scheme would generate in excess of 2,000 jobs, comprising of 1,000 office and retail positions, an additional 400 indirect roles and 640 construction jobs;
- Income Strip - Mark Rymell highlighted that further work regarding implication and risk would be explored going forward; and
- Management Case – In response to questions regarding the timing of development, the Head of Programme clarified that a back stop would be part of any land transfer agreement. Options were being explored to ensure this could be accommodated.

The Committee moved into exempt session to discuss the contents of the exempt appendices, before returning to open session to consider the report's recommendations.

At the conclusion of debate, in summing up, the Chairman made the following statement:

That the Committee welcomed the potential job creation, supported the principle of development and recognised that the public realm was vitally important to the scheme.

The Committee requested to see a developed response to the recent public engagement and more information of what controls will be used to develop the scheme.

Concerns were expressed regarding the viability of the scheme, which the Committee considered would need further testing as the scheme progressed

The Committee agreed that the scheme be moved forward to obtain the outline planning permission required in order to secure Local Economic Partnership (LEP) funding and to further test viability.

In addition, it was noted that the Committee supported a leasehold disposal. .

RESOLVED:

That the Portfolio Holder note the comments raised by The Overview and Scrutiny Committee, as set out above, to be drawn to the attention of Cabinet (Station Approach) Committee,

6. **CITY OF WINCHESTER MOVEMENT STRATEGY**

(Report CAB3140 refers and Presentation)

Councillor Horrill introduced the report on behalf of Councillor Warwick, Portfolio Holder for Environment and highlighted that in 2017, the Council resolved to work together with Hampshire County Council on a Strategy to assess the movement of all traffic around the City over the next 20-40 year period.

In summary, Mr Cox considered that evidence provided a strong mandate to be bold and made reference to linking Winnall through the Kingsworthy link. He stated that those leaving Southampton would be using the M3 and M34 and queried the expectations for junction 9 in the future.

In summary, Councillor Hutchison stated that she welcomed the report and supported the references to the walking and cycling infrastructure and was aware of a number of people who would wish to participate in this process.

The Chairman welcomed to the meeting Andy Shaw, Transport Planner, Hampshire County Council, who together with the Leader and the Corporate Head of Regulatory, responded to Members questions thereon.

To address the points raised during public participation, Mr Shaw confirmed that it was hoped that Highways England would provide a solution to the junction 9 issue going forward. However, this was out of the control of Hampshire County Council but was being closely monitored.

The Committee received a presentation by the Corporate Head of Regulatory outlining the need for a Movement Strategy in Winchester and the progress with the development of the Strategy which was available to view on the Council's [website](#).

Councillor Horrill advised the Committee that a wide range of data had been collected from various sources and consultations carried out which had been collated to feed into the Strategy. Reference was made to the three key priorities: reducing city centre traffic; supporting healthier lifestyles and supporting sustainable growth used to underpin the over-arching vision of the Strategy. Councillor Horrill clarified that the Council had committed £500,000 which had been set aside to enable this piece of work and an application to bid for M3 LEP funding would be submitted, along with establishing other funding streams.

In conclusion, the Committee supported the document and in addition, also welcomed the opportunity this provided to rural areas to address movement across the District.

RESOLVED:

1. That the Committee welcomed and supported the Strategy for endorsement; and
2. That no matters of significance be drawn to the attention of Cabinet.

7. **ESTABLISHING THE WINCHESTER HOUSING COMPANY (LESS EXEMPT APPENDICES)**

(Report OS226 refers)

The Chairman stated that the report had been considered at Cabinet (Housing) Committee earlier during the day and would be considered further by Cabinet at its meeting on 25 March 2019.

Councillor Horrill introduced the report which provided an outline on the Council's formation of a Housing Company. The Council had been in dialogue with other authorities who had been through the process to establish an understanding from their experience and proposals were for a straightforward model of a housing company to be developed. It was recognised that there was further work, including material from the Government to process and preparatory work to undertake in order to finalise details during the Summer.

The Strategic Director: Services (Interim) advised that the proposal would enable the Council to develop alternative housing tenures which could not currently be provided within the Housing Revenue Account.

In response to questions from Members, the Strategic Director: Services (Interim) stated that the Council was committed to providing housing across the District. The importance of providing a level of security and support that does not exist for many privately rented tenants was recognised and it was noted that the approach used to establish risk through the process used high value scenarios in order to achieve assurance on the model.

RESOLVED:

That the Portfolio Holder note the comments raised by The Overview and Scrutiny Committee as follows:

1. That the Committee welcomed and supported the report;
2. That the Committee look forward to clarification of governance; and
3. That no matters of significance be drawn to the attention of Cabinet

8. **EXEMPT BUSINESS**

RESOLVED:

1. That in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2. That the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

<u>Minute Number</u>	<u>Item</u>	<u>Description of Exempt Information</u>
9	Station Approach – Outline Business Case and Associated Matters (exempt appendices)) Information relating to the financial or business affairs of any particular person (including the authority holding that information). (Para 3 Schedule 12A refers)
10	Establishing the Winchester Housing Company (exempt appendices)) Information relating to the financial or business affairs of any particular person (including the authority holding that information). (Para 3 Schedule 12A refers)) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. (Para 5 Schedule 12A refers)

9. **STATION APPROACH - OUTLINE BUSINESS CASE AND ASSOCIATED MATTERS (EXEMPT APPENDICES)**

(Report OS225 refers)

The Committee considered the contents of the exempt appendices to the report which included commercially sensitive information regarding the Economic, Financial and Commercial Appraisals as part of the Outline Business Case for Station Approach (detail in exempt minute).

Mark Rymell (Citicentric) remained in the room during the exempt discussion to provide response to any questions relating to the exempt appendices.

Mark Rymell provided a summary of the economic appraisal prepared by Grant Thornton which indicated that the scheme would be very beneficial in terms of employment. It was considered that there was a difference between rent previously achieved and what could be achievable in a high quality new scheme and that the rental levels proposed were robust based on comparables in similar urban areas.

The Head of Programme confirmed that MACE had advised that the levels of costing for the scheme were within the right range of costs for a high quality scheme of this type.

RESOLVED:

That the content of the exempt appendices be noted.

10. **ESTABLISHING THE WINCHESTER HOUSING COMPANY (EXEMPT APPENDICES)**

(Report OS226 refers)

The Committee considered the contents of the exempt appendices to the report which included commercially sensitive information regarding the business plan, in addition to legal advice.

RESOLVED:

That the information contained in the exempt appendices be noted.

The meeting commenced at 6.30 pm and concluded at 10.45 pm

Chairman

REPORT TITLE: HOUSING REVENUE ACCOUNT OUTTURN 2018/19

4 JULY 2019

REPORT OF CABINET MEMBER: PORTFOLIO HOLDER FOR HOUSING AND ASSET MANAGEMENT

Contact Officer: Richard Burden Tel No: 01962 848136 Email
rburden@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides an update to members on the financial performance of the Housing Revenue Account (HRA) in 2018/19 and the associated Housing capital programme. It also requests approval for revised budget forecasts to the 2019/20 HRA budget and capital programme to reflect updated costs and take account of emerging issues.

RECOMMENDATIONS:

That The Scrutiny Committee raises with the Leader or relevant Cabinet Member, any issues arising from the information in this report and considers whether there is any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 Providing good quality housing and new affordable homes is a strategic priority for the Council and effective resource management is key to achieving this objective. Regular updates to our financial forecasts and HRA Business Plan allows for the continuing success of our repairs service and the ability to take new build opportunities as they arise.

2 FINANCIAL IMPLICATIONS

- 2.1 Full details are included in Section 11 but, briefly, the Council achieved a net surplus of £2.51m in the HRA for 2018/19.
- 2.2 It is proposed to carry forward to 2019/20 £47k of unspent revenue budgets from 2018/19 to support the final stages of the Housing Company set up process. There is also a proposed reduction to the 2019/20 budget of £148k to align the budget with the final service review position. These carry forwards and adjustments will increase the 2019/20 revenue budget surplus from £4.07m to £4.18m as shown in Appendix 3. Further details are provided in Section 11.
- 2.3 Total expenditure in the Housing capital programme for 2018/19 was £14.10m some £2.97m lower than the revised forecast prediction of £17.08m. The original budget for the year was £22.03m but was revised due to a change in the timing of new build developments, some of which will commence in 2019/20.
- 2.4 It is proposed to carry forward to 2019/20 £3.01m of unspent capital budgets from 2018/19 to support the new homes programme in 2019/20. Further details are provided in Section 11.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The Council, as a local housing authority, is required to maintain a separate Housing Revenue Account (HRA) with a positive working balance and keep borrowing levels within prudential rule guidelines, in accordance with s74 of the Local Government & Housing Act 1989 (the "1989 Act").
- 3.2 The HRA must include;
- a) sums falling to be credited or debited in accordance with the category of properties listed within s74(1) of the 1989 Act, which consists primarily of Council housing stock; and
 - b) any capital expenditure on housing stock which a Local Authority has decided to charge to revenue.

- 3.3 Save in accordance with a direction of the Secretary of State, sums may not be transferred between HRA or General Fund. Therefore the HRA is ring-fenced and unable to subsidise a budget deficit within the General Fund, conversely, the General Fund is unable to subsidise a budget deficit in the HRA. s76 of 1989 Act requires Local Authorities to formulate and implement proposals to secure the HRA for each financial year that does not show a debit balance. If a debit occurs, this must be carried forward to next financial year.
- 3.4 Effective management of the HRA is necessary to ensure that these statutory requirements are met.
- 3.5 HRA capital projects with costs in excess of £250,000 will be subject to a financial appraisal in line with Financial Procedure Rules. Similarly, new build projects that are to be submitted for planning permission and tender will be reported to the Committee for approval.
- 4 WORKFORCE IMPLICATIONS
- 4.1 The HRA 2019/20 Budget and Business Plan report CAB3111(HSG) made reference to additional staff resources that would be needed to support the rollout of Universal Credit and higher new build programme targets. This report does not anticipate any further changes to those resource requests.
- 5 PROPERTY AND ASSET IMPLICATIONS
- 5.1 In order to meet one of the key principles of the Council's strategy, the HRA is required to provide sufficient financial resources to both maintain the Council's existing housing stock to decent homes standard and to enable new affordable housing to be built to help meet local demands.
- 6 CONSULTATION AND COMMUNICATION
- 6.1 A briefing paper on the key points of this report will have been considered by TACT at their meeting on 3 July 2019. Tenant representatives will be in attendance to give feedback to Cabinet.
- 7 ENVIRONMENTAL CONSIDERATIONS
- 7.1 The Housing Service considers environmental and ecological factors when developing new build properties and preparing major works plans including estate improvements, working closely with planning officers and the Council's Landscape Team where appropriate. Additional costs for meeting these responsibilities are included in project appraisals and scheme budgets.
- 8 EQUALITY IMPACT ASSESSMENT
- 8.1 There are no equality issues arising from this report.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property That Council owned dwellings fail to meet decent home standards</i>	An effective programme of future works and sound financial planning ensures that these standards are met and then maintained.	
<i>Community Support Lack of consultation will affect tenant satisfaction and cause objections to planning applications for new build developments.</i>	Regular communication and consultation is maintained with tenants and leaseholders on a variety of housing issues. The Council consults with local residents and stakeholders on proposed new build schemes.	Positive consultation brings forward alternative options that may otherwise not have been considered.
<i>Timescales Delays to new build contracts may result in increased costs and lost revenue. Delays to major works may result in the loss of decent home status for individual properties.</i>	New build contracts contain clauses to allow the Council to recover damages if the project is delayed due to contractor actions. Continual updating of asset management plans and major works budgets allows potential issues to be addressed quickly.	
<i>Project capacity The HRA can borrow funds in addition to utilising external receipts and reserves but it must be able to service the loan interest arising and repay debt in the future. Staffing resources (not always in Housing) reduce the ability to push forward</i>	Regular monitoring of budgets and business plans, together with the use of financial assessment tools enables the Council to manage resources effectively. Staffing resources have been reviewed to support the delivery of the	The Council monitors government announcements on the use of RTB receipts and potential capital grant funding.

<i>new schemes at the required pace.</i>	enhanced new build programme.	
<i>Financial / VfM Risks, mitigation and opportunities are discussed elsewhere in this report.</i>		
<i>Legal Changing Government priorities and a greater emphasis on social housing (as opposed to affordable housing) may have a direct impact on future new build projects.</i>	Government policy changes are being monitored to identify any new risks or opportunities that they may bring.	
<i>Innovation The creation of a Housing Company to support the new build programme is introduced without reference to existing rules and consents.</i>	External legal and business planning advice has been sought to ensure the Council has the most appropriate and effective solution.	A Housing Company has the potential to increase the available supply of affordable housing to support our residents.
<i>Reputation Failure to complete major housing projects due to lack of resources would have a direct impact on both customer satisfaction and the Council's reputation.</i>	Business planning tools with regular updates are utilised to make sure resources are available to complete projects.	
<i>Other – None</i>		

11 SUPPORTING INFORMATION:

HRA Outturn 2018/19

- 11.1 Details of the 2018/19 financial performance are analysed in Appendix 1 (subjective summary) and Appendix 2 (service summary). Any proposed HRA revenue budget carry forwards from 2018/19 are shown in Appendix 3.

Overall, the HRA produced a surplus of £2.5m in the year against an income of £28.8m before asset sales and interest receivable. The outturn surplus is £1m higher than the £1.5m revised forecast budget prediction (CAB3111).

- 11.2 Within the subjective summary (Appendix 1), the material variances were:
- a) Employees - £328k under. This is due to the level of vacant posts arising during the year.

- b) Premises - £232k over. This is a combination of the increased void repairs and utility costs (electricity & gas supplies) arising during the year. Included in void repairs is the refurbishment at 84-86 Sussex Street which increases the homeless accommodation provision in the city.
- c) Supplies & Services - £155k under. This is mainly due to an under spend in other professional services & consultancy during the year.
- d) Support Services - £132k over. The actual cost of support services for 2018/19 was similar to 2017/18 levels however the budget for 2018/19 was understated. The latest forecast position for 2018/19 should have reflected the anticipated outturn level.
- e) Depreciation on Fixed Assets - £1.69m over. Following a review of the calculation method, highlighted by external audit, the depreciation method has been amended to reduce the average property lifespan to 60 years.

11.3 Within the service summary (Appendix 2), the material variances were:

- a) HRA General - £255k under. This is mainly due to the level of vacant posts arising during the year, as mentioned in 11.2(a) above.
- b) Rent Accounting - £75k under. The level of support services recharge from the general fund was lower than anticipated compared to latest forecast.
- c) New Build Programme Support - £131k over. The 2018/19 outturn included additional support recharges from the general fund to support new homes delivery and new scheme feasibility.
- d) Estate Maintenance - £54k under. This service is demand led with a reduced need in 2018/19.
- e) Homelessness £44k over. The revised forecast of £61k did not include a pension cost adjustment of £13k, so the true position was a £31k adverse variance. This variance was due to the cost of a CCTV system at a property and additional utility costs than originally forecast.
- f) Sewage Works - £94k over – Works carried out by the special maintenance team, on behalf of the HRA, are demand led. There was an increased level of demand in 2018/19.
- g) Sheltered Housing – £151k over. The over spend was mainly due to an increase in equipment replacement at schemes, in line with the current replacement programme, and increase utility costs (as mentioned in 11.2(b) above). The equipment replacement included much needed communal furniture in sheltered schemes.

- h) Void Repairs- £252k over. The level of void repairs increased in the final quarter of 2018/19 resulting in an adverse variance. Void repairs are demand led and will vary depending on the condition of each property prior to re-letting.
- i) Depreciation of Fixed Assets - £1.69m over. As mentioned in 11.2(e) above, following a review of the calculation method, highlighted by external audit, the depreciation method has been amended to reduce the average property lifespan to 60 years.
- j) Garage Rents - £64k over. Rental income was higher than forecast but void levels were higher than expected. There are a number of vacant garages at present but we are offering short term rental incentives and the option to use garages for storage in order to reduce void levels.

11.4 HRA Revenue Carry Forwards from 2018/19 to 2019/20 and 2019/20 budget adjustments

The proposed HRA Revenue Carry Forwards and adjustments from 2018/19 to 2019/20 are shown in Appendix 3 and are as follows:

- a) Housing Company setup costs £47k. To include professional advice and consultancy support during the final company setup phase.

Support services £138k. An adjustment to bring the 2019/20 budget in line with the recharge levels in 2018/19. (See 11.2(d) above).
- b) Service Review 2019/20 budget adjustments (£149k). This represents some adjustments to posts that were originally included in the 2019/20 budget but are not now in the employee post structure.
- c) Depreciation £1.45m. A budget adjustment to bring the depreciation charge for 2019/20 in line with the new calculation method identified in 11.2(e) above.

11.5 HRA Capital Programme Outturn 2018/19

11.6 Appendices 4 & 5 detail the expenditure in 2018/19 for both the Housing Services and New Build capital programmes against both the original budget and latest forecast position.

11.7 Within Housing Services (Appendix 4), £7.86m was spent against a latest forecast of £7.72m, an adverse variance of £138k on the year.

The material variances were as follows:

- a) Major Repairs - £62k under. There are a combination of under and over spends within the major repairs envelope as works were directed in line with repair plans during the year.

- b) Improvements & Conversions - £193k over. This is mainly due to the over spend on Estate Improvements at Trussell Crescent. The overall cost of these improvements were significantly higher than originally budgeted as the scope of the work changed through resident consultation and the contract cost arising from the works tender.
- c) Disabled Adaptations - £53k over. The demand for adaptations increase during the year but this was matched by DFG grant.
- d) Other projects - £47k under. This was mainly due to a reduced requirement for capital works on sewage treatment plants.

11.8 For the new build capital programme (Appendix 5), £6.24m was spent against a latest forecast of £9.35m, a favourable variance on the year of £3.11m.

The material variances were as follows:

- a) Victoria Court - £376k over. Following the liquidation of HH Drew, the appointed build contractor, we appointed a management contractor to organise and supervise the remaining works to practical completion. The additional cost of works will be met by the performance bond claim, taken out as a precaution before the original build contract with HH Drew was signed. Recovery of the performance bond claim is expected in 2019/20 and this has been reflected in the carry forward budget (see 11.13(a)).
- b) Mayles Lane - £435k under. This scheme is currently on site and expected to complete in the summer of 2019/20. The variance will be carried forward to 2019/20 (see 11.13(c)).
- c) The Valley - £463k under. This scheme commenced on site in April 2020 with the variance reflecting the remainder of the pre-site works. The variance will be carried forward to 2019/20 (see 11.13(b)).
- d) Rowlings Road - £228k under. This scheme is currently at build tender stage with a start on site expected in the summer of 2019/20. The variance relates to the remainder of the pre-site works. The variance will be carried forward to 2019/20 (see 11.13(d)).
- e) Hookpit, Kings Worthy - £1.94m under. The upfront payment to the contractor, a deposit and fee at planning approval stage, was forecast to be paid in March 2019. The planning process is still in progress with the payment likely to be in the summer of 2019. The variance will be carried forward to 2019/20 (see 11.13(h)).
- f) Sheltered Conversions - £139k under. – There are some outstanding works due for completion in 2019/20 for common room conversions. The variance will be carried forward to 2019/20 (see 11.13(i)).

11.9 HRA Capital Programme Funding

11.10 Appendix 6 details the actual funding for the capital programme in 2018/19. The funding requirement for the year was £2.97m less than previously identified in the latest forecast budget. The Housing Services programme was overspent by £138k, with the New Build capital programme being £3.1m underspent. With the capital funding requirement being reduced it has meant that the predicted £2.3m HRA reserve transfer has not been required in 2018/19. The HRA has benefited from the £2.27m acquisition payment from the general fund in respect of the first 25% tranche of garage transfers in March 2019. Property sales, including RTB receipts and new build sales have contributed £3.3m during 2018/19. The HRA also received during the year the final grant payment of £716m from Hampshire County Council for the Chesil Lodge Extra Care scheme. The major repairs reserve requirement was increased by £3.09m to cover the major repairs element of the Housing Services programme.

11.11 HRA Capital Programme Re-Forecast for 2019/20

11.12 Within the New Homes programme, an increase to the original capital programme budget of £3.01m is proposed in Appendix 7. When added to the original budget of £22.40m, it gives a revised expenditure budget requirement of £25.42m in 2019/20.

11.13 The reasons for the proposed New Build programme carry forward of £3.01m are outlined below:

- a) Victoria Court – A budget adjustment of £376k. This is mainly represented by the outstanding performance bond claim related to the rectification works required following the liquidation of HH Drew the original building contractor. There are also some minor remaining works which should complete by the first quarter of 2019/20.
- b) The Valley – A carry forward of £463k. The scheme started on site in April 2019 with the carry forward representing the last element of pre-site works. The carry forward figure forms part of the overall project budget.
- c) Mayles Lane - A carry forward of £435k. The scheme is on site and due for completion in the summer of 2019. The carry forward figure is due to scheme timing and forms part of the overall project budget.
- d) Rowlings Road – A carry forward of £228k. The scheme is due to go on site later in 2019/20. The carry forward represents the remainder of the pre-site works and forms part of the overall project budget.
- e) Wykeham Place – A carry forward of £50k. The scheme is still at feasibility stage with the carry forward representing the remainder of the initial feasibility budget.

- f) Charles/Dyson – A carry forward of £73k. The scheme is still at feasibility stage with the carry forward representing the remainder of the initial feasibility budget.
- g) Woodman Close – A carry forward of £45k. The scheme is still at feasibility stage with the carry forward representing the remainder of the initial feasibility budget.
- h) Hookpit – A carry forward of £1.95m. The scheme will commence on site in 2019/20 subject to planning permission being granted. The carry forward figure represents the agreed upfront payment to the developer that was original planned for March 2019 and forms part of the approved scheme budget.
- i) Sheltered Conversions – A carry forward of £139k. This is due to the timing of conversions, due for completion in 2019/20.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 No further options have been considered apart from the proposed carry forward requests from 2018/19 to the 2019/20 budget.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2791(HSG) Housing Revenue Account Housing Management Strategy – 22 March 2016

CAB2842(HSG) Authorisation for final approval to construct housing scheme at Mitford Road, Alresford – 11 October 2016

CAB2930(HSG) Housing Revenue Account 2016/17 Outturn and Key Performance Indicators – 6 July 2017

CAB2986(HSG) Housing Revenue Account Budget Options 2018/19 and Rent Setting – 22 November 2017

CAB3016(HSG) Housing Revenue Account Budget 2018/19 and Business Plan – 31 January 2018.

Other Background Documents:-

None.

APPENDICES:

Appendix 1 – Housing Revenue Account Outturn 2018/19 – Subjective Summary

Appendix 2 – Housing Revenue Account Outturn 2018/19 – Service Summary

Appendix 3 – Housing Revenue Account 2019/20 – Re-forecast Budget

Appendix 4 – Housing Capital Programme 2018/19 – Housing Services Outturn

Appendix 5 – Housing Capital Programme 2018/19 – New Build Outturn

Appendix 6 – Housing Capital Programme 2019/19 Funding

Appendix 7 – Housing Capital Programme 2019/20 – Re-forecast Budget

Winchester City Council Housing Revenue Account Outturn 2018/19					CAB3161(HSG) Appendix 1
	Original Budget	Revised Forecast		Variance	
	CAB3016(HSG)	CAB3111(HSG)	Outturn	to	
Housing Revenue Account:	2018/19	2018/19	2018/19	Revised Forecast	
Subjective Summary	£	£	£	£	
Employees	(3,967,922)	(3,964,227)	(3,635,754)	328,473	Paragraph 11.2.a)
Premises	(5,074,653)	(5,502,780)	(5,734,393)	(231,613)	Paragraph 11.2.b)
Transport	(305,526)	(313,505)	(304,163)	9,342	
Supplies & Services	(868,054)	(1,073,840)	(919,282)	154,559	Paragraph 11.2.c)
Third Party Payments	(106,500)	(106,000)	(98,390)	7,610	
Support Services	(2,027,212)	(2,031,662)	(2,163,396)	(131,734)	Paragraph 11.2.d)
External Interest Payable	(5,206,090)	(5,192,090)	(5,167,926)	24,164	
Depreciation on Fixed Assets	(6,044,100)	(6,660,100)	(8,348,751)	(1,688,651)	Paragraph 11.2.e)
Amortisation of Intangibles	0	0	(9,607)	(9,607)	
External income	28,926,256	28,761,437	28,805,157	43,720	
Items included in I&E but reversed in Balance Sheet	0	0	(29,790,465)	(29,790,465)	
Surplus/(Deficit) for year on HRA Services	5,326,199	3,917,233	(27,366,968)	(31,284,201)	
Adjustments between accounting basis and funding basis under statute and transfers between reserves:					
	(5,508,200)	(2,301,200)	29,877,639	32,178,839	
Net increase/(decrease) in HRA Balance before transfers to or from reserves	(182,001)	1,616,033	2,510,670	894,637	
Transfer re Insurance Reserve	(66,300)	(66,300)	0	66,300	
Increase/(decrease) in HRA Balance	(248,301)	1,549,733	2,510,670	960,937	
HRA Working Balance					
Opening Balance	5,927,548	9,116,004	9,116,004	0	
Add (Deficit)/Surplus	(248,301)	1,549,733	2,510,670	960,937	
Balance at Year End	5,679,247	10,665,737	11,626,674	960,937	
Note:					
Items combined into the "I&E but reversed in balance sheet" line include stock revaluations, net sale of assets proceeds, IAS19 pension adjustments, capital grants and a transfer to the Major Repairs Reserve.					

Winchester City Council Housing Revenue Account Outturn 2018/19				CAB3161(HSG)	
	Original	Revised		Appendix 2	
	Budget	Forecast		Variance	
	CAB3016(HSG)	CAB3111(HSG)	Outturn	to	
Housing Revenue Account:	2018/19	2018/19	2018/19	Revised Forecast	
Service Summary	£	£	£	£	Notes
Housing Management General					
Estate Management	(1,260,431)	(1,230,269)	(1,283,409)	(53,140)	
HRA General	(1,794,375)	(2,013,818)	(1,758,831)	254,987	Paragraph 11.3.a)
HRA Contribution to Non-Distributed Costs	(234,968)	(234,968)	(232,705)	2,263	
HRA Contribution to Democratic Core	(117,928)	(121,048)	(108,018)	13,030	
Removal Incentive Scheme	(50,000)	(60,000)	(80,640)	(20,640)	
Rent Accounting	(260,211)	(251,522)	(176,559)	74,963	Paragraph 11.3.b)
Tenants Information	(116,249)	(123,424)	(90,168)	33,256	
Vacant Dwellings	(9,200)	(109,550)	(64,573)	44,977	
New Build Programme Support	(668,468)	(652,098)	(783,354)	(131,256)	Paragraph 11.3.c)
	(4,511,830)	(4,796,697)	(4,578,256)	218,441	
Housing Management Special					
Communal Services	90,500	78,016	109,608	31,592	
Disabled Adaptations	(115,245)	(135,696)	(144,190)	(8,494)	
Estate Maintenance	(511,717)	(535,917)	(481,252)	54,665	Paragraph 11.3.d)
Homelessness	66,600	61,740	17,809	(43,931)	Paragraph 11.3.e)
Sewage Works	(185,179)	(185,179)	(279,187)	(94,008)	Paragraph 11.3.f)
Sheltered Housing	(760,988)	(835,118)	(985,877)	(150,759)	Paragraph 11.3.g)
	(1,416,029)	(1,552,154)	(1,763,090)	(210,936)	
Repairs					
Responsive Maintenance	(2,351,407)	(2,400,000)	(2,368,352)	31,648)	
Voids	(585,000)	(850,000)	(1,101,668)	(251,668)	Paragraph 11.3.h)
Cyclic	(850,000)	(800,000)	(772,530)	27,470)	
Sub - total Repairs Works	(3,786,407)	(4,050,000)	(4,242,550)	(192,550)	
Repairs Administration	(1,244,978)	(1,188,780)	(1,225,689)	(36,909)	
	(5,031,385)	(5,238,780)	(5,468,239)	(229,459)	
Debt Management Expenses					
Debt Management Expenses	(18,297)	(18,297)	(14,359)	3,938	
External Interest Payable	(5,182,000)	(5,168,000)	(5,167,926)	74	
Depreciation of Fixed Assets	(6,044,100)	(6,660,100)	(8,348,751)	(1,688,651)	Paragraph 11.3.i)
Amortisation of Intangibles	0	0	(9,607)	(9,607)	
	(11,244,397)	(11,846,397)	(13,540,643)	(1,694,246)	
Rents and Other Income					
Dwelling Rents	26,097,400	25,897,400	25,960,585	63,185	
Garage Rents	650,240	650,240	586,131	(64,109)	Paragraph 11.3.j)
Other Income	264,800	286,221	314,130	27,909	
Sheltered Charges	517,400	517,400	525,915	8,515	
	27,529,840	27,351,261	27,386,761	35,500	
Items included in I&E but reversed in Balance Sheet					
	0	0	(29,403,501)	(29,403,501)	
Surplus/(Deficit) for year on HRA Services					
	5,326,199	3,917,233	(27,366,968)	(31,284,201)	

Housing Revenue Account:	Revised		CAB3036(HSG) Appendix 2 (Cont)		Notes
	Original	Forecast	Outturn 2018/19	Variance to Revised Forecast	
	Budget	Budget per			
	CAB3016(HSG) 2018/19	CAB3111(HSG) 2018/19			
Service Summary (continued)	£	£	£	£	
Adjustments between accounting basis and funding basis under statute and transfers between reserves	(5,508,200)	(2,301,200)	29,877,639	32,178,839	
Net increase/(decrease) in HRA Balance before transfers to or from reserves	(182,001)	1,616,033	2,510,670	894,637	
Transfer re Insurance Reserve	(66,300)	(66,300)	0	66,300	
Increase/(decrease) in HRA Balance	(248,301)	1,549,733	2,510,670	960,937	
HRA Working Balance					
Opening Balance	5,927,548	9,116,004	9,116,004	0	
Add (Deficit)/Surplus	(248,301)	1,549,733	2,510,670	960,937	
Balance at Year End	5,679,247	10,665,737	11,626,674	960,937	
Note:					
Items combined into the "I&E but reversed in balance sheet" line include stock revaluations, net sale of assets proceeds, IAS19 pension adjustments, capital grants and a transfer to the Major Repairs Reserve.					

Housing Revenue Account 2019/20 - Re-Forecast Budget				CAB3161 (HSG) Appendix 3
	Revised Forecast	Carry Fwds & Other Changes	2019/20 Re-Forecast Budget	
Service Summary	CAB3111(HSG) £	£	£	Report Note
Housing Management General				
Estate Management	(1,363,347)	29,144	(1,334,203)	Paragraph 11.4(b)
HRA General	(2,127,947)	(185,000)	(2,312,947)	Paragraph 11.4(a)
Removal Incentive Scheme	(60,000)		(60,000)	
Rent Accounting	(263,638)		(263,638)	
Tenants Information	(112,926)		(112,926)	
Vacant Dwellings	(24,550)		(24,550)	
New Build Programme Support	(894,900)	55,798	(839,102)	Paragraph 11.4(b)
	(4,847,308)	(100,058)	(4,947,366)	
Housing Management Special				
Communal Services	82,856		82,856	
Disabled Adaptations	(117,338)		(117,338)	
Estate Maintenance	(481,717)		(481,717)	
Homelessness	52,350		52,350	
Sewage Works	(185,179)		(185,179)	
Sheltered Housing	(747,878)		(747,878)	
	(1,396,906)	0	(1,396,906)	
Repairs				
Responsive Maintenance	(2,264,897)		(2,264,897)	
Voids	(981,910)		(981,910)	
Cyclic	(775,192)		(775,192)	
<i>Sub - total Repairs Works</i>	(4,021,999)	0	(4,021,999)	
Repairs Administration	(1,233,443)	63,968	(1,169,475)	Paragraph 11.4(b)
	(5,255,442)	63,968	(5,191,474)	
Debt Management Expenses				
Debt Management Expenses	(18,297)		(18,297)	
Interest Payable	(5,188,000)		(5,188,000)	
Depreciation of Fixed Assets	(6,904,000)	(1,445,000)	(8,349,000)	Paragraph 11.4(c)
	(12,110,297)	(1,445,000)	(13,555,297)	
Rents and Other Income				
Dwelling Rents	26,444,804		26,444,804	
Garage Rents	387,111		387,111	
Other Income	286,221		286,221	
Sheltered Charges	548,647		548,647	
Interest Receivable	21,000		21,000	
	27,687,783		27,687,783	
Surplus for year on HRA Services	4,077,830	(1,481,090)	2,596,740	

Housing Revenue Account 2019/20 - Re-Forecast Budget				CAB3161 (HSG) Appendix 3 (cont)
	Original Budget CAB3111(HSG) £	Carry Fwds & Other Changes £	2019/20 Re-Forecast Budget £	Report Note
Capital Expenditure funded by HRA	(8,622,000)		(8,622,000)	
Right to Buy Admin Fees	20,800		20,800	
Net increase/(decrease) in HRA Balance before transfers to or from reserves	(4,523,370)	(1,481,090)	(6,004,460)	
Transfer re Insurance Reserve	(66,300)		(66,300)	
Increase/(decrease) in HRA Balance	(4,589,670)	(1,481,090)	(6,070,760)	
HRA Working Balance				
Opening Balance (from Outturn)	11,626,674		11,626,674	
Add Projected (Deficit)/Surplus	(4,589,670)		(6,070,760)	
Projected Balance at Year End	7,037,004		5,555,914	

Housing Capital Programme - 2018/19 Outturn					CAB3161(HSG)
					Appendix 4
Housing Services - Major Repairs	Original Budget (CAB3016HSG)	Revised Forecast (CAB3111HSG)	Actual Results	Variance to Final Forecast	Report Note
	£	£	£	£	
Major Repairs					
External Building Structure Works	(2,942,000)	(2,300,000)	(2,433,169)	(133,169)	
External Windows/Doors/Screens	(417,000)	(150,000)	(119,432)	30,568	
Kitchen & Bathroom Renewals	(763,000)	(1,100,000)	(1,057,952)	42,048	
Mechanical & Electrical Services	(797,000)	(1,762,000)	(1,596,251)	165,749	
Internal Structures & Finishes	(231,000)	(400,000)	(489,688)	(89,688)	
External Ground Works	(933,000)	(550,000)	(503,444)	46,556	
Sub-Total	(6,083,000)	(6,262,000)	(6,199,935)	62,065	Paragraph 11.7(a)
Improvements & Conversions					
Estate Improvements	(250,000)	(285,000)	(548,446)	(263,446)	Paragraph 11.7(b)
Loft Conversion & Extensions	(100,000)	(100,000)	(70,728)	29,272	
Sheltered Upgrades	(60,000)	(60,000)	(19,045)	40,955	
Sub-Total	(410,000)	(445,000)	(638,220)	(193,220)	
Disabled Adaptations	(770,000)	(775,400)	(828,952)	(53,552)	Paragraph 11.7.c)
Sheltered Wi-Fi Scheme	(38,000)	(143,000)	(154,805)	(11,805)	Paragraph 11.7(d)
Sewage Treatment Works	(100,000)	(100,000)	(41,571)	58,429	Paragraph 11.7(d)
Major Works Total	(7,401,000)	(7,725,400)	(7,863,483)	(138,083)	

Housing Capital Programme - 2018/19 Outturn (Continued)				CAB3161(HSG)	
New Build Programme	Original Budget	Revised Forecast	Actual Results	Appendix 5	Report Note
	(CAB3016HSG)	(CAB3111HSG)		Variance to Final Forecast	
	£	£	£	£	
Coles Mead, Otterbourne			(2,000)	(2,000)	
Hillier Way, Abbots Barton		(10,000)	(3,941)	6,059	
Victoria House		(440,000)	(816,290)	(376,290)	Paragraph 11.8(a)
Chesil Street Extra Care	(560,000)	(2,830,000)	(2,832,434)	(2,434)	
Hussey Close, Abbots Barton				0	
Mitford Road, New Alresford	(267,000)	(425,000)	(378,214)	46,786	
Mayles Lane, Knowle	(1,530,000)	(1,540,000)	(1,104,882)	435,118	Paragraph 11.8(b)
Bailey Close, Stanmore	(300,000)	(525,000)	(478,477)	46,523	
Milford House				0	
The Valley, Stanmore	(3,975,000)	(850,000)	(387,084)	462,916	Paragraph 11.8.c)
Rowlings Road, Weeke	(680,000)	(250,000)	(21,733)	228,267	Paragraph 11.8(d)
Wykeham Place, Stanmore	(50,000)	(50,000)		50,000	
Meryon Road, Alresford	(250,000)			0	
Charles Dyson, Abbots Barton	(700,000)	(100,000)	(26,883)	73,117	
Dolphin Hill, Twyford	(500,000)	(60,000)	(64,186)	(4,186)	
Woodman Close, Sparsholt	(50,000)	(50,000)	(4,871)	45,129	
Hookpit, Kings Worthy	(3,750,000)	(1,950,000)	(1,850)	1,948,150	Paragraph 11.8(e)
Winnall Flats		(70,000)	(56,935)	13,065	
Sheltered Housing Conversions	(200,000)	(200,000)	(61,410)	138,590	Paragraph 11.8(f)
Sites to be funded from 1-4-1 receipts	(1,820,000)			0	
New Build Total	(14,632,000)	(9,350,000)	(6,241,189)	3,108,811	
Total Capital Programme	(22,033,000)	(17,075,400)	(14,104,672)	2,970,728	

Housing Capital Programme Funding 2018/19				CAB3161(HSG)	
				Appendix 6	
Funding Source	Original Budget (CAB3016HSG)	Revised Forecast (CAB3111HSG)	Actual Results	Variance to Final Forecast	Report Note
	£	£	£	£	
Right to Buy 1-4-1 Receipts	3,029,000	1,584,400	1,477,304	107,096	
RTB Other Retained Receipts	0	610,000		610,000	
New Build Sales	2,288,000	3,800,000	1,859,847	1,940,153	
Other Capital Receipts	0	967,000		967,000	
S.106 Contributions	0	360,000		360,000	
Homes England Grant	2,091,000	0		0	
Hampshire County Council Extra Care Grant	737,000	866,000	716,867	149,133	
HRA Revenue Contribution to Capital	5,550,000	2,343,000		2,343,000	
Additional Borrowing	0	0		0	
Garage Transfer to General Fund	3,078,000	1,858,000	2,274,851	(416,851)	
Major Repairs Reserve	5,260,000	4,687,000	7,775,802	(3,088,802)	
Total Capital Funding	22,033,000	17,075,400	14,104,672	2,970,728	Paragraph 11.10

Housing Capital Programme - Re-Forecast Budget 2019/20				CAB3161(HSG)
				Appendix 7
Housing Services	Revised Forecast (CAB3111(HSG))	Carry Forwards & Other Changes	Re-Forecast Budget 2019/20	Notes
	£	£	£	
Major Repairs				
External Building Structure Works	(3,460,000)	0	(3,460,000)	
External Windows/Doors/Screens	(614,000)	0	(614,000)	
Kitchen & Bathroom Renewals	(993,000)	0	(993,000)	
Mechanical & Electrical Services	(49,000)	0	(49,000)	
Internal Structures & Finishes	(1,229,000)	0	(1,229,000)	
External Ground Works	(508,000)	0	(508,000)	
Sub-Total	(6,853,000)	0	(6,853,000)	
Improvements & Conversions				
Estate Improvements	(250,000)	0	(250,000)	
Sheltered Upgrades	(70,000)	0	(70,000)	
Sub-Total	(320,000)	0	(320,000)	
Disabled Adaptations	(770,000)	0	(770,000)	
Other Capital Works				
Sheltered Wi-Fi Scheme	0	0	0	
Fire Safety Provision	(1,000,000)	0	(1,000,000)	
Sewage Treatment Works	(103,000)	0	(103,000)	
Sub-Total	(1,103,000)	0	(1,103,000)	
Major Works Total	(9,046,000)	0	(9,046,000)	

Housing Capital Programme - Re-Forecast Budget 2019/20 (Cont.)				CAB3161(HSG)
				Appendix 7 (Cont.)
	Original Budget	Carry Forwards & Other Changes	Re-Forecast Budget 2019/20	Notes
New Build Programme	(CAB3111(HSG))			
	£		£	
Victoria Court		376,290	376,290	Para. 11.13.a)
Hillier Way			0	
Chesil Street Extra Care			0	
Mitford Road, New Alesford			0	
The Valley, Stanmore	(7,687,000)	(462,916)	(8,149,916)	Para. 11.13.b)
Mayles Lane, Knowle	(674,000)	(435,118)	(1,109,118)	Para. 11.13.c)
Bailey Close, Stanmore			0	
Rowlings Road, Weeke	(1,151,000)	(228,267)	(1,379,267)	Para. 11.13.d)
Wykeham Place	(27,000)	(50,000)	(77,000)	Para. 11.13.e)
Meryon Road, Alesford			0	
Charles/Dyson, Abbots Barton	(518,000)	(73,117)	(591,117)	Para. 11.13.f)
Dolphin Hill, Twyford	(372,000)	4,186	(367,814)	
Woodman Close, Sparsholt	(436,000)	(45,129)	(481,129)	Para. 11.13.g)
Hookpit, Kings Worthy	(6,282,000)	(1,948,150)	(8,230,150)	Para. 11.13.h)
Winnall Flats	(2,850,000)	(13,065)	(2,863,065)	
Wickham CLT	(410,000)	0	(410,000)	
Sheltered Conversions		(138,590)	(138,590)	Para. 11.13.i)
RTB 1-4-1 Funded Sites			0	
Unallocated Sites	(2,000,000)	0	(2,000,000)	
New Build Total	(22,407,000)	(3,013,876)	(25,420,876)	
Total Capital Programme	(31,453,000)	(3,013,876)	(34,466,876)	

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REPORT TITLE: QUARTER 4 2018/19 FINANCIAL AND PERFORMANCE MONITORING

4 JULY 2019

REPORT OF CABINET

Contact Officer: Joseph Holmes Tel No: 01962 848 220 Email
jholmes@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance and financial position during the fourth and final quarter of 2018/19.

This fourth report of 2018/19 includes progress updates against major projects, the Council Strategy outcomes and key performance measures.

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

RECOMMENDATIONS:

That the Committee raises with the Leader or relevant Cabinet member any issues arising from the information in this report and considers whether there are any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report forms part of the framework of performance and financial monitoring in place to check the progress being made against the projects and programmes included in the Portfolio Plans and the achievement of the outcomes included in the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the Portfolio Plans have financial implications, some significant and these are agreed and reported separately before the commencement of the project.
- 2.2 This report details the Council's financial outturn position for 2018/19.

3 LEGAL AND PROCUREMENT IMPLICATIONS

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

4 WORKFORCE IMPLICATIONS

- 4.1 None directly, although naturally staff will be required to deliver each project.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

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

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None required arising from the content of the report, although some of the projects will require an Equality Impact Assessment to be undertaken.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support – Lack of consultation on for example major projects, affects residents and can cause objections or delay.</i>	Regular consultation and engagement with stakeholders and residents regarding major projects or policy changes.	Positive engagement and consultation can bring forward alternative options that might not have otherwise been considered.
<i>Timescales – delays to project delivery can lead to increased cost and lost revenue.</i>	Regular project monitoring undertaken to identify and resolve slippage.	
<i>Project capacity – availability of staff to deliver projects.</i>	Resources to deliver projects are discussed at the project planning stage and agreed by the project board.	Opportunities present themselves for staff to get involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
<i>Financial / VfM – budget deficit or unforeseen under or overspends.</i>	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned over/underspends.	Early notification of unplanned under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
<i>Legal – none.</i>		
<i>Innovation – none.</i>		
<i>Reputation – ensuring that the Council delivers the outcomes as set out in the Council Strategy.</i>	Regular monitoring and reporting of the progress the Council is achieving against its priorities included in the Council Strategy, including this report.	

11 SUPPORTING INFORMATION:

11.1 This report provides an update on the Council's performance during the fourth and final quarter of 2018/19 and financial position as at 31 March 2019.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3127 – Q3 Finance and Performance Report, 13 February 2019

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Q4 Finance and Performance Management Report 2018/19

Appendix 2 General Fund Reserves 2018/19

Appendix 3 Capital Expenditure Outturn 2018/19

Appendix 4 Reforecast 2019/20 General Fund Capital Budget



FINANCE & PERFORMANCE MANAGEMENT REPORT FOURTH QUARTER 2018/19



Contents

Introduction and Summary

Section 1: Financial Update – Fourth Quarter 2018/19

- General Fund Revenue
- General Fund Capital
- Outcome Based Budgeting – progress update
- Housing Revenue Account

Section 2: Council Strategy 2018-20 Progress Update

- 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**

Section 3: Project Management – Projects Update

- Environmental Services Contract
- New Homes Delivery Programme
- Saxon Gate
- Station Approach
- Winchester Sport and Leisure Park

Section 4: Managing the business – Corporate Health Indicators

Introduction and Summary

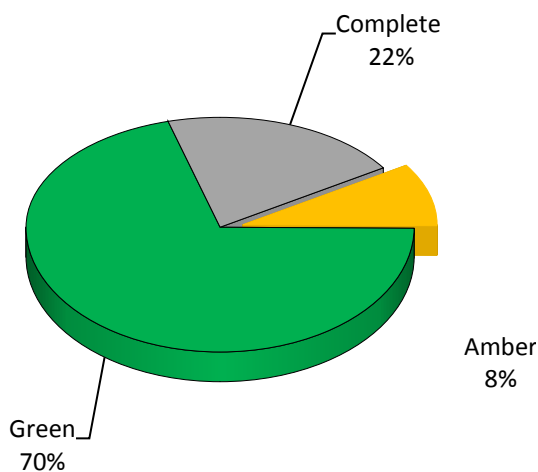
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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

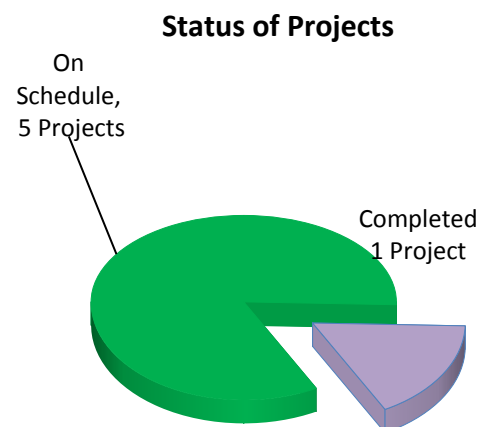
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 31 March 2019 (Quarter 4) across the key areas of performance. Further information is provided in the following appendices.

Council Strategy Q4 2018/19



Project Monitoring Q4 2018/19



Section 1 – Financial Update as at 31 March 2019

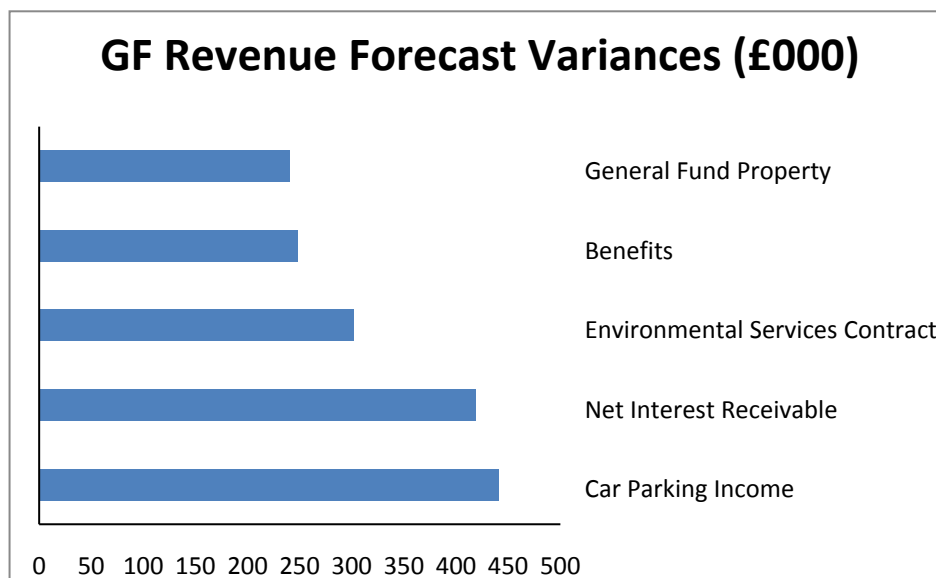
This section presents a summary of the Council's financial position as at 31 March 2019 with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

1. The final 2018/19 outturn shows a service underspend of £1m when adjusting for the profiling of one-off expenditure budgets funded by reserves.
2. Additional tax and grant income of £1.2m was received in relation to an increase in business rates retention and additional one-off government grants such as new burdens.
3. Additional financing and treasury activity net income of £0.9m related to forecast higher net interest receivable due to higher cash balances and additional net general fund property income.
4. Also included in this appendix is a report that shows the progress and status of the 2018/19 Outcome Based Budgeting proposals. The overall target status is green, meaning we are on target to achieve the net savings target of £0.67m.
5. Quarter 4 full year forecast key variances:
 - i) **Net Interest receivable** – (+£0.4m) higher than budgeted cash balances have been available for investment which has significantly increased the net interest receivable for the year.
 - ii) **Non-investment Property Income** – (+£0.2m) higher than planned income for the year, for example income in relation to the Vaultex site (Coventry House) which was unplanned.
 - iii) **Environmental Services Contract** – (+£0.3m) caused by additional recycling income (materials recycling facility and glass income) and a lower than budgeted contract inflation uplift in October 2018.
 - iv) **Car Parking Income** – (+£0.4m) additional full year income relating mainly to off street car parking and in particular strong usage of the park and ride sites.
 - v) **Benefits** – (+£0.2m) higher than planned subsidy and overpayment recovery rates.
6. The following additional transfers to earmarked reserves are proposed in line with existing policies including the transfer of any final underspend to the Major Investment Reserve:
 - i) **Major Investment Reserve** – (+£1m) representing the final underspend after all other transfers.

- ii) **Car Parks Property** – (+£0.44m) representing additional car parking income received during the year to contribute to future maintenance works.
- iii) **New Burdens Grants** – (+£0.34m) representing additional government grants received during and to be spend in accordance with future spending plan submissions.

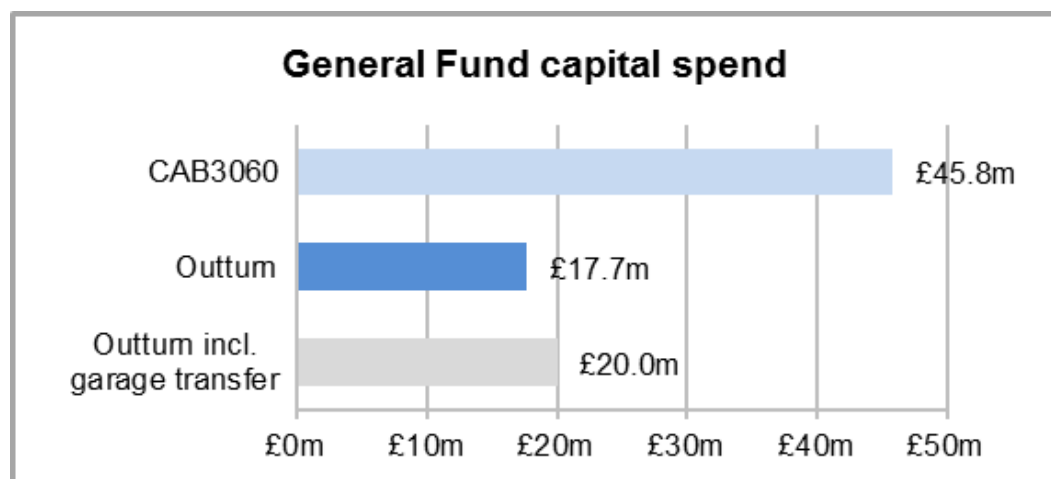
Table 1 – General Fund Key Variances 2018/19



General Fund Capital

1. Total capital expenditure in year was £31.8m of which £14.1m relates to the Housing Revenue Account (HRA). The detailed HRA outturn is reported separately to Cabinet (CAB3161); summary details are provided below.
2. General Fund capital expenditure amounted to £17.7m. This compares to an original budget of £44.3m set in February 2018 (CAB3014) and a revised budget of £45.8m including brought forwards set in July 2018 (CAB3060). Following subsequent approvals and reprogramming, the forecast expenditure was amended to £25.8m in February 2019. Further details by project are provided in Appendix 3.
3. An estimate of £3.1m was included in the General Fund capital budget for the transfer of approximately 25% of garages from the Housing Revenue Account. However, as there is no third party transaction the “acquisition” by the General Fund is not treated as expenditure; instead the transaction is accounted for by a reduction in the HRA's borrowing need (Capital Financing Requirement) and a corresponding increase in the General Fund's borrowing need. In effect this has the same consequence as a capital purchase and

receipt in that the GF will need to finance the transfer and the HRA will be able to use the reduction to finance new capital spend. The actual value of the transfer was £2.3m.



4. The following key projects were undertaken in 2018/19:

- **SAPS purchases** *Total Budget: £12,763k*

Expenditure: Prior years £57k 2018/19 £11,194k Total £11,251k

The purchase of Coventry House was completed in May 2018. The Council is leased the property for 12 months generating an income of £95,000. During this period, the Council has been able to undertake preliminary work (e.g. surveys) in preparation for future development of the site.

The purchases of Friarsgate Medical Centre and 158-165 High Street in the central Winchester area were completed in December. These purchases give the Council more scope to deliver its vision of the regeneration of central Winchester. Meanwhile uses for the Friarsgate Medical Centre area are being considered and there are plans to refurbish the High Street properties.

- **New Sports & Leisure Centre** *Total Budget: £42,861k*

Expenditure: Prior years £888k 2018/19 £1,920k Total £2,808k

The Full Business Case was approved by Cabinet in February 2019 and work is underway on site. The centre is due to open in January 2021.

- **Disabled Facilities Grants** *Total Budget: £1,207k*

Expenditure: recurring 2018/19 £932k

The amount of funding from central government has increased significantly in recent years. Although expenditure is less than total grant received, over £300,000 in commitments have been made for adaptations to be carried out in

2019/20 including a significant grant to enable an individual with long term immobility to return to their own home

- **Partnered Home Purchase Scheme** *Total Budget: £2,000k*

Expenditure: Prior years £0k 2018/19 £499k Total £499k

The Partnered Home Purchase Scheme is an innovative open market shared ownership scheme. It provides the Council an ongoing index-linked rental income stream from the share the Council owns whilst enabling homebuyers to enter into a shared ownership arrangement without the restrictions of traditional schemes.

In total 3 purchases completed in 2018/19 and it is anticipated that the remaining 7 of the 10 property pilot scheme will complete in the first half of 2019/20.

- **City offices refurbishment** *Total Budget: £1,110k*

Expenditure: Prior years £624k 2018/19 £446k Total £1,070k

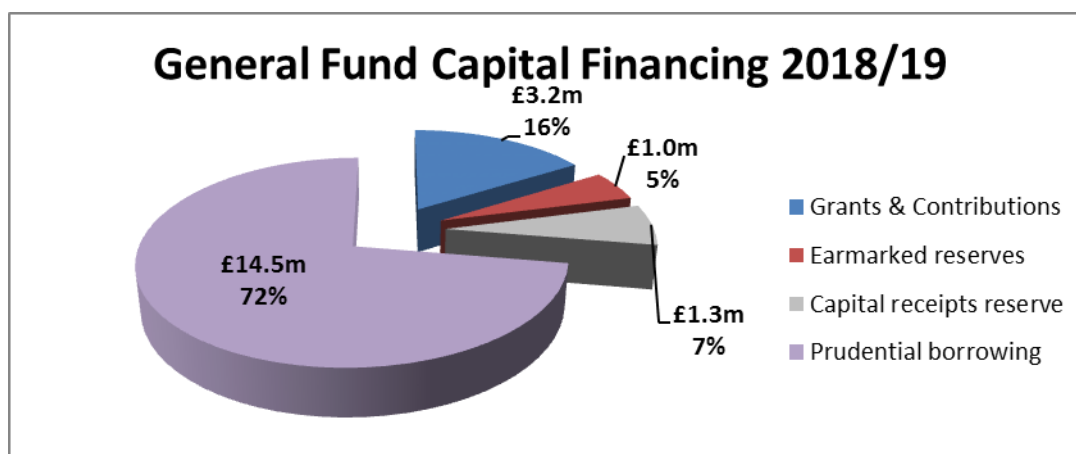
The refurbishment of City Offices has continued in 2018/19 and in addition to making significant improvements to the working environment, the Council's main reception has had a major facelift improving the customer experience. Self service kiosks have been installed which allow Winchester's residents to make payments in person at the Council following closure of the cash office.

The budget also includes the refurbishment of part of the ground floor of City Offices to allow the Citizen's Advice Bureau to relocate. These works were completed in the first quarter of 2019/20.

The works have also provided the opportunity to make energy savings by installing LED lighting as well as daylight sensors which dim the lights when ambient lights increases. £45,000 has been spent on installing solar panels on the roof of City Offices and this investment is forecast to payback in 7 to 8 years and to reduce carbon emissions by 7 tonnes per annum.

5. **Capital Financing**

The sources of finance available for capital projects include capital receipts, grants and contributions, reserves, revenue contributions, and prudential borrowing or "Capital Financing Requirement" (unfinanced capital expenditure met by future revenue provision). Under the Prudential Code, the Council can invest in a capital programme so long as its capital spending plans are "affordable, prudent and sustainable". The financing of the 2018/19 General Fund capital expenditure including the transfer of garages from the Housing Revenue Account was as follows:



Where capital expenditure is to be financed in future years by charges to revenue, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. While the Council has sufficient cash and investment balances, it is able to internally borrow but as CFR increases in the future it will need to borrow externally in addition to the £156.7m the Council has already borrowed as a result of the HRA self-financing settlement. In the General Fund an annual charge is required (Minimum Revenue Provision) to finance prior year unfinanced expenditure; this reduces the CFR.

Capital Financing Requirement	General Fund £000	Housing Revenue Account £000	Total £000
Capital Financing Requirement at 1 April 2018	13,192	164,022	177,214
Unfinanced Capital Expenditure - in year	12,192	2,275	14,467
Provision for the Financing of Capital Investment	(514)	(1,163)	(1,677)
Transfer of Garages from the HRA to the General Fund	2,275	(2,275)	0
Capital Financing Requirement at 31 March 2019	27,145	162,859	190,004

6. Commercial activities: Property

The Council owns an investment property portfolio (assets held solely for rental income or capital appreciation) which was valued at £53.8m as at 31 March 2019 (£47.7m as at 31 March 2018) and generated gross income of £2.9m and net income after costs of £2.4m in 2018/19. This income helps contribute to the Council Strategy outcomes. This represents an average net yield of 5.1%.

In 2019/20 the Council spend a small amount on enhancing existing assets and £0.5m on new acquisitions all of which related to the Council's share in Partnered Home Purchase scheme properties. In addition 435 garages were transferred from the HRA to the General Fund where they will be held as investment properties.

Property held for investment purposes in £000s

31 March 2018	47,714
Acquisitions	499
Enhancements	28
Gains/(losses) in fair value	3,278
Transfer from PPE (operational assets)*	2,275
31 March 2019	53,794

*an investment property is held for rental income and/or capital appreciation; when the continued purpose of holding the asset changes to meeting a service objective it is transferred to Property Plant & Equipment or vice versa

7. Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans, MRP, and any revenue funded reductions in the borrowing need are charged to the General Fund (GF) or Housing Revenue Account (HRA) income and expenditure statements as appropriate, offset by investment income receivable. The net annual charge is known as financing costs - this is compared to the net revenue stream: Council Tax, Business rates, and general government grants in the case of the GF; and rents and other charges in the case of the HRA.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2017/18 actual	2018/19 forecast	2018/19 actual	2019/20 budget
GF financing costs (£m)	-0.1	0.02	-0.1	0.8
GF proportion of net revenue stream	-0.8%*	0.1%	-0.5%*	5.8%
HRA financing costs (£m)	6.1	5.1	5.1	5.2
HRA proportion of net revenue stream	21.2%**	17.9%	17.7%	17.8%

* in 2017/18 and 2018/19 investment income exceeded interest payable and MRP

** in 2017/18 the HRA elected to reduce its borrowing need by £1m from revenue

8. Other General Fund capital budget changes

The following supplementary estimates have been approved by the Capital Strategy Board and S151 officer following the approval of February budget (Financial Procedure Rule 8.2) and both have been approved for expenditure by the S151 officer (Financial Procedure Rule 7.4):

Car parks – Colebrook resurfacing

An estimate of £95,000 was allowed in the budget for the resurfacing of Colebrook Street car park. Following a tender exercise it was identified that actual costs would be higher. Additional expenditure of £25,000 has been approved. In addition, the original budget was allocated to revenue but given its scale the works are capital in nature and the budget has therefore been moved to capital from revenue in 2019/20.

Digital Signage

A budget of £35,000 has been approved to pilot the installation of digital signs on a small scale to assess the potential for interest and their future deployment on a wider scale. If the pilot is a success it has the potential to provide a significant income stream once rolled out to other sites in the District. For the pilot it is proposed to install three signs: one freestanding sign at the entrance to the Guildhall; one wall mounted sign on the wall at the TIC entrances; and one internal screen on the Boardroom windows.

In February a total budget of £61.2m General Fund capital was approved for 2019/20. The revised forecast for 2019/20 is £67.8m following the revisions above and after adjusting for unspent budget brought forward from 2018/19. Further details are provided in Appendix 4

General Fund 2018/19

	General Fund Revenue					General Fund Capital	
	Budget		Outturn			Budget	Outturn
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Variance		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Total Housing	209	(2,104)	(1,895)	(1,520)	374	(1,200)	(932)
Total Environment	10,081	(14,607)	(4,525)	(3,313)	1,213	(2,260)	(171)
Total Health & Happiness	372	(2,592)	(2,220)	(2,786)	(566)	(14,123)	(4,096)
Total Business	215	(1,916)	(1,701)	(1,597)	104	(11,657)	(11,889)
Total Operational Delivery	28,478	(32,690)	(4,211)	(3,556)	655	(1,272)	(396)
Total Investment Activity	2,789	(737)	2,052	2,533	481	(13,681)	
Total Organisational Management	452	(4,786)	(4,334)	(3,989)	345	(153)	(216)
	<u>42,597</u>	<u>(59,431)</u>	<u>(16,835)</u>	<u>(14,229)</u>	<u>2,606</u>	<u>(44,346)</u>	<u>(17,700)</u>
Total Tax and Grant Income			14,511	15,746	1,235		
Total Financing & Treasury Activity				911	911		
Total Reserve Related Movements			2,325	(1,433)	(3,758)		
Total Funding			<u>16,835</u>	<u>15,224</u>	<u>(1,611)</u>		
Transfer to Major Investment Reserve				995	995		

Housing Revenue Account 2018/19

	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	27,530	0	27,530	27,387	(143)
Housing Management General	0	(4,512)	(4,512)	(4,578)	(66)
Housing Management Special	0	(1,416)	(1,416)	(1,763)	(347)
Repairs (including Administration)	0	(5,031)	(5,031)	(5,468)	(437)
Interest	0	(5,200)	(5,200)	(5,182)	18
Depreciation	0	(6,044)	(6,044)	(8,358)	(2,314)
Capital Expenditure Funded by HRA	0	(5,575)	(5,575)	0	5,575
Other Income & Expenditure	0	0	0	474	474
	<u>27,530</u>	<u>(27,778)</u>	<u>(248)</u>	2,512	2,760
Working Balance at 1 April 2018			5,928	9,116	0
Add Surplus / (Deficit)			(248)	2,512	2,760
Projected Working Balance at 31 March 2019			<u>5,680</u>	<u>11,628</u>	<u>2,760</u>

Housing Revenue Account Capital 2018/19	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(6,083)	(6,200)	(117)
Improvements and Conversions	(1,180)	(1,467)	(287)
Other Capital Spend	(138)	(196)	(58)
New Build Programme	(14,632)	(6,241)	8,391
	<u>(22,033)</u>	<u>(14,104)</u>	<u>7,929</u>

Notes:

1. The £143k reduction in rental income is due to delays in the handover of completed properties during the year.
2. The £66k overspend on Housing Management General is due to increased expenditure on new build site feasibilities to support the increased delivery programme.
3. The £347k overspend on Housing Management Special is mainly due to bringing forward the much needed replacement of furniture and equipment in sheltered schemes to improve common room facilities for tenants. There was also an increase in the maintenance cost of owned sewerage systems, a situation that is being monitored during 2019/20.
4. The £437k overspend on repairs is mainly due to an increase in void repairs, including the works at 84-86 Sussex Street to provide more temporary accommodation.
5. Depreciation is significantly higher than budget by £2.3m. This is due to a change in the calculation basis to assume an average property life of 60 years, whereas before this was between 70-80 years. The 60 year property lifespan is supported by our external auditors who have recommended a change in the calculation method.

6. The budgeted transfer to capital of £5.58m was not required due to a combination of reduced spend on the new build programme, due to later start on sites, and being able to fund capital works from external sales and right to buy income.
7. The £474k other income is due to year end accounting adjustments including property revaluations and transfers to balance sheet reserves.
8. The £117k overspend on major works is due to a slight increase on programmed repairs, including kitchens & bathrooms and internal structures.
9. The £287k overspend on improvements and conversions is mainly due to increased expenditure on estate improvements at Trussell Crescent. The scheme works were modified following tenant consultation and a review of the required works. The works have improved the look of the estate and has been well received by residents.
10. The £58k overspend on other capital works is due to an increase in disabled adaptation works which is demand led.
11. The underspend of £8.39m on the new build programme is mainly due to timing delays for the commencement of new schemes, including The Valley and Hookpit. Both of these schemes will commence on site in early 2019/20.

Outcome Based Budgeting – 2018/19 Progress Monitoring

The General Fund Budget 2018/19 report ([CAB3011](#), 14 February 2018 refers) included a number of budget proposals for 2018/19 that would achieve savings of £1.1m which would enable a balanced budget for 2018/19 and contribute towards savings for future years.

The table below provides an update on the progress achieved against the proposals for savings.

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Savings Proposals						
Removal of ISDN line	45			0	Amber	Project delayed until 2019/20
External Audit fee reduction	25	25		25	Green	
Internal Audit fee reduction	20	20		20	Green	
Changes to MRP to the annuity basis	43	43		43	Green	
Benefits restructure	25	25		25	Green	
Un-utilised transport budget removed	217	217		217	Green	
Internal Managed Vacancy Factor moved to 2% (£350k 18/19)	105	105		105	Green	
Print Room Structure changes	20			0	Amber	Part of Service Review implemented 1 st April 2019
IT – GIS Support Technician	18	18		18	Green	
HRA/ GF Asset transfer	100	88		88	Green	
Customer Services/ Digitalisation Review	50	30		30	Amber	Customer Services review in progress as part of CustomerSmart transformation programme
Re-investment of car parking charges	100	440		440	Green	

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Review of grants and commissioning	140	140		140	Green	
New trading opportunities	25			0	Amber	Other income increases have enabled this saving
Increased planning fees	160	160		160	Green	
TOTAL	1,093	1,311		1,311		

Section 2: Council Strategy 2018-20 Progress Update

The following chart and tables provide a summary of the progress against the actions included in the refreshed Council Strategy 2018-20, that was adopted at Council on 22 February 2018 (Report [CL139](#) refers) as at the end of the fourth quarter of 2018/19 (31 March 2019).

The Council Strategy 2018-20 includes sixty performance measures supporting the delivery of the Council's four strategic outcomes.

Each action, which includes a 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. 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.
- **Green** – On schedule to be delivered on time.

Measures where actions have been completed are shown as complete.

As of 31 March 2019 there were thirteen measures that had been completed and forty two measures on schedule and to be delivered on time (Green).

A further five actions are showing as Amber, with some slippage.

There are no measures showing as having a Red status where the agreed timescale or target has not been met or is unlikely to be met.

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

Council Strategy – Progress Report (Quarter 4 – 2018/19)

Winchester will be a premier business location

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Promote a sustainable economy by enabling major regeneration schemes	Support the regeneration of the Central Winchester area. Measure: <i>Adoption of Central Winchester SPD by summer 2018.</i> [new measures will be considered as part of delivery road map review]	Sept 2018	SPD Complete	Central Winchester Regeneration SPD adopted at Cabinet on 20 June 2018 Report CAB3034 refers). Work undertaken on the feasibility of meanwhile uses, refurbishment of Coitbury House, planning of the Broadway public realm and review of the delivery road map. JLL appointed as Strategic Placemaking Consultants
		Manage the project and support the regeneration of the Station Approach area of Winchester, both Carfax scheme and adjacent Public Realm works. Measure: <i>Increased office floor space on the Carfax/ Station Approach site of approximately 140,000ft²</i>	Public Realm Mar 2021 Carfax 2023	Green	Cabinet decision in March 2019 to approve outline business case and submit an outline planning application. Application submitted. A Business Case was submitted to the EM3 LEP for a £5m grant being sought for public realm and other works to support the Carfax development scheme. This has been approved in march 2019 subject to conditions relating to satisfactory project delivery
2.	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an Economic Strategy Measure: <i>adoption of updated Economic Strategy, including Action Plan and performance measures included in the Strategy</i>	Dec 2019	Green	Work has commenced on the drafting of a new strategy. Meetings with key people and organisations are being arranged to gather insight as to the direction and focus of the new strategy. and was considered at Business and Housing Policy Committee June 2019.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme Measure: <i>LEADER support for 70 businesses (WCC only)</i>	Mar 2020	Green	Officers continue to work to deliver a compliant and successful programme. The recent deadline for applications has seen an increase in those submitted and the team are working to ensure as many of these progress to approval.
3.	Utilise our environment to drive business growth	Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities. Measure: <i>additional floor space identified/ provided</i>	Mar 2020-23	Green	An update on the progress of the Station Approach and Central Winchester Regeneration projects is given in the Major Projects update on pages 37 to 44 of this report.
		Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings Measure: <i>Number of partners secured/ amount of floor space utilised</i>	Mar 2020	Green	Winchester Citizens Advice Bureau (CAB) opened their new offices on 10 June after relocating to the Council offices.
		Use a Strategic Asset Purchase Scheme to generate financial and community returns Measure: <i>Additional £500k generated from Strategic Asset Purchase Scheme.</i>	Mar 2019	Complete	The gross income received for 2018/19 was £523,000.
		Develop 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	Dec 2018 Revised April 19	Amber	Work on a new parking strategy has already begun with a parking survey carried out in May 2018. Officers are scoping options for a new strategy. It was to wait for the City of Winchester Movement Strategy to be finalised as this

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<p>Measure: <i>Adoption of new Winchester Car Parking Strategy by Dec 2018</i></p> <p>Undertake a strategic review of traffic and transport issues affecting Winchester and produce high level options to improve movement</p> <p>Measure: <i>Adoption of the Movement Strategy by December 2018</i></p>			will inform the City Council's future approach to its parking strategy for the city and wider district.
		Support new businesses set up in the District with advice to thrive and prosper	Mar 2020	Green	456 business hours training have been spent at cultural network events; 160 officer and volunteer hours assisting LEADER applicants; Enterprise First contract proving successful with both monthly workshops and informal networking sessions very well attended.
		<p>Measure: <i>Number of new businesses supported, including with grants and advice</i></p>			A new contract to deliver business support has been awarded to IncuHive
4.	Develop new employment opportunities across the District	<p>Directly develop space to support Small, Medium Enterprises to grow</p> <p>Measure: <i>New net floor space provided for SME's</i></p>	Mar 2020	Green	The Council continues to review opportunities as they become available.
5.	Work with strategic partners to deliver critical digital infrastructure projects across the District	<p>Support the roll-out of Super Fast Broadband in line with the aims of the Council Digital Strategy</p> <p>Measure: <i>to achieve 95% access across Hampshire to SuperFast Broadband</i></p>	Mar 2019	Complete	Hampshire led project has achieved 95% access to SuperFast Broadband across Hampshire.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
6.	Be innovative by exploring opportunities to generate additional revenue and maximise key revenue streams	Work with partners to implement and promote the provision of online services as set out in the Digital Strategy Measure: <i>Achieve 100% of all services available online</i>	Mar 2020	Green	A pilot project is in development to install additional digital access points for visitor information and to generate advertising income linked to the new Tourist Information Centre and Guildhall. Funding has just been approved.
		Explore the opportunities to establish joint-ventures to enable more efficient services Measure: <i>Number of joint venture opportunities explored and potential efficiency savings</i>	Mar 2019	Green	Ongoing. Opportunities reviewed as they present themselves. Recent successes of efficiency savings through joint procurement of occupational health services with Test Valley Borough Council.
		Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation Measure: <i>Refurbishment completed March 2018, Works and longer term study complete March 2019</i>	Mar 2019	Complete	Refurbishment to City Offices reception completed that will improve the customers' experience. Further refurbishment of staff office accommodation being discussed.

Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Deliver good housing stock condition and energy performance for Council owned dwellings that meet the Decent homes standard	Carry out repairs and maintenance improvements as per the capital repairs programme Measure: <i>100% of housing stock meets the Decent Homes Standard with and energy performance ratings</i>	Mar 2020	Green	Programme on track. Roofing programme on city estates under review to determine best approach to deliver value for money whilst minimising impact on residents. Reached the year-end target of zero Decent Homes failures.
2.	Respond to the need to provide more affordable housing in the District	Significantly increase the number of council houses built in the period 2017 – 2020 Measure: <i>An additional 600 new homes delivered by 2020</i>	Mar 2020	Green	201 units completed with a further 88 on-site. Subject to planning consent and tenders 44 additional homes are expected to start on site in 19/20. Chesil Lodge now open. Victoria Court completed in January 2019.
		Bid for grant to support additional development Measure: <i>50% of New Homes Programme supported by grant</i>	Mar 2020	Green	£3.2m grant secured for the Valley development in Stanmore
		Establish a housing company or other specialist vehicle to support the delivery of sub-market rented housing Measure: <i>Housing company established</i>	May 2018	Amber	Work ongoing to identify appropriate vehicle to support Council programme.
3.	Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Avoiding reliance on B&B as a housing option by focussing on preventing homelessness and effective use of temporary accommodation Measure: <i>No use of B&B accommodation (other than in exceptional circumstances)</i>	Mar 2020	Green	Only 1 circumstance of using B&B in quarter 4 due to an emergency situation for 1 night.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<p>Support an increase in the provision of supported housing units/move on accommodation by establishing and leading multi agency Homelessness/ Social Inclusion forum</p> <p>Measure: <i>Provision of 10 supported/ move-on units</i></p>	Mar 2019	Green	<p>Social Inclusion Forum now well established with all relevant agencies represented.</p> <p>The partnership has now been recognised as a MEAM Approach area supporting the work being undertaken to help those experiencing multiple disadvantage. This will bring extra resources to the District as well as learning from other areas.</p> <p>new supported housing units will be available with a Registered Provider by August 2019.</p> <p>Further 8 units will be available in September 2019.</p>
4.	<p>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.</p>	<p>Work with private landlords through “City Lets” initiative offering effective management and lettings service</p> <p>Measure: <i>Increase of 30 to 50 homes by March 2019</i></p>	Mar 2019	Complete	<p>46 private rent units now managed through City Lets scheme.</p>
		<p>Support and enable development partners/ Registered Social Landlords (RSLs) to develop more affordable housing</p> <p>Measure: <i>Number of affordable homes developed by other organisations in the District</i></p>	Mar 2020	Green	<p>Positive discussions with providers re 106 sites, rural exception sites.</p> <p>£400k Grant made available to Wickham CLT for new homes.</p>
		<p>Develop an effective “shared ownership” programme</p> <p>Measure: <i>At least 30 affordable shared ownership homes developed by March 2020</i></p>	Mar 2020	Green	<p>Shared Ownership units at Chesil Lodge and Mitford Rd, Alresford, all sold and Victoria Court progressing well.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
5.	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 Measure: <i>Increase the number of 'involved' tenants to 200</i>	Mar 2019	Green	Survey of Tenants and Residents (STAR) undertaken during March and April 2019. The results of the survey to be published shortly. A programme of digital surveys introduced is successfully engaging younger households and achieving representative responses in terms of district area as well as age. The surveys achieve regular responses in excess of 300 tenants and are statistically robust. The surveys supplemented by qualitative measures such as focus groups have successfully engaged tenants previously not involved'
6.	Restrict permitted development rights in Winchester so that new Houses of Multiple Occupation (HMOs) require planning permission	Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city. Measure: <i>Number of Article 4 Directions approved.</i>	Mar 2020	Green	Article 4 Direction (A4) now active in Stanmore and Winnall. Survey of HMOs in Winnall to be undertaken later in 2019 to provide more accurate baseline data. Data regarding other areas (Fulford and Badger Farm) analysed and an Interim Position Statement of Student Accommodation in Winchester to inform Local Plan 2036 produced in December 2018 (PHDN847) and agreed January 2019. No new A4s proposed at the present time but further work required as part of Local Plan 2036. New HMO Licensing scheme implemented in October 2018 which will provide improved data for all areas as

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					well as additional controls re condition. Total of 76 HMO licenses issued under the new legislations for Qtr 4.
7.	Support residents to buy their own home.	Develop an effective “shared ownership” programme (shared target with aim to “Provide good access to affordable housing options”) Measure: <i>At least 30 affordable shared ownership homes developed by 2020.</i>	Mar 2020	Green	As 4 above
		Provide access to custom build initiatives Measure: <i>Two custom build plots identified</i>	Mar 2020	Green	The Council is currently considering potential sites to be used for self-build properties
		Create a Partner Home Purchase Scheme to enable residents to buy their own home in a shared equity scheme with the Council Measure: <i>Ten households (by March 2018) and a total of 50 by March 2019</i>	Mar 2019	Green	Three purchases completed in 2018/19 with the remaining seven in the pilot expected to complete in the first half of 2019/20.

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Work with partners to reduce health inequalities in the District and to promote good mental and physical health	<p>Council grants programme to prioritise sport and physical activity programmes</p> <p>Measure: <i>Number of grants and the total financial amount approved for sports groups</i></p>	Mar 2019	Green	Sport and physical activity grants being considered as part of the wider review of the Council's grants programme.
		<p>Develop the Exercise Referral programme to include classes for adults with long term health conditions</p> <p>Measure: <i>Achieve 265 referrals and class attendance during 2018/19.</i></p> <p><i>Achieve 2,300 throughput of attendees at community classes</i></p>	Mar 2019	Complete	<p><u>Exercise Referrals</u></p> <p>Q1 - 71 Referrals Q2 - 56 Referrals Q3 - 54 Referrals Q4 - 101 Referrals Total - 271 Referrals</p> <p>Most common referrals - Obesity 23%, Depression 13.5% & Anxiety 12%</p> <p><u>Class Attendance</u></p> <p>Q1 - 690 throughput Q2 - 691 throughput Q3 - 704 throughput Q4 - 749 throughput Total - 2,834 throughput</p> <p>Most popular classes are for falls prevention and for patients with neurological conditions.</p>

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	Promote and encourage health walks across the District, helping everyone live longer, healthier and happier lives Measure: <i>Achieve 5,900 participants taking part in health walks during 2018/19</i>	Mar 2019	Complete	Q1 – 1,540 throughput Q2 – 1,609 throughput Q3 – 1,498 throughput Q4 – 1,593 throughput Total – 6,240 throughput Most popular walks are Bishops Waltham, Weeke and Winchester
	Target discretionary business rates relief towards sports clubs Measure: <i>Number of sports clubs receiving rate relief</i>	Mar 2019	Complete	Sports clubs/ associations, and organisations associated with sport and physical activity are well supported by the Council's policy with all eligible sports clubs currently claiming discretionary business rates relief. In 2017/18, of the £272k discretionary relief awarded, less than £51k was for organisations <i>not</i> associated with sport
	Increase the number of adults participating in sport or physical activity Measure: <i>Number of adults participating in sport and physical activity per week.</i> <i>Inactive – target 21.2%</i> <i>Fairly active – target 14.5%</i> <i>Active – target 66.5%</i>	Mar 2019	Complete	Sport England – Active Lives Data 2018 (May 2018) Inactive – 20.6% Fairly Active – 11.7% Active – 67.8% (Nov 2018) – latest survey Inactive – 18.8% Fairly Active – 11.8% Active – 69.4%

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	Support and promote the successful delivery of the Winchester junior parkrun open to children aged 4 to 14 Measure: <i>5,000 junior participants in 2018/19</i>	Mar 2020	Green	Q1 – 1,017 junior participants (Winchester) Q2 – 779 junior participants (Winchester) Q3 – 704 junior participants (Winchester) Q3 – 743 junior participants (Whiteley) Q4 – 1004 junior participants (Winchester) Q4 – 1104 junior participants (Whiteley) Total – 5,351 throughout *Whiteley junior parkrun launched 14/10/18
	Support and promote the Winchester adult parkrun Measure: <i>13,500 adult participants in 2018</i>	Mar 2019	Complete	Q1 - 3,860 adult participants Q2 - 4,853 adult participants Q3 - 3,802 adult participants Q4 – 5,050 adult participants Total – 17,995 adult participants
	Support and promote the Whiteley adult parkrun Measure: <i>10,000 participants in 2018/19</i>	Mar 2019	Complete	Q1 – 2,925 adult participants Q2 – 2,480 adult participants Q3 – 2,726 adult participants Q4 – 3,486 adult participants Total – 11,815 adult participants
	Support the delivery of the Golden Mile event involving primary schools across the Winchester District Measure: <i>Participation of 20 schools and 4,000 pupils who have collectively walked 50,000 miles.</i>	Mar 2020	Green	2,545 pupils at 19 schools in the District – May 2018 data The Golden Mile is launching a new software platform which has resulted in no further data being recorded.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>This whole school programme aims to tackle childhood obesity in Primary Schools across the District.</p> <p>In the interim our aim is to encourage schools and provide opportunities for pupils to take part in 15 minutes of physical activity every day in addition to their P.E lessons.</p>
		<p>Invest annually in disabled facilities grants in line with Government funding to help people in their own home Measure: <i>100 residents given assistance to remain in their own home</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>QTR 1 – 19 grants issued. Completion of DFG’s delayed this quarter due to necessary policy and financial approval amendments. Approved in July via the Housing (Cabinet) Committee. Now on schedule to be delivered on time</p>
		<p>Support the delivery of the Winchester Health and Wellbeing Action Plan which includes the following high priorities; improving workplace health, reducing the number of 'increasing risk' alcohol drinkers and supporting people with dementia and their carers to lead active and fulfilling lives in their communities for as long as possible. Measure: <i>To achieve the targets as set out in the current action plan</i></p>	<p>Mar 2020</p>	<p>Amber</p>	<p>Meetings have been held with Hampshire Public Health to map the support needed and how best to deliver an effective plan, including the necessary governance arrangements.</p> <p>Work continues to support key partnerships such as Dementia Friendly Winchester and the Older Peoples Partnership.</p>
<p>2.</p>	<p>Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities for now and the future</p>	<p>Build a new Sport and Leisure Centre at Bar End Measure: <i>Start of construction in Spring 2019</i></p>	<p>Spring 2019 start on site</p>	<p>Green</p>	<p>Planning permission for the new Sport and Leisure Centre granted on 1 November 2018 and construction started in March 2019.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
3.	Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in community events and sporting activities Measure: <i>Increase to 22% the number of adults volunteering in sport</i>	Mar 2020	Green	Sport England – Active Lives Data 17/18 (May 17/18) Adult volunteers – 21.7% (Nov 17/18) – latest survey Adult volunteers – 24.7% Local data : - Parkrun – 3,616 volunteer throughput - Health Walks – 32 volunteers - Para Personal Bests – 41 volunteers - Tri Golf Festival – 57 volunteers
4.	Support the delivery of a programme of festivals and events across the District	Support the Winchester Festivals Group to deliver a range of high quality sustainable events and festivals that are safe, well organised and well attended Measure: <i>Number of events supported, held and number of attendees</i>	Mar 2020	Green	Continue to support the promotion of over 30 festivals spanning the whole year. Considering ways to support new festivals including Winchester Design Festival and grow existing festivals including Heritage Open Days and Winchestival.
		Develop the Winchester Criterium and Cyclefest to increase participation and spectators Measure: <i>8,500 spectators at the 2018 event</i>	Jun 2019	Complete	13,000 spectators attended the Criterium and Cyclefest held in June 2018.
5.	Provide support to residents who are affected by the Welfare Reform and Universal Credit changes	Support residents affected by the impact of Welfare Reform, the benefit cap and Universal Credit into work Measure: <i>Ten people supported per quarter</i>	Mar 2019	Green	There have been no specific cases recorded where residents were affected by the welfare reforms or Universal Credit (UC) changes and required support in the second quarter of this

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>year. The DWP announced recently that they would be withdrawing funding from local government for this support and the service would be provided by the CAB from 2019. Despite this change in government policy the Benefits & Welfare team will continue to consider communications from claimants and will assist anyone who contacts them in respect of UC or welfare reform related matters, where possible.</p>
6.	Work with partners to achieve significant and sustained change for vulnerable families with multiple, complex and persistent problems	Lead the implementation of the Government's Supporting (Troubled) Families Programme in the Winchester District Measure: <i>To support 61 families during 2018/19</i>	Mar 2020	Amber	Temporary management and support was put in place from within the Troubled Families network of agencies and WCC Housing staff to ensure service was maintained. WCC lead member of staff has not returned to resume management of the programme.

Improving the quality of the District's environment

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Protect , enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic 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 heritage associated with the built and natural environment Measure: Commence local plan review in 2018	Dec 2021	Green	Preparation of Local Plan 2036 to be carried out in accordance with approved timescales in the Local Development Scheme (agreed December 2018 - CAB3087(LP)). Work on baseline studies now being commissioned or are underway.
2.	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	Be proactive in tackling incidents reported of fly-tipping within the District Measure: To reduce the overall incidents of fly-tipping across the District	Mar 2020	Green	<p>The hot spot locations are identified as being those that repeatedly show up as being a preferred area for dumping of waste within a given period. We are currently reviewing location hot spots on a quarterly basis.</p> <p>50% of locations shown in the previous update ceased to be a problem, the other 50% showed significant reductions within the reporting period which meant they were removed as hot spot locations.</p> <p>There were no repeat locations identified within this reporting period so the enforcement officer will undertake proactive patrols throughout the district to help identify those that may be emerging as hot spots.</p> <p><u>Action taken:</u> 66 investigations undertaken during</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>quarter 4 and of those, 58 were closed, X2 are still ongoing and pending panel decision for prosecution. X3 FPNs given for low level fly tip. (£400 each) These were paid immediately. X1 case handed over to the Environment Agency for investigation. X2 investigations discontinued after initial enquiries when it became apparent that the police were dealing with both cases as theft by organised criminals. X1 case ongoing from quarter 3 2018 (the perpetrator was offered the opportunity to pay an FPN, it was not paid so will be progressed to prosecution.</p>
		<p>Always evaluate prosecution as a deterrent to those who fly-tip within the District Measure: <i>100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>The Enforcement Officer maintains her 100% success rate for prosecution. This is largely due to the robust early stage investigation and decision making process.</p>
		<p>Investigate introducing litter fines and other incentives/ penalties (new legislation and not rolled out within the Council yet). Measure: <i>Fixed Penalty notices</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>Awaiting further guidance on the use of extended/new powers to tackle littering. The Council already has the power to issue FPNs for littering - S33 of Environment Protection Act (EPA) 1990.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>issued for low-level fly-tips</i>			<p>There were no FPN's issued for litter within this reporting period and this is largely due to the fact that when asked, the perpetrator will as a general rule pick the litter back up and dispose of it correctly, in view of the officer.</p> <p>In addition new guidance suggests that officers also have the power to issue FPNs using S34 of the EPA 1990 for low level fly tipping (householder duty of care). The Neighbourhood Services Enforcement Officer is currently in the process of researching its usage.</p>
		<p>Conduct the area specific satisfaction survey to take action to reduce incidents or concerns of Anti Social Behaviour in priority locations, the first being in 2017</p> <p>Measure: <i>Satisfaction levels recorded via the survey</i></p>	Mar 2020	Green	<p>ASB Survey: The survey outcome was included within the O&S Committee report.</p> <p>Another survey is due to commence in the autumn 2019. However the uptake over the last 2two years has increased by 9%.</p>
		<p>Utilise the tools and powers provided within the ASB, Police and Crime Act 2014 to tackle and reduce crime in the District</p> <p>Measure: <i>Number of interventions to reduce incidents of ASB</i></p>	Mar 2020	Green	<p>Begging: During February and March 2019 there was a spike in reported incidents as below: Feb 2019 (79) – Feb 2018 (49) Mar 2019 (125) – Mar 2018 (24)</p> <p>ASB Intervention: This reporting period shows a</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>considerable reduction in ASB type incidents in public places. This is reflected nationally whereby it is recognised that the changing behaviour of young people in relation to their use of social media as entertainment/interaction has influenced the drop in recorded ASB e.g. alcohol related ASB, nuisance gatherings.</p> <p>A breakdown of interventions used during this period is as follows: Acceptable Behaviour Contract = 0 Community Protection Warning = 4 Community Protection Notice = 3 Section 35 dispersal notices = 1 High Vis Patrols = 75 scheduled visits through Abbey Gardens and other more ad-hoc patrols. Delivery of 'Report It' educational flyers around hot spot locations. Increased patrols by multi-agencies in relation to hot spot locations.</p> <p>Undertook a Begging Operation in partnership with Winchester Neighbourhood Policing Team during the early to mid evening during early March 2019. Other planned activity will take place throughout the year.</p> <p>The partnership Operation Helicon was planned for the start of the new financial</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>year.</p> <p>The number of Winchester App Reports coming into the team during this period showed there were 10 and of those we progressed 3 as cases for further investigation.</p> <p>Welcome to the Neighbourhood Booklet for students living in HMO's: the delivery of this work took place within Quarter 2. As a result of the above activity we have personally visited 4 individual properties in relation to complaints of noise.</p>
3.	Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	Deliver a rolling programme for estate improvements, including environmental and parking schemes Measure: <i>Deliver £250k annually with a range of benefits for the local communities</i>	Mar 2020	Green	<p>Schemes completed in 2018/19 include: Drummond Cl, Stanmore (parking) Nicholson Place, Alresford (parking) Trussell Crescent & Fromond Rd, Weeke (environmental) Somerville Rd, Kingsworthy (environmental) St Peters Close, Curdrige (parking) Penton Place, Highcliffe (parking)</p> <p>Schemes to progress in 2019/20 include: Canford Close, Shedfield (parking) Pound Cottages, Meonstoke (parking) Moors Close, Colden Common (parking) Chiltern Court, Alresford (parking & environmental), Trussell Crescent, Weeke (parking)</p>
		To undertake and act upon a visitors user survey on key open spaces to ascertain current use and future	Mar 2020	Green	Twelve months Survey looking at visitors to the parks and open space across the District.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		demand for such space Measure: <i>Visitor usage and satisfaction rates</i>			The next phase is to analyse the data and to identify key actions and future direction in relation to key open spaces. Data analysis is underway and due to be completed July 2019.
4.	Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels	Support and encourage residents living in the District to recycle through public awareness campaigns including a focus on reducing the rates of contaminations of materials collected for recycling Measure: <i>Increase recycling from the 2016/17 baseline position</i>	Mar 2020	Green	Kerbside glass collection to be introduced from 1 October 2019.
		We will investigate options for additional income through increased recycling Measure: <i>Income collected through additional channels</i>	Mar 2020	Green	Cabinet approval given to introduce kerbside glass collection from 1 October 2019 (Report CAB3108 18 December 2018 refers)
5.	Work with strategic partners to continue to develop flood resilience measures to protect our communities	Support schemes that will protect residents' homes and property from the threat of flooding Measure: <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	Cabinet approval given to progress Phase II of the flood relief scheme at Durrigate (report CAB3072 , 12 December 2018 refers) with funding approved by Council on 16 January 2019. Technical work continuing and planning applications now submitted to Hampshire County Council and South Down's National Park Authority.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
6.	Improve the environment and reduce harmful emissions through holistic transport planning	Delivery and implementation of the actions included in the Winchester Air Quality Action Plan 2017 – 2023 Measure: <i>Improved air quality in accordance with the Air Quality Action Plan</i>	Mar 2020	Green	Work is continuing regarding the implementation of the nine core and nine complimentary measures in the Action Plan with an update report considered by Cabinet in September 2018 (Report CAB3074 refers). Electric Vehicle Charging Strategy considered by Cabinet 23 January 2019 (CAB3120).
		Delivery of the 12 Actions for a Lower Carbon Council Measure: <i>Reduce by 40% or 25,000 tonnes of CO2 per annum by 2020</i> <i>This measure will be updated now that Climate Emergency has been declared.</i>	Mar 2020	Amber	Cabinet on 5 June 2019 declared a 'Climate Emergency' (report CAB3171 refers) and committed to making the activities of the Council carbon neutral by 2024, and the district of Winchester carbon neutral by 2030.
		We will increase the use of P&R to support and encourage parking outside of the city centre Measure: <i>An additional 200 Park & Ride spaces created</i>	Mar 2019	Green	Additional P&R bus added to service (peak bus number increased from 8-9 in 2018) to cope with increasing passenger demand which has continued to rise in 2018/19. City of Winchester Movement Strategy now in place which includes park and ride expansion. Next phase of development work now progressing. .

Section 3: Programme Management – Projects Update

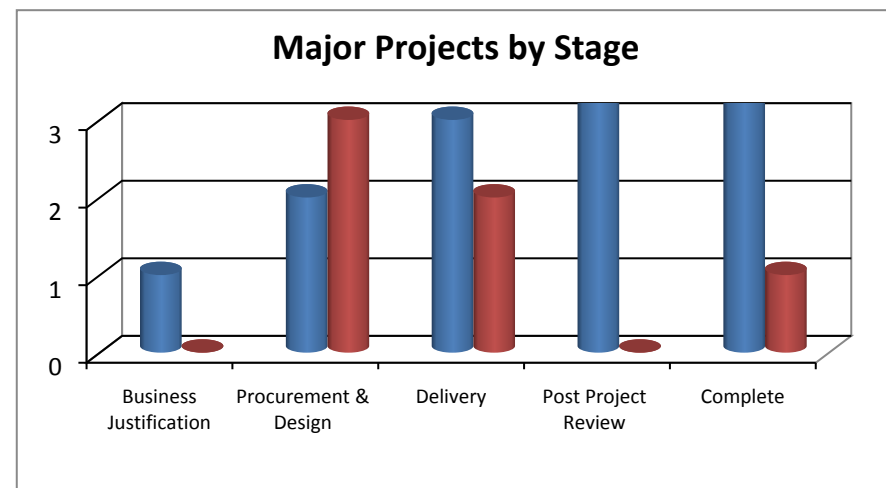
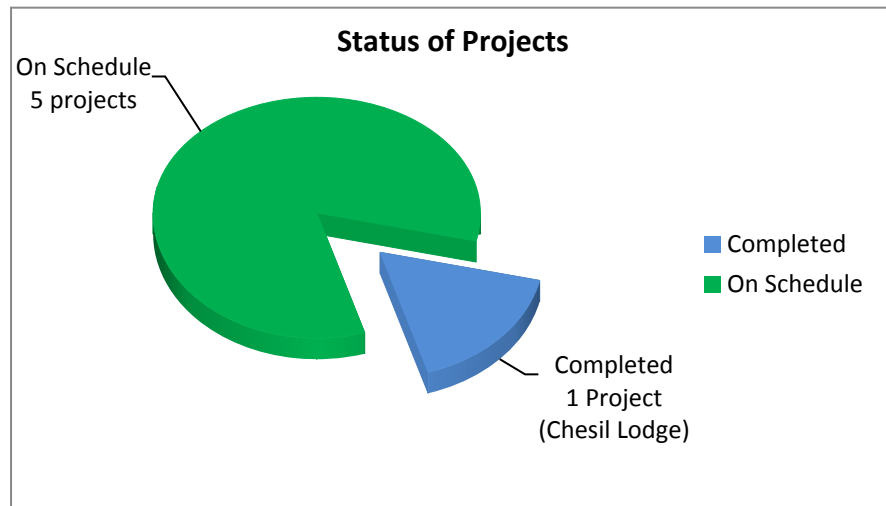
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number of criteria the significance, complexity and cost of each of the projects and the need for regular monitoring.

The Council’s Major Projects include:

- Central Winchester Regeneration
- Environmental Services contract
- New Homes Programme
- Station Approach
- Winchester Sport and Leisure Park

Summary Report



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



Management Report – Major Projects



Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Options appraisal – 2013 to 2015 - Completed • Feasibility assessment of preferred option – 2016 - Completed • Prepare Outline Business Case for preferred option - 2016/17 - Completed • Outline Business Case – 16 January 2018 - Completed • Prepare and seek planning permission – 2018 - Completed • Operator procurement process– January 2019 - Completed • Full Business Case – February 2019 - Completed • Sign contract with construction contractor and operator – March 2019 - Completed • Started on site – March 2019 – current stage • Completion – Early 2021
Project Phase: Delivery		✓	✓	
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: <u>Capital:</u> £42,860,000 <u>Revenue:</u> £760,000	Total Actual Spend: <u>Capital:</u> £2,808,000 <u>Revenue:</u> £602,000			
Project Update & Next Steps				
Project Update				
<ul style="list-style-type: none"> • Completion of full business case and sign off from Leisure Centre Cabinet Committee and Full Council • Finalisation of construction and operation contracts • Full start on site • Progress RIBA stage 5 pre construction, including ongoing engagement with utilities and HCC • Offsite works for temporary and permanent access around the park 				
Next Steps				
<ul style="list-style-type: none"> • Ongoing discharge of planning conditions • Continued delivery of offsite access works • Ongoing engagement with users of the centre • Setting initial working meetings with operator and key stakeholder/ sports groups • On going communications and residents liaison 				



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 (SA) to approve appointment of architects - Completed 27/02/18 – Cabinet (SA) approve content of the Public Realm Strategy and Masterplan Framework - Completed 12/07/18 – Cabinet (SA) to approve: Procurement route for Public Realm Strategy design work – Completed Oct 2018 – Cabinet (SA) to agree to start work required for the preparation of a planning application for submission in March 2019 and draw down capital expenditure for this work.- completed March 2019 - Cabinet (SA) to approve RIBA Stage 2 (Concept Design) for the Carfax site, consider the outline business case and consider options for delivery ,and for Public Realm to agree Gateway approval to RIBA Stage 3 (developed design), Summer / autumn 2019 – Decision on outline planning application Summer 2019 – Cabinet decision on delivery option for Carfax site and Public Realm RIBA Stage 3 design works . Future milestones to be added following a Cabinet decision on the delivery option for Carfax site.
Project Phase: Procurement and Design		✓	✓	
Project Start: February 2015	Project End Date: Q3 2024 (longest option - JV route)			
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			
Carfax Project Budget: Capital: £1,800,000 of Revenue: £1,500,000	Carfax spend to date: Revenue: £1,253,972 (current project) Capital: £321,234			
Public Realm Budget: Capital (Projected): £5m (LEP) Revenue: £225,000.00	Public Realm spend to date: Revenue: £160,805			
Project Update & Next Steps				
<ul style="list-style-type: none"> Outline Business Case taken to O&S 20 Mar and approved by Cabinet (SA) Committee on 25 Mar 2019 alongside RIBA Stage 2 design. Outline Planning Application submitted March 2019. Further investigation into income strip and sale options with soft market testing to feed into delivery decision. S278 pre app HCC <p>Next Steps:</p> <ul style="list-style-type: none"> Consideration of delivery route Progress to RIBA Stage 3 for design development of Public Realm. Consultation with Network Rail /South West Railway 				

Summary		Status & Progress		Project Milestones
Saxon Gate		Current Month	Previous Month	<ul style="list-style-type: none"> • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses • 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee • 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed • 11/12/18 – Archaeology event • 12/12/18 – Present strategic placemaking consultancy brief to Cabinet for approval to proceed • 18/12/18 – Friarsgate Medical Centre purchased • 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed • 14/03/19 – Planning permission for Friarsgate Hoardings approved • 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage • 19/03/19 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs • 26/04/19 – Appoint Strategic Placemaking Consultancy
Project Phase: Meanwhile Uses and Improvements to the Existing Estate				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £395,000	Spend to date: £369,177 (includes committed spend)			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Consultant appointed to carry out meanwhile uses feasibility study, report received • Brief for design works to lower High Street and Broadway agreed by Cabinet (CWR) Committee • Planning permission for Friarsgate hoardings advertised and approved, hoardings installed • Next steps regarding archaeology agreed • Procured Strategic Place-making Consultancy - JLL • Name for the CWR area agreed – Saxon Gate 				

Next Steps









- Commence RIBA stage 3 developed design for Coitbury House
- Develop stakeholder management plan
- Refine brief for Broadway and lower part of the High Street in liaison with HCC and further investigate funding options
- Implement next steps for archaeology
- Evaluate meanwhile uses feasibility study and create options paper for next steps
- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area
- Progress the conversation with M&S following HCT's commitment to explore next steps re museum on site.







Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee • 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy • Feb/Mar 2019 - Member /Stakeholder workshops • Jun 19 - Cabinet to consider and approve procurement of <u>waste services</u> • Aug 2019 – Invitation to Tender issued • Oct 2019 – Deadline for return of completed Tenders • 01/10/19 - 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal start • 1/10/19 - Environmental Services contract start • Feb 2020 - Cabinet approval of Preferred bidder • Mar 2020 - Contract mobilisation • 01/10/20 - New Waste Collection Services contract start
Project Phase: Design				
Project Start: January 2018	Project End: December 2019			
Project Sponsor: Laura Taylor	Project Executive: Steve Tilbury			
Project Budget: £225,000	Spend to date: £ nil but WYG appointed as advisors			
Project Update & Next Steps				
Glass Collection and Date Change				
<ul style="list-style-type: none"> • WC17/05/19 – Stage 1 letter delivered to all households advertising the glass collection service and advising them of a possible day change • From June to October 19 – Various social media, press, radio and digital campaigns to raise awareness of possible date change and glass collection. • Throughout August 19 – Glass collection boxes delivered to households along with new calendar, letter detailing change in service and recycling information leaflet. • Week before 1st glass collection – Bin hanger placed on bins as a final reminder for residents to check their calendars/letter and put out their collection bin for the following week. 				
2020 Contract Renewal				
<ul style="list-style-type: none"> • May 19 – Contract documents being prepared. • WC 26th June – OJEU notice published 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – work now started on site. • Mitford Rd – completed and new homes now occupied • Bailey Close – completed November 2018, fully let and official opening event held • Hillier Way – homes occupied. • Victoria House – rented units completed and now let. Awaiting LABC sign-off to enable Shared ownership properties to be sold • Knowle - Started on site and works progressing in line with project plan, Shared ownership properties completed and reserved, 5 rented houses due for completion in August 19. • Rowlings Rd – Planning consent secured and tenders returned under budget • Dolphin Hill, Twyford – out to tender
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: £12,717,189 to 31 March 2019			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats handed over on 28th August 2018. • Bailey Close – completed November 2018 • Hillier Way – completed (November 2017) • Victoria House – Completed December 2018, rented properties let and SO pre-sold. • Knowle – on-site, progressing well. • The Valley – Building contract signed and scheme has started on site – due for completion by March 2021. Homes England have confirmed additional grant has been approved to enable rented properties to be let at Social Rent levels. • Architect appointed to provide design options for Wykeham Place, Stanmore. 				

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	2017/18		2018/19				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Average Sickness per member of staff (<i>days</i>) – rolling year	6.9	6.4	6.8	7.7	8.5	8.1	7.5	
Staff Turnover - quarterly	4.22%	3.25%	4.44%	5.26%	4.76%	5.38%	No target set	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims (<i>days</i>)	10.41	11.13	14.36	14.76	16.79	17.95	14.00	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims (<i>days</i>)	3.37	3.21	4.22	4.87	5.05	4.25	7.00	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	25	15	14	15	15	12	10	
Number of High Priority Overdue Internal Audit Management Actions	3	0	0	0	0	0	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0	0	
Accounts Payable – invoices paid within 30 days	94%	94%	96%	96%	94%	95%	100%	
Invoices processed with a Purchase Order	99%	100%	100%	100%	100%	99%	100%	

Performance Indicator	2017/18		2018/19				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Number of complaints recorded on corporate complaints system	76	129	136	167	125	167	No Target Set	Not Applicable
Percentage of FOI requests responded to within 20 working days	79.88%	78.53%	72.19%	76.00%	90.00%	90.00%	90.00%	
Number of Fly-Tipping Incidents reported	193	249	183	194	179	214	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	35.30%	32.31%	38.98%	37.03%	34.89%	30.94%	35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	83.33%	100.00%	87.50%	100.00%	100.00%	100.00%	60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	88.74%	90.96%	96.91%	93.94%	95.08%	97.51%	65.00%	
Number of Enforcement Cases Opened	83	90	76	81	58	80	No Target Set	Not Applicable
Number of Enforcement Cases Closed	103	108	73	80	59	84	No Target Set	Not Applicable
Voids – Average re-let time (general needs and sheltered)	12.32	12.63	13.80	14.99	16.43	14.86	13	
Arrears - Number of tenants owing more than 4 weeks rent	206	205	206	222	231	232	No Target Set	Not Applicable
Repairs – Average number of days to complete responsive repairs	5.0	5.16	5.96	6.88	6.34	6.39	8	

Performance Indicator	2017/18		2018/19				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Homelessness – Numbers presenting to Council as being at risk of homelessness	334	460	360	385	378	496	No Target Set	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 Variances:

Staff Sickness Absence

Staff sickness is monitored closely with absence reports made available to managers after the end of each month. Detailed data shows that the main reason for sickness in the reporting period is stress related and the Council provides a number of services including occupational health and counselling to support staff who are absent from work. Ongoing support is provided by HR to managers where staff in their teams are absent due to sickness. The Q4 average of 8.1 days per member of staff is below the public sector average of 8.5 days.

The Council has recently launched the Optimise Health Plan from Simply Health which provides a range of benefits designed to help employees look after their health and provide access to counselling services.

Other benefits for staff that the Council has introduced have been increasing the annual leave entitlement, support for mental health awareness week and launching an employee benefits platform that provides access for staff to retail and shopping discounts.

Work is also underway to develop a new employee wellbeing strategy.

Speed of processing new Housing Benefit/ Council Tax Support Claims (days)

Processing of claims for Council Tax Reduction (CTR) is currently showing as having a red status and is due to the introduction of Universal Credit (UC). When a claim for UC is made we use the notification from the DWP as a claim for CTR which ensures this is not lost. We are unable to process CTR until the claimant receives notification of their UC award but, due to the assessment rules, this notification is not received until a month has passed.

However, the processing of Housing Benefit, which is not reliant on UC processing, is happening much quicker.

Voids – Average re-let time (general needs and sheltered)

There has been an improvement in the time taken to re-let general needs and sheltered accommodation properties since the last report and is marginally higher than the target of 13 days which will always be a challenge to achieve, particularly when properties are refused by new tenants.

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GENERAL FUND EARMARKED RESERVES (£000)

	2018/19	
	Opening Bal.	Outturn
OPERATIONAL RESERVES		
Major Investment Reserve	(7,388)	(8,681)
Transformation	(828)	(667)
Council Strategy Support	(1,038)	(611)
Community Grants & Commissions	(173)	(319)
Flood Support Schemes	(76)	(74)
Homelessness Prevention	(486)	
Landscape Mitigation	(26)	(16)
Local Development Framework (LDF)	(454)	(454)
Museums Publications	(30)	()
New Burdens	(263)	(679)
	(10,761)	(11,501)
ASSET RESERVES		
Property - Asset Management Reserve	(3,213)	(3,265)
Car Parks Property	(2,031)	(2,511)
Information Management and Technology	(608)	(571)
	(5,852)	(6,347)
RESTRICTED RESERVES		
S106 (Interest)	(100)	(120)
Community Infrastructure Levy - General Fund	(4,066)	(7,603)
Community Infrastructure Levy - Winchester Town	(303)	(793)
Winchester Town Reserve	(526)	(433)
	(4,996)	(8,950)
RISK RESERVES		
Municipal Mutual Insurance	(139)	(139)
Business Rates Retention	(1,617)	(1,167)
	(1,755)	(1,305)
Total General Fund Earmarked Reserves	(23,366)	(28,104)
General Fund Balance	(2,789)	(2,789)

Capital Expenditure Outturn 2018/19

	Outcome	2018/19					Comments
		Revised budget (CAB3060)	Approved changes	Approved budget	Actual	Under / (over) spend	
		£000	£000	£000	£000	£000	
General Fund							
Approved*							
SAPS - Central Winchester	Business	-	10,162	10,162	9,574	588	Friarsgate and 158-165 High St - acquisition and refurbishment. Remaining budget for refurbishment works in 2019/20
Winchester Sports & Leisure Centre	Health & Happiness	7,362	-	7,362	1,920	5,442	The full business case was approved in February 2019 and work has commenced on site
Replacement surgery	Health & Happiness	3,905	-	3,905	93	3,812	Minor preliminary works in 2018/19. Main works expected to commence in 2019/20
SAPS - Coventry House, Barfield	Business	2,034	-	2,034	1,620	414	Purchase completed. Remaining for demolition and surface car park; however options for a multi-storey being explored.
Partnered Home Purchase scheme	Health & Happiness	2,000	-	2,000	499	1,501	Three purchases completed in year. The remaining seven in the pilot are expected to complete in the first half of 2019/20
Enterprise Centre Managed Workspace	Business	1,469	-	1,469	-	1,469	Alternative use of site now being considered
Disabled Facility Grants	Housing	1,207	-	1,207	932	275	
SAPS - Car Park at the Dean, Alresford	Business	1,005	-	1,005	-	1,005	Ongoing negotiations with developer is causing delays to the project
Flood Prevention Works	Environment	774	-	774	129	645	Includes £72,000 contribution to the scheme at Park Avenue with remainder preliminaries on the Durngate scheme
Bishop's Waltham Depot	Business	1,000	(355)	645	64	581	Main works are now expected to commence in 2019/20
Matley's Yard	Business	573	-	573	-	573	Alternative use of site now being considered
City Office refurbishment including reception and CAB works	Internal Efficiency	435	75	510	446	64	Works to main reception completed in 2018/19 with final works to the CAB completed in Q1 2019/20
Simon Approach - Project Development	Business	400	-	400	321	79	Preliminary works to take site to planning permission
City Parks	Business	345	50	395	40	355	Underspend primarily due to slippage in the Jubilee Hall project and Brooks lighting (works commenced),
IT Assets	Internal Efficiency	278	97	375	228	147	Multi functional device replacement (£78,000) delayed to Q1 2019/20 with underspend on equipment and software
Old Chesil Rectory	Business	220	-	220	21	199	Capital works to outbuildings now complete. No further budget required
New Special Maintenance Depot	Internal Efficiency	209	-	209	-	209	Special Maintenance team has been relocated elsewhere - budget is no longer required
Garrison Ground playing pitches & boxing club	Health & Happiness	200	-	200	118	82	Works to relocate the boxing club and make improvements to the parking at KGV Pavilion. Further works in 2019/20
Hampshire Community Bank	Business	187	-	187	62	125	Second instalment paid
River Park Leisure Centre	Health & Happiness	185	-	185	49	136	Ongoing capital repairs to extend the life of the asset
Security Bollards	Business	75	90	165	165	-	- Project complete
Open Spaces - New Road Swanmore	Health & Happiness	185	-	185	185	-	- Project complete
Open Spaces - Winnall Manor Road	Health & Happiness	120	-	120	120	-	- Project complete
Open Spaces - Gordon Avenue	Health & Happiness	80	-	80	-	80	Project delayed until 2019/20
Open Spaces - Taplings Road	Health & Happiness	80	-	80	80	-	- Project complete
Open Spaces - Newlands Walk Play Area	Health & Happiness	67	-	67	62	5	Project complete
IMT Smart District - WiFi	Business	103	-	103	-	103	Approved expenditure delayed to 2019/20 implementation
Chesil Theatre Capital Grant	Health & Happiness	90	-	90	-	90	Chesil Theatre still awaiting action from landowners before they can progress their own scheme
River Itchen Maintenance	Environment	79	-	79	-	79	Budget no longer required
Handlebar Café	Health & Happiness	75	-	75	50	25	Remaining grant payable in 2019/20
Hyde HA Waltham Chase Grant	Housing	75	-	75	-	75	Final grant payment expected early 2019/20
Depot	Environment	61	-	61	-	61	Pending works by Southern Electric expected 19/20
The Weirs - Essential Repairs	Environment	38	-	38	42	(4)	Initial testing phase complete
City Offices - Solar PV	Internal Efficiency	40	10	50	45	5	Project complete
Kayac Building	Business	28	-	28	-	28	Residual capital works now planned for 2019/20
Tourist Information Centre	Business	27	-	27	51	(24)	Total budget of £130,000 - overspend relates to unforeseen remedial works to inherent defects
City Offices - 2nd Floor office suite	Internal Efficiency	25	-	25	28	(3)	Project complete
Guildhall Heating System	Business	12	-	12	-	12	Capital budget no longer required
Chilcomb Sports Ground	Health & Happiness	-	-	-	730	(730)	Purchase for nominal £1. Accounting standards require Council to treat as expenditure funded by grant contribution
Winchester Science Centre Grant	Health & Happiness	-	-	-	25	(25)	Approved in PHD799 in revenue and identified as capital grant
Total Approved*		25,048	10,129	35,177	17,701	17,476	

Capital Expenditure Outturn 2018/19

	Outcome	2018/19					Comments
		Revised budget (CAB3060)	Approved changes	Approved budget	Actual	Under / (over) spend	
		£000	£000	£000	£000	£000	
Subject to Appraisal							
Strategic Asset Purchase Scheme (SAPS)	Business	13,681	(10,672)	3,009	-	3,009	Unallocated SAPS budget
Station Approach - Project Development	Business	800	-	800	-	800	£400,000 approved for preliminary works; remaining expenditure expected in 2019/20
Chesil Multi Storey car park	Business	861	-	861	-	861	Project scope under review
South Winchester Coach Park	Environment	600	-	600	-	600	Project scope under review
Abbey House	Environment	394	-	394	-	394	Works expected to commence late summer 2019/20
Changing Pavilion - North Walls	Health & Happiness	300	-	300	-	300	Subject to fundraising by local community group
Housing Company	Housing	250	-	250	-	250	Launch date now expected in October 2019
IMT Smart District - WiFi	Business	67	-	67	-	67	Budget partially approved for expenditure
IMT Smart District - Mobile App	Business	40	-	40	-	40	Delayed to 2019/20
Asset Management Plan	Environment	175	-	175	-	175	£25k allocated to City Offices - 2nd floor office suite
Open Spaces - North Walls	Health & Happiness	150	-	150	-	150	Project on hold until plans for the River Park Leisure Centre site are confirmed
2-3 Bridge St	Business	100	-	100	-	100	Lease renewal so possible opportunity for landlord works in 2019/20
Large Format Printer	Internal Efficiency	-	50	50	-	50	Put on hold until 2019/20
Guildhall - Bapsy Hall AV upgrade	Business	50	-	50	-	50	Budget no longer required
Guildhall - New Booking System	Business	40	-	40	-	40	Budget no longer required
Guildhall - Committee Microphones	Business	30	-	30	-	30	Budget no longer required
Guildhall - 1871 Kitchen Ventilation	Business	25	-	25	-	25	Budget no longer required
Enveloping Machine	Internal Efficiency	36	-	36	-	36	Purchased in April 2019
Virtual Permit Software	Internal Efficiency	31	-	31	-	31	Full implementation in 2019/20
Subject to Appraisal*		17,630	(10,622)	7,008	-	7,008	
Total capital expenditure		42,678	(493)	42,185	17,701	24,484	
SAPS - Transfer of HRA Garages to GF**	Business	3,078	-	3,078	2,275	803	
Total General Fund capital		45,756	(493)	45,263	19,976	25,287	

* Under the Council's Financial Procedure Rule 7.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

** the transfer of garages from the HRA to the General Fund is not treated as expenditure; instead the transaction is accounted for by a reduction in the HRA's borrowing need (Capital Financing Requirement) and a corresponding increase in the General Fund's borrowing need. In effect this has the same consequence as a capital purchase and receipt in that the GF will need to finance the transfer and the HRA will be able to use the reduction to finance new capital spend

Reforecast 2019/20 General Fund Capital Budget

This appendix details the original budget approved in February 2019 (CAB3134), approved changes since then, adjustments for brought forward balances from 2018/19 and other changes as detailed in Appendix 1

Details	Outcome	2019/20					Comments	
		Approved budget (CAB3134)	Approved changes	Brought forward from 2018/19	Other changes	Revised budget		
		£000	£000	£000	£000	£000		
General Fund								
Approved*								
Winchester Sports & Leisure Centre	Provision of new leisure centre	Health & Happiness	20,323	-	(593)	-	19,730	Spend in 18/19 earlier than forecast due to site preparation and material purchases
Replacement surgery	Replacement surgery in City Centre	Health & Happiness	3,835	-	7	-	3,842	
Disabled Facility Grants	Help towards cost of home modifications	Housing	1,400	-	68	-	1,468	
Bishop's Waltham Depot	Industrial Units	Business	1,325	-	(14)	-	1,311	
Flood Prevention Works	Durngate flood prevention scheme	Environment	1,024	-	121	-	1,145	
SAPS - Car Park at the Dean, Alresford	Acquisition of land and car park development	Business	1,005	-	-	-	1,005	
Partnered Home Purchase scheme	Investment in open market shared ownership properties	Health & Happiness	1,000	-	1,501	-	2,501	
SAPS - Central Winchester	Friarsgate and 158-165 High St - acquisition and refurbishment	Business	700	-	398	-	1,098	
Matley's Yard	Small business unit and Council storage	Business	573	-	-	-	573	
Cowlebury House (Vaultex)	Acquisition and car park development	Business	364	-	50	-	414	
Car Parks	Various	Business	310	25	113	95	543	£95,000 in respect of Colebrook Street resurface identified as capital; moved from revenue
IT Assets	Various	Internal Efficiency	240	-	107	-	347	
Hampshire Community Bank	Direct share purchase	Business	125	-	-	-	125	
City Theatre Capital Grant	Improvement works (capital grant)	Health & Happiness	90	-	-	-	90	
Depot	Replace electricity supply to depot	Environment	61	-	-	-	61	
Enveloping Machine	Replacement - current machine at end of life	Internal Efficiency	36	-	-	(26)	10	Machine purchased in April 2019. Full budget no longer required
Station Approach - Project Development	Commercial and residential development	Business	-	-	79	-	79	
City office refurbishment and CAB works	Refurbishment including main reception	Internal Efficiency	-	-	64	-	64	
Garrison Ground Pitch & Boxing Club	Works to temporarily re-house boxing club	Health & Happiness	-	-	82	-	82	
River Park Leisure Centre	Essential capital repairs	Health & Happiness	-	-	135	-	135	
Open Spaces - Gordon Avenue	Approved play area refurbishments and replacements	Health & Happiness	-	-	80	-	80	
IMT Smart District - WiFi	Wi-Fi Infrastructure	Business	-	-	103	-	103	
Hyde HA Waltham Chase Grant	Grant to Housing Association	Housing	-	-	75	-	75	
Handlebar Café	Capital Grant	Health & Happiness	-	-	25	-	25	
Kayac Building	Acquisition and repairs	Business	-	-	28	-	28	
Winchester Hospice Grant	Capital Grant	Health & Happiness	-	-	-	50	50	Approved at Cabinet February 2019
Winchester Science Centre grant	Capital Grant	Health & Happiness	-	-	-	25	25	Approved in PHD799 - identified as capital
Digital Signage pilot	Installation of digital signs at Toursit Information Centre and Guildhall	Business	-	35	-	-	35	
Total Approved*			32,411	60	2,429	144	35,044	

* Under the Council's Financial Procedure Rule 7.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

Reforecast 2019/20 General Fund Capital Budget

	Details	Outcome	2019/20					Comments
			Approved budget (CAB3134)	Approved changes	Brought forward from 2018/19	Other changes	Revised budget	
			£000	£000	£000	£000	£000	
Subject to Appraisal								
Strategic Asset Purchase Scheme (SAPS)		Business	15,000	-	3,009	-	18,009	
Station Approach - Public Realm	Improvements to the Public Realm	Environment	2,500	-	-	-	2,500	
Coitbury House	Major refurbishment	Business	2,100	-	-	-	2,100	
Station Approach - Project Development	Commercial and residential development	Business	1,400	-	-	-	1,400	
King George V Pavilion	Replacement pavilion	Health & Happiness	1,000	-	-	-	1,000	
Chesil Multi Storey car park	Essential capital works	Business	841	-	20	-	861	
Housing Company	Provision of housing at sub-market level rents	Housing	500	-	-	-	500	
West Wing Refurbishment	Refurbishment	Internal Efficiency	500	-	-	-	500	
CIL funded community projects	Community infrastructure projects	Environment	500	-	-	-	500	
South Winchester Coach Park	Replacement coach park	Environment	400	-	-	-	400	
Abbey House	External and internal remedial works	Environment	394	-	-	-	394	
Changing Pavilions (Town A/C)	Replacement at North Walls	Health & Happiness	300	-	-	-	300	
Energy Management Projects	Energy efficiency and generation projects	Environment	250	-	-	-	250	
Asset Management Plan	Reactive capital works to Estate	Environment	200	-	-	-	200	
Open Spaces & Recreational Facilities	Play area refurbishments and replacements	Health & Happiness	175	-	-	-	175	
Two Weirs - Essential Repairs	Essential infrastructure repairs to the river bank	Environment	175	-	-	-	175	
Recycling Bins	Glass collection	Environment	150	-	-	-	150	
68 St Georges Street	Refurbishment	Business	125	-	-	-	125	
59 Leebrook Street	Refurbishment	Business	100	-	-	-	100	
2-3 Bridge St	Remedial works to listed building	Business	100	-	-	-	100	
Goods Shed, Barfield Close	Small business units - options being explored	Business	50	-	-	-	50	
Large Format Printer	Equipment	Internal Efficiency	50	-	-	-	50	
IMT Smart District - Wifi	Infrastructure and App	Business	-	-	67	-	67	
IMT Smart District - App	Infrastructure and App	Business	-	-	40	-	40	
Subject to Appraisal*			26,810	-	3,136	-	29,946	
Total General Fund capital expenditure			59,221	60	5,565	144	64,990	
SAPS - Transfer of HRA Garages to GF		Business	1,961	-	803	-	2,764	
Total General Fund capital			61,182	60	6,368	144	67,754	

* Under the Council's Financial Procedure Rule 7.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

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REPORT TITLE: MEDIUM TERM FINANCIAL CHALLENGE

4 JULY 2019

REPORT OF CABINET MEMBER: CLLR NEIL CUTLER (CABINET MEMBER FOR FINANCE & RISK)

Contact Officer: Joseph Holmes Tel No: 01962 848220 Email
jholmes@winchester.gov.uk

WARD(S): ALL

PURPOSE

This paper sets out the medium term financial planning challenge facing the Council. With the current four year funding settlement ending in 2019/20 and with no final details announced from 2020/21 there is significant uncertainty facing local government. This paper therefore shows a range of high level forecasts and scenarios over the medium term.

RECOMMENDATIONS:

That The Scrutiny Committee raises with the Leader or relevant Cabinet Member, any issues arising from the information in this report and considers whether there is any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 The Council Strategy is the core strategic document, the MTFP (Medium Term Financial Plan) which is the response to the medium term financial challenge is guided by this and informs the budget process for delivery of the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 As detailed in the main body of the report.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Any implications resulting from budget options arising from this planning work will be dealt with in the individual business cases and committee papers relating to those specific decisions.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly relating to this paper, which is a budget planning document.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly in this paper.

6 CONSULTATION AND COMMUNICATION

- 6.1 This planning document emphasises the rolling approach to budget planning adopted by the council. Whilst required to set an annual budget, plans are continually under development to cover the next four years and projections are shown covering a ten year period.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Environmental considerations will be part of the business case supporting any budget proposals.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 This is a strategic budget planning document, equality impact assessments will be considered alongside any relevant budget options.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Significant reductions in government funding over the medium term</i>	<i>Financial projections are shown up until 2028/29 and the scenario planning highlights the potential sensitivities.</i>	<i>Development of locally generated income streams with less reliance on government funding</i>
<i>Council's service priorities are not reflected in the budget</i>	<i>The use of Outcome Based Budgeting as a method of delivering the budget.</i>	<i>Ensure the prioritisation of resources to best meet the Outcomes of the authority</i>
<i>Failure to set a balanced budget over the medium term</i>	<i>The MTFS shows the latest financial projections up until 2028/29, and the scenario planning highlights the sensitivities around these projections. Planning over a longer period will help to ensure understanding of the scale of the financial challenges and ensure that early planning enables enough lead in time for the implementation of budget options.</i>	<i>Long term strategic planning Innovative funding streams Transformational efficiency savings</i>
<i>Delays to or failure to deliver major capital schemes leaving future years forecast deficits</i>	<i>Ensure robust business cases are taken forward and sufficient resources are available to deliver the projects. Scenario planning to ensure that a multitude of options are available for consideration.</i>	<i>Consideration of a wide base of potential capital / investment schemes to enable a balanced risk portfolio and options for other schemes to be chosen should any existing schemes not progress</i>
<i>Failure to adequately manage major contracts including planning for contract renewal</i>	<i>Ensure adequate contract management and monitoring arrangements are in place. Ensure sufficient time for review of contract options prior to contract renewal.</i>	<i>Ensure contracts are aligned to the council's requirements and council strategy. Transformational efficiency savings.</i>

11 SUPPORTING INFORMATION:

Background

- 11.1 The Council has a strong record of financial management, supported by achieving balanced budgets, target in year savings, and providing sufficient reserves to support services and deliver key projects.
- 11.2 Outcome Based Budgeting (OBB) is the budget strategy used to develop budgets over the medium term. This process involves greater alignment between the Council's strategic objectives and financial resources, and is reflected in the Council's financial reporting. It is also the basis for the continuous review and development of the four year medium term plans including the challenge and prioritisation of resources.
- 11.3 Total recurring savings of £1.1m were identified and included for the 2019/20 revenue budget. Further annual recurring savings of £0.7m have been identified during the 2018/19 outturn and are reflected in the forecasts presented in this report.
- 11.4 The following emerging political priorities will form the basis of the Medium Term Financial Strategy planning:
- I. Focus on the environment
 - II. Commitment to homes for all
 - III. Focus on finance and the medium term financial plan
 - IV. Greater transparency in decision making
- 11.5 The OBB strategy covers a rolling four year period and will be refreshed over the summer in order to provide budget options this Autumn. Some of the key projects included over the medium term and that will be factored into the medium term forecast include the below:
- HRA / General Fund asset transfer (garages)
 - Strategic Asset Purchase Scheme
 - Development of Coitbury House
 - New trading opportunities
 - Review of fees and charges
 - Review of contracts
 - Financial review and impact of Major Projects

Government Funding

- 11.6 As the current four year government funding settlement comes to an end in 2019/20, there remains very significant uncertainty around a large proportion of funding.
- 11.7 Under the current spending review 2019, Government are consulting over fundamental changes to the distribution of funding from 2020/21. However, there is now great uncertainty over whether there is time and resource available in order for Government to implement these changes from 2020/21. This means it is increasingly likely there may be a delay of possibly one year.
- 11.8 Winchester has seen strong growth in **retained business rates** since the introduction of the business rates retention system. The widely expected full reset of retained growth in 2020/21 was therefore expected to result in a material reduction in overall funding levels. A possible delay would therefore have a positive short term impact on forecasts. Other changes to the system such as 75% growth retention, tier split apportionments, and changes to how appeals are dealt with are all so uncertain that no attempt has been made to model these potential changes.
- 11.9 Resilient growth in housing in the Winchester District has seen the Council benefit from **new homes bonus** reward receipts. Whilst it has been strongly indicated that the scheme will end in 2019/20, no details have been announced on any alternative scheme or even whether existing rewards will continue to be received until 2022/23. It is uncertain whether any delay would have any impact on these plans.
- 11.10 The **Fair Funding Review** remains under consultation by the MHCLG in order to redefine the basis of distributing the settlement funding assessment (SFA). Again implementation was planned from 2020/21 but may now be subject to delay. At this stage it is not possible to model different scenarios other than to assume a larger will be available to allocate (due to the reset of business rates growth).
- 11.11 This potential volatility makes it very difficult to present accurate forecasts even in the short term as the council has no funding figures for the upcoming financial year from central government.

Key Projects

- 11.12 The Council has a substantial capital programme for the year ahead totalling c£92m including the Housing Revenue Account. This includes a wide range of projects many of which support the Council's Financial Strategy.
- 11.13 Three of the most significant projects (Sport and Leisure Park, Station Approach and Central Winchester Regeneration) are under review by the administration in order to consider their future strategic direction. Funding will be an important consideration, ensuring that all options for external funding

are pursued (for example in relation to public realm) and that any funding plans are fully risk assessed and are deemed affordable within the overall medium term financial planning.

Movement Strategy

- 11.14 The movement strategy (CAB3140) will play a key role in determining the infrastructure and arrangements required in order to deliver Winchester's transport requirements over the medium to long term period. Total funding of £700k (£450k Major Investment Reserve, £250k Community Infrastructure Levy) has already been set aside towards the costs of the review and for further detailed development work.
- 11.15 The movement strategy will be a core element of the council strategy and will therefore play a key role in the prioritisation of future resources. The Community Infrastructure Levy will also provide one-off funding in order to support transport infrastructure requirements.

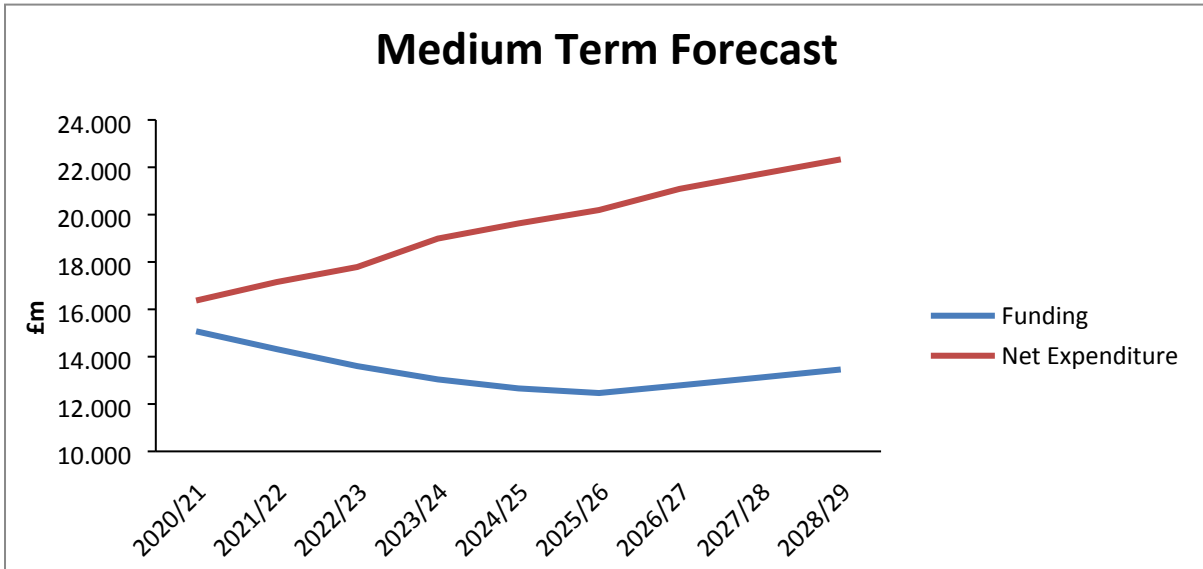
Major Contracts

- 11.16 The Council operates a number of major projects which are kept under ongoing review in order to ensure that they are delivering in line with the Council Strategy and are providing value for money service provision.
- 11.17 The waste and recycling element of the environmental services contract is going out to tender in 2019, with a new contract set to commence in October 2020. This gives an opportunity to review the details of contract and receive tender prices based on a number of stated options, such as the cost of introducing a food waste service.
- 11.18 Contract review has been identified in the OBB process and further analysis will form part of the budget review process.

Revenue Projections:

- 11.19 Current scenario planning is based on both a one year settlement delay or the full settlement implementation from 2020/21. All other assumptions equal the updated projections and impact of a one year delay are shown below.

The long-term funding gap before OBB options



Medium Term Financial Projections - Surplus / (Deficit) £m

CAB3131 - February 2019 estimates

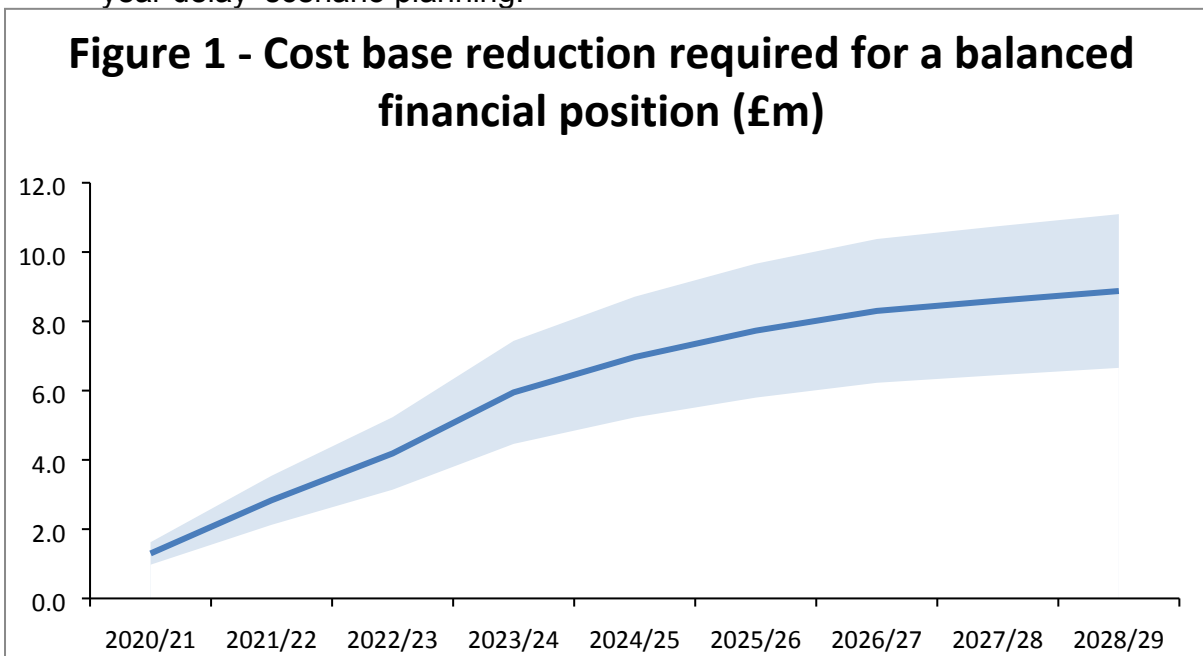
Implementation from 20/21

One year delay

Impact of one year delay

	2020/21	2021/22	2022/23	2023/24
CAB3131 - February 2019 estimates	-2.489	-4.068	-5.417	-7.197
Implementation from 20/21	-2.264	-3.405	-4.391	-5.949
One year delay	-1.298	-2.834	-4.186	-5.949
Impact of one year delay	0.966	0.571	0.205	-0.000

11.20 The graph below shows the latest medium term forecast based on the 'one year delay' scenario planning.



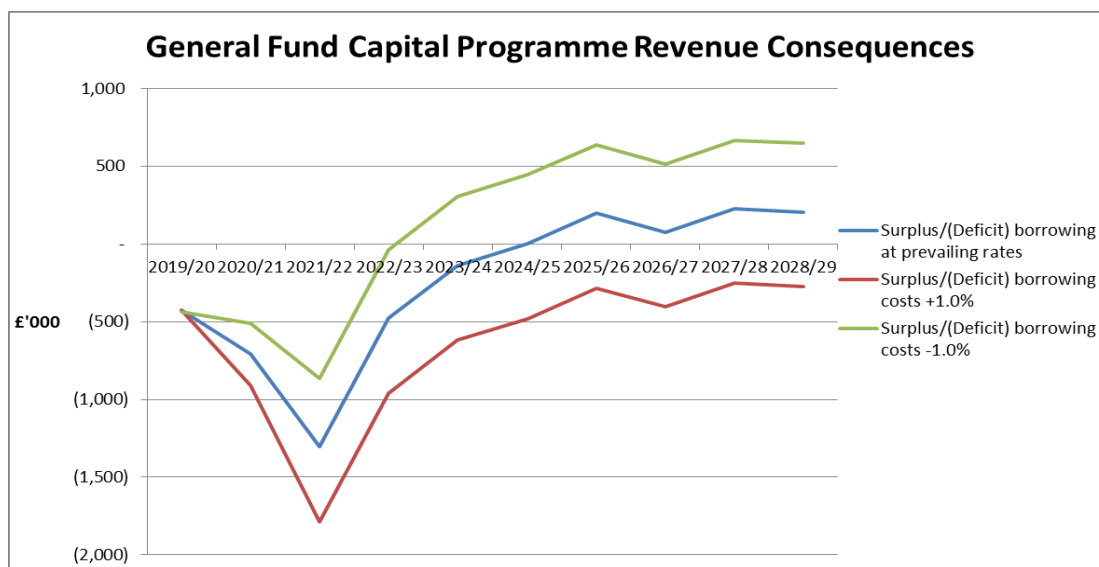
Current Assumptions

- I. The budget forecasts reflect the latest information available and are based on 'central case' estimates. Early stage major projects will not be fully costed and where this is the case they are assumed to have no impact on baseline recurring revenue budgets unless explicitly stated otherwise. As the Sport and Leisure Park is at an advanced stage the main elements of this project have been fully costed and these estimates are included in the medium term financial forecast.
- II. Inflation will increase by 2% per annum and council tax has been modelled on this same assumption.
- III. Pay inflation of 2% per annum.
- IV. Fees and charges will increase by inflation forecast at 2% per annum.
- V. Any reductions in Government funding will be subject to an overall funding reduction cap of 5%, reducing over the forecast period up to five years.

Capital Programme

- 11.21 The Council has an ambitious capital programme; in February 2019, Council approved a total capital programme over the next ten years of £356m of which £116m relates to General Fund Projects and £240m Housing Revenue Account.
- 11.22 In the General Fund there are several key projects including:
- Winchester Sports & Leisure Centre - £40.6m
 - Strategic Asset Purchase Scheme - £15.0m
 - Disabled Facilities Grants - £10.4m
 - Housing Company - £10m
 - Transfer of HRA garages to the GF - £5.4m
 - Station Approach Public Realm Works - £5m
 - Replacement surgery - £4.1m
 - Coitbury House - £3.0m
 - Partnered Home Purchase - £2.5m
 - Station Approach Project Development (do minimum) - £1.4m
 - Bishop's Waltham Depot - £1.3m
 - KGV Pavilion - £1.0m
 - The remaining £16m is made up of several smaller projects such as flood defences at Durngate, repairs to the Weirs, replacement and refurbishment of play areas, works to the Council's car parks, and IMT investments.
- 11.23 The capital programme will have a significant impact on the General Fund revenue budget which adds to the deficit in the short to medium term during

the construction phase of major projects but is estimated to deliver a net surplus from 2024/25 as illustrated below. It should be noted however that delay to projects will reduce costs in the short term but delay future benefits.



11.24 In addition to those projects already included in the capital programme, work on developing the business case/scope for several other projects is underway including:

- Saxon Gate (central Winchester regeneration)
- The River Park Leisure Centre site – exploration of alternative uses
- District-wide sports hall capacity
- Goods shed, Bar End – options being explored to provide small business units

Next Steps

11.25 The outcomes based budgeting approach will be refreshed, ensuring the robust monitoring of 2019/20 targets and updating of the four year programme. This will ensure there is sufficient financial resilience to deal with the ongoing financial challenges and help to support the council strategy.

11.26 Existing assumptions will be reviewed and refreshed in order to produce an updated medium term financial plan for an Autumn Cabinet, where it is anticipated there could be further clarification over some of the key assumptions.

11.27 Budget options will be presented in the Autumn for consultation, giving time for consideration and response before the final budget plans are approved in February.

11.28 A budget simulator is planned for launch to residents later in the summer which will also feed into the consultation process.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 As detailed in the report; different financial modelling options are articulated and varying estimates can be made. The paper provides a range of assumptions.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

Medium Term Financial Strategy – CAB3131 – February 2019

General Fund Budget 2019/20 – CAB3132 – February 2019

Capital Strategy – CAB3134 – February 2019

Other Background Documents:-

None

APPENDICES:

None

REPORT TITLE: THE SCRUTINY COMMITTEE - WORK PROGRAMME 2019/20

4 JULY 2019

REPORT OF THE CHAIRMAN

Contact Officer: Claire Buchanan Tel No: 01962 848348 Email
cbuchanan@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Scrutiny Committee Work Programme is published by The Scrutiny Committee of Winchester City Council and is usually updated at the beginning of each Committee Cycle.

This report sets out the work of The Scrutiny Committee, which deals with major policy/cross-departmental issues, taking the form of a largely retrospective and part forward looking approach to Scrutiny, the monitoring of the Council's performance and matters referred to it for consideration by the Council, the Cabinet and by other bodies. In addition to the matters listed here, there may be items that the Committee may have called in for detailed review.

RECOMMENDATIONS:

That the Committee considers The Scrutiny Work Programme for 2019/20.

THE SCRUTINY COMMITTEE

(1) REFERRED BUSINESS				
BUSINESS	REFERRED BY	STATUS	COMMITTEE DATE	
			Original	Revised

(2) MATTERS INCLUDED WITHIN FORWARD PLAN AND REQUESTED FOR SCRUTINY BY THE COMMITTEE OR CABINET				
BUSINESS	DATE REQUESTED BY THE SCRUTINY COMMITTEE	DATE OF CABINET DECISION	REVISED DATE OF CABINET DECISION	STATUS
None				

(3) THE SCRUTINY COMMITTEE – SCHEDULED ITEMS OF BUSINESS ETC

4 JULY 2019					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Scrutiny Work Programme for 2019/20	Claire Buchanan	4 July 2019		SC001
	Performance Monitoring Report – Exceptions to Forward Plan	Claire Buchanan	4 July 2019		SC006
	Draft Annual Scrutiny Report	Claire Buchanan	4 July 2019		SC004
	Appointments of external bodies related to scrutiny	Claire Buchanan	4 July 2019		SC005
	Housing Revenue Account and Capital Programme Outturn 2018/19	Richard Burden/Richard Botham	4 July 2019		SC007/CAB3161
	Q4 Financial and Performance Monitoring Report	Joseph Holmes	4 July 2019		SC002/CAB3168
	Medium Term Financial Challenge	Joseph Holmes	4 July 2019		SC008/CAB3175
	Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities – Ministry of Housing, Communities & Local Government (MHCLG)	David Blakemore	4 July 2019		SC003

9 SEPTEMBER 2019					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Q1 Financial and Performance Monitoring Report	Joseph Holmes	9 September 2019		
	Annual Report: Local Government and Social Care Ombudsman 2018/19	Simon Howson	9 September 2019		
	Medium Term Financial Planning	Joseph Holmes	9 September 2019		
27 NOVEMBER 2019					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Q2 Financial and Performance Monitoring	Joseph Holmes	27 November 2019		
	Housing Revenue Account Budget Options 2020/21	Richard Burden/Richard Botham	27 November 2019		
5 FEBRUARY 2020					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT

	Medium Term Financial Strategy	Joseph Holmes	5 February 2020		
	General Fund Budget 2020/21	Joseph Holmes	5 February 2020		
	Capital Investment Strategy	Joseph Holmes	5 February 2020		
	Treasury Management Strategy 2020/21	Joseph Holmes	5 February 2020		
	Housing Revenue Account Budget 2020/21 and Business Plan 2020/2050	Richard Botham	5 February 2020		
	Q3 Financial and Performance Monitoring	Joseph Holmes	5 February 2020		
	Annual Emergency Planning Report	David Shaw	5 February 2020		
	Community Safety Partnership Performance Review	Sandra Tuddenham	5 February 2020		
	Asset Management Plan	Kevin Warren	5 February 2020		

Items to be allocated onto work programme later during 2019/20 (Meeting dates to be confirmed):

	Theatre – Review of Year	Susan Robbins	Date TBC
	Hampshire Cultural Trust – Review of Year	Susan Robbins	Date TBC

Whilst the work programme is currently populated with the annual reporting of known reports, the Scrutiny Committee has met informally and has begun to articulate additional items that they wish to programme.

Possible External Speakers:	Health
	The Police
	Homelessness organisations
	Public Transport
Possible Work Initiatives:	Rural & High Street Economy
	Fly Tipping
	Affordable Housing
Possible invitation to a Cabinet Member for Discussions within their area of responsibility:	Environmental Services Contract
	Climate Change Action Plan
	Local Plan
	Movement Strategy and the wider district
	Ward Member engagement

Work is ongoing in terms of the scope of these possible work programme items.

REPORT TITLE: MONITORING REPORT – KEY DECISIONS NOT INCLUDED
WITHIN THE FORWARD PLAN DURING 2018/19 MUNICIPAL YEAR

4 JULY 2019

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and
Cabinet Member for Finance and Risk

Contact Officer: Claire Buchanan Tel No: 01962 848438 Email:
cbuchanan@winchester.gov.uk

WARD(S): ALL

PURPOSE

An annual monitoring report is produced in relation to the number of Key Decisions which came forward for decision, which had not been included in the Forward Plan.

Key Decisions are defined by Regulation 8 of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 (the “2012 Regulations”) as an executive decision which is likely to be:

- a) Significant in terms of its effect on communities living or working in two or more wards; or,
- b) Incur an expenditure or savings which is significant for the service or function to which the decision relates, being over £200,000 (now £250,000, wef 15 May 2019) (NB this can be the cumulative impact e.g. for the period of a contract, rather than annual expenditure).

Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012, the Council must give a minimum of 28 days notice of an intention to make a Key Decision. The statutory requirement is reflected in Rules 17.1 and 17.2 of Part 4.4 of the Council’s Constitution. There is an additional statutory requirement to provide at least 28 days notice of when Cabinet is proposing to meet in exempt session.

The purpose of this timeframe is to provide an opportunity for representations to be made that request the item be dealt with in public session – and that any representations are considered before the agenda for the meeting is published. This requirement exists whether or not the matter is a Key Decision.

Under the Council’s Constitution, Access to Information Procedure Rules at Part

4.4 (Rule 18 – General Exception and Special Urgency), if it is not possible to meet the requirements of Rules 17.1 and 17.2 then the Key Decision may proceed so long as (in summary) the Monitoring Officer is in agreement and has received the agreement of the Chairperson of The Scrutiny Committee that a Key Decision may proceed without inclusion in the Forward Plan.

In addition, where an agenda item requiring a Key Decision was not in the Forward Plan and was sent to Cabinet after the statutory deadline, the Chairperson of The Scrutiny Committee must firstly give approval for its inclusion (Access to Information Procedure Rule 18 – General Exception and Special Urgency). Reasons for the special urgency must be specified.

The 2012 Regulations require, as a minimum, that an annual report be made, to show instances of where the special urgency provisions have been used.

During the 2018/19 Municipal Year, the Chairman of The Scrutiny Committee was informed of a total of **one** Key Decision which was not included in the Forward Plan.

RECOMMENDATIONS:

That the Committee consider and make any necessary comment on the content of the Report.

1 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property N/A</i>		
<i>Community Support a high number of exceptions to the Forward Plan risks affecting the Council's objective to be open and transparent.</i>	A more detailed and longer term planning programme has been introduced. This will record projects and other matters which are likely to need key decisions, at an early stage, and therefore minimise the need to exceptions to be made.	The mitigation means increased transparency and confidence in the Council.
<i>Timescales N/A</i>		
<i>Project capacity N/A</i>		
<i>Financial / VfM N/A</i>		
<i>Legal Failure to comply with the legislation could lead to a challenge to the decision.</i>	Decisions are reviewed by Legal and Democratic Services staff to check whether the decision is a key decision, and whether an exception is required.	The mitigation means increased transparency and confidence in the Council.
<i>Innovation N/A</i>		
<i>Reputation N/A</i>		
<i>Other N/A</i>		

2. SUPPORTING INFORMATION:

<u>Detail of Key Decision not included within Forward Plan</u>	<u>Date of Cabinet Meeting</u>	<u>Reason given for not being included in Forward Pan</u>
CAB3072 – Durngate Flood Alleviation Scheme	12 December 2018	“urgent consideration to enable a decision to be taken without delay. The Chairman of The Overview and Scrutiny Committee has agreed this approach”.

- 2.1 Although occasionally Key Decisions are required to be made urgently for operational reasons, officers should, wherever possible, continue to ensure that the Forward Plan of Key Decisions is updated monthly. Best practice would also be to include the specific reason for a decision to be taken at that meeting if an item had not been included within the Forward Plan.

- 2.2 For information, Members may wish to note the number of Key Decisions not included in the Forward Plans from previous Municipal Years:

Municipal Year	Number of Key Decisions not included in the Forward Plan
2017/18	5
2016/17	8
2015/16	12
2014/15	6
2013/14	8
2012/13	4
2011/12	3
2010/11	11
2009/10	6
2008/09	15
2007/08	15

3. OTHER OPTIONS CONSIDERED AND REJECTED

3.1 None

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

APPENDICES:

None

REPORT TITLE: DRAFT ANNUAL SCRUTINY REPORT 2018/19

4 JULY 2019

REPORT OF THE FORMER CHAIRMAN – COUNCILLOR LEARNEY

Contact Officer: Claire Buchanan Tel No: 01962 848348 Email
cbuchanan@winchester.gov.uk

WARD(S): ALL

PURPOSE

At the end of each Municipal Year, the Chair of The Overview and Scrutiny Committee for that year reviews the work of all overview and scrutiny bodies and provides a report back to Council.

The draft report for the 2018/19 Municipal Year is attached so that the Scrutiny Committee can add its comments before it is finalised for presentation to Council.

RECOMMENDATIONS:

That the Committee considers the draft Annual Scrutiny Report 2018/19 and suggests any additions or amendments for consideration by Council.

1 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property N/A</i>		
<i>Community Support N/A</i>		
<i>Timescales N/A</i>		
<i>Project capacity N/A</i>		
<i>Financial / VfM N/A</i>		
<i>Legal N/A</i>		
<i>Innovation N/A</i>		
<i>Reputation N/A</i>		
<i>Other N/A</i>		

2 SUPPORTING INFORMATION:

2.1 None

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

OS201 – Draft Annual Scrutiny Report – 21 May 2018

Other Background Documents:-

None

APPENDICES:

Appendix 1 – Draft Winchester City Council Annual Scrutiny Report 2018/19



Annual Scrutiny Report

2018/19



Introduction

The Overview and Scrutiny Committee keeps an overview of how Cabinet has delivered the priorities and aims of the City Council. It can scrutinise any decision made by the Cabinet or by Council Officers to ensure that it was delivered within the City Council's budget and policy framework. The Committee was also able to 'call-in' a decision that Cabinet had made, or had yet to make, that was outside the agreed budget for that year and that was likely to cost over £100,000. The Committee takes a lead role in developing the Capital Programme, General Fund Budget and Council Strategy.

In 2018/19, the Committee progressed with a pre scrutiny way of working – with feedback to Cabinet before decision, giving the chance for revisions to be made. Having moved from a post scrutiny way of working, pre scrutiny provided increased opportunities for both back bench members and members of the public to influence significant decisions and policies. Major Council projects looked at in this way have included Station Approach and the Winchester Sport and Leisure Park Project and strategies have included the Housing Strategy and the overarching Council Strategy.

The Committee welcomes and encourages engagement with residents and other community representatives during its public participation session. During 2018/19, local residents commented on numerous matters including the Winchester Sport and Leisure Park Project, Station Approach and the Winchester Movement Strategy.

Following a comprehensive review of the Council's constitution, a new scrutiny regime has been adopted by the Council which enhances the scrutiny function and member involvement in processes. The Scrutiny Committee, as it is now named, will predominantly feature retrospective matters for scrutiny, whilst the two supporting newly established Policy Committees, The Business and Housing Policy Committee and the Health and Environment Policy Committee, will predominately focus on a forward looking approach for policy development.

With the continuing pressure on the Council's resources, it is vital that Scrutiny and its newly established Policy Committees continue to play their part in ensuring that projects are delivered efficiently and with maximum benefit to residents while ensuring that the Council's key services to the public such as refuse, parking, open spaces and the myriad of other Council roles which help make our District a great place to live, continue to be delivered at a high standard.

Cllr Kelsie Learney – The Overview and Scrutiny Committee Chairman for 2018/19

THE ROLE OF SCRUTINY IN THE COUNCIL

Winchester City Council operates a 'strengthened' Leader and Cabinet Executive model. Members of the Cabinet manage the majority of the Council's business, while scrutiny bodies oversee the discharge of the Council's work.

The role of scrutiny is to review, challenge and develop what the City Council does, making sure the right decisions are being taken to Cabinet, in line with the general policies set by full Council, for the benefit of the Winchester District and its residents and businesses.

The Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009 required the Council to designate a scrutiny body as its 'Crime and Disorder Overview and Scrutiny Committee'. It could also consider individual matters related to crime and disorder issues referred from the local level. This role is undertaken by The Scrutiny Committee.

Petition organisers also have the right to request that The Scrutiny Committee review the steps that the Council has taken in response to a petition.

THE OVERVIEW AND SCRUTINY COMMITTEE – 2018/19

Chairman: Cllr Kelsie Learney

Holding Portfolio Holders to account

Portfolio Holders were questioned as and when necessary on individual items. These included:

- Leisure Centre Construction Costs (Presentation)
- Central Winchester Regeneration – Adoption of Supplementary Planning Document (OS197 refers)
- Housing Revenue Account Outturn 2017/18 (OS203 refers)
- Q4 Financial and Performance Monitoring (OS204 refers)
- Treasury Management Outturn 2017/18 (OS205 refers)
- Medium Term Financial Challenge (OS206 refers)
- Community Infrastructure Levy Operational Review (OS208 refers)
- Q1 Financial and Performance Monitoring (OS207 refers)
- Environmental Services Contract Decision Making (Exempt Report) (CAB3044 refers)
- Community and Voluntary Sector Grants Review (OS210 refers)
- Annual Report: Local Government and Social Care Ombudsman 2017/18 (OS209 refers)
- Housing Revenue Account Budget Options 2019/20 ((OS214 refers)
- Q2 Financial and Performance Monitoring (OS212 refers)
- Council Strategy Update (OS213 refers)
- Medium Term Financial Plan (OS211 refers)
- Station Approach Update (Presentation)
- Environmental Services Kerbside Glass Collection and Contract Strategy (Less exempt appendices) (CAB3108 refers)

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- Medium Term Financial Strategy (OS217 refers)
- General Fund Budget (OS218 refers)
- Housing Revenue Account 2019/20 and Business Plan 2019/2049 (OS219 refers)
- Q3 Financial and Performance Monitoring (OS216 refers)
- Asset Management Plan 2016/2021 (OS223 refers)
- Annual Emergency Planning Report (OS222 refers)
- Community Safety Partnership Performance Review (OS215 refers)
- Station Approach Outline Business Case and Associated Matters (Less exempt appendices) (OS225 refers)
- City of Winchester Movement Strategy (CAB3140 refers)
- Establishing the Winchester Housing Company (Less exempt appendices (OS226 refers)

Presentations to the Committee

To assist with its detailed scrutiny of specific matters and to help facilitate discussion, during the previous year there were several presentations to the Committee. These included on the Council's new Sports and Leisure Park, Station Approach, Emergency Planning and the Winchester Movement Strategy. The Committee also considered the work of the Council's Community Safety Partnership further to the requirements of the Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009

REPORT TITLE: APPOINTMENT TO EXTERNAL BODIES RELATED TO SCRUTINY FOR THE 2019/20 MUNICIPAL YEAR

4 JULY 2019

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Risk

Contact Officer: Claire Buchanan Tel No: 01962 848438 Email cbuchanan@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Report asks the Committee to nominate Councillors for appointments to the four external bodies that it would be appropriate for The Scrutiny Committee to appoint representatives to. These are detailed at paragraph 3 of the Report.

RECOMMENDATIONS:

1. That the Committee consider appointments to the following external bodies:
 - a) Portsmouth City Council – Health Overview and Scrutiny Panel (1 vacancy and deputy)
 - b) Centre for Public Scrutiny (CfPS) – Scrutiny Champions Network (1 vacancy)
 - c) Partnership for Urban South Hampshire Overview and Scrutiny Committee (1 vacancy and deputy)
 - d) Environmental Services Joint Scrutiny Committee (with East Hants District Council) (3 vacancies and 3 deputies)

1 RISK MANAGEMENT

Risk - None	Mitigation	Opportunities
<i>Property (N/A)</i>		
<i>Community Support</i>	Appropriate Councillor representation on outside bodies is undertaken as part of their wider community roles	
<i>Timescales N/A</i>		
<i>Project capacity N/A</i>		
<i>Financial / VfM N/A</i>		
<i>Legal</i>	Risk of potential conflicts of interest mitigated by regard to guidance provided in the Constitution and/or seeking advice.	
<i>Innovation</i>		To share good practice from other organisations across the City Council
<i>Reputation</i>		To promote and enhance the City Council with partners
<i>Other N/A</i>		

2 SUPPORTING INFORMATION:

2.1 Background

2.2 This Report asks the Committee to consider appointments of non-executive Members to four external bodies related to scrutiny.

3. Appointments to External Bodies related to Scrutiny

3.1 There are currently four external bodies that it would be appropriate for The Scrutiny Committee to appoint non-executive Member representatives to. These are detailed below.

3.2 **Portsmouth City Council - Health Overview and Scrutiny Panel**

This Panel was established by Portsmouth City Council. Its membership is drawn from appropriate interest groups, stakeholders and Councillors from adjoining local authorities 'when discussing issues that have significant effect upon their area'.

Winchester City Council are asked to appoint one member and one deputy representatives for 2019/20.

3.3 **The Centre for Public Scrutiny (CfPS) – Scrutiny Champions' Network**

The CfPS has previously requested a Member representative as a 'scrutiny champion' for the Council. The Member receives a monthly bulletin and is also invited to attend an Annual Conference. The current representative is the Chairman of The Overview and Scrutiny Committee and it is suggested that the Chairman of The Scrutiny Committee be appointed representative for 2019/20.

3.4 **Partnership for Urban South Hampshire Overview & Scrutiny Committee**

The Partnership for Urban South Hampshire (PUSH) established a PUSH Overview and Scrutiny Committee in 2007 and it has previously been agreed that the Committee appoint a non-executive representative from those Wards within the PUSH area.

Winchester City Council are asked to appoint one member and one deputy representative for 2019/20.

3.5 **Environmental Services Joint Scrutiny Committee (ESJSC) (with East Hants District Council)**

At its meeting held on 17 September 2012, The Overview and Scrutiny Committee established this Joint Scrutiny Committee with terms of reference. The terms of reference were amended to reflect the name change above.

The Committee did not meet during 2018/19. However, the membership for the 2018/19 Municipal Year was made as follows: Winchester City Councillors: three member and three deputy representatives.

East Hampshire District Councillors were also asked to appoint three member and three deputy representatives for this Joint Committee.

In order for the meeting to be quorate, three Members from either Winchester City Council or East Hants District Council would need to be present.

In previous years, it was announced by the Chairman that minutes of the Joint Environmental Services Scrutiny Committee (JESSC) would be taken to future meetings of the Committee for Members' consideration.

The Committee are asked to appoint three member and three deputy representatives for this meeting until Autumn 2019 when the joint contract is due to cease.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

Files held in the Democratic Services Team

Other Background Documents:-

SC001 - Scrutiny Work Programme 2019/20 – 4 July 2019

APPENDICES:

None.