



Meeting	Cabinet
Date and Time	Wednesday, 18th July, 2018 at 4.30 pm.
Venue	Walton Suite, Winchester Guildhall

AGENDA

PROCEDURAL ITEMS

- 1. Apologies**
To record the names of apologies given.
- 2. Membership of Cabinet Committees etc.**
To give consideration to the approval of alternative arrangements for appointments to bodies set up by Cabinet or external bodies, or the making or terminating of such appointments.
 - a) Cabinet (Housing) Committee – Councillor Izard to replace Councillor Scott as non-voting invited representative.
- 3. Disclosure 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.
- 4. To note any request from Councillors to make representations on an agenda item under Council Procedure Rule 35**
Note: Councillors wishing to speak about a particular agenda item are requested to advise the Democratic Services Officer before the meeting. Councillors will normally be invited by the Chairman to speak during the appropriate item (after the Portfolio Holder's introduction, questions from Cabinet Members and public participation).



BUSINESS ITEMS

5. **Minutes of the previous meeting held on 20 June 2018.** (Pages 5 - 14)
6. **Public Participation**
– to note the names of members of the public wishing to speak on general matters affecting the District or on agenda items (in the case of the latter, representations will normally be received at the time of the agenda item, after the Portfolio Holder’s introduction and any questions from Cabinet Members).
7. **Leader and Portfolio Holders' Announcements**
8. Local Plan Launch (Pages 15 - 26)
Key Decision (CAB3046)
9. Quarter 4 2017/18 Financial and Performance Monitoring (Pages 27 - 78)
Key Decision (CAB3060)
10. Medium Term Financial Challenge (Pages 79 - 86)
Key Decision (CAB3065)
11. Proposals for Updates to Reception (less exempt appendix) (Pages 87 - 102)
Key Decision (CAB3056)
12. Treasury Management Outturn Report for 2017/18 (Pages 103 - 116)
Key Decision (CAB3064)
13. Risk Management Policy 2018 (Pages 117 - 146)
Key Decision (CAB3058)
14. Performance Reporting Informal Scrutiny Group (ISG) - Report back on Recommendations (Pages 147 - 154)
Key Decision (CAB3059)
15. Minutes of Cabinet (Housing) Committee held 4 July 2018 (Pages 155 - 160)
Non Key (CAB3069)
16. To note the future items for consideration by Cabinet as shown on the August 2018 Forward Plan. (Pages 161 - 164)

17. EXEMPT BUSINESS: To consider whether in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- (i) To pass a resolution 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 100 (l) and Schedule 12A to the Local Government Act 1972.
18. Proposals for updates to reception (exempt appendix) (Pages 165 - 166)

Key Decision

L Hall
Head of Legal Services (Interim)

10 July 2018

Agenda Contact: Nancy Graham, Senior Democratic Services Officer
Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

**With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website www.winchester.gov.uk*

CABINET – Membership 2018/19

Chairman: Horrill (The Leader with Portfolio for Housing)

Vice Chairman: Humby (Portfolio Holder for Business Partnerships)

Ashton	-	Portfolio Holder for Finance
Brook	-	Portfolio Holder for Built Environment
Godfrey	-	Portfolio Holder for Professional Services
Griffiths	-	Portfolio Holder for Health & Wellbeing
Miller	-	Portfolio Holder for Estates
Warwick	-	Portfolio Holder for Environment

Quorum = 3 Members

Corporate Priorities:

As Cabinet is responsible for most operational decisions of the Council, its work embraces virtually all elements of the Council Strategy and [Portfolio Plans](#).

Public Participation

Public Participation is at the Chairman's discretion. If your question relates to an item on the agenda, you will normally be asked to speak at the time of the relevant item. Representations will be limited to a maximum of 3 minutes, subject to a maximum 15 minutes set aside for all questions and answers. If several people wish to speak on the same subject, the Chairman may ask for one person to speak on everyone's behalf. As time is limited, a "first come first served" basis will be operated.

To reserve your place to speak, you are asked to arrive no later than 10 minutes before the start of the meeting to register your intention to speak. Please contact the Democratic Services Officer in advance for further details.

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.

Terms Of Reference

Included within the Council's Constitution (Part 3, Section 2) which is available [here](#)

CABINET

Wednesday, 20 June 2018

Attendance:

Councillor Horrill (Chairman)	–	The Leader with Portfolio for Housing
Councillor Humby (Vice-Chair)	–	Portfolio Holder for Business Partnerships
Councillor Ashton	–	Portfolio Holder for Finance
Councillor Brook	–	Portfolio Holder for Built Environment
Councillor Godfrey	–	Portfolio Holder for Professional Services
Councillor Griffiths	–	Portfolio Holder for Health & Wellbeing
Councillor Miller	–	Portfolio Holder for Estates
Councillor Warwick	–	Portfolio Holder for Environment

Others in attendance who addressed the meeting:

Councillors Porter and Thompson

Others in attendance who did not address the meeting:

Councillors Evans, Prince and Scott

1. **MEMBERSHIP OF CABINET COMMITTEES ETC.**

RESOLVED:

1. That for the Cabinet (Local Plan) Committee, Councillor Weston be a non-voting invited member.

2. That for the Kings Barton Forum, Councillor Rutter replace Councillor Porter as the Winchester City Council deputy member.

2. **MINUTES OF THE PREVIOUS MEETING HELD ON 17 MAY 2018 AND SPECIAL MEETING HELD 6 JUNE 2018, LESS EXEMPT MINUTE**

RESOLVED:

That the minutes of the previous meeting held on 17 May 2018 and Special Meeting held 6 June 2018, less exempt minute, be approved and adopted.

3. **PUBLIC PARTICIPATION**

Two members of the public and/or representatives of local interest groups spoke regarding various matters on the agenda and their comments are summarised under the relevant minutes below.

2. **LEADER AND PORTFOLIO HOLDERS' ANNOUNCEMENTS**

Councillor Warwick made the following announcements as summarised below:

- The launch of the 'Walking Winchester' map, which was free and available from the Tourist Information Centre as well as from other BID premises. The map was one of the outcomes of the Council's 'Feet First' campaign in 2016 and the Walking Strategy.
- Thursday 21 June was 'Clean Air Day' and the Council's Traffic Enforcement Officers were to handout 'No idling' leaflets (designed by St Bede's school pupils) to drivers. The Council was also investigating the installation of electric vehicle charging points at additional car parks and also for taxis. Winchester Car Club now had an electric car as part of its fleet.
- Production of the Council's Pigeon Strategy had required close working with the Winchester BID with regard to the identification of food sources and also to develop a programme of extensive cleaning. The Buttercross was now to have a regime of regular cleaning using specialist techniques approved by English Heritage.

4. **CENTRAL WINCHESTER REGENERATION – ADOPTION OF SUPPLEMENTARY PLANNING DOCUMENT**

(Report CAB3034 refers)

Councillor Horrill introduced the Report. In summary, the process over the previous 18 months in drafting the Supplementary Planning Document (SPD) was explained. This had ensured that the SPD reflected the aspirations of stakeholders, residents and other interested parties. Councillor Horrill thanked the Project Team for their hard work during this period, developing the document and hosting various and extensive engagement exercises. Councillor Horrill drew attention to the Public Realm and Framework Plan which was part of the SPD at Section3 (page 27) and had been issued separately to Members.

During public participation, two members of the public and/or members of local interest groups spoke as summarised below.

Patrick Davies

- That the SPD now included various changes which had been made without explanation. The matters raised at The Overview and Scrutiny Committee should have also more specifically related to.
- Reference to the status of the Informal Policy Group (IPG) meeting on 7 June 2018 (as referred to in the Report's Recommendation 3) was queried as the IPG had not been formally reappointed at the Cabinet meeting on 17 May 2018.
- Why was recent relevant case law not referenced at an earlier stage?

The Chairman thanked Mr Davies for his contribution. It was pointed out that the SPD, as set out, was inclusive of advice obtained from Counsel, having regard to recent relevant case law and actions appropriate to comments submitted during the extensive consultation exercises. This included that of The Overview and Scrutiny Committee.

Phill Gagg (WINACC)

- Consultation on the SPD had been undertaken very well and the document, which overall was good, was also full of good ideas. It should be taken forward into the Local Plan process. It was hoped that the final outcome was deliverable.
- WINACC welcomed the SPD's reference to a sustainability approach to development. It was appreciated that although there was some reference to walking and cycling, that the Movement Strategy would, in due course, build further on this.

At the invitation of the Chairman, Councillor Thompson addressed Cabinet as summarised below.

Councillor Thompson

- The public engagement throughout the SPD's development had been exemplary and should be used as model for future similar exercises.
- Although there were good principles within it, the SPD, overall, was disappointing as the aspirations etc within now appeared to have been 'watered down'. Was it to a sufficient standard to meet the challenges of the planning process?
- The report's recommendations made no reference to a commitment, about how the public were to be engaged with as part the next stages of the scheme's delivery. Recommendation 6 should specify that there should be a full programme of meetings arranged to consider the development framework plan.

The Chairman explained that the Cabinet (Central Winchester Regeneration) Committee was now the mechanism to take forward the scheme and would map out a programme at its first meeting. With regards to the SPD, although how some changes had been made to the document, the principles of the SPD had not been changed.

Cabinet Members welcomed the SPD. During discussion the Chairman referred to the retail needs assessment reports undertaken and that Winchester's lower than average vacancy rate (compared to the national average) was reflective of its successful retail environment which was inclusive of independent traders. With regard to archaeology, she also advised that the Cabinet (Central Winchester Regeneration) Committee would look at this important aspect and have regard to any other specific actions going forward.

The Chairman drew Cabinet's attention to some proposed further amendments to the updated draft SPD which were agreed. Appendix 2 in the October 2017 draft of the SPD had included some factual information on the history of Winchester. Therefore, original paragraphs A2.1.1 in Appendix 2 would be reinstated to this version. In addition, on page 21 the sentence at paragraph

3.1.4 in the October 2017 draft made reference to further guidance at paragraphs 3.4 to 3.9. This would be re-instated.

Cabinet agreed to the following for the reasons outlined above and set out in the Report.

RESOLVED:

1. That the proposed amendments to the SPD, following the consultation exercise with the public, be supported.
2. That the proposed amendments to the SPD following Overview and Scrutiny Committee on the 4 June 2018 at paragraphs 6.59 to 6.65, be supported.
3. That the proposed amendments to the SPD following the Informal Policy Group meeting on the 7 June 2018 at paragraph 6.67 and 6.68, be supported.
4. That the updated SPD be adopted as set out in appendix A, together with those amendments approved following The Overview and Scrutiny Committee on 4 June and Informal Policy Group on 7 June (and as set out above) , in accordance with the requirements of the Town & Country Planning (Local Planning) (England) Regulations 2012.
5. That the Head of Programme for CWR be authorised to make minor factual changes and corrections to the SPD, in consultation with the Portfolio Holder, prior to the publication of the document.
6. That it be noted that the Head of Programme for CWR is progressing further work on development viability, design and delivery options for the scheme and will bring a report to the Cabinet (Central Winchester Regeneration) Committee in due course.

5. **MINUTES OF THE CENTRAL WINCHESTER REGENERATION INFORMAL POLICY GROUP HELD 19 MARCH 2018**
(Report CAB3062 refers)

Cabinet noted a correction to the minutes to include under Public Participation item a statement from Mr Marper (Hyde 900) as follows: "If archaeology is limited will it inform the look and form of the development."

Cabinet agreed to the following for the reasons set out above and outlined in the Report.

RESOLVED:

That subject to the above correction, the minutes of the Winchester Regeneration Informal Policy Group be received (as attached as Appendix A to the minutes).

6. **MINUTES OF THE CENTRAL WINCHESTER REGENERATION INFORMAL POLICY GROUP HELD 14 MAY 2018**

(Report CAB3063 refers)

Cabinet agreed to the following for the reasons outlined in the Report.

RESOLVED:

That the minutes of the Winchester Regeneration Informal Policy Group be received (as attached as Appendix B to the minutes).

7. **DISTRICT WIDE PLAYING PITCH STRATEGY**

(Report CAB3032 refers)

Councillor Warwick introduced the Report and the Head of Landscape and Open spaces gave a presentation to Cabinet.

At the invitation of the Chairman, Councillor Porter addressed Cabinet as summarised below.

- The Strategy was of interest and relevance to all Members.
- Not all schools were able to undertake or fund sufficient maintenance of their playing fields so to be able to support extensive community use.
- The success of Parkrun should factor in how pitches are maintained when used for this purpose. For example, Winchester now had 400 participants.
- Was the Council able to influence Hampshire County Council with regard to the design of MUGA pitches (Multi Use Games Areas) at schools?
- Informal kick-about pitches should be factored into the Strategy.
- The South Down National Park's 'dark skies' policy should be carefully considered as floodlighting was necessary at pitches if are to be used after 1630 during the winter months.
- Some existing pitches required investment to bring to sufficient standard. It was also a fact that the cost of provision was more than the revenue achieved from leasing facilities. The Strategy, therefore, should look to maximise potential funding streams.

Cabinet members welcomed the Strategy and noted that it accorded with the Council's wider Health and Well-being Strategy. The Strategy aspired to the future use of pitches and facilities (as well as existing) and therefore the ambitions of local sports clubs had been sought. As a consequence of this work and particularly from engaging with the 'Winchester Flyers' woman's football team, the Garrison Ground was to benefit from various improvements including to drainage and ancillary facilities.

Cabinet agreed to the following for the reasons set out above and outlined in the Report.

RESOLVED:

1. That the Winchester District Playing Pitch Strategy and Action Plan 2031 to 2031 be adopted.

2. That the Head of Landscape and Open Spaces in consultation with the Portfolio Holder for Environment be authorised to make any incidental textual amendment's or corrections before publication.

8. **UNIVERSAL CREDIT FULL SERVICE ROLL-OUT – UPDATE AND IMPLICATIONS**

(Report CAB3003 refers)

Councillor Godfrey introduced the Report and emphasised the importance of the Council proactively communicating and engaging with claimants with regard to the changes and also promoting the targeted support that the Council was able to provide.

At the invitation of the Chairman, Councillor Porter addressed Cabinet as summarised below.

- Whilst welcoming the All Member Briefing on 5 July on the changes, ideally this could have taken place at an earlier date.
- Discretionary Housing Payments were very important to help ensure that tenants who may be in financial difficulty kept on top of their rent payments.
- The support offered by the Council's Money and Benefits advisor and also Citizens Advice Bureau was welcomed.

Cabinet agreed to the following for the reasons set out above and outlined in the Report.

RESOLVED:

1. That measures being put in place to prepare for the roll out of Universal Credit in the Winchester area from July, as set out in paragraph 17 of the report, be supported.

2. That the £9,600 of Personal Budgeting Advice and Digital Support Advice grants received from the Department of Work and Pensions be used to commission additional support services to supplement the work of Council teams.

3. That the results of the "First Project" trial as detailed in the Appendix be noted, that a package of targeted support options be established and promoted but the option of offering managed "pre-paid" cards to City Council tenants not be pursued at this stage

6. **BISHOPS WALTHAM DEPOT – NEW BUILD INDUSTRIAL UNITS (LESS EXEMPT APPENDICES)**

(Report CAB3048 refers)

Councillor Miller introduced the report and Cabinet were in agreement that the proposals represented a good opportunity to provide investment in modern business space in the rural area and southern parishes.

The Chairman drew attention that the proposal was subject to a supplementary capital estimate that required approval by full Council.

Cabinet agreed to the following for the reasons set out above and outlined in the Report.

RESOLVED:

1. That subject to the approval of the Supplementary Budget by Council the proposals for the development described in the report are agreed and that:
 - a) the supplementary capital estimate detailed in Appendix C be approved; and
 - b) the supplementary revenue budget of £16,000 for marketing as detailed in Appendix C be approved.
2. Following the receipt of the final lease offers for the properties, if more than three offers are received, the Corporate Head of Asset Management in consultation with the Deputy Leader and Portfolio Holder for the Economy, Corporate Head of Engagement and the Strategic Director (Resources) be authorised to determine, taking into account the criteria detailed in paragraph 14.9 of this report, which are the most appropriate tenants for the development.
3. That prior to the commencement of construction works, agreements for lease be entered into with the prospective tenants on terms to be settled by the Corporate Head of Asset Management, in consultation with the Corporate Head of Resources.
4. The Corporate Head of Asset Management be authorised to submit a planning application for the proposals and any other applications for works requiring statutory consent.
5. Subject to project approval and satisfactory offers being received for the units:
 - a) In order to develop the concept design for the proposed development, a direction be made under the Contract Procedure Rule 3.1 to authorise the Corporate Head of Asset Management to appoint OB Architecture to continue as Project Architects and Scott White Hookins as Structural Engineers ;

- b) The building works to be managed under a Construction Management process with the Construction Manager, Project Manger, Health and Safety advisors, Cost Consultant, Mechanical and Electrical Engineer and other professional consultants and package contractors being appointed in accordance with Contract Procedure Rule 9.2 (obtaining quotations/tenders);
- c) The Corporate Head of Asset Management be authorised to accept such quotes and, following their assessment by the Quantity Surveyor tenders received for the works, subject to the tenderers ability to complete the works in the required timescales.
- d) Subject to the agreement of the budget by Council, authority be given under Financial Procedure Rule 6.4 to incur the capital expenditure referred to in Appendix C.
- e) That if requested to do so by the tenant(s), the Council to undertake the fitting out works as part of the Construction Management process at the direct cost and expense of the tenant(s). Where the tenants opt to rentalise the works delegated authority is sought for the Strategic Director (Resources) to approve additional capital budget and expenditure of up to £250,000 where it is financially beneficial to the Council to do so.

RECOMMENDED:

THAT THE SUPPLEMENTARY CAPITAL ESTIMATE REFERRED TO IN THE REPORT BE APPROVED.

7. **FUTURE ITEMS FOR CONSIDERATION**

RESOLVED:

That the list of future items, as set out in the Forward Plan for July 2017, be noted.

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>
##	Exempt Minute of previous special meeting held on 6 June 2018) Information relating to the financial or business affairs of any particular person (including the authority holding that information). (Para 3 Schedule 12A refers)
##	Bishops Waltham Depot – New Build Industrial Units (exempt appendices))

9. **EXEMPT MINUTE OF THE PREVIOUS SPECIAL MEETING HELD 6 JUNE 2018**

RESOLVED:

That the exempt minute of the previous meeting held 6 June 2018, be approved and adopted.

10. **BISHOPS WALTHAM DEPOT – NEW BUILD INDUSTRIAL UNITS (EXEMPT APPENDICES)**
(Report CAB3048 refers)

RESOLVED:

That the content of Exempt Appendix B and C to Report CAB3048 be noted.

The meeting commenced at 4.30 pm and concluded at 6.20pm

Chairman

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REPORT TITLE: LOCAL PLAN LAUNCH

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: BUILT ENVIRONMENT Cllr Caroline Brook

Contact Officer: Jenny Nell Tel No: 01962 848278 Email jnell@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report covers a number of matters to set the context and background for preparation of a new Local Plan for the District and seeks authority to commence that process. The Council has already established a broad programme for its preparation in the Local Development Scheme approved in December 2017 (CAB2994LP). This highlights that during 2018 background evidence and early engagement will commence prior to formal consultation on the emerging plan document in 2019.

In addition to the Local Plan, the existing Community Infrastructure Levy Charging Schedule will also be updated. This will allow for joint commissioning of technical reports and any engagement programme to be run in parallel with the Local Plan.

Key considerations for plan making are also discussed in light of changes to National Planning Guidance, which now requires Local Plans to be reviewed every 5 years.

RECOMMENDATIONS:

1. That agreement be given to commence the preparation of a new Local Plan and that the Head of Strategic Planning be authorised to consult on its scope and content in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
2. That agreement be given to undertake a parallel update of the Council's Community Infrastructure Levy (CIL) Charging Schedule.
3. That the Head of Strategic Planning be authorised to commission such technical studies and other evidence gathering as is necessary to provide the evidence base for the Local Plan and CIL using resources currently held in the Local Plan Reserve.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 The Local Plan is a key document which ensures that the vision and aspirations of the Council and our local communities are translated into future planning policy. Planning legislation requires the Local Plan to have regard to the Community (Council) Strategy to ensure that development proposals coming forward contribute to the social, economic and environmental welfare of the District as set out in Council strategic documents as well as national policy requirements determined by central Government.

2 FINANCIAL IMPLICATIONS

- 2.1 Resources needed to procure the evidence base for the Local Plan and revision of the Community Infrastructure Levy Charging Schedule have been approved as part of the budget process. It will be necessary over the coming months to commission technical evidence to include:
- a) Strategic housing market assessment to explore the housing requirements of the District's population (older persons, students, non –travellers) this will also include the need for affordable housing;
 - b) Employment and retail studies – to determine the quantities of land and types of opportunities to plan for;
 - c) Landscape character appraisal – to determine the sensitivities of the District's landscape to change, set in the context of exploring potential greenfield allocations;
 - d) Assessments on flooding, air quality, transport and infrastructure – to determine the impact of the proposed levels of development required and how these can be mitigated through plan making;
 - e) Viability testing to support both documents to ensure both can be delivered and policy requirements do not render potential development proposals unviable – Government guidance now emphasises the need for viability testing through the plan making processes to ensure that proposals can be delivered and the matters expressed in policy are not so onerous that the site/proposal will not be implemented.
- 2.2 Given the nature of these technical reports opportunities to undertake joint commissioning with teams across the Council and indeed in neighbouring local authorities will be explored. In addition it will be necessary to commission consultants to undertake the sustainability appraisal/strategic environmental assessment and habitat regulation assessment (see reference to Integrated Impact Assessment at para 8.3 below). These are integral assessments to plan making and ensure that the policies and proposals included deliver sustainable development. It is a legal requirement of plan making to undertake a sustainability appraisal.
- 2.3 The current forecast external expenditure of approximately £600,000 for the period 2018/19 to 2021/22 is within existing budget projections and supported

by the Local Plan reserve (opening 2018/19 balance of £454,000) as well as baseline revenue budget projections. This is in addition to existing in-house resources.

- 2.4 Whilst the cost of each of study referred to above is not yet known, a strategic housing market assessment could be in the region of £80,000, and an integrated sustainability appraisal is likely to exceed £100,000, given the iterative nature of the process which requires an assessment at each key stage of plan making. Furthermore, it is necessary to budget in excess of £100,000 for the formal examination of both documents which will cover the costs of the Planning Inspector, programme officer, venue hire and miscellaneous associated items.
- 2.5 Given the complexity of these projects and relatively short timescale for completion and subsequent adoption as now established in revised national planning guidance, it will be necessary to secure short term additional staff resources over and above the existing establishment of the strategic planning team of 5 fte. Options are currently being considered and costed and as a minimum it will be necessary to appoint a specialist to cover the CIL review. The additional short term resources are also within the overall forecast expenditure of £600,000.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The production of a Local Plan is a statutory requirement covered by various elements of planning and other legislation – key guidance is set out in the Planning and Compulsory Purchase Act 2004, Localism Act 2011, Town and Country (Local Plan) (England) Regulations 2012. Legal compliance is one of the tests the Local Plan must pass and each stage of the process is prescribed in the 2012 Regulations. Where requirements currently exist to comply with European Union law (strategic environmental assessments and habitat regulations assessment) these will be translated into UK legislation shortly and will still be binding.
- 3.2 The National Planning Policy Framework (NPPF) also establishes guidance for local plan preparation and sets out the ‘tests of soundness’ that Local Plans are assessed against. In simple terms they must be justified, effective, positively prepared and consistent with national policy. The NPPF is in the process of being updated and changes are discussed at para 11.1 onwards.
- 3.3 CIL Regulations are complex and are also in the process of being amended. CIL does not follow the same precise processes as the Local Plan, but will require necessary evidence and consultation and will be examined prior to adoption.
- 3.4 Any studies or external work commissioned will be procured in accordance with relevant legislation and the Council’s Contract Procedure Rules.

4 WORKFORCE IMPLICATIONS

- 4.1 Preparation of the Local Plan and CIL are key corporate projects which will be led by the Strategic Planning Team, but will need support from the project team to ensure that processes and resources are aligned. Given the nature of these documents contributions from a number of teams across the Council, will also be required, in particular housing, landscape/ecology, transport and legal. These resource requirements can be onerous and can arise at short notice (if the Council is challenged on a technical issue for instance).

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 Community and stakeholder engagement and participation is a key requirement of the Local Plan process and has to be recorded and documented throughout. Planning legislation sets out the minimum requirement as to who is to be consulted and more specifically organisations that must have been involved to enable the local authority to comply with its 'duty to co-operate' obligations. The Council may wish to go beyond the legal minimum during Local Plan preparation.
- 6.2 The Council engaged very successfully with its communities during the preparation of the current Local Plan, initially through the 'Blueprint' process (which won national recognition) and then through Local Plan Part 2 with parish councils taking a lead role in the identification of sites and determination of a local development strategy to accommodate the development required by the plan. The Council is keen to continue along similar lines for rolling forward the local plan and will be seeking to engage with parish councils to establish a way forward later in the year, which will include a briefing session to explain the process and timetable in the first instance.
- 6.3 In addition, the Council's Statement of Community Involvement (SCI), was originally adopted in 2007 and is currently being updated, so will be approved prior to any substantive consultation and engagement on the local plan or CIL taking place.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Local Plans are required to comply with National Planning Policy which is expressed to deliver sustainable development. Consequently environmental matters are a key part of the local plan and it will be necessary to ensure that the Council has an updated evidence base in relation to air quality, flooding, landscape/ecology and other climate change issues.
- 7.2 The sustainability appraisal process also ensures such matters are integral to plan making and policy expression.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 Whilst primarily a land use document, identifying land for development and including policies to direct development to certain places, the purpose of the local plan is to create sustainable communities. This is to ensure that the right development happens in the right location to meet the identified needs of the local community.
- 8.2 The Local Plan, including the development strategy and emerging policies, will be screened in terms of its impacts on those with protected characteristics as specified in the Equalities Act 2010, at key stages through the plan making process and the results published. A further consideration is health impact assessment, in the past the Council has ensured that this element is integrated into the sustainability appraisal.
- 8.3 A number of Councils are now preparing Integrated Impact Assessments (IIA) to fulfil the statutory requirements for the Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) under the requirements of the European Union's SEA Directive (2001/42/EU) and the transposing UK Regulations. An IIA also fulfils requirements for Health Impact Assessment, Equalities Impact Assessment, and Habitats Regulations Assessment. The integrated approach avoids the need to undertake and report on separate assessments and seeks to reduce any duplication of assessment work, particularly as the various types of impact assessment deal with many of the same issues. Consequently preparation of a new Local Plan provides an opportunity to follow this approach.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 Whilst a formal DPIA will not be required, it is worthwhile noting that the Local Plan process involves consultation with many individuals and organisations and the collection of large amounts of personal information. Meeting the requirements of the General Data Protection Regulation for the data gathered and held will be a significant additional responsibility.
- 9.2 All responses to consultations are 'redacted' as necessary prior to their publication on the Council's website.

10 RISK MANAGEMENT

- 10.1 The latest Local Development Scheme (December 2017), includes a risk assessment, this forms the basis of the identified risks below:

Risk	Mitigation	Opportunities
<i>Property</i>	n/a	
<i>Community Support</i>	Given the level of interest in planning matters across	Methods of community engagement are set out in

<p>Preparation of a local plan requires extensive community and stakeholder engagement and consultation. This is documented at all stages and published, along with the draft plan.</p>	<p>the District, it is necessary to ensure sufficient time is allowed for comprehensive engagement, to ensure this is meaningful and effective.</p>	<p>the Council's Statement of Community Involvement (SCI). This is in the process of being updated to refer to a range of effective methods which can be utilised as appropriate.</p> <p>The Council has in the past promoted a collaborative approach to engagement, working hand in hand with parish councils to assess development options. Opportunities to continue with this approach will be explored.</p>
<p><i>Timescales</i></p> <p>Limited risk - Preparation of the local plan and CIL review are already established in the approved LDS published in December 2017. Failure to deliver a plan in a timely fashion can result in Government intervention and unplanned development.</p>	<p>Given recent experience of local plan preparation the timescales have been adjusted to allow for a number of processes to be undertaken in parallel with community engagement. It will be necessary to reassess progress and update the LDS as required.</p>	<p>The first stage of local plan and CIL preparation focuses on evidence gathering and on going engagement during 2018. The LDS acknowledges that a draft plan for formal consultation will not be available until December 2019.</p>
<p><i>Project capacity</i></p> <p>Medium risk – the Council needs to have both in-house resources to lead and manage the production of the plan as well as commissioning specialist reports to support it.</p>	<p>It will be necessary to ensure that adequate resources are in place to prepare both the Local Plan and CIL. At present the Strategic Planning team has vacant posts and recruitment is in progress to fill these together with any additional resources identified – such as the need for a dedicated officer to focus on the CIL review.</p>	<p>Opportunities for joint evidence and engagement to inform both documents will be maximised.</p>

	Given the multi disciplinary nature of a local plan, officers from across the Council will be required from time to time to advise on site identification and policy formulation.	
<i>Financial / VfM</i> Limited risk The Council needs to have sufficient staff and financial resources to deliver a new local plan in a timely fashion.	The local plan budget includes monies from the earmarked reserve which allows for expenses over the plan preparation period. The early stages of evidence will require commissioning of technical reports, these are often costly due to their specialist nature.	Opportunities for the joint commissioning of technical reports will be explored both within and outside the Council.
<i>Legal</i> Local Plan/CIL fail at examination	It is necessary to ensure that all processes are duly followed and documented with a sound and comprehensive evidence base to reduce the risk of any concerns by the planning inspector at the examination stage and to minimise the risk of third party challenge.	Being aware of any new case law and changes in interpretation of planning legislation is essential to ensure that processes can be adapted and modified to ensure compliance.
<i>Innovation</i>	n/a	
<i>Reputation</i> Limited risk The failure to produce a new local plan in a timely fashion could result in unplanned development or Government intervention which is likely to attract public criticism of the Council.	Local plan and CIL preparation is expensive and resource intensive. It is necessary for the programme to include sufficient slippage to allow unknown/uncertain elements to be picked up and dealt with without compromising the delivery of the plan in an acceptable timeframe. .	Timescales in the LDS are expressed in broad terms and the LDS itself can be updated at any point in the process. Given the technical nature of local plan/CIL preparation the early stages of the process are critical to ensure that sufficient time is allowed to explore all options and undertake robust assessments to avoid a successful challenged later.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 The requirement for a review of the Local Plan was raised by the Inspector who examined Local Plan Part 2 in 2016. His conclusion was that there was a need for a complete review to commence in 2018 so that adoption could take place no later than 2021, and to 'roll forward' the plan to 2036. In the last year the Government has reverted to a 'top down' approach to setting the housing delivery requirement for every local planning authority (except National Parks) by producing an 'Objectively Assessed Need' (OAN) figure for each one to meet. There is no simple process to 'opt out' of meeting the OAN and it represents the starting point for all Local Plan preparation in relation to residential development. If a Council decides not to follow the OAN published it can expect significant challenge at the local plan examination and will need substantial evidence to demonstrate why the OAN is not appropriate. One or more local Strategic Housing Market Assessments (SMHA) will determine how the OAN is broken down into different categories of need i.e older persons, affordable etc. This will also address the issue of need for accommodation for students which has been raised by members in relation to Winchester itself (Notice of Motion considered at Council 11 October 2017 refers). Outcomes from the SHMA will be influential in determining the options for growth.
- 11.2 The Local Plan Regulations 2012 have recently been amended (new Regulation 10a) to include reference to reviewing local plans. This states '*in respect of a local plan, the review must be completed every five years, starting from the date of adoption of the local plan*'.
- 11.3 The Council monitors housing delivery through publication of an annual Authorities Monitoring Report. The latest version, published in December 2017, concludes that the Council has a 7.4yr housing land supply for the period 2018 -23. This exceeds the Government requirement of 5 years. With sites allocated in both Local Plan part 1 and 2 now delivering on site, this places the Council in a strong position in the short term, but reinforces the importance of an up to date Local Plan.
- 11.4 This Local Plan will only cover that part of the District outside the South Downs National Park (SDNP), as the SDNP has recently submitted its own plan for examination.
- 11.5 The existing Local Plan part 1 and 2 cover the period 2011 to 2031. Given the Government's requirement to revise local plans every 5 years, it seems logical to roll forward the plan period to 2036 rather than looking further ahead into an increasingly uncertain economic and demographic picture. Therefore the new plan period will run from 2016 to 2036, so all completions and planning permissions granted since 2016 will contribute to the revised OAN. It will be necessary to review the development strategy and then consider what further allocations (if any) are necessary in the various locations depending on the numbers and strategy resulting. It may be possible to express in the local plan a longer term approach but without the detail to enable this to evolve through

the collation of evidence and engagement, and then to be translated into draft policy at the first review stage.

- 11.6 A key consideration in the revised planning guidance is in relation to the financial viability of sites. The new guidance requires that viability assessment is carried out at the plan making stage to ensure that all allocated sites are viable and to reduce as far as possible the requirement for subsequent appraisal of particular schemes at the application stage. Plans should be informed by evidence of infrastructure costs and the impact of affordable housing on the ability of sites to deliver, as well as other relevant policies, local and national standards, and CIL contributions. The overall assessment of viability should inform policies to ensure that that the total cumulative cost of all relevant policies is not of a scale that will make any reasonable proposed development unviable. This new requirement is onerous and may have an impact on policy requirements such as the level of affordable housing (currently 40%) which is sought.
- 11.7 The current adopted development strategy for the District (excluding SDNP), is the identification of three spatial areas with accompanying vision and objectives and development requirements – Winchester Town, Market Towns and Rural Area and South Hampshire Urban Area. These were created following extensive evidence and community and stakeholder engagement. It will be necessary as part of the evidence gathering to determine if this strategy is still appropriate, although initial feedback suggests the strategy is understood and works well in allowing for more focussed policies in the defined areas.
- 11.8 Emerging national guidance suggests that Councils can identify plans with strategic priorities and for local policies, which can come forward in a single district wide local plan or part of a neighbourhood plan or a local plan covering a smaller area. The strategic policies should look ahead over a minimum 15 year period from adoption.
- 11.9 The preparation of a new Local Plan will impact on the Denmead Neighbourhood Plan which was formally made in April 2015 and carries the same weight as an adopted Local Plan but which must be in conformity with the adopted Plan.
- 11.10 Denmead Parish Council has indicated its desire to up date the neighbourhood plan, rather than for Denmead to fall back under the District wide Local Plan. An issue to be resolved will be the proportion of development growth to be apportioned to the neighbourhood plan area.
- 11.11 One of the proposed changes in the NPPF is for local authorities to prepare 'statements of common ground' with neighbouring local planning authorities and other strategic partners, in recognition of the requirement to plan more strategically across borders. Of particular note is the requirement to plan for any OAN from one authority to be met by its neighbours if that authority genuinely cannot accommodate it within its own boundary. Given Winchester's location surrounded by a number of local authorities, some of

which have limited development opportunities, this is an issue that is likely to provoke some debate. This does indicate a continuing need for inter authority arrangements such as the Partnership for Urban South Hampshire (PUSH), where discussions like this have been managed for a number of years. Revised guidance suggests statements of common ground are updated through the plan making process and regularly published.

- 11.12 In accordance with the requirement for the Council to maintain an up to date database of sites, a 'call for sites' was initiated in January 2018, seeking suggestions from any landowner/promoter wishing for their site/s to be considered through a future Local Plan process. This is referred to as the Strategic Housing and Economic Land Availability Assessment (SHELAA), over 200 sites were submitted and officers are currently assessing these. It should be stressed that the SHELAA is not a list of sites which the City Council considers will be developed. It is a mandatory database of sites put forward by those who wish them to be considered and will include sites with no prospect of development as well as those which may have merit when assessed in due course.
- 11.13 To formally launch preparation of a Local Plan it is necessary to issue a formal 'commencement notice'. Under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012, section 18(1)(a) and (b), there is a requirement to notify each of the bodies/persons specified in the legislation of the commencement of the preparation of the Local Plan and invite them to make representations about what it should contain.
- 11.14 The usual methods of communication and consultation will be utilised together with an on-line form for completion on Citizenspace. This process will commence in late July 2018 for 8 weeks allowing for feedback over the summer. The Council will extend the invitation to anyone with an interest in the Local Plan and ensure that there is wide publicity to enable all to respond. It should be made clear that this is simply the stage at which the Council gives notice that it intends to produce a plan and seeks views on the mechanics. It is not an invitation for submissions about sites. However, the Council cannot stop landowners and developers from publicising their ideas, sites or responses.
- 11.15 At this stage no documents are published for consultation. Responses will be collated into themes emerging and will be reported to Cabinet (Local Plan) Committee in due course.

Next Steps – key milestones

- 11.16 The Local Development Scheme establishes the broad timeframe for preparation of both the Local Plan and for updating CIL. The early stages of evidence gathering and engagement are often referred to as 'frontloading'. It will be necessary to report feedback from engagement, along with the

evidence reports to Cabinet (Local Plan) Committee on a regular basis over the next year.

- 11.17 The results from the frontloading will inform preparation of the development strategy and this will in turn lead to the identification of sites for development. Finally, it will be possible to present a draft plan for consultation. The LDS states that consultation on the draft plan will occur at the end of 2019. That would be the first time the draft policies and proposals are presented and inevitably this is a controversial process and one which generates a considerable number of representations which take time to process and follow up. Additional technical advice may be required and further consultation undertaken. The LDS therefore, allows several months between this stage and the next, which is when the final draft of the plan is published and the consultation focusses on whether the plan complies with the 'tests of soundness'.
- 11.18 This version of the local plan is presented to Council, as it is the version of the local plan the Council wishes to adopt, prior to submission for examination by an independent planning inspector. The LDS envisages this in Spring 2021 with examination hearings in the summer and adoption by the end of 2021.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 The Local Plan is a key document in the delivery of sustainable development across the District. A Local Plan that is out of date carries less weight in the decision making process and indeed could result in more applications being allowed on appeal. If the Council fails to produce a Local Plan on time it lays its communities open to unplanned development (so called 'planning by appeal') and may itself be the subject of Government intervention.
- 12.2 It is therefore in the interests of all communities and stakeholders for the Council to progress with the new Local Plan as expressed in this report.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2994(LP) : Update on Local Development Scheme, 4 December 2017

Other Background Documents:-

None

APPENDICES:

None

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REPORT TITLE: QUARTER 4 2017/18 FINANCIAL AND PERFORMANCE MONITORING

18 JULY 2018

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 2017/18. Through strong financial stewardship and a number of one-off financial benefits, the Council has been able to set aside an increase to reserves to help support future budgets and enhance protection for the council against future financial volatility.

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

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

RECOMMENDATIONS:

That Cabinet;

1. Notes the progress achieved during the final quarter of 2017/18 and endorses the contents of the Report;
2. Agree the transfers to/from the Major Investment Reserve and other earmarked reserves and note the closing balances at 31 March 2018 (as set out in Appendix 2);
3. Approve the brought forward General Fund capital budgets totalling £835,000 as set out in Appendix 4; and

4. Approve a supplementary estimates and expenditure for the following capital projects as set out in Appendix 4:
 - a) Disabled Facilities Grants - £100,000
 - b) Security bollards - £75,000
 - c) Virtual Permit software (car parks) - £44,000 (including staff costs of £24,000 that can be capitalised)

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 2017/18.

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.
- 6.2 The contents of the report has also been considered by The Overview and Scrutiny Committee at its meeting on 9 July 2018 (Report [OS204](#) refers)
- 6.3 At that meeting, Members concluded that there were no items of significance that it wished to be drawn to the attention of Cabinet.

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 required.

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 2017/18 and financial position as at 31 March 2018.
- 11.2 The Quarterly Finance and Performance Management Report, attached as Appendix 1, is arranged into four sections which each cover the significant areas of performance that the Council is monitoring. An introduction and summary is also included at the beginning of the report.
- 11.3 The Council's financial position has remained strong through early management action and a series of one-off benefits to the revenue position alongside clearer financial reporting. The Council is therefore able to increase its General Fund reserve to support future Council services and to enable greater resilience for the increased financial volatility the Council faces, alongside the removal of Government core funding from 2019-20.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

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

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

[OS193](#) – Q3 Financial and Performance Monitoring Report, 29 January 2018

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Q4 Finance and Performance Management Report 2017/18

Appendix 2 General Fund Reserves 2017/18

Appendix 3 Capital Expenditure Outturn 2017/18

Appendix 4 Reforecast 2018/19 General Fund Capital Budget



FINANCE & PERFORMANCE MANAGEMENT REPORT FOURTH QUARTER 2017/18



Contents

Introduction and Summary

Section 1: Financial Update – Outturn 2017/18

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

Section 2: Council Strategy 2017/20 Progress Update

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

Section 3: Project Management – Projects Update

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

Section 4: Managing the business – Corporate Health Indicators

Introduction and Summary

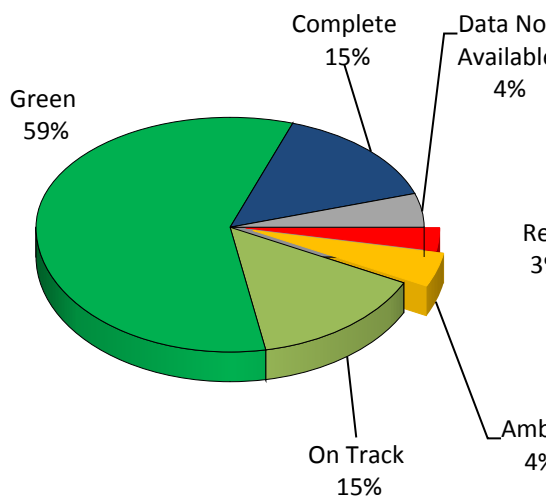
This purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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

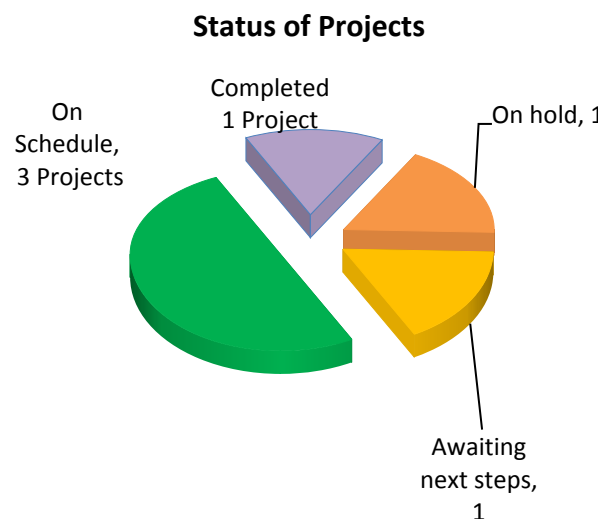
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 31 March 2018 (Quarter 4) across the key areas of performance. Further information is provided in the following appendices.

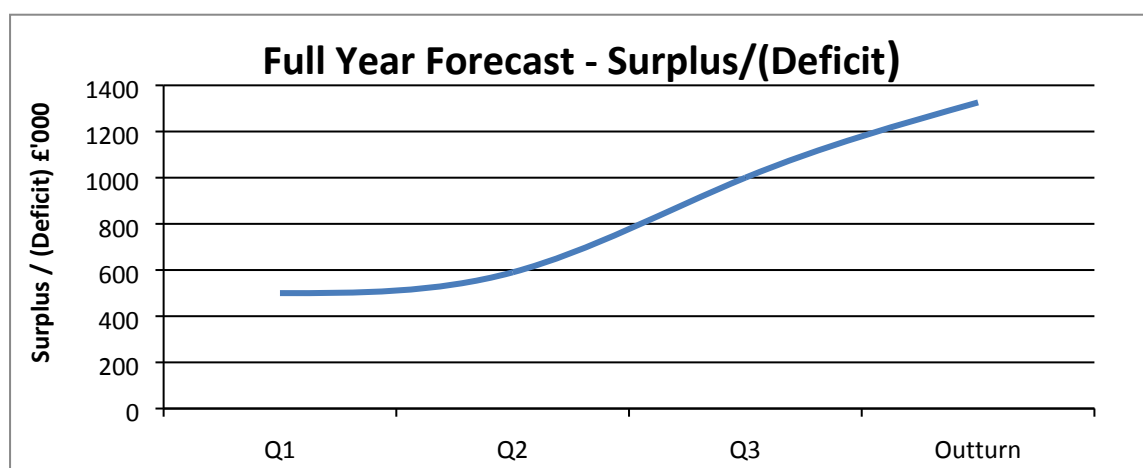
Council Strategy Q4 2017/18



Project Monitoring Q4 2017/18



Summary General Fund Revenue Financial Service Forecast



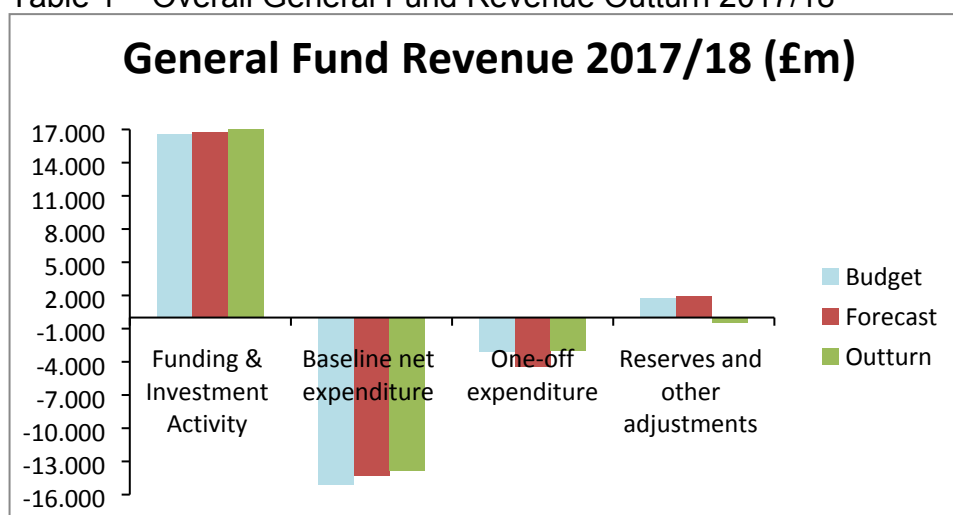
Section 1 – Financial Update as at 31 March 2018

This section presents a summary of the Council's financial outturn for the 2017/18 financial year with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

- The in-year reporting process, including the new quarterly monitoring reports, have previously highlighted a forecast underspend position for the general fund of c£1m in 2017/18. This early reporting process has enabled the council to build these estimates into the 2018/19 budget process and resource key projects in a timely manner.

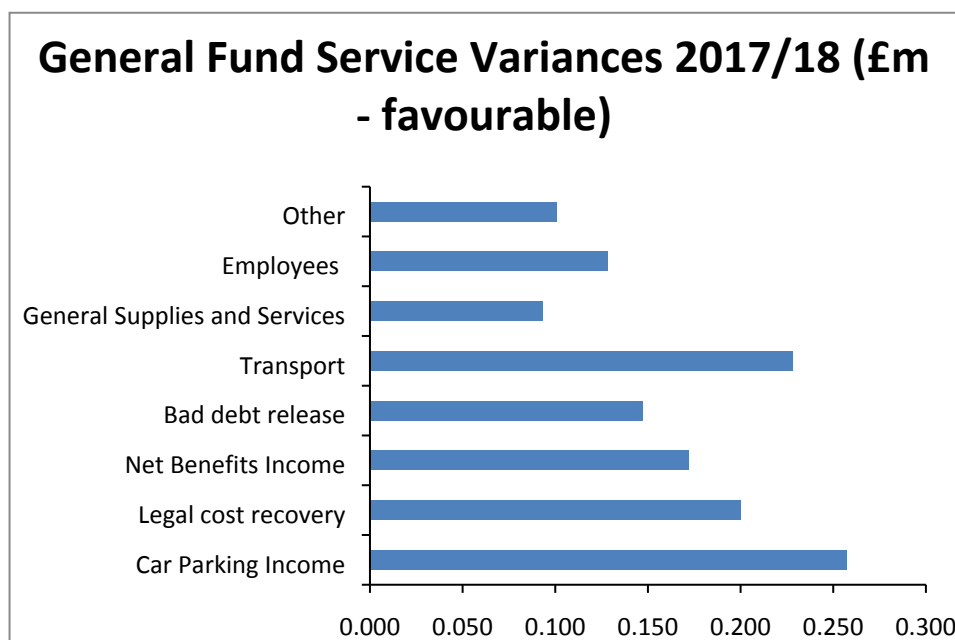
Table 1 – Overall General Fund Revenue Outturn 2017/18



- The overall general fund underspend for the year totals c£1.8m including funding & investment activity, baseline net expenditure, and reserves and other adjustments. The baseline net general fund expenditure of £13.836m was £1.326m below the original budget of £15.162m. The key variances are shown below in table 2.
- One-off expenditure of £3.016m was £1.408m below the forecast of £4.424m. A total of £0.645m will be re-forecast to 2018/19, mainly relating to the leisure centre project (£0.435m).
- Total general fund reserves (including the general fund balance) opened at £22.9m and closed at £25.4m, mainly due to increases in Community Infrastructure Levy balances of £2.5m. The final surplus after transfers to and from earmarked reserves of £0.789m will transfer to the general fund balance.

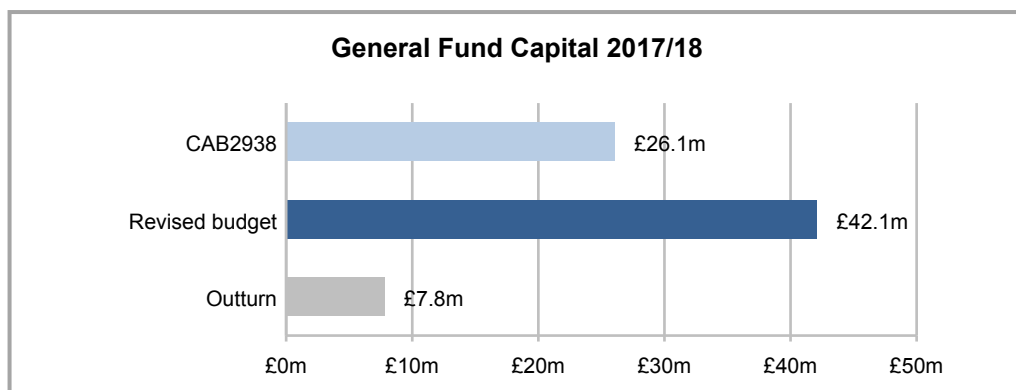
- The Winchester Town total cost of services for the year of £0.857m was £0.086m below the forecast of £0.943m. It is requested to re-forecast £0.046m of expenditure to 2018/19, mainly relating to St Maurice's Covert (£0.044m).

Table 2 – General Fund Net Baseline Service Variances 2017/18



General Fund Capital

- Total capital expenditure in year was £26.8m of which £19.0m relates to the Housing Revenue Account (HRA). The detailed HRA outturn is reported separately to Housing Cabinet (CAB3036 (HSG)); summary details are provided below.
- General Fund capital expenditure amounted to £7.8m. This compares to a total budget of £26.1m including brought forwards set in July 2017 (CAB2938). There was subsequent approval of an additional £16.0m budget, the largest item being the Strategic Asset Purchase scheme (increased by £15.0m) and, following reprogramming, the forecast expenditure was amended to £8.80m in February 2018. Further details by project are provided in Appendix 3.



3. The following key projects were undertaken in 2017/18:

- **Winchester Bus Station** Total Budget: £4,697k

Expenditure: Prior years £400k 2017/18 £4,377k Total £4,777k

The bus station was purchased by the Council in May 2017 and all subsequent works have been completed. The former service building to the centre of the site was demolished, the bus bays were reconfigured, and general improvements carried out.

There was an overspend of £80k as a result of unforeseen works including the requirement to move the incoming electricity supply due to the location of culverts under the site. This was partially offset by a contribution from the County Council of £23k for the purchase of bus shelters.

- **Winchester Sports & Leisure Centre** Total Budget: £38,000k

Expenditure: Prior years £0k 2017/18 £888k Total £888k

£750k was approved for expenditure in 2017/18 to undertaken RIBA stage 3 (developed design) work with a further £800k approved in 2018/19 for RIBA stage 4 (technical design) which will take the project up to the planning permission stage.

There was a re-profiling required of £138k in year due to the completion of some of the RIBA stage 4 work earlier than planned.

- **City Offices & Annexe Works** Total Budget: £640k

Expenditure: Prior years £97k 2017/18 £527k Total £624k

The City Offices accommodation has not been refurbished for a number of years. Renovations have involved reconfiguring and rationalising accommodation, installing office compliant lighting, replacing the carpets and decoration, and new acoustic ceilings. Further works will be undertaken in 2018/19 on the main reception area.

- **Friarsgate Car Park** Total Budget: £800k

Expenditure: Prior years £474k 2017/18 £207k Total £681k

Friarsgate Multi-Storey Car Park was closed in March 2015 following concerns about its structural integrity. The car park was partially demolished and a temporary car park created to accommodate 72 spaces including 4 disabled spaces, 2 electric charging points, and 2 for the Car Club.

The project was completed £119k below the original budget forecast.

- **4B Middlebrook Street** Total Budget: £150k

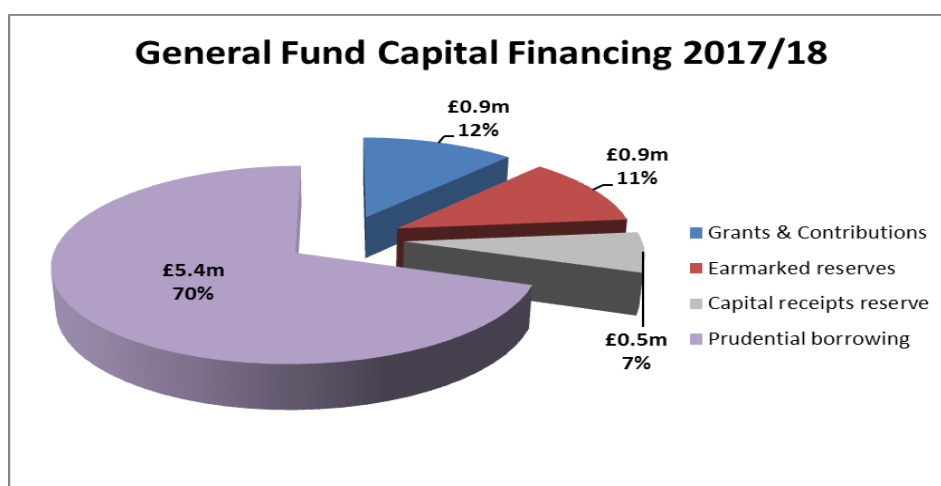
Expenditure: Prior years £0k 2017/18 £140k Total £140k

The offices previously occupied by the Post Office had been empty for several years before the building was refurbished, fitted out and brought back into use. Part of it has been let to a Pilates Studio and further lettings have recently been secured.

The project was completed £10k below the original budget forecast.

4. Capital Financing

The sources of finance available for capital projects are: 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 2017/18 General Fund capital expenditure 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.

Capital Financing Requirement	General Fund £000	Housing Revenue Account £000	Total £000
Capital Financing Requirement at 1 April 2017	8,170	162,051	170,221
Unfinanced Capital Expenditure - in year	5,437	3,000	8,437
Provision for the Financing of Capital Investment	(415)	(1,029)	(1,444)
Capital Financing Requirement at 31 March 2018	13,192	164,022	177,214

5. Other General Fund capital budget changes

Disabled Facilities Grant (DFG)

DFG is financed by a grant from the Ministry of Housing, Communities and Local Government (MHCLG). The Council has been notified that it will receive £1.05m in 2018/19 which represents an increase of £100k over the forecast budget. In consequence, approval is sought for a supplementary capital estimate of £100k to be funded from the additional grant monies.

Security bollards

The Council will make a contribution of £75k towards the supply and installation of measures to ensure the security of Winchester High Street which will replace the temporary measures currently in place. The nature and location have been agreed with the relevant authorities. The contribution will be funded from revenue reserves.

Virtual permit software (car parks)

As part of the Council's Digital Transformation Strategy, the introduction of a virtual permits system for customers to manage their own accounts will create efficiencies in the parking department, enable the Council to complete its reception project, and improve the customer experience.

The required budget is detailed in the table below and includes one-off expenditure in respect of the software and an 18 month temporary full time grade 3 post in order to create databases, complete background work, and implement the system. As the work will be exclusively in relation to this project, this staff cost will be capitalised. There are no additional ongoing revenue costs.

	2018/19	2019/20	Total
	£000	£000	£000
Capital			
Virtual permit software incl. perpetual licence	20		20
Grade 3 employee 18 months	11	13	24
Total capital	<u>31</u>	<u>13</u>	<u>44</u>
Financed by			
Car Parks Reserve			<u>44</u>

General Fund 2017/18

	General Fund Revenue					General Fund Capital	
	Budget		Outturn			Budget	Outturn
	Income	Expenditure	Net contribution / (spend)	Full Year Outturn	Variance		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Total Housing	243	(1,500)	(1,257)	(1,344)	(87)	1,091	859
Total Environment	9,820	(11,838)	(2,018)	(2,165)	(147)	2,218	285
Total Health & Happiness	351	(2,713)	(2,362)	(2,256)	106	3,882	1,133
Total Business	226	(1,961)	(1,735)	(1,633)	102	6,006	509
Total Operational Delivery	2,963	(8,661)	(5,698)	(5,536)	162	5,529	4,936
Total Investment Activity	3,033	(710)	2,322	2,617	295	23,212	
Total Organisational Management	467	(6,674)	(6,206)	(6,987)	(781)	159	59
Corporate	1	(1,695)	(1,694)	378	2,072		
Council Tax Support Grant to Parishes		(155)	(155)	(155)			
Cost recharge to HRA		2,626	2,626	2,690	64		
	<u>17,104</u>	<u>(33,281)</u>	<u>(16,176)</u>	<u>(14,391)</u>	<u>1,785</u>	<u>42,097</u>	<u>7,781</u>
Total Tax and Grant Income			15,196	16,030	834		
Total Financing & Treasury Activity			(159)	(93)	66		
Total Reserve Related Movements			1,139	(757)	(1,896)		
Total Funding			<u>16,176</u>	<u>15,180</u>	<u>(996)</u>		
Transfer to General Fund Balance					789		

Housing Revenue Account 2017/18

	Housing Revenue Account				
	Budget		Outturn		
	Income	Expenditure	Net contribution / (spend)	Full Year Actual	Full Year Actual Variance
£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	28,056	-	28,056	27,805	(251)
Housing Management General	105	(4,562)	(4,457)	(4,165)	(292)
Housing Management Special	1,098	(2,605)	(1,507)	(1,534)	27
Repairs (including Administration)	95	(5,169)	(5,074)	(4,547)	(527)
Interest	24	(5,168)	(5,144)	(5,134)	(10)
Depreciation	-	(5,989)	(5,989)	(6,640)	651
Capital Expenditure Funded by HRA	-	(8,102)	(8,102)	(4,969)	(3,133)
Other Income & Expenditure	21	(85)	(64)	(697)	633*
	<u>29,399</u>	<u>(31,680)</u>	<u>(2,281)</u>	<u>118</u>	<u>(2,399)</u>
Working Balance at 1 April 2017			<u>8,998</u>	<u>8,998</u>	
Add Surplus / (Deficit)			<u>(2,281)</u>	<u>118</u>	<u>(2,399)</u>
Working Balance at 31 March 2018			<u><u>6,718</u></u>	<u><u>9,116</u></u>	<u><u>(2,399)</u></u>

* Increase in Other Income & Expenditure due to repayment of borrowing at year end

**Housing Revenue Account
Capital 2017/18**

	HRA Capital Programme	
	Budget	Actual
	£'000	£'000
Housing Major Works	6,568	5,781
Improvements and Conversions	1,630	1,243
Other Capital Spend	177	141
New Build Programme	16,319	11,858
	24,694	19,023

Section 2: Council Strategy 2017-20 Progress Update

The following chart and tables provide a summary of the progress against the actions included in the Council Strategy and Portfolio Plans 2017/18 as at the end of the final quarter of 2017/18 (31 March 2018).

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

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

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

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

Measures where actions have been completed are shown as complete.

As of 31 March 2018 there were ten measures that had been completed and forty measures on schedule and be delivered on time (Green).

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

There are two measures showing as Red where the agreed timescale has not been met or is unlikely to be met.

For the remaining three performance measures, data was not available at the time of writing the report or will not be available until later this year.

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

Council Strategy – Progress Report (Quarter 4 – 2017/18)

Delivering an entrepreneurial approach to efficient public services

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Create a property company in order to gain General Fund returns	Establish a housing company that generates a long term rental stream to the Council	Dec 2017	Green	Proposal to establish a housing company approved by Cabinet on 6 December 2017, see Cabinet report CAB2990(HSG) . A further report to be brought back to Cabinet setting out detailed business plan and draft governance arrangements for the company.
2	Ensure that we have the right governance structure in place to enable the Council to act in an entrepreneurial way	Explore the opportunities to establish joint-ventures to enable an more efficient services	Sept 2017	Amber	This review will be on-going as opportunities present themselves.
		Review of internal governance to promote greater flexibility and responsiveness of decision making	May 2017	Red	Review was expanded in scope to consider a wider review of the Constitution and will be presented to members at Council later in 2018.
3	Ensure the Council maximises its key income streams	Increase Council Tax collection rates to 98.7%	Mar 2018	Green	This target was achieved at 31 March 2017 and remained at 98.7% for 2017-18.
		Increase Business Rates collection to 98.6%	Mar 2018	Green	This target was achieved at 31 March 2017 and improved to 99% for 2017-18.
4	Inspire staff by investing in a collaborative and flexible working environment that leads to the delivery of high quality services	Review the City Offices as part of the Capital investment programme	Mar 2018	Green	Report CAB2848 . Refurbishment to City Offices extended to include additional works which are expected to be finished autumn 2018.
		Complete a workforce strategy to support the development of staff	Jun 2017	Completed	Employee Strategy approved by Personnel Committee on 23 November 2017 (see report PER304). Work is

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					underway to deliver the strategic priorities with progress updates included in the quarterly performance reports to Personnel Committee.
5	Promote digital infrastructure and new channels for our services	Reduce the average cost per transaction through the use of digital channels	Mar 2020	Green	Included as part of the Digital Transformation Programme. Council's Digital Transformation officer now in post and progress underway.
		100% Council services to be online by 2019	Dec 2019	Green	Audit now complete of services including details of which services are already provided online. Work underway identifying further services to be moved online
6	Protect and enhance our assets in order to maximise income possibilities	Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings	Mar 2020	Green	Discussions ongoing with potential partners.
		Provide 50 households with the access to an open-market shared ownership scheme	Mar 2019	Green	Partnered Home Purchase (PHP) pilot scheme launched successfully on 1 March 2018. The Council has so far received eight applications with one having had an offer on a property accepted.
		Increase average investment returns to 1% through a new Treasury Management Strategy	Mar 2018	Completed	Treasury Management outturn report to be presented to Cabinet at its meeting on 18 July (Report CAB3064 refers). The investment return for 2017/18 was 1.13%
7	Understand and review the subsidies WCC funds	Review all charges to understand and target subsidies to the Council Strategy outcomes	Mar 2018	Completed	All fees and charges reviewed as part of 2018/19 budget setting process and set out in an appendix to the budget report.
		Review Council Tax Support scheme to ensure an affordable and equitable	Jan 2018	Completed	Review completed and scheme approved by Cabinet (Report CAB2946 refers)

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		scheme that supports our residents to work			
		Utilise our Discretionary Housing Payments to support our residents with the impact of welfare reform	April 2017	Completed	Revised payments scheme approved by Cabinet on 26 April 2017 (Report CAB2909 refers).
		Rents arrears and Council Tax arrears will reduce from current levels	Mar 2018	Amber	The overall Council Tax arrears (which includes the new debt raised in 2017/18) has increased slightly at the end of the year, however, there has been success in the work that was undertaken on arrears where a number of older debts were collected through the use of charging orders. The Revenues team are working hard to improve this target and will continue to do so throughout 2018/19. There has also been a small increase in rent arrears with the Council working closely with tenants to manage and reduce arrears.
8	Use a strategic asset purchase scheme to generate financial returns	Generate an additional £500k p.a. of returns from a strategic asset purchase scheme	Mar 2018	Red	Creation of a Strategic Acquisition Strategy approved by Cabinet 7 December 2016 (See Report CAB2872). Returns for the year of £62k, with budgeted returns for 2018-19 of £225k on existing purchases.
		Develop a new capital strategy focussed on maximising income opportunities	Mar 2017	Completed	New strategy approved by Cabinet and Council in January 2017, (see report CAB2889)

Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Be proactive in our Tenant engagement, achieving effective representation and insight across all tenant and customer groups	Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement	Mar 2020	Green	Survey results informed business plan preparation. Tenant Engagement Strategy approved by Cabinet (Housing) Committee in November 2017 – see CAB2987(HSG)
2	Become experts in finding innovative solutions to support residents trying to buy their own home	Develop an effective "shared ownership" programme	Mar 2020	Green	Shared ownership flats included at Chesil Lodge and Victoria Court. All shared-ownership flats at Chesil Lodge sold Subject To Contract (STC).
		Provide access to custom build initiatives	Mar 2020	Green	Sites will be identified through Local Plan process
3	Deliver good Housing stock condition and energy performance for City Council owned dwellings that meet the Decent homes standard	0% "Non Decent Stock. Average Standard Assessment Procedure (SAP) rating > 65	Mar 2020	Green	Programme on track to maintain all properties as "decent" in current year. Average SAP rating currently 68
4	Double the number of Council houses built in the period 2017 - 2020	Additional grant funding/section 106 resource secured	Mar 2020	Green	Council signed up to "Wayfarer" partnership (working with local Registered Social Landlord's) to bid for grant. Grant of £3.2M secured for The Valley, Stanmore development. Further bids for additional grant headroom will be prepared by September 18.
		Provide an additional 300 new homes by 2020 through Council funded development programme	Mar 2020	Green	On track. 160 homes completed, 51 on-site, 85 with planning consent and being tendered. 2 planning consultations events planned for July 18 for a further 100 homes

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
5	Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Avoiding reliance on Bed & Breakfast (B&B) accommodation as a housing option	Mar 2020	Green	No use of B&B for families in 2017/18. One individual placed for one night during recent cold weather.
		Increased provision of supported housing units/move on accommodation	Mar 2020	Green	Discussions with HCC/support providers ongoing. Progress will be subject to Govt confirmation of welfare reform implications for supported housing.
6	Establish a Housing Company or other specialist vehicle to support development	50 units for private rent delivered through specialist vehicle	Mar 2020	Green	Proposal to establish a housing company approved by Cabinet on 6 December 2017, see Cabinet report CAB2990(HSG) . Further report to be brought back to Cabinet setting out detailed business plan and draft governance arrangements for the company.
7	Provide good access to affordable housing options across a range of tenures, including affordable and sub market rent (within Local Housing Allowance rates) market rent, shared ownership, student housing etc.	Additional affordable homes provided (mixed tenures)	Mar 2020	Green	See 2, 4 and 6 above
8	Provide residents with direct access to, affordable Private Rented Housing (within Local Housing Allowance rates)	Number of houses that Council provide as private rented	Mar 2020	Green	“City Lets” scheme expanding and now has 30 properties let and occupied.
9	Restrict permitted development rights in Winchester so that new HMOs require planning permission from the Council.	Make an Article 4 Direction(s) where evidence shows the proliferation of Houses of Multiple Occupation (HMO) is unbalancing housing stock in	Mar 2020	On track	Article 4 Direction in place for Stanmore and new Direction made for Winnall which is due to come into effect in May 2018. Further work due to commence in

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Winchester, or parts of the city.			2018 looking at the number of HMOs across the city to see whether there is sufficient justification to consider making further Article 4 Directions in other parts of Winchester.

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	Ensure that a holistic approach to travel and movement is integrated into all Council plans and strategies, to improve health and reduce emissions	We will increase use of Park & Ride, including the delivery of 200 spaces at Barton Farm	Mar 2020	Green	Winchester Movement Strategy will consider whether there is a demand for additional P&R provision. Strategy is expected to be adopted by December 2018/January 2019. Furthermore the Council improved the existing P&R offer by adding an additional bus at peaks times (moving from 8 to 9 buses during the busiest periods). This came into operation on 4/3/18
		Increase the number of health walks in the District to 5,600 in 2017/18	Mar 2020	Completed	1,549 Health Walks during Q4 2017/18, 6,526 participants for the whole year exceeding the target of 5,600
		Develop the Winchester Criterium and Cyclefest to increase spectators to 10,000 (2017/18)	Jun 2017	Completed	An estimated 9,000 spectators attended 2017 event and 13,000 spectators attended the 2018 event
2	Encouraging volunteering to support and extend local services	Number of volunteering opportunities created / increase in number of residents who volunteer (survey)	Mar 2020	Data available Oct 18	Data to be included in the end of year report.
		Increase the number of adults volunteering in sport to 22% (2019/20)	Mar 2021	Green	Active Lives Data 2016/17 - 20% Active Lives data for 2017/18 will be published in October 2018 Volunteers at events contributes to this e.g. Winchester Criterium, Paralympic Personal Bests
3	Promote active communities by supporting programmes accessible to all residents to encourage physical activity across the District	Council grants programme to prioritise sports and physical activity programmes	Mar 2018	Green	Grants totalling over £22,000 given to sports organisations during 2017/18 including to football, tennis and cricket clubs.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Target discretionary business rates relief towards sports clubs	Mar 2018	Green	To be reviewed during early 2018.
		Increase the number of adults participating in at least 30 minutes of exercise each week to 46% (2017/18), 47.5% (2018/19) and 49% (2019/2020)	Mar 2018	Data available Oct 18	Sport England Survey has been changed from Active People to Active Lives and has been updated in the refreshed Council Strategy.
		Increase the number of adults who participate in at least 30 mins of exercise 3 times a week to 28% (2017/18), 28.5% (2018/19) and 29% (2019/20)	Mar 2020	Data available Oct 18	Sport England Survey has been changed from Active People to Active Lives. This performance measure has been updated in the refreshed Council Strategy.
4	Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities	Commence build of a new leisure facility by 2018	Dec 2018 Now likely to be Spring 2019	Green	Consideration of Outline Business Case by Overview & Scrutiny on 20 November Report OS186 refers. Project update report considered by Cabinet (Leisure Committee) on 16 January, report CAB3015(LC) refers. Further update in May at Leisure Centre Cabinet Committee and Cabinet on 6 th June approved a start on the procurement of an operator for the New Leisure Centre, pitch mitigation measures, and Design Framework for the Bar End area
5	Support the delivery of a programme of festivals and events across the District	Establish a coordinated approach to ensure the delivery of a range of high quality sustainable festivals and events that are safe, well organised and well attended	Mar 2020	Green	The Winchester Festival's Group, coordinated by the Winchester BID and attended by the tourism marketing team and representatives from all the major events and festivals across the District, meets quarterly to discuss and review events including their promotion via the WCC-owned Festivals site. The Winchester Safety Advisory Group (SAG)

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					reviews the safety arrangements for every major event.
6	Work with partners to improve the Health of residents in the District	Support the delivery of the Winchester Health and Wellbeing Action Plan	Mar 2020	Green	Working in partnership with University of Winchester, Action Hants, West Hants Clinical Commissioning Group & GPs on the development of a funding bid to the Dept of Health's new Social Prescribing Fund. https://www.gov.uk/government/publications/health-and-wellbeing-fund-2017-to-2018-application-form
		Develop the Exercise Referral programme to include classes for adults with long term health conditions. 200 referrals and class attendance of 2,020 (2017/18)	Mar 2020	Completed	Active Lifestyles Scheme – Exercise Referrals 2015/16 – 142 2016/17 – 233 2017/18 – 263 Community Classes 2015/16 – 100 2016/17 – 1,926 2017/18 – 2,413
		Invest annually in disabled facilities grants in line with Government funding to help keep people in their own home	Mar 2020	Green	Spend on track with over £500k committed, assisting over 100 disabled residents.

Improving the quality of the District's environment

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1	By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit	Area specific satisfaction surveys completed using a baseline of ASB Hot Spot locations from the previous year that have been raised via the CSP	Mar 2020	Green	The survey results came in January 2018, 45 partner agencies were surveyed and we received 24.4% return. Using a scale of 1-10 (1 being extremely dissatisfied) the following applied 1. Did the work undertaken address the issue'? – 90% of respondents shared 8, 9 &10 scores. 2. Did the involvement of the CS and NS team meet your expectations'? – 80% scored 8, 9, & 10.
		Utilise the Tools and Powers provided within the Anti-Social Behaviour Police & Crime Act 2014	Mar 2020	Green	Within this reporting period the following powers have been used: <ul style="list-style-type: none"> • 2 CPN warning letters delivered for begging in the High Street, • 2 Criminal Behaviour Orders (CBO) have been successfully put in place via the courts • 1 CBO breached – that individual is currently being monitored to take further action if required. • 2 Dispersal orders (S35) have been given out <p>Future plans: S.35's (dispersal orders) will be used in the coming months. 6 have already been signed off by the police Ch. Insp. for planned operations in the coming weeks aimed at tackling street ASB.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Always evaluate prosecution as a deterrent to those who fly tip within the District	Mar 2020	Green	<p>There are currently 2 prosecutions in progress, both awaiting dates from the court.</p> <p>1 recent successful prosecution against two individuals in the same case.</p>
		Achieve a reduction in the number of reported fly tipping incidents taking place at fly tipping hot spots	Mar 2020	Green	<p>Fly tip incidents at 6 hot spot locations were identified in 2017/18 of those there has been a significant reduction in reports for example Pitymoore Lane reported 41 incidents in 2017 and now shows a reduction within the same quarter for 2018 (Jan – March). The data showed a reduction of 99% (41 reports in 2017 against 1 report in 2018). In Pigeon House Lane Southwick there was a reduction of 30% (22 reports 2017 against 6 reports in 2018) for the same period.</p> <p>Whilst it's difficult to be absolute in the reasoning behind our successes there are a number of factors that are contributory e.g. a very prolific offender was brought to justice in partnership with other authorities which resulted in him receiving a custodial sentence and 5yr ban from Hampshire. This along with the use of signage, visible uniformed presence and education around reporting may also be having an impact.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>A draft 'dos and don'ts for reporting fly tip is at the 'sign off' stage and will be rolled out using social media and community contacts to educate the public and external partners alike.</p> <p>Hot spot locations are identified using data extracted each year from the previous year – this year's hotspot locations so far include Whiteley Lane, Whiteley, Beeches Hill, Bishops Waltham and the A33 Basingstoke Road.</p> <p>Please note: There is a caveat attached to the identification of 'hot spot' locations and that is because some reports include the name of a road but that may mean the impact is felt at other points along the same stretch of road or adjoining areas.</p>
		Investigate introducing litter fines.	Mar 2020	Green	FPNs are in place and the use of new legislation whereby we can increase the fine is still to be decided – currently we issue £75 penalties, which is in the range of the new legislation. We do have the option of going up to a maximum of £150 but that will need to be a corporate decision.
2	Enhance and increase the use of open spaces in both the towns and more rural areas of the District	Undertaking a visitors user survey on key open spaces to ascertain current use and future demand for such space	Mar 2020	Green	Delivery options have been assessed; a user survey underway. We are currently developing a work programme to collect additional data including analysing CCTV

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					cameras at key locations, undertaking site based quantitative surveys and undertaking site based user questionnaires across a 12 month period
		Deliver £250k of Estate Improvements annually	Mar 2020	Green	A number of parking improvement schemes being progressed. Major environmental and improvements to Trussell Crescent underway. Further parking improvements recommended (CAB2979(HSG) refers
3	Find creative ways to reduce harmful emissions, based on sound evidence and holistic transport planning	Meets or is better than statutory limits across the District, including town centre hot spots	Mar 2020	On track	Any high level proposals which come out of the City of Winchester Movement Strategy will be considered in relation to air quality.
		Total emissions from the Winchester District have reduced by 40% or 25,000 tonnes CO ₂ e per annum (relative to the 2004 baseline) by 2020	Mar 2020	On track	Delivery of the measures included in the Twelve Actions for a Lower Carbon Council and the Low Carbon Route Map underway, including introduction of low emission Park and Ride buses and support, by granting of planning permission for a number of solar farms across the District.
4	Protect, enhance and respect the District's rich heritage and landscape whilst allowing development to take place which enables our historic environment to evolve over time having due regard for the landscape character.	Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the historic environment.	Mar 2020	Green	Local Plan Part 2 was adopted in April 2017, the final development plan document on Travellers is being prepared with the intention of adoption by end of 2018. A review of the Local Plan will commence in 2018, with evidence gathering and community engagement, prior to consultation and examination and

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					subsequent adoption by end 2021.
5	Work to change attitudes to waste, and significantly improve recycling levels	Investigate options for additional income through increased recycling	Mar 2020	On track	The City Council continues to work closely with the Project Integra Partnership on campaigns to improve recycling performance. It recently piloted a pilot social media campaign aimed at specific target groups. It is also awaiting the outcome of the Hampshire waste Partnership Project aimed at increasing the range of materials collected at the kerbside. In the meantime it has announced its intention to roll out kerbside glass collections whilst also continuing to provide a free garden waste collection service. It will maximise every opportunity to promote wider recycling as part of the kerbside glass collections roll out publicity.
		Improve recycling rates from the 2016-17 baseline position	Mar 2020	Green	Recycling figures for 2017/18 show a small improvement over figures for the previous financial year. The Council achieved a recycling rate of 36.02% during 2017/18 compared to 35.87% in 2016/17.
6	Work with strategic partners to continue to develop flood resilience measures	Flood assessment carried out for all schemes to achieve a reduction in affected properties.	Mar 2020	Green	Final phase of the North Winchester Flood Alleviation scheme has been programmed and funding was agreed including £300k contribution from the Community Infrastructure Levy. However following more investigative works, which will affect the detailed design of the scheme, and wider environmental considerations the cost of

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					the project has increased so the funding position will be reviewed.

Winchester District will be a premier business location

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

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		appropriate locations including Park and Ride expansion where there is a demonstrable need.			consideration to be given to parking as part of Central Winchester Regeneration development.
		Respond to the Winchester Movement Strategy and action plan	Ongoing	Green	Consultation underway seeking feedback to inform new Winchester Movement Strategy.
5	Work with strategic partners to continue to deliver critical infrastructure projects across the District	Increase access to Super-Fast Broadband to 90% across Hampshire	Mar 2019	Green	Due to additional government funding the BDUK (Broadband Digital UK) project is looking to include a greater number of households and businesses in the district. Using BT as the main contractor the HCC/BDUK aim to have 95% of households connected with Superfast Broadband by mid 2019.

Section 3: Programme Management – Projects Update

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

The Council’s Major Projects include:

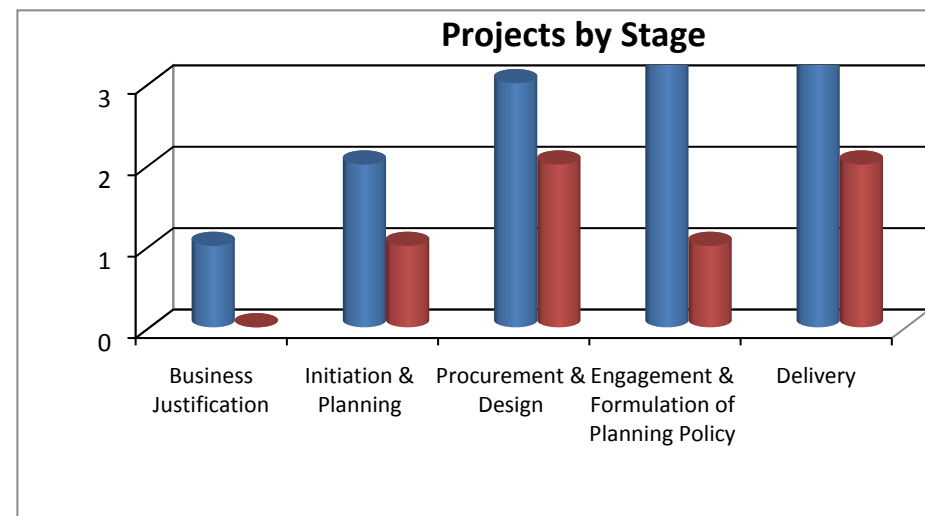
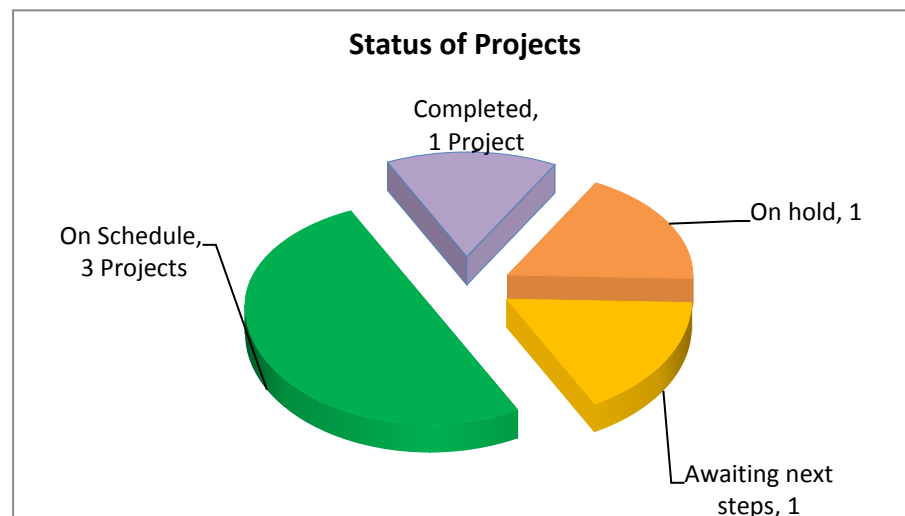
- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach

Other significant projects that the Council is leading on include;



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



Summary Report



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



Management Report – Major Projects

Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Options appraisal – 2013 to 2015 - Completed</i> • <i>Feasibility assessment of preferred option – 2016 - Completed</i> • <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i> • <i>Outline Business Case – 16 January 2018 - Completed</i> • Prepare and seek planning permission - 2018 • Start on site – 2018 (now likely to be early 2019) • Completion – 2020 (now likely to be 2021)
Project Phase: Procurement and Design				
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: Capital: £38,000,000 Revenue: £759,402	Total Actual Spend: Total: £1,223,035			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Design Framework agreed by Cabinet – 6 June 2018 • Operator procurement details agreed by Cabinet 6 June 2018 • Deed of Variation agreed by Cabinet – 6 June 2018 • Phase 4 consultation complete • Planning application submitted – June 2018 				
Next Steps				
<ul style="list-style-type: none"> • Planning determination anticipated October 2018 • Exhibition of Planning Application – including preview event underway • Ongoing meeting with local groups and clubs 				


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 Oct 18 – Cabinet (SA) to approve: RIBA stage 2 outputs, and proceed to stage 3 Mar 2019- Cabinet (SA) to approve: RIBA stage 3 outputs, to proceed to stage 4, to submit planning application on basis of stage 3. Mar 2019 – Target date for planning application submission Aug 2019 – Planning application to be considered by Planning Committee Sep 2019 - Cabinet (SA) to approve: RIBA stage 4 outputs, and to proceed to stage 5 Early 2020 – Earliest on-site start date (dependent on delivery route)
Project Phase: Procurement and Design team				
Project Start: February 2015	Project End Date: 01 December 2022			
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			
Project Budget: Project Budget: Capital: £1,800,000 Revenue: £1,500,000	Spend to date: £863,134 (current project)			
Project Update & Next Steps				
<ul style="list-style-type: none"> Masterplan Framework and Public Realm Strategy agreed and consultation held March 2018 Liaison with Hampshire County Council, Network Rail and South West Trains on taking forward public realm strategy Proposals for procuring the design work for the public realm strategy being taken to Cabinet (SA) in July 2018. <p>RIBA Stage 2 design work being costed and viability assessments being undertaken to inform the outline business case to be reported to Cabinet (SA) in October 2018.</p> <p>Next Steps</p> <ul style="list-style-type: none"> Production of outline business case Further liaison with key stakeholders and landowners Procurement for public realm design work Drafting of Cabinet Committee report to agree public engagement on RIBA Stage 2, and proposed plan for RIBA Stage 3 				



Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 27/11/17 - Draft SPD reviewed and signed off • 06/12/17 – Cabinet approval to commence consultation • 11/12/17 – Start of Formal Consultation • 05/02/18 – End of Formal Consultation • 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
Project Phase: SPD Adopted – awaiting next steps				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £335,000	Spend to date: £267,271			
Project Update & Next Steps				
<ul style="list-style-type: none"> • The Informal Policy Group (IPG) has resolved to set up an Archaeology Consultation Panel. Eminent experts in the field had been appointed to the Panel which held its first meeting in November. • Urban Delivery has been commissioned to undertake initial work on the potential delivery options • Completed draft SPD considered at formal meeting (held in public) 30 October • Draft SPD and consultation questions made available to the public from the Council website and reception – 31 Oct 2017 • Drop in exhibition – 14 November 2017 • O&S Committee – 27 November 2017 • Formal consultation period commenced with launch exhibition - 11 December 2017 • Follow up exhibitions between 10 – 15 January 2018 • End of formal consultation period – 5 February 2018 • Collate consultation responses, Council responses and proposed modifications/ actions • IPG meeting to update public on consultation responses – 19 March 2018 • IPG meeting to update public on proposed amends to the SPD – 14 May 2018 • O&S Committee – 4 June 2018 • Cabinet resolution to adopt draft SPD – 20 June 2018 <p>Next Steps</p> <ul style="list-style-type: none"> • Three month statutory notice period following adoption • Meanwhile uses and improvements to the existing estate and public realm • Archaeology dialogue – agree next steps 				

- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area
- Continue developing relationships with stakeholders and landowners
- Seek to find consultants where specialist expertise is required
- Investigate options to facilitate a process for finding a name for the CWR area
- Cabinet (CWR) Committee visits to Bath and Chester

Other Projects









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







Summary		Status & Progress		Project Milestones
<u>Chesil Lodge – Extra Care Scheme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 05/02/15 – Planning permission granted at Planning Committee • 11/04/16 – Construction started on site • 10/03/17 – ‘Topping Out’ ceremony held • 22/03/17 – Award of contract for catering service at Chesil Lodge (report CAB2912(HSG) refers) • Completion / handover by contractor • Phased moving in of residents
Project Phase: Delivery		Completed		
Project Start: January 2013	Project End: 2018			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: £15,431,560	Spend to date: £15,323,000 to 31 May2018			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Scheme handed over to the Council by contractor 21st June 2018 • First resident moved in June 28th, phased move in for remaining residents during July <p>Next Steps</p> <ul style="list-style-type: none"> • Phased moving in of residents • Practical completion of whole scheme including S278 Highway works. • Formal opening event in Autumn 2018 • Post project review to be carried out 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – tender process underway (stage 2 mini tender) • Mitford Rd – flat completion August 2018 • Bailey Close – completion September 2018 • Hillier Way – completed in November 2017 • Victoria House – completion delayed due to insolvency • Knowle - Started on site • Rowlings Rd –Planning consent secured, preparing 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: £7,814,182 <i>To 30 November</i>			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats to be handed over on 28th August 2018. • Bailey Close – work re-started on site following administration of original contractor. Anticipated completion August 2018 • Hillier Way – completed (November 2017) • Victoria House – Contractor entered administration in April 2018, Council has appointed construction consultants to re-engage sub contractors, completion delayed until September 2018 • Knowle - Ground works have commenced on sites, however build contract not signed whilst contractors Bond query is resolved. • The Valley – Homes England grant awarded of £3.2M, 2nd stage of tender process underway with design drawings and soil testing being immediate tasks requiring action. 				

Section 4 – Managing the business (performance indicators)

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

Performance Indicator	2016/17 Data			2017/18 Data				Annual Target	End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Average Sickness per member of staff (<i>days</i>) – rolling year	6.0	6.0	6.3	6.4	6.5	6.9	6.3	7.5	
Staff Turnover - quarterly	3.38%	2.03%	3.63%	5.48%	5.69%	4.22%	3.25%	No target set	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims (<i>days</i>)	16.31	14.93	13.72	10.38	9.75	10.41	11.13	14.00	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims (<i>days</i>)	5.68	5.28	4.18	3.37	3.22	3.37	3.21	7.00	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	31	26	20	32	23	25	15	10	
Number of High Priority Overdue Internal Audit Management Actions	14	11	7	9	0	3	0	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0	0	0	
Accounts Payable – invoices paid within 30 days	97%	94%	96%	96%	90%	95%	94%	100%	
Invoices processed with a Purchase Order	99%	100%	100%	98%	100%	99%	100%	100%	

Performance Indicator	2016/17 Data			2017/18 Data				Annual Target	End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Number of complaints recorded on corporate complaints system	96	116	67	86	67	76	129	No Target Set	Not Applicable
Percentage of FOI requests responded to within 20 working days	75.9%	81.63%	86.64%	73.91%	78.70%	79.88%	78.53%	90.00%	
Number of Fly-Tipping Incidents reported	170	192	254	142	200	193	249	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	38.16%	34.98%	32.99%	37.94%	38.31%	35.30%	32.31%	35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	66.33%	79.39%	84.00%	66.67%	71.43%	83.33%	100.00%	60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	75.00%	90.00%	70.00%	83.13%	81.03%	88.74%	90.96%	65.00%	
Number of Enforcement Cases Opened	No data	69	70	89	91	83	90	No Target Set	Not Applicable
Number of Enforcement Cases Closed	No data	70	57	128	108	103	108	No Target Set	Not Applicable
Voids – Average re-let time (general needs and Sheltered)	12.18	11.12	11.48	12.51	12.27	12.32	12.63	19	
Arrears - Number of tenants owing more than 4 weeks rent	229	221	203	222	327	206	205	No Target Set	Not Applicable
Repairs – Average number of days to complete responsive repairs	4.39	2.96	3.96	5.4	5.3	5.0	5.16	8	

Performance Indicator	2016/17 Data			2017/18 Data				Annual Target	End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Homelessness – Numbers presenting to Council as being at risk of homelessness	403	301	357	324	404	334	460	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 Actions:

- Freedom of Information (FOI) processes are being reviewed and a cross Council information governance group has been created to help oversee the process and improvements. Further communications and training are being rolled out to improve compliance with the process. Some progress has been made during the year but a faster increase is required for this indicator. Further briefings with senior managers have been held to identify key blockages in responses and improve performance into the next year.
- Outstanding audit actions have significantly improved during the year with no outstanding high risk recommendations and a halving of all outstanding audit actions. There are a handful of audits where audit actions are outstanding and closure of these, especially in respect of when the review of the constitution is complete, is expected to reduce the number of outstanding actions below the target of 10.

GENERAL FUND EARMARKED RESERVES (£000)	2017/18	2017/18
	OP. BAL.	OUTTURN
Major Investment Reserve *	(7,581)	(7,388)
Business Rates Retention	(1,242)	(1,617)
Car Parks Property	(1,969)	(2,031)
Community Grants & Commissions	(172)	(173)
Community Infrastructure Levy - General Fund	(1,724)	(4,066)
Community Infrastructure Levy - Winchester Town	(168)	(303)
Council Strategy Support	(649)	(1,038)
Flood Support Schemes	(85)	(76)
Homelessness Prevention	(489)	(486)
Information Management and Technology	(493)	(608)
Insurance	(41)	
Landscape Mitigation	(100)	(26)
Local Development Framework (LDF)	(454)	(454)
Municipal Mutual Insurance	(139)	(139)
Museums Acquisitions	(7)	
Museums Publications	(38)	(30)
New Burdens	(217)	(263)
Organisational Development	(1,337)	(828)
S106 (Interest)	(30)	(101)
Property - Asset Management Reserve	(3,540)	(3,213)
Winchester Town Reserve	(468)	(526)
Total General Fund Earmarked Reserves	(20,943)	(23,366)
General Fund Balance	(2,000)	(2,789)

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Capital Expenditure Outturn 2017/18

	Outcome	2017/18					Comments
		Revised budget (CAB2938)	Approved changes	Approved budget	Actual	Under / (over) spend	
		£000	£000	£000	£000	£000	
General Fund							
Approved*							
Strategic Asset Purchase Scheme (SAPS)	Business	10,303	12,909	23,212	-	23,212	Expenditure only when specific assets are identified that mean the objectives of the scheme
Winchester Bus Station	Environment	4,297	-	4,297	4,377	(80)	Project complete - overspend due to additional unanticipated works required; e.g. relation to culvert
SAPS - Coventry House, Barfield	Business	-	2,091	2,091	57	2,034	Deposit paid for acquisition in 2017/18 with completion in early 2018/19
Partnered Home Purchase Scheme	Health & Happiness	1,000	-	1,000	-	1,000	The pilot scheme opened for applications on 1st March 2018
Replacement Surgery	Health & Happiness	1,000	-	1,000	43	957	Delayed due to ongoing negotiations
Enterprise Centre Managed Workspace	Business	994	-	994	9	985	Project objectives currently under review
Matley's Yard	Business	377	-	377	2	375	Project objectives currently under review
New Special Maintenance Depot	Internal Efficiency	209	-	209	-	209	Project objectives currently under review
Disabled Facility Grants	Housing	941	-	941	784	157	
Flood Prevention Works	Environment	820	-	820	46	774	Site investigations underway - main works expected in 2018/19
Winchester Sports & Leisure Centre	Health & Happiness	-	750	750	888	(138)	Overspend relates to items originally budgeted in 2018/19
River Park Leisure Centre	Health & Happiness	600	-	600	125	475	Full extent of works originally estimated not required
City Gates & Annexe Works	Internal Efficiency	543	-	543	527	16	Original planned works complete - further works in 2018/18 to the main reception
Car Parks	Business	333	-	333	82	251	Contribution to Jubilee Car Park and works at Brooks car park delayed to 2018/19
Surface Car Park at Friarsgate	Business	326	-	326	207	119	Project complete
Hampshire Community Bank	Business	187	-	187	-	187	Payments become due when certain milestones are reached - these have been delayed to 2018/19
IMT Assets	Internal Efficiency	159	-	159	59	100	Remote working investments and IMT Arcserve backup delayed to 2018/19
4B Middlebrook Street	Business	150	-	150	140	10	Project complete
Hyde HA Waltham Chase Grant	Housing	-	150	150	75	75	Second grant instalment expected early in 2018/19
Tourist Information Centre	Business	130	-	130	103	27	Project at final account stage
Open Spaces & Rec. Facilities - Winnall Manor Road	Health & Happiness	120	-	120	-	120	Project delayed to 2018/19
Open Spaces & Rec. Facilities - Hillier Way	Health & Happiness	100	-	100	-	100	Spend identified as revenue in nature
Open Spaces & Rec. Facilities - Stanmore	Health & Happiness	41	-	41	44	(3)	Project complete
Kayac Building	Business	100	-	100	72	28	Project substantially complete - further works to the roof may be required in 2018/19
Chesil Theatre Capital Grant	Health & Happiness	90	-	90	-	90	Chesil Theatre still awaiting action from landowners before they can progress their own scheme
Newlands Walk Play area	Health & Happiness	-	89	89	22	67	Project completion anticipated in early 2018/19
River Itchen Maintenance	Environment	79	-	79	-	79	Required for riverbank repairs at North Walls
Handlebar Café	Health & Happiness	75	-	75	-	75	Project expected to commence in July 2018
Depot	Environment	61	-	61	-	61	Pending works by Southern Electric
Market Lane Toilet Works	Health & Happiness	44	-	44	32	12	Project complete
Casson Block	Business	24	20	44	44	-	Project complete
The Weirs - Essential Repairs	Environment	-	38	38	-	38	Expected early 2018/19
City Museum Lift Upgrade	Health & Happiness	17	-	17	11	6	Project complete
Guildhall Heating System	Business	12	-	12	-	12	Final works to complete in 2018/19
Total Approved*		23,132	16,047	39,179	7,749	31,430	-

Capital Expenditure Outturn 2017/18

	Outcome	2017/18					Comments
		Revised budget (CAB2938)	Approved changes	Approved budget	Actual	Under / (over) spend	
		£000	£000	£000	£000	£000	
<u>Subject to Appraisal</u>							
Bishop's Waltham Depot	Business	1,000	-	1,000	-	1,000	Works to commence in 2018/19
Chesil Multi Storey car park	Business	861	-	861	-	861	Scope of works currently under consideration
Station Approach - Carfax**	Business	250	-	250	-	250	Project development anticipated in 2018/19
Redevelopment of Old Bar End Depot	Business	250	-	250	-	250	Project scope under review
Abbey House	Environment	150	-	150	-	150	Works expected to commence in 2018/19
Asset Management Plan	Environment	141	-	141	-	141	Reactive capital works to Estate
2-3 Bridge St	Business	100	-	100	-	100	Lease renewal so possible opportunity for works in 2018/19
Old Chesil Rectory	Business	80	-	80	-	80	Currently in negotiation with tenants - scope under review
South Winchester Coach Park	Environment	50	-	50	-	50	Project scope under review
Enveloping Machine	Internal Efficiency	36	-	36	-	36	Project scope under review
Guildhall King Charles Hall AV	Business	-	-	-	12	(12)	Originally treated as revenue but identified as capital
Guildhall - CCTV installation	Business	-	-	-	20	(20)	Originally treated as revenue but identified as capital
Total Subject to Appraisal*		2,918	-	2,918	32	2,886	
Total General Fund		26,050	16,047	42,097	7,781	34,316	

Housing Revenue Account							
New Build	Housing	16,319	(1,990)	14,329	11,858	2,471	
Major repairs	Housing	6,568	400	6,968	5,781	1,187	
Improvements & Loft Conversions	Housing	860	(180)	680	667	13	Further details are provided in the HRA outturn report (CAB3036 (HSG))
Disabled Adaptations	Housing	770	-	770	576	194	
Other Capital Spend	Housing	177	45	222	141	81	
Total Housing Revenue Account		24,694	(1,725)	22,969	19,023	3,946	

Grand Total		50,744	14,322	65,066	26,804	38,262	
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* Under the Council's Financial Procedure Rule 6.4, 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 2018/19 General Fund Capital Budget

This appendix details the original budget approved in February 2018 (CAB3014), approved changes since then, adjustments for brought forward balances from 2017/18 and other changes as detailed in Appendix 1

	Lead Officer	Outcome	2018/19				Revised budget	Comments
			Approved budget (CAB3014)	Approved changes	Brought forward from 2017/18	Other changes		
			£000	£000	£000	£000		
General Fund								
Approved*								
Strategic Asset Purchase Scheme (SAPS)	Strategic Director - Resources	Business	13,681	-	-	-	13,681	
SAPS - Transfer of HRA Garages to GF	Corporate Head of Housing	Business	3,078	-	-	-	3,078	
SAPS - Coventry House, Barfield	Strategic Director - Resources	Business	2,091	-	(57)	-	2,034	Deposit and legal fees incurred in 2017/18
Replacement surgery	Corporate Head of Asset Management	Health & Happiness	3,848	-	57	-	3,905	
Partnered Home Purchase scheme	Strategic Director - Resources	Health & Happiness	2,000	-	-	-	2,000	
Enterprise Centre Managed Workspace	Corporate Head of Asset Management	Business	1,458	-	11	-	1,469	
Matley's Yard	Corporate Head of Asset Management	Business	570	-	3	-	573	
New Special Maintenance Depot	Corporate Head of Asset Management	Internal Efficiency	209	-	-	-	209	
Disabled Facility Grants	Head of Housing Options	Housing	950	-	157	100	1,207	Increase in grant receivable to £1.05m from original estimate of £950k
SAPS - Car Park at the Dean, Alresford	Strategic Planning Projects Officer	Business	1,005	-	-	-	1,005	
Flood Prevention Works	Head of Programme	Environment	720	-	54	-	774	
Wolverhampton Sports & Leisure Centre	Corporate Head of Asset Management	Health & Happiness	-	800	(138)	-	662	£800k of total £7.5m forecast for 2017/18 was approved in CAB3030
Main Reception & office reconfiguration	Corporate Head of Asset Management	Internal Efficiency	435	-	-	-	435	Expenditure approved PHD778
Car Parks	Head of Parking	Business	345	-	-	-	345	
IMT Assets	Corporate Head of IMT	Internal Efficiency	195	-	83	-	278	
Garrison Ground playing pitches & boxing club	Head of Programme	Health & Happiness	-	200	-	-	200	Approved CAB3050
Hampshire Community Bank	Strategic Director - Resources	Business	125	-	62	-	187	
River Park Leisure Centre	Corporate Head of Asset Management	Health & Happiness	-	-	185	-	185	
Open Spaces - New Road Swanmore	Head of Landscape & Open Spaces	Health & Happiness	-	185	-	-	185	Approved CAB3041
Open Spaces - Winnall Manor Road	Head of Landscape & Open Spaces	Health & Happiness	-	-	120	-	120	
Open Spaces - Newlands Walk Play Area	Head of Landscape & Open Spaces	Health & Happiness	-	-	67	-	67	
Chesil Theatre Capital Grant	Head of Development Management	Health & Happiness	90	-	-	-	90	
River Itchen Maintenance	Head of Drainage & Special Maintenance	Environment	79	-	-	-	79	
Handlebar Café	Head of Development Management	Health & Happiness	75	-	-	-	75	
Hyde HA Waltham Chase Grant	Corporate Head of Housing	Housing	-	-	75	-	75	
Depot	Corporate Head of Asset Management	Environment	61	-	-	-	61	
The Weirs - Essential Repairs	Head of Programme	Environment	-	-	38	-	38	
Kayac Building	Corporate Head of Asset Management	Business	-	-	28	-	28	
Tourist Information Centre	Head of Communications & Marketing	Business	-	-	27	-	27	
City Offices - 2nd Floor office suite	Corporate Head of Asset Management	Internal Efficiency	-	25	-	-	25	
City Offices & Annexe Works	Corporate Head of Asset Management	Internal Efficiency	-	-	16	-	16	
Guildhall Heating System	Corporate Head of Asset Management	Business	-	-	12	-	12	
Total Approved*			31,015	1,210	800	100	33,125	

Reforecast 2018/19 General Fund Capital Budget

	Lead Officer	Outcome	2018/19					Comments	
			Approved budget (CAB3014)	Approved changes	Brought forward from 2017/18	Other changes	Revised budget		
			£000	£000	£000	£000	£000		
Subject to Appraisal									
Winchester Sports & Leisure Centre	Corporate Head of Asset Management	Health & Happiness	7,500	(800)	-	-	6,700	£800k of total £7.5m forecast for 2017/18 was approved in CAB3030	
Station Approach - Project Development	Corporate Head of Asset Management	Business	1,200	-	-	-	1,200		
Bishop's Waltham Depot	Corporate Head of Asset Management	Business	1,000	-	-	-	1,000		
Chesil Multi Storey car park	Head of Parking	Business	861	-	-	-	861		
South Winchester Coach Park	Head of Parking	Environment	600	-	-	-	600		
Abbey House	Corporate Head of Asset Management	Environment	359	-	35	-	394		
Changing Pavilion - North Walls	Head of Landscape & Open Spaces	Health & Happiness	300	-	-	-	300		
Housing Company	Corporate Head of Housing	Housing	250	-	-	-	250		
Old Chesil Rectory	Corporate Head of Asset Management	Business	220	-	-	-	220		
IMT Smart District	Corporate Head of IMT	Business	210	-	-	-	210		
Asset Management Plan	Corporate Head of Asset Management	Environment	200	(25)	-	-	175		£25k allocated to City Offices - 2nd floor office suite
Open Spaces - North Walls	Head of Landscape & Open Spaces	Health & Happiness	150	-	-	-	150		
Open Spaces - Gordon Avenue	Head of Landscape & Open Spaces	Health & Happiness	80	-	-	-	80		
Open Spaces - Taplings Road	Head of Landscape & Open Spaces	Health & Happiness	80	-	-	-	80		
2-2 Bridge St	Corporate Head of Asset Management	Business	100	-	-	-	100		
Security Bollards	Strategic Director (Services)	Business	-	-	-	75	75		
Guildhall - Bapsy Hall AV upgrade	Corporate Head of Asset Management	Business	50	-	-	-	50		
Guildhall - New Booking System	Corporate Head of Asset Management	Business	40	-	-	-	40		
Guildhall - Committee Microphones	Corporate Head of Asset Management	Business	30	-	-	-	30		
Guildhall - 1871 Kitchen Ventilation	Corporate Head of Asset Management	Business	25	-	-	-	25		
Enveloping Machine	Head of Customer Services	Internal Efficiency	36	-	-	-	36		
Virtual Permit Software	Head of Parking	Internal Efficiency	-	-	-	31	31		
Main Reception & office reconfiguration	Corporate Head of Asset Management	Internal Efficiency	40	-	-	-	40		
Central Winchester Regeneration	Head of Programme	Business	-	-	-	-	0		
Redevelopment of Old Bar End Depot	Corporate Head of Asset Management	Business	-	-	-	-	0		
Subject to Appraisal*			13,331	(825)	35	106	12,647		
Total General Fund			44,346	385	835	206	45,772		

* Under the Council's Financial Procedure Rule 6.4, 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.

CAB3065
CABINET

REPORT TITLE: MEDIUM TERM FINANCIAL CHALLENGE

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: CLLR GUY ASHTON (PORTFOLIO HOLDER FOR FINANCE)

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 that the Council faces. There is a range of scenarios, and these have a significant amount of variation between due to a variety of known and unknowable financial pressures on the Council.

RECOMMENDATIONS:

1. To note the report

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.

- 6.2 The Overview and Scrutiny Committee reviewed the paper and raised issues about the timetable of planning for our financial future and the need for more specific numbers in the Medium Term Financial Strategy when this comes to members in the Autumn.

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 2027/28 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 from 2018/19 onwards.</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 2027/28, 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.</i>	<i>Ensure contracts are aligned to the council's requirements and council strategy.</i>

	<i>Ensure sufficient time for review of contract options prior to contract renewal.</i>	<i>Transformational efficiency savings.</i>
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11 SUPPORTING INFORMATION:

Background

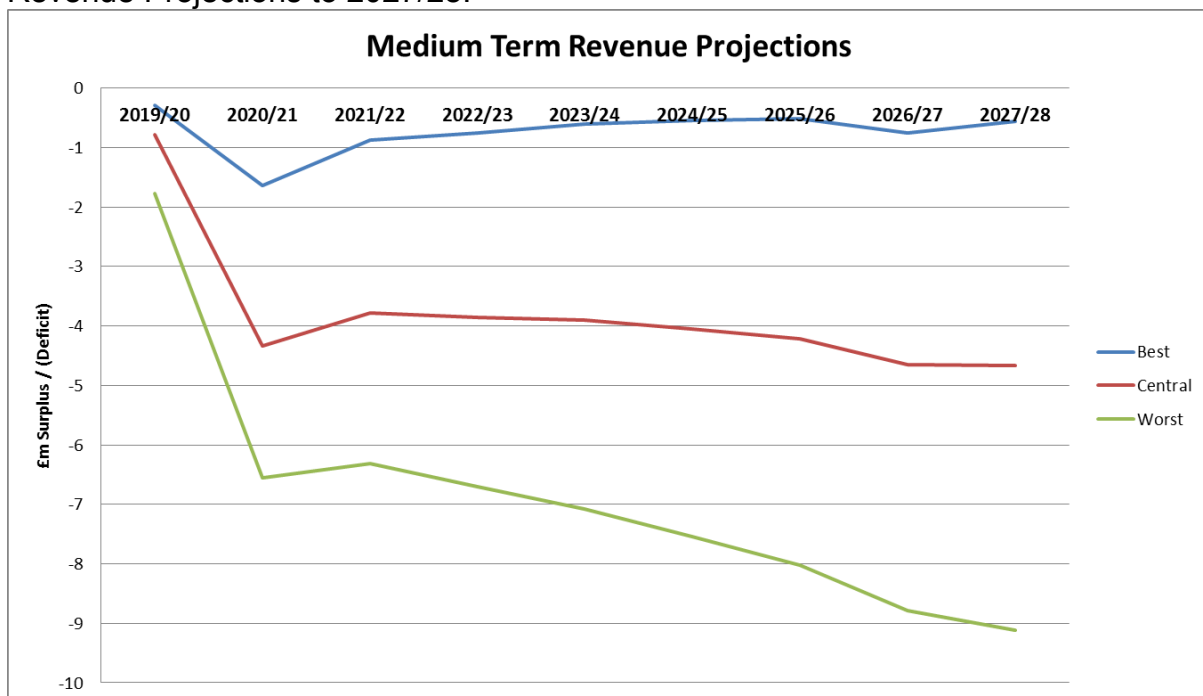
- 11.1 The Council has a strong record of financial management, supported by achieving balanced budgets and providing sufficient reserves to support services and deliver key projects.
- 11.2 In 2018/19 the council adopted Outcome Based Budgeting (OBB) as its budgeting strategy in order to deal with the projected financial challenges over the medium term and to ensure closer budget alignment to the council strategy. This processes involved greater alignment between the Council's strategic objectives and financial resources. This has also been reflected in the Council's financial reporting.
- 11.3 Total recurring savings of £1.1m were identified and included for the 2018/19 revenue budget, which enabled recurring investment of £0.4m, putting additional resources into an additional park and ride bus, environmental enhancements and staffing for the planning service. This significant level of savings was the first tranche of an anticipated £4m savings over a four year period.
- 11.4 The OBB strategy covers a rolling four year period with further savings (based on central case forecasts) of £3.8m to be achieved by the end of 2021/22. 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
 - Review of staff business travel
 - New trading opportunities
 - Review of fees and charges

Government Funding

- 11.5 As the council nears the ending of the current four year government funding settlement in 2019/20, there remains very significant uncertainty around a number of funding sources as detailed further below. 2019-20 will also be the first year that the Council is not due to receive any core Government grant, and is due to provide £0.41m to the Government as a payment:

- I. Business Rates and a likely reset in 2020/21 – this could reduce funding by up to £2.6m
 - II. The Fair Funding Review – potentially major changes to the existing settlement funding assessment. This review, undertaken by the Government, is looking at spend across the whole of local government and will seek to address the various pressures on the financial position of local government as well as looking at the relative need on services across councils.
 - III. Potential for further changes or removal of the New Homes Bonus (for WCC this totalled £2.1m in 2018/19)
 - IV. The transfer of £0.41m of funding from the Council to government as part of the 2019-20 financial settlement
- 11.6 This potential volatility makes it very difficult to accurately forecast forward into the future, as highlighted by the below graph showing the best/central/worst case estimates over the next 10 years.

Revenue Projections to 2027/28:



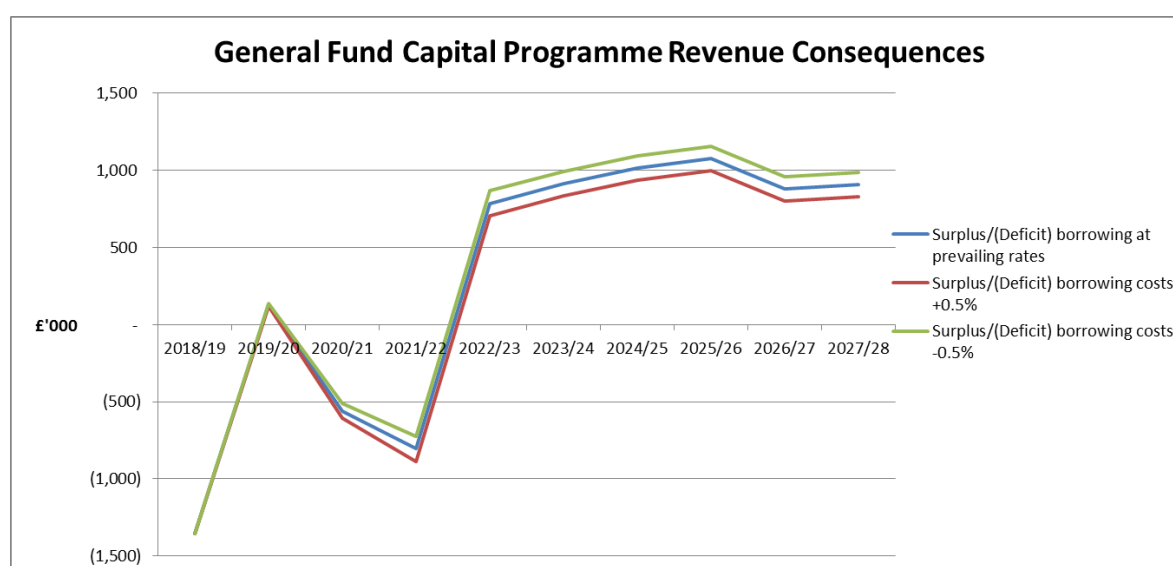
Current Assumptions

- I. Major projects will have no bottom line impact on existing budgets
- II. Inflation and council tax will both increase by the same percentage (2.5% in 2019/20, then 2% per annum)
- III. Pay inflation will be 2% per annum

- IV. Overall government funding will reduce significantly in 2020/21, a reduction of £2.5m from 2019/20

Capital Programme

- 11.7 The Council has an ambitious capital programme; in February 2018, Council approved a total capital programme of £291m of which £110m relates to General Fund Projects and £181m Housing Revenue Account.
- 11.8 In the General Fund there are several key projects including:
- Winchester Sports & Leisure Centre - £38m
 - Strategic Asset Purchase Scheme - £15.7m
 - Housing Company - £10m
 - Transfer of HRA garages to the GF - £8.5m
 - Disabled Facilities Grants - £8.1m
 - Partnered Home Purchase - £4.5m
 - Replacement surgery - £4.5m
 - Station Approach Public Realm Works - £5m
 - Station Approach Project Development (do minimum) - £1.8m
 - The remaining £14m is made up of several smaller projects such as flood defences at Durngate, works to the Council's car parks, and IMT investments.
- 11.9 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 2021/22 as illustrated below. It should be noted however that delay to projects will reduce costs in the short term but delay future benefits.



- 11.10 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:
- Central Winchester Regeneration - – though no decision has yet been made about the capital funding that WCC will be committing to this
 - Coitbury House
 - Bishops Waltham industrial units
 - Station Approach – though no decision has yet been made about the capital funding that WCC will be committing to this
- 11.11 Winchester aims to be at the forefront of opportunities for gaining one-off funding, which can be critical to the financing of major projects. Some of proposals included are per the below:
- Winchester is leading work with other Hampshire authorities to put forward a Hampshire bid to be a business rates pilot area in 2019/20.
 - The Sport & Leisure centre project has a number of funding partners including Winchester University, HCC, the Pinder Trust, and Allegra's Ambition.
 - The Football Association are supportive of plans for a new pavilion at KGV.
 - Joining the Wayfarer Consortium enabled access to a £3.2m Homes England Grant towards housing in Stanmore.

Next Steps

- 11.12 The outcomes based budgeting approach will be refreshed, ensuring the robust monitoring of 2018/19 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.
- 11.13 The four key themes:
- I. Income Generation
 - II. Transformation
 - III. Efficiency
 - IV. Asset Management
- 11.14 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.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 As detailed in the report

BACKGROUND DOCUMENTS:-Previous Committee Reports:-

Medium Term Financial Strategy – CAB3012 – February 2018

General Fund Budget 2018/19 – CAB3011 – February 2018

Capital Strategy – CAB3014 – February 2018

Other Background Documents:-

None

APPENDICES:

None

CAB3056
CABINET

REPORT TITLE: PROPOSALS FOR UPDATES TO RECEPTION

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: CLLR STEPHEN GODFREY
(PROFESSIONAL SERVICES) AND CLLR STEVE MILLER (ESTATES)

Contact Officer: JOSEPH HOLMES Tel No: 01962 848220 Email
jholmes@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report sets out the proposal to create a space within the council offices to let to an external partner organisation to co-locate with the Council at the Colebrook Street office; and to enable customers who current pay with cash through the separate cash office to make payments at kiosks in the reception area that will be available for a longer period during the day.

The Council is investing in its estate to enhance our customers' experience at the City Offices. This report seeks to further enhance this by providing an alternative service for customers wishing to make payments by cash, card or cheque when visiting the offices; whilst enabling office space to be utilised and enhanced as a public sector hub.

RECOMMENDATIONS:

1. To approve in principle the closing the cash office and transform this space so it available for other organisations.
2. To approve additional funding of £23,000 for interim 'floorwalker' staff to ensure a smooth transition of service.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report assists the Council strategy in delivering the outcome measure below that is within the aim of Winchester being a premier business location 'Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings'.
- 1.2 The Council also aspires to digitalise some of its parking services as part of this redevelopment and this helps deliver the Council Strategy through providing more of our services online.

2 FINANCIAL IMPLICATIONS

- 2.1 The cost of the refurbishment of the cash office is expected to be £10,000 and this will be funded from the capital receipts reserve. The expected income from letting this area is in the region of £20,000 per annum.
- 2.2 The one-off capital cost of purchasing two payment kiosks is expected to be £35,000. The on-going revenue cost of maintenance and licensing of the machines is approximately £3,000 per annum.
- 2.3 There is an estimated one-off cost of £23,000 to provide two floor-walkers for the transitional 6 months after the opening of the cash kiosks.
- 2.4 There is a potential redundancy cost associated with the closure of the cash office and subsequent staffing reduction. Details of the staff savings and costs are in exempt appendix 3.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 A procurement exercise to identify the best kiosk options and suppliers was undertaken. In accordance with the Council's Contracts Procedure Rules, three quotes were obtained for suitable hardware and the Council is now in a position to place an order for two in-the-wall kiosks.

4 WORKFORCE IMPLICATIONS

- 4.1 The Cash Office is operated by Exchequer Assistants from within the Financial Services team. Although two Exchequer Assistants work in the Cash Office at any time, they perform more functions than just taking payments from customers at the Counter. It is anticipated that the installation of self-service kiosks and closure of the Cash Office counter facility will reduce between 0.5 and 1 FTE which may result in a redundancy situation. A detailed breakdown of the expected savings to staff costs and the possible cost of redundancy are given in exempt appendix 3.
- 4.2 The Council's Managing Workforce Change Policy will apply. Volunteers for redundancy or early retirement would be considered wherever appropriate,

taking into account service need and cost justification criteria. Acceptance of volunteers for redundancy or early retirement is entirely at management discretion and there will be no right of appeal.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 Discussions have been had with the Head of Asset Management, Estates and Regeneration who will be responsible for procuring and monitoring of the construction works of the project. Estates and Regeneration will control the budget for works.

5.2 The works are anticipated to be undertaken during January and April 2019.

6 CONSULTATION AND COMMUNICATION

6.1 The Council has undertaken an equalities impact assessment (appendix 2). A communication plan is also being drawn up to work with existing cash office users over the summer months of 2018 to highlight alternative means of payment (including use of direct debits, online payments and telephone payments)

6.2 If the proposals are accepted, the Council will consult with Unison and those staff directly impacted by the changes as set out in the Managing Workforce Change Policy.

7 ENVIRONMENTAL CONSIDERATIONS

None

8 EQUALITY IMPACT ASSESSEMENT

8.1 An Equality Impact Assessment (EIA) has been completed to identify the impacts of the change from making payments at the counter to the use of self-service kiosks.

8.2 This EIA has been used to assist in putting in place measures to mitigate any impacts raised through the EIA. Following the items raised in the EIA and the potential impact on some users, this report proposes implementing mitigation through. using floor walkers to assist those who may be unfamiliar with or lack confidence in using self-service machines. The report also proposes locating the kiosks at different heights to ensure easy access to those users of the service with a physical disability. The full EIA is appended to this report.

9 DATA PROTECTION IMPACT ASSESSMENT

None.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property – overrun of office fit out</i>	The Council will closely project manage this work. If a delay occurred, all properties are Council owned so arrangements can be made to continue service provision	
<i>Community Support</i>	Communication exercise to take place and any actions following the Equality impact Assessment. Floorwalkers to be in place to assist customers.	Different and wider opportunities to self-serve – reduced waiting times and more direct access. Access to make payments during all Reception opening hours (and at anytime online) rather than the constrained Cash Office opening hours of 08:30 to 16:00 Mon-Fri.
<i>Financial / VfM Risk that tenants for either the newly refurbished office cannot be found and rental income will not materialise</i>		Additional rental income to the Council
<i>Innovation</i>		Opportunity for greater partnership / joined-up working New digital solutions providing faster access to services for customers.

11 SUPPORTING INFORMATION:**Background**

- 11.1 The Council aspires to provide high quality services that can be accessed by our wide range of stakeholders. By co-locating other public and not for profit bodies at the main city offices, and through providing an enhanced availability of service, it is expected that this will improve the stakeholder experience with the Council.
- 11.2 The Council wants to develop its reception area to improve our customers' experience and make the interaction with the Council as simple and easy as

possible. A recent Portfolio Holder Decision (PHD) notice (PHD778) was approved on the 19 June 2018 which provided for additional works to the reception area and the purchase of payment kiosks to enhance and streamline the service provided. The Council is always reviewing its wider property estate and an opportunity has occurred to offer an opportunity to co-locate at the Council's campus at Colebrook Street. This opportunity will enhance the service offering provided from the Council office site in Colebrook Street for our customers to enable more services to be delivered by public and not for profit organisations.

Proposals

- 11.3 The Council wants to follow the principles of the Government 'One Public Estate' programme to improve our service offering. The three main principles are highlighted below
- a) Creating economic growth
 - b) Delivering more integrated, customer-focused services
 - c) Generating efficiencies, through capital receipts and reduced running costs
- 11.4 Through its digital services ambitions, the Council is planning to provide a different offering to customers from the current cash office service. The Council will be installing two in-the-wall payment kiosks within the refurbished city offices reception area; as well as promoting online and other payment options (e.g. paying at local post offices). Additionally, a new online sports pitch booking and payment system is due to go-live in the Summer 2018.
- 11.5 There is a nationwide trend in reduced use of physical cash within society. UK Finance forecast that the proportion of all payments made in the UK using cash will halve by 2026 (from 40% in 2016 to just 21% in 2026). For the City Council, cash payments currently represent less than 1% of the value of all payments received. Additionally, since 2012, there has been a 35% decrease in the number of cash transactions taken in the cash office.
- 11.6 The closure of the cash office will have an impact on the level of staffing required in the Exchequer Services team. The team currently operates the accounts payable (payments) and accounts receivable (income) functions as well as staffing the cash office. With the closure of the cash office, some of the back office services done by the cashiering staff will be retained and moved to the Financial Services office. However, a saving of 0.5 - 1 FTE of staff time can potentially be achieved by not operating the counter service. The ongoing saving in staff costs may however lead to a redundancy situation resulting in a one-off cost. Full details of the staff costs and ongoing savings are in exempt appendix 3.
- 11.1 The significant number of alternative options for customers to continue to pay cash to the Council, or use different channels, is expected to continue to provide services to enable access to payments options, including making a

payment in person at the City Offices. As part of the roll out of the new kiosks the Council is investing in some 'floorwalkers' for up to six months during an initial period that the new style service is in operation. Much the same as staff currently deployed in branches of most high street banks to facilitate a move from counter-based interaction to kiosk self-servicing, these staff members will welcome all customers visiting to the centre, proactively approaching those looking to pay cash, use the self serve portal and the scanning desk and taking them through the transactions step-by-step. The floor walker will be able to assist the receptionist during periods when there are fewer customers in need of orientation support. They can offer reassurance that the change to this more modern method of payment is becoming standard practice, underline how simple and fast the transactions are.

- 11.2 The kiosk option being proposed is for two in-the-wall style self service machines that can be installed at different heights, allowing for easy access. The touch screens can be fully customised to Winchester City Council's requirements and branding. The following photograph shows the type of installation that can be achieved.



- 11.3 As part of future enhancements, the Council is looking at self-service scanning options for residents to scan documents that are currently brought into reception and scanned by members of staff. The Council is also seeking to provide greater parking services online to reduce the need for customers to keep visiting the reception area and provide a greater level and ease through more self-service.

Timescales

- 11.4 The work required to the accommodation is expected to be completed by April 2019.
- 11.5 Once the main reception works are completed and the kiosks have been brought into use, the refurbishment works on the proposed lettable area are anticipated to commence in January 2019.

Conclusion

- 11.6 This is a positive opportunity for the Council to enhance our offering to our customers and to also provide additional income to the Council. Subject to the outcome of the EIA, it is proposed to move forward with this new facility opening in early 2019.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 Retaining the existing cash office is not recommended. The cash office has limited opening hours (08:30 to 16:00) each day to allow for cashing-up prior to the closure of the city offices. Furthermore, because the cash office is standalone, it requires two staff to be present to avoid issues associated with lone-working. As detailed in paragraph 11.6, there is also a decline in the volume of payments taken over the counter in the cash office.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PHD 778 – Reception June 2018

Other Background Documents:-

None

APPENDICES:

Appendix 1 – Equalities Impact Assessment

Appendix 2 – Staff savings and redundancy costs (exempt)

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Template 1 - Scoping & Analysis

Name of the Service, Policy, or Strategy:	Winchester Reception – Cash Office
Element(s) of the above being assessed.	<i>Write 'whole' or list each element. Add notes on screening.</i>
Date Screening undertaken:	<i>June 2018</i>
Screeners:	<i>Facilitator: Joseph Holmes (Strategic Director Resources) Liz Keys (WCC Finance Manager), Nadine Fox (WCC Engagement and insight officer),</i>
File name and location:	<i>WCC</i>
Question (See Advice Notes)	Answer
1. What is the main purpose of the Service, Strategy, Policy, Practice or Procedure?	To modernise the way the Council receives payments at the City Offices. Streamline the process for customers paying cash, cheques and by card at the City Offices. Reduction in fraudulent cash received – machines automatically check for and reject fraudulent cash. Customers are able to allocate their payment(s) to their own account / bill therefore reducing officer misallocation errors.
2. List the main activities of the Service, Strategy, Policy, Practice or Procedure.	

Page 95

Using the table below identify who is affected by the Service, Strategy, Policy, Project, Practice or Procedure and decide if (1) they benefit from it or are disadvantaged or discriminated against by it, (2) it is promoting equality of opportunity or participation in public life, and (3) if it is promoting good relations with other groups. Give brief reasons and the evidence for your decision.

N.B. You MUST have evidence or good reasons to justify your decision. Usually this will take the form of equality monitoring information on who uses a service or is affected by a policy. If you do not have monitoring information – or do, but don't analyse it – then it is unlikely that you can complete this stage now unless you can find other evidence or good reasons to support your judgement e.g. research or Equality Assessments undertaken by other agencies.

Discuss this with the Equality Adviser and agree a way forward.

`+VE' = Positive impact `–VE' = negative impact `N/A' = Not Applicable

PROTECTED CHARACTERISTIC	SUB-GROUP	DISCRIMINATION & DISADVANTAGE			PROMOTING EQUALITY & PARTICIPATION			PROMOTING GOOD RELATIONS			REASONING & EVIDENCE
		+VE	-VE	N/A	YES	No	N/A	YES	NO	N/A	
SEX (GENDER)	Women			X			X			X	THE SERVICES ARE NOT GENDER SPECIFIC. THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST WOMEN, MEN OR TRANS PEOPLE
	Men			X			X			X	
	Transgender			X			X			X	
AGE YOU MAY ALTER AGE RANGES IF APPROPRIATE	Over 80		X		X						SERVICES ARE NOT AGE SPECIFIC BUT YOUNGER PEOPLE MAY BENEFIT FROM THE IMPROVED TECHNOLOGY DUE TO BETTER IT LITERACY. OLDER PEOPLE MAY BE DISADVANTAGED BY THE UNFAMILIARITY WITH THE NEW TECHNOLOGY AND THE LOSS OF SOCIAL INTERACTION BUT THIS COULD BE MITIGATED INITIALLY BY THE PRESENCE OF A FLOOR WALKERS AND LATTERLY BY THE SUPPORT OF RECEPTION STAFF.
	Over 65		X		X						
	22-64	X			X						
	16 to 21	X			X						
	Under 16			X	X						
RACE YOU MAY NEED MORE DETAIL HERE E.G. A SPECIFIC ETHNIC GROUP	White British People			X	X						SERVICES ARE NOT RACE SPECIFIC. THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST PEOPLE OF DIFFERENT ETHNIC GROUPS THERE IS AN OPTION TO OFFER THE EXISTING SERVICE IN LANGUAGES OTHER THAN ENGLISH OF THIS IS
	White European or Other White People			X	X						
	Irish People			X	X						
	Black or Black British People			X	X						

Page 97

PROTECTED CHARACTERISTIC	SUB-GROUP	DISCRIMINATION & DISADVANTAGE			PROMOTING EQUALITY & PARTICIPATION			PROMOTING GOOD RELATIONS			REASONING & EVIDENCE
		+VE	-VE	N/A	YES	No	N/A	YES	NO	N/A	
	Asian or Asian British People			X	X						DEEMED TO BE OF BENEFIT TO CUSTOMERS.
	Chinese or Chinese British People			X	X						
	Mixed Race People			X	X						
	Gypsies/Travellers			X	X						
	People from other minority ethnic groups			X	X						
DISABILITY & HEALTH YOU MAY NEED MORE DETAIL HERE E.G. TYPE OF SENSORY IMPAIRMENT	Physical Impairment		X		X						PEOPLE WITH PHYSICAL AND SENSORY IMPAIRMENTS MAY BE DISADVANTAGED (PARTICULARLY THOSE WITH VISUAL IMPAIRMENTS) BUT THIS COULD BE MITIGATED BY PLACING THE MACHINES AT SUITABLE HEIGHTS AND ADDITIONAL ASSISTANCE PROVIDED BY RECEPTION STAFF.
	Sensory Impairment		X		X						
	Long-Term Health Problem			X	X						THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST PEOPLE WITH LONG-TERM HEALTH PROBLEMS.
	Mental Illness		X		X						PEOPLE WITH MENTAL HEALTH ISSUES OR LEARNING DISABILITIES MAY FIND THE CHANGES TO THE SERVICES
	Learning Disability		X		X						

PROTECTED CHARACTERISTIC	SUB-GROUP	DISCRIMINATION & DISADVANTAGE			PROMOTING EQUALITY & PARTICIPATION			PROMOTING GOOD RELATIONS			REASONING & EVIDENCE
		+VE	-VE	N/A	YES	No	N/A	YES	NO	N/A	
											STRESSFUL BUT THIS COULD BE MANAGED WITH THE TRANSITIONAL ASSISTANCE PROVIDED BY FLOOR WALKERS
SEXUAL ORIENTATION	Lesbians			X							THE SERVICES ARE NOT SPECIFIC. THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST LGBT
	Gay Men			X							
	Bisexuals			X							
RELIGION & BELIEF YOU MAY NEED MORE DETAIL HERE E.G. A SPECIFIC FAITH/BELIEF	Faith Groups			X							SERVICES ARE NOT FAITH/BELIEF SPECIFIC
	Atheist, Agnostic or Other belief			X							
MARRIAGE & CIVIL PARTNERSHIP	Married			X							THERE IS NO REASON TO THINK THAT ANY OF THE SERVICES WOULD DISCRIMINATE AGAINST MARRIED PEOPLE OR THOSE IN CIVIL PARTNERSHIPS
	Civil Partners			X							
PREGNANCY & MATERNITY	Pregnant			X							THERE IS NO REASON TO THINK THAT ANY OF THE SERVICES WOULD DISCRIMINATE AGAINST PREGNANT WOMEN OR WOMEN ON MATERNITY LEAVE
	On Maternity Leave			X							
OTHER YOU MAY ADD ADDITIONAL GROUPS HERE.	Poor Literacy &/or Numeracy		X								PEOPLE WITH POOR LITERACY AND/OR NUMERACY MAY FIND THE CHANGES TO THE SERVICES STRESSFUL BUT THIS COULD BE MANAGED WITH THE ASSISTANCE FROM RECEPTION STAFF

PROTECTED CHARACTERISTIC	SUB-GROUP	DISCRIMINATION & DISADVANTAGE			PROMOTING EQUALITY & PARTICIPATION			PROMOTING GOOD RELATIONS			REASONING & EVIDENCE
		+VE	-VE	N/A	YES	No	N/A	YES	NO	N/A	
Page 100	Unemployed			X							THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST THE UNEMPLOYED.
	Living in rural area			X							THE LOCATION OF THE NEW SERVICE PROVISION IS THE SAME AS THE EXISTING PROVISION THEREFORE THERE WILL BE NO EFFECT ON THOSE LIVING IN RURAL AREAS.
	Low Income			X							THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST PEOPLE WITH LOW INCOMES.
	On Benefits			X							THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST PEOPLE ON BENEFITS.
	Caring Responsibilities			X							THERE IS NO REASON TO THINK THAT THE NEW SERVICE WOULD DISCRIMINATE AGAINST PEOPLE WITH CARING RESPONSIBILITIES.
	?										

Now answer the following questions. The key findings should be included in any report to decision-makers and used to produce a short report on the Equality Assessment for publication, this should include any new equality information you have gathered and details of any consultations or other forms of engagement with individuals or groups of people with protected characteristics. N.B. It is a legal requirement to publish this information.

<p>4. Have you identified any impact(s) on any group(s)?</p>	<p>YES [X] NO [] <i>Elderly, people with disabilities, poor literacy and or numeracy – mitigated by floor walkers</i></p>
<p>5. Is the Service, Strategy, Policy, Project, Practice or Procedure promoting equality of opportunity and/or participation in public life for any group(s)?</p>	<p>Not Applicable [] YES [] NO [X]</p>
<p>6. Can it be improved to do so?</p>	<p>YES [] NO [X]</p>
<p>7. Is the Service, Strategy, Policy, Project, Practice or Procedure promoting good relations for any group(s)?</p>	<p>Not Applicable [X] YES [] NO [] <i>Younger, IT literate generation. Those living in rural locations able to use local Post Office</i></p>
<p>8. Have you gathered any new equality information during this assessment?</p>	<p>YES [] NO []</p>
<p>9. Have you undertaken any consultation/engagement work during this assessment?</p>	<p>YES [] NO [X] <i>Send to the Equality Adviser and summarise what you did and the results in the EqA report.</i></p>

Now send this completed template for validation.

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REPORT TITLE: TREASURY MANAGEMENT OUTTURN REPORT FOR 2017/18

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: Finance – Cllr. Guy Ashton

Contact Officer: Neil Aitken Tel No: 01962 848099 Email
naitken@winchester.gov.uk

WARD(S): ALL WARDS

PURPOSE

In accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, this report provides detail of the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and confirmation that there were no instances of non-compliance with the Council's Treasury Management Policy Statement and Treasury Management Practices, for the year 2017/18.

In 2017-18 the Council's investment strategy delivered £54k of additional income above budget. The level of borrowing undertaken was in line with the budget for the financial year; all borrowing related to the Housing Revenue Account and was undertaken in 2012.

RECOMMENDATIONS:

That Cabinet:

1. Note the Annual Treasury Outturn Report 2017/18.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 Treasury management is an integral part of helping the deliver the Council Strategy and all of its outcomes. The Council set a target of achieving a 1% return on its investments in 2017/18 and achieved a return of 1.13%. This additional income is available to be used by Council in achieving its objectives.

2 FINANCIAL IMPLICATIONS

- 2.1 Effective treasury management ensures both the financial security and liquidity of the Council. The 2017-18 outturn shows £619k of income achieved against a budget of £567k; thus delivering an additional £54k of income above budget.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None

4 WORKFORCE IMPLICATIONS

- 4.1 None

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 This report has been produced in consultation with Hampshire County Council's Investments & Borrowing team.
- 6.2 The report was considered at The Overview and Scrutiny Committee on 9 July 2018 where Members had no comments they wished to raise with Cabinet.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Returns from investments are too low</i>	A diversified strategy that attempts to manage the balance between liquidity risk, credit risk and yield within the Council's risk appetite.	Returns 0.13% above budgeted levels
<i>A counterparty fails</i>	A diversified strategy that has relatively low levels of counter-party risk	
<i>Cash is not available</i>	A balanced portfolio of liquid and long term funds are held to ensure cash is available to utilise. The Council also mitigates this risk through cashflow forecasting	More accurate and immediate cashflow forecasting can help improve the return on investments through more active treasury management activity

11 SUPPORTING INFORMATION:12 Introduction

12.1 The Council adopts the key recommendations of the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Services: Code of Practice, which includes an annual report on the treasury management strategy after the end of each financial year.

13 Summary

13.1 The Council's treasury management strategy for 2017/18 was approved at a meeting of full Council in 2017. The Council has borrowed and invested sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

13.2 Treasury management in the context of this report is defined as:

13.3 "The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

- 13.4 This annual report sets out the performance of the treasury management function during 2017/18, to include the effects of the decisions taken and the transactions executed in the past year.
- 13.5 Hampshire County Council's Investments & Borrowing Team has been contracted to manage the Council's treasury management balances since September 2014 but overall responsibility for treasury management remains with the Council. No treasury management activity is without risk; the effective identification and management of risk are integral to the Council's treasury management objectives.
- 13.6 All treasury activity has complied with the Council's Treasury Management Strategy and Investment Strategy for 2017/18, and all relevant statute, guidance and accounting standards. In addition the Council's treasury advisers, Arlingclose, provide support in undertaking treasury management activities. The Council has complied with all of the prudential indicators set in its Treasury Management Strategy.

14 External Context

- 14.1 The following sections outline the key economic themes currently in the UK against which investment and borrowing decisions were made in 2017/18.

Economic Background

- 14.2 The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.8% in 2017, the same level as in 2016.
- 14.3 The inflationary impact of rising import prices, a consequence of the fall in Sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November before falling back to 2.7% in February 2018. Real average earnings growth, i.e. after inflation, turned negative before slowly recovering. The labour market showed resilience as the unemployment rate fell back to 4.2% in March 2018. The outcome of Brexit negotiations will have an impact upon the wider macro economy and the future Council treasury management activities.
- 14.4 The Bank of England's Monetary Policy Committee (MPC) increased the Bank Rate by 0.25% in November 2017. This action was significant as this was the first rate increase in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February Inflation Report indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. Although in March two MPC members voted to increase policy rates immediately and the MPC itself stopped short of committing itself to the timing of the next increase in rates, the minutes of the meeting suggested that an increase in May 2018 was likely; however at the meeting in May 2018 the MPC again voted by a majority of 7-2 to maintain Bank Rate at 0.5%.

Credit Background

- 14.5 The rules for UK banks' ring-fencing were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1st January 2019. As there was some uncertainty surrounding which banking entities the Council would be dealing with once ring-fencing was implemented and what the balance sheets of the ring-fenced and non ring-fenced entities would look like, in May 2017 Arlingclose advised adjusting downwards the maturity limit for unsecured investments to a maximum of 6 months. The rating agencies had slightly varying views on the creditworthiness of the restructured entities.
- 14.6 Barclays was the first to complete its ring-fence restructure over the 2018 Easter weekend; wholesale deposits including local authority deposits will henceforth be accepted by Barclays Bank plc (branded Barclays International), which is the non ring-fenced bank.
- 14.7 In March 2018, following Arlingclose's advice, the Council removed RBS plc and National Westminster Bank from its counterparty list for unsecured investments. This did not reflect any change to the creditworthiness of either bank, but a tightening in Arlingclose's recommended minimum credit rating criteria to A- from BBB+ for 2018/19. The current long-term ratings of RBS and NatWest do not meet this minimum criterion, although if following ring-fencing NatWest is upgraded and Arlingclose approves investment, the bank would be reinstated on the Council's unsecured lending list.

Local Authority Regulatory Changes

- 14.8 CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. The 2017 Prudential Code introduced the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions. It also set out the inclusion of their associated risks and rewards along with an overview of how risk is managed for future financial sustainability, as well as the process and governance issues of capital expenditure and investment decisions. The Council already produces a ten year Capital Strategy and will continue to do so in line with the annual budget setting process.
- 14.9 In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy.

MiFID II

- 14.10 As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3rd January 2018 local authorities were automatically treated as retail clients but could "opt up" to professional client status, providing certain criteria

were met which include having an investment balance of at least £10 million and the person(s) authorised to make investment decisions on behalf of the authority having at least one year's relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that that person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved.

- 14.11 The Council has met the conditions to opt up to professional status and took the decision to do so at Full Council on 11 October 2017 in order to maintain its previous MiFID status prior to January 2018. The Council will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.

15 Local Context

- 15.1 At 31/03/2017 the Council's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £177.2m, while usable reserves and working capital which are the underlying resources available for investment were £40.5m (principal invested plus gains on investments with a variable net asset value). These factors and the year-on-year change are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31/03/17 Balance £m	Movement £m	31/03/18 Balance £m
General Fund CFR	(8.2)	(5.0)	(13.2)
Housing Revenue Account CFR	(162.1)	(1.9)	(164.0)
Total CFR	(170.3)	(6.9)	(177.2)
Less: Resources for investment	46.7	(6.2)	40.5
Net borrowing	(123.6)	(13.1)	(136.7)

- 15.2 Net borrowing has increased overall due to both a reduction in usable reserves and increases in both General Fund and Housing Revenue Account (HRA) CFR. CFR has risen as new capital expenditure increased, while no borrowing was repaid during 2017/18.
- 15.3 The Council's strategy was to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 31 March 2018 and the year-on-year change is shown in Table 2 below.

Table 2: Treasury Management Summary

	31/03/17 Balance £m	Movement £m	31/03/18 Balance £m	31/03/18 Rate %
Long-term borrowing	(156.7)	-	(156.7)	3.30
Short-term borrowing	-	-	-	-

Total borrowing	(156.7)	-	(156.7)	3.30
Long-term investments	11.5	6.4	17.9	1.90
Short-term investments	32.7	(12.9)	19.8	0.64
Cash and cash equivalents	2.5	0.3	2.8	0.42
Total investments	46.7	(6.2)	40.5	1.20
Net borrowing	(110.0)	(6.2)	(116.2)	

Note: the figures in the table above are from the balance sheet in the Council's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

- 15.4 The Council's internal borrowing policy is the reason for the variance between the positions shown in Tables 1 and 2. The movement that has taken place during 2017/18 in net borrowing shown in Table 1 has translated into a reduction in investment balances as shown in Table 2.

16 Borrowing Activity

- 16.1 At 31 March 2018 the Council held £156.7m of loans, with the vast majority of the loan being in relation to the refinancing resettlement of the HRA in 2012. The year-end treasury management borrowing position and year-on-year change is shown in Table 3 below.

Table 3: Borrowing Position

	31/03/17 Balance £m	Movement £m	31/03/18 Balance £m	31/03/18 Rate %	31/03/18 WAM* years
Public Works Loan Board	156.7	-	156.7	3.30	22.6
Total borrowing	156.7	-	156.7	3.30	22.6

* Weighted average maturity

Note: The figures in the table above are from the balance sheet in the Council's statement of accounts, but adjusted to exclude accrued interest.

- 16.2 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
- 16.3 Affordability and the "cost of carry" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing. As short-term interest rates have remained and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Council determined it was more cost effective in the short-term to use internal resources instead of taking out new borrowing. This strategy enables

the Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

- 16.4 The benefits of internal borrowing were monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose assists the Council with the monitoring of internal and external borrowing.

17 Investment Activity

- 17.1 The Council has held invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2017/18 the Council's investment balances have ranged between £39.4m and £67.8m due to timing differences between income and expenditure. The year-end investment position and the year-on-year change are shown in Table 4 below.

Table 4: Investment Position (Treasury Investments)

Investments	31/03/17 Balance £m	Movement £m	31/03/18 Balance £m	31/03/18 Rate %	31/03/18 WAM* years
Short term investments					
- Banks and Building Societies:					
- Unsecured	6.0	(1.1)	4.9	0.58	0.15
- Secured	6.0	(1.0)	5.0	0.74	0.67
- Money Market Funds	2.0	(1.1)	0.9	0.46	0.00
- Local Authorities	18.0	(11.5)	6.5	0.52	0.31
- Corporate Bonds	3.0	1.0	4.0	0.66	0.71
	35.0	(13.7)	21.3	0.61	0.42
Long term investments					
- Banks and Building Societies:					
- Secured	4.0	1.0	5.0	0.94	2.56
- Local Authorities	-	8.0	8.0	0.86	2.42
	4.0	9.0	13.0	0.89	2.48
High yield investments					
- Pooled Property Funds**	5.0	-	5.0	4.53	n/a
- Pooled Equity Funds	2.0	(2.0)	-	-	-
	7.0	(2.0)	5.0	4.53	n/a
TOTAL INVESTMENTS	46.0	(6.6)	39.4	1.20	1.20

* Weighted average maturity

** The rate provided for pooled property fund investments is reflective of the average of the most recent dividend return as at 31 March 2018

Note: the figures in the table above are from the balance sheet in the Council's statement of accounts, but adjusted to exclude operational cash and accrued interest.

- 17.2 Both the CIPFA Code and the government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 17.3 In furtherance of these objectives, and given the increasing risk and low returns from short-term unsecured investments, the Council further diversified into more secure and higher yielding asset classes during 2017/18. For example, although cash balances have reduced, the proportion of funds to corporate bonds and secured bank investments has increased. Higher yields have been achieved in 2017/18 with a good income return on pooled property, as well as by reducing the proportion of short-term investments, by moving these funds into long-term investments.
- 17.4 Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2017/18.
- 17.5 Counterparty credit quality was assessed and monitored with reference to credit ratings, for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 17.6 The Council will also consider the use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.
- 17.7 The Council maintained a sufficient level of liquidity through the use of call accounts and money market funds. The Council sought to optimise returns commensurate with its objectivity of security and liquidity. The UK Bank Rate increased by 0.25% to 0.50% in November 2017 and short term money market rates have remained at relatively low levels which continued to have a significant impact on cash investment income.
- 17.8 The progression of credit risk and return metrics for the Council's investments managed in-house (excluding pooled funds) are shown in the extracts from Arlingclose's investments benchmarking in Table 5 below.

Table 5: Investment Benchmarking (investments managed in-house)

	Credit Rating	Bail-In Exposure	WAM* (days)	Rate of Return
31.03.2017	AA	20%	184	0.61%
31.03.2018	AA	17%	441	0.72%
Similar Las	AA-	53%	109	0.71%
All Las	AA-	55%	35	0.63%

* Weighted average maturity

- 17.9 The Council has targeted a proportion of funds towards high yielding investments as shown in Table 4. Investments yielding higher returns will contribute additional income to the Council, although some come with the risk that they may suffer falls in the value of the principal invested.
- 17.10 The £5.5m investment in the externally pooled property fund generated an average total return of 5.79%, comprising 4.87% income return used to support services in year, and 0.92% capital gain. As these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed.
- 17.11 Investment in pooled vehicles allows the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. The funds which are operated on a variable net asset value (VNAV) basis offer diversification of investment risk, coupled with the services of a professional fund manager; they also offer enhanced returns over the longer term but are more volatile in the short term. The Council's pooled fund investment is in the fund's distributing share class which pays out the income generated.
- 17.12 Although money can be redeemed from the pooled fund at short notice, the Council's intention is to hold them for at least the medium term. Their performance and suitability in meeting the Council's investment objectives are monitored regularly and discussed with Arlingclose.
- 17.13 In light of increasing volatility in the global equity markets, the Council decided to redeem its units in its pooled equities funds during 2017/18. In addition to the income received while the Council held these funds, the redemptions resulted in positive realised capital returns of 3% on average.

18 Update on Investments with Icelandic Banks

- 18.1 The collapse of Icelandic banks in October 2008 put at risk £1m of the Council's short term investments. The Council had invested with the Heritable Bank Ltd which was placed into administration on 7 October 2008. To date the Council has received 15 distributions amounting to £0.98m equating to a return of 98 pence to 100 in the pound. There have been no further updates since the previous report.

19 Financial Implications

- 19.1 The outturn for debt interest paid in 2017/18 was £5.17m on an average debt portfolio of £156.7m, against a budgeted £5.17m on an average debt portfolio of £156.7m at an average interest rate of 3.2%.
- 19.2 The outturn for investment income received in 2017/18 was £619,000 on an average investment portfolio of £54.7m, therefore giving a yield of 1.13%, against a budgeted £567,000 on an average investment portfolio of £56.7m at an average interest rate of 1%. In comparison in 2016/17 investment income

received was £551,000 on an average investment portfolio of £59.9m, therefore giving a yield of 0.92%.

20 Other Non-Treasury Holdings and Activity

- 20.1 Although not classed as treasury management activities, the 2017 CIPFA Code now requires the Council to report on investments for policy reasons outside of normal treasury management. This includes service investments for operational and/or regeneration as well as commercial investments which are made mainly for financial reasons.
- 20.2 In 2017/18, the Council spent £116,000 on enhancements to its investment property portfolio and, following revaluations, the total value of investments properties as at 31 March 2018 was £47.7m (£46.4m as at 31 March 2017). Net rental income after costs amounted to £1.8m representing an average yield of 3.9% in 2017/18.

21 Compliance Report

- 21.1 The Council confirms compliance of all treasury management activities undertaken during 2017/18 with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy. Compliance with specific investment limits, as well as the authorised limit and operational boundary for external debt, is demonstrated in Tables 6 and 7 below.

Table 6: Debt Limits

	2017/18 Maximum £m	31/03/18 Actual £m	2017/18 Operational Boundary £m	2017/18 Authorised Limit £m	Complied
Borrowing	156.7	156.7	180.7	182.7	✓
Other long term liabilities	0.0	0.0	0.5	0.6	✓
Total debt	156.7	156.7	181.2	183.3	✓

- 21.2 Total debt has remained below the Capital Financing Requirement (see Table 1) during the period.

Table 7: Investment Limits

	2017/18 Maximum	31/03/18 Actual	2017/18 Limit	Complied
Any single organisation, except the UK Central Government	£3m	£3m	£7m	✓
Any group of organisations under the same ownership	£3m	£3m	£7m	✓
Any group of pooled funds under the same management	£6m	£5m	£7m	✓

Registered Providers	-	-	£6m	✓
Money Market Funds	30%	7%	50%	✓

Ratio of Financing Costs to Net Revenue Stream

- 21.3 This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Table 8: Ratio of Financing Costs to Net Revenue Stream

	2017/18 Estimate %	2017/18 Actual %
General Fund	(0.85%)	(0.77%)
Housing Revenue Account	17.73%	21.18%

- 21.4 The Ratio of Financing Costs to Net Revenue Stream for the General Fund was negative as interest receivable exceeded interest payable and Minimum Revenue Provision. The HRA ratio was higher following the decision to reduce prior year unfinanced capital expenditure by £1,029,000.

22 Treasury Management Indicators

- 22.1 The Council measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures

- 22.2 This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal invested will be:

Table 9: Interest Rate Exposures

	31/03/18 Actual	2017/18 Limit	Complied
Upper limit on fixed interest rate investment exposure	£7.0m	£25.0m	✓
Upper limit on variable interest rate investment exposure	£32.3m	£100.0m	✓
Upper limit on fixed interest rate borrowing exposure	£156.7m	£201.5m	✓
Upper limit on variable interest rate borrowing exposure	£0.0m	£201.5m	✓

- 22.3 Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Maturity Structure of Borrowing

- 22.4 This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

Table 10: Maturity Structure of Borrowing

	31/03/18 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	0%	25%	0%	✓
12 months and within 24 months	0%	25%	0%	✓
24 months and within 5 years	3%	25%	0%	✓
5 years and within 10 years	22%	25%	0%	✓
10 years and within 20 years	32%	50%	0%	✓
20 years and within 30 years	13%	50%	0%	✓
30 years and within 40 years	13%	75%	0%	✓
40 years and within 50 years	17%	100%	0%	✓

Principal Sums Invested for Periods Longer than 364 days

- 22.5 The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

Table 11: Principal Sums Invested for Periods Longer than 364 days

	2017/18	2018/19	2019/20
Actual principal invested beyond year end	£17m	£12m	£9m
Limit on principal invested beyond year end	£25m	£25m	£25m
Complied	✓	✓	✓

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

AUD119: Treasury Management Practices, 22 June 2015

CAB2898: Treasury Management Strategy 2017-18, 8 February 2017

CAB2939: Treasury Management Outturn 2016/17, 5 July 2017

AUD197: Treasury Management Mid-Year Review 2017/18, 28 September 2017

CAB3013: Treasury Management Strategy 2018-19, 14 February 2018

Other Background Documents:-

None

APPENDICES:

None

CAB3058
CABINET

REPORT TITLE: RISK MANAGEMENT POLICY 2018

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: CLLR STEPHEN GODFREY, PORTFOLIO
HOLDER FOR PROFESSIONAL SERVICES

Contact Officer: Joseph Holmes Tel No: 01962 848 220 Email
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WARD(S): GENERAL

PURPOSE

This report presents the updated Risk Management Policy 2018 which defines the Council's arrangements for managing Council risks and its integration with corporate governance and performance management.

There have been some updates to the key risks and the report seeks to reconsider if the risk appetite remains consistent with the previous year's summary.

RECOMMENDATION:

1. That Cabinet approve the Risk Management Policy for 2018, its Risk Appetite Statement for 2018/19 and the Corporate Risk Register.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

1.1 Effective use of risk management supports the Council manage threats and opportunities to achieve the aims and objectives included in the Council Strategy.

1.2 Included in this updated Policy is the Risk Appetite Statement for the Council which supports members and officers in decision making by setting out where the Council is comfortable taking different levels of risk, and which levels are unacceptable.

2 FINANCIAL IMPLICATIONS

2.1 None directly, however where there is an expected increase in risk probability, additional costs may be required to properly and adequately manage those risks which would need to be identified in the relevant business case.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 None identified.

4 WORKFORCE IMPLICATIONS

4.1 None.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None directly

6 CONSULTATION AND COMMUNICATION

6.1 Cabinet members have been consulted on the contents of the Risk Management Policy and Risk Appetite Statement.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

8.1 None required.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None.

10 RISK MANAGEMENT

This report deals with risk management overall; the table below highlights where risk reputation is impacted but otherwise, risk management is core to the report.

Risk	Mitigation	Opportunities
<i>Property</i>	None	None
<i>Community Support</i>	None	None
<i>Timescales</i>	None	None
<i>Project capacity</i>	None	None
<i>Financial / VfM</i>	None	None
<i>Legal</i>	None	None
<i>Innovation</i>	None	None
<i>Reputation – ensuring that the Council has in place robust arrangements to manage its risks</i>	This report sets out the principles and arrangements for the Council to manage its risks	A robust Risk Management Policy supports the Council to identify, assess and manage its risks in a consistent and effective way
<i>Other</i>	None	None

11 SUPPORTING INFORMATION:

- 11.1 This report is the updated Risk Management Policy for 2018 which sets out the Council's approach to risk management and in detail the arrangements for managing risk. The Policy forms part of the Governance and Performance Management arrangements at the Council.
- 11.2 The Policy sets out the framework for identifying the significant risks that are relevant to the achievement of the Council's strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of managing and monitoring them.
- 11.3 The Council evaluates its risks using a four-point scale for the likelihood or probability of the risk occurring and the impact caused should the risk occur. These are rated between low and significant. A score for each risk is then calculated using the four by four matrix with the lowest score being one and the highest sixteen.
- 11.4 Included as an appendix to the Policy is the Council's Corporate Risk Register, which includes the risks that are of greatest significance to the Council in the context of the aims and objectives that are set out in the Council Strategy. These risks are regularly reviewed by the officers of the Strategic Leadership Team.
- 11.5 The Corporate themes identified for 2018 are:
- Capacity to deliver services

- Customer insight and engagement
- Business Continuity
- Strategic partnerships
- Financial resilience
- Strategic planning for housing
- Cyber security

11.6 More details of the causes, consequences and impacts of the corporate risks occurring are included in the Policy. Regular updates are reported to Audit Committee on the progress of the management actions in place to manage or mitigate the risks.

11.7 The Policy also includes the Council's Risk Appetite, which sets out the amount of risk the Council is prepared to take and ensures that the opportunities that

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None – the report provides details of the arrangements for managing risks as set out in the Risk Management Policy.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2922 – Risk Management Policy 2017

Other Background Documents:-

None.

APPENDICES:

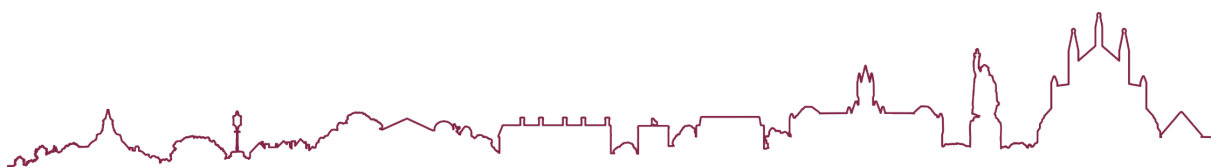
Appendix 1 Risk Management Policy 2018



Winchester
City Council

Risk Management Policy

2018



1. Introduction

As part of Winchester City Council's arrangements to ensure good governance, the purpose of effective risk management is to provide assurance and that the Council is 'risk aware'. This entails being able to identify risks, evaluate their potential consequences and determine the most effective methods of controlling or responding to them.

The Council believes that risk needs to be managed rather than avoided and that consideration of risk should not stifle innovation and creativity.

This Policy outlines the approach the City Council takes with regard to its responsibility to manage risks and opportunities using a structured, focused and proportional methodology. Risk management is integral to all policy planning and operational management throughout the Council and integrates with our corporate governance and performance management.

This approach to risk management actively supports the achievement of the agreed actions, projects and programmes included as set out in the Council Strategy.

Risk can be thought of as possibility that an action or event will affect the Council's ability to achieve its objectives or outcomes.

Good risk management is about identifying what might go wrong, assessing our level of tolerance towards that and then putting in place measures to prevent the worst from happening, or to manage the situation if something does go wrong. It is also about assessing what must be done to support achievement of the Council's objectives and acting in a way that makes this more likely to happen.

2. Our corporate approach to risk management

Risk management is about providing assurance by being 'risk aware'. Risk is ever present in everything that we do and some risk taking is inevitable if the Council is to achieve its objectives. Risk management is about making the most of opportunities when they arise and achieving objectives once those decisions are made. By being 'risk aware' the Council is better placed to avoid threats and take advantage of opportunities. Proper project management processes and principles will identify potential risks early in the process and set out how these can be avoided or mitigated. Staff training in project management principles is essential to embed these good practices.

By embedding a culture of risk management into the Council, Members and officers are able to make effective decisions about services and the use of financial resources to ensure that the Council's objectives are met.

An effective corporate approach to risk management will:

- Make it more likely that the Council's objectives will be achieved
- Safeguard the organisation and provide assurance to members and officers,
- Become part of every manager's competency framework, job description and performance appraisal,
- Provide support to the overall governance of the organisation,
- Improve decision making,
- Identify issues early on,
- Provide a greater risk awareness and reduce surprises or unexpected events,
- Develop a framework for structured thinking,
- Ensure better use of finances as risks are managed and exposure to risk is reduced,
- Facilitate achievement of long-term objectives,
- Ensure a consistent understanding of and approach to risks.

3. Our risk management framework

Risk management is the process of identifying significant risks relevant to the achievement of the Council's strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of managing and monitoring them.

The Framework and Process arrangements supporting risk management at the Council involve:

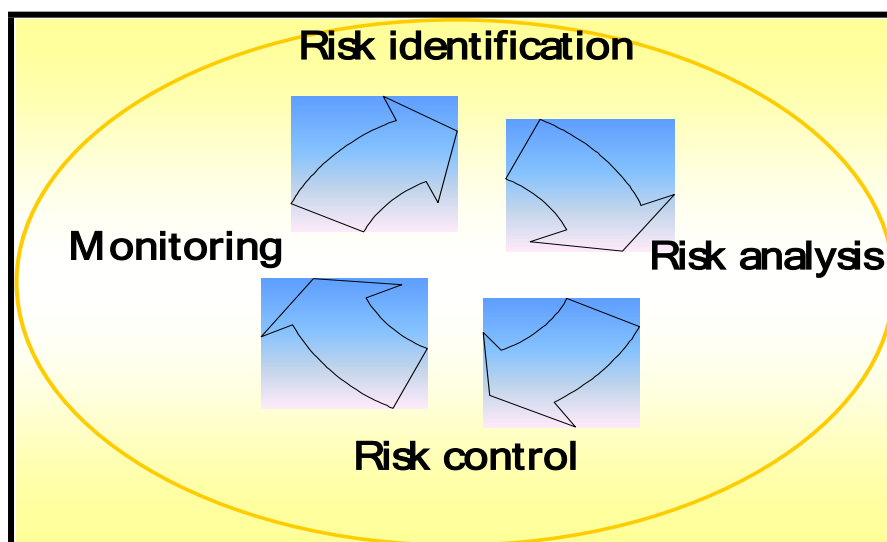
- A Risk Assessment Tool (section 4)
- Details of how risk management supports corporate planning and operational management (section 5)
- Risk appetite statement (section 8)
- Monitoring and review arrangements (section 10)
- A timetable linked to corporate programme (section 11)

4. Risk Assessment Tool

The principles

The City Council generally manages risk effectively within the course of its normal operations through its management structure and governance arrangements.

Risk Assessment Tool



When identifying risks, it can be helpful to use the following sources of risk as prompts to ensure that all areas of risk are considered:

Sources of Risk	Risk Examples
Infrastructure	Functioning of transport, communications and utilities infrastructure. The impact of storms, floods and pollution.
Politics & Law	Effects of change of government policy, UK or EC legislation, national or local political or control, meeting the administration's manifesto commitments. Issues of timing. Following the organisation's stated/agreed policy. Legality of operations
Social Factors	Effects of changes in demographic, residential and social trends on ability to deliver objectives.
Technology	Capacity to deal with obsolescence and innovation, product reliability, development and adaptability or ability to use technology to address changing demands.
Competition & markets	Affecting the competitiveness (cost and quality) of the service and/or ability to deliver value for money and general market effectiveness
Customer & Stakeholder – related	Satisfaction of: citizens, users, central and regional government and other stakeholders. Managing expectations – consulting & communication on difficult issues
Sustainability / Environmental	Environmental consequences arising from option (e.g. in terms of energy efficiency, pollution, recycling emissions etc.)
Finance	Costs, long term financial sustainability/ reliance on finite or vulnerable funding streams. Financial control, fraud and corruption.

Sources of Risk	Risk Examples
People management & human resources	Managing changes to services that may affect staff and/or ways of working. Resourcing the implementation of the option. Employment issues (TUPE etc.), Maintaining effective health & safety of staff and users
Contracts & partnerships	Dependency on or failure of contractors to deliver services or products to the agreed cost and specification. Procurement contract and relationship management. Overall partnership arrangements, e.g. for pooled budgets or community safety. PFI, LSVT and regeneration.
Tangible assets	Security of land and buildings, safety of plant and equipment, control of IT hardware
Reputation	Affecting the public standing of the Council, partnerships, or individuals in it (affecting you). Management of issues that may be contentious with the public or the media.
Professional judgement & activities	Risks inherent in professional work such as assessing clients' welfare or planning or response to the Human Rights Act.

It is important to maintain a sense of proportionality with day to day risk and the following principles will be applied:

- Managers have a good understanding of their services and service developments, and are able adequately to identify the risks involved.
- Managers understand the limits that the organisation places on the action that can be taken by any individual officer. There is a general awareness of what management action is appropriate and where further consultation and approval are required with colleagues and more senior managers. The organisation therefore recognises its risk appetite in relation to the decisions it takes.
- There is a good level of understanding of what risk it is acceptable to take during the normal course of work and the organisation recognises its risk appetite in relation to its ongoing activities.
- Unnecessary bureaucracy should be avoided, in particular by preparing documentation solely to demonstrate (rather than support or enhance) effective management. The cost (in terms of the time involved) relative to the benefit gained by defining every possible risk in detail and assigning impact and likelihood scores to each risk associated with every planned or current activity is deemed too great to be generally worthwhile. However where there are known concentrations of risk, such as in new service developments or

relating to our programme of major projects, managers understand that they should document, monitor and manage these risks using the council's scoring framework. Similarly, the corporate management team (or whoever is appropriate) should seek to identify, assess and manage those risks that seem likely to cause problems or bring benefits at a corporate level.

- The internal audit team at the Southern Internal Audit Partnership work with the Strategic Director: Resources and Executive Leadership Board to consider the council's assurance needs, and makes its own assessment of the internal audit work required to provide this assurance.
- The three Cabinet Committee's (Central Winchester Regeneration, Leisure Centre and Station Approach) are responsible for ensuring effective actions are in place to address key risks that are relevant to the successful delivery of the projects.
- Managers are encouraged and supported to consider the potential threats and opportunities involved in any new service developments and improvements, and to monitor ongoing performance. Documentation of risks, related controls and mitigating action plans should be considered where this is helpful and appropriate and, where this is the case, risk registers should be prepared. This is likely to be appropriate for specific service development projects, when project risk registers should be monitored closely by the lead project manager and sponsor. Individual teams should also consider risk specifically as Portfolio Plans and individual service plans are developed.

It is the responsibility of all staff to assess risks associated with their work and projects and to escalate any potential risks which they feel cannot be managed within sensible parameters to the Strategic Leadership Team. The Programme Management Group reviews the Programme Risk Register and will also seek to identify risks associated with major projects and the capital programme and to refer significant matters to the Strategic Leadership Team.

Identification of risks

Strategic Leadership Team (SLT) regularly reviews the Corporate Risk Register and escalates any key issues to Executive Leadership Board (ELB) who also reviews the Corporate Risk Register on an annual basis to assess any emerging risks or risks that should be removed. Risk owners for corporate risks are generally a member of ELB. This risk register is formally agreed by Cabinet and the most significant risks on this list are reported regularly to Audit Committee.

Service or operational risks are reviewed on an ongoing basis and significant risks added to the relevant Statement of Assurance during the spring of each year.

The Council's Project Team uses the PRINCE2 methodology for managing projects. Incorporated within this methodology is a robust process for the management of project risks. Project risk registers are created for each new project and reviewed as part of the project life cycle and documented on the Project Risk Register. Overarching project risks (for example, failure to deliver on a specific project) may be included in the corporate risk register if they are of sufficient importance at this level and/or the risks are being poorly managed for whatever reason.

The Annual Governance Statement is also a key part of risk management and plays an important role in the identification and escalation of risks. The Statement is produced following a review of the Council's governance arrangements and explains how the City Council delivers good governance. Underpinning the Statement are the individual Statements of Assurance which are completed by each Corporate Head and includes details of significant risks for their service area. Risks which have additional corporate significance are escalated into the Annual Governance Statement which reads across into the Corporate Risk Register.

It is important for Corporate Heads to refer to this Policy when completing their Statement of Assurance and providing details of risks affecting the pursuit of the objectives of the team (although this is not the only time risks will be considered).

5. How risk management feeds into corporate planning and operational management

By embedding risk management into existing policy and service planning processes, members and officers are able to make informed decisions about the appropriateness of adopting a policy or service delivery option.

The information resulting from the risk management approach acts as one of the key pieces of information incorporated into the development of corporate, business and service plans. Risk management is an essential element in establishing policy, developing plans and enhancing operational management.

In order to formalise and structure risk management at the Council, it is recognised that there are obvious and clear links between risk management and strategic objectives; financial planning; policy making & review and performance management. The linkages are as follows:

a) The Council Strategy reflects the desired outcomes for the District, informed by consultation with the public and stakeholders.

The Council Strategy 2018-2020 outlines how the Council will deliver its vision up until 31 March 2020 and is refreshed every three years. The Strategy is focussed on

the key outcomes in a way that is consistent across our aims with regard to both local and national priorities. During the lifetime of the Strategy there will be direct and indirect threats to the achievement of the outcomes and these are risks that must be properly managed.

b) As part of the annual planning process each team considers the key actions to be taken and targets for performance. An assessment of the risks forms part of this planning which is an identification and prioritisation of the most significant risks faced in delivering the key priorities for the year, with actions identified to mitigate and manage these. These actions are then managed as part of the normal business of the team.

c) Each member of staff has an annual appraisal which monitors progress being made and sets objectives for the coming year required to deliver service plan actions and achieve. As part of this, risk management is cascaded down to staff as an objective which aims to gain their support and awareness to ensure effective management of risk within the Council.

d) Measurement of performance against the Council Strategy outcomes, performance indicators and key tasks is achieved in a number of ways:

- In addition to day to day management, teams carry out a regular review of progress in their area, which includes assessment of progress against Council Strategy actions, performance trends and risks. Where appropriate, exceptions are reported to the Strategic Leadership Team for consideration and agreement of corrective action, if required.
- The Strategic Leadership Team keeps an overview of financial plans, with service performance and emerging risks with corporate risks being reviewed quarterly.
- The Overview and Scrutiny Committee receives quarterly reports that provide an update on the progress achieved against the actions included in the Council Strategy and any significant issues are raised with Cabinet.

6. How do we evaluate risks?

The Council evaluates its identified risks on a four-point scale on the likelihood or probability of the risk occurring and the impact caused should the risk occur being rated between low and significant.

The Council has chosen to divide the rating into bands as shown on the example risk matrix below.

		I M P A C T			
		Low	Moderate	Major	Significant
L I K E L I H O O D	Highly Likely				
	Likely				
	Unlikely				
	Highly Unlikely				

Impact Rating

The following table provides the definitions which should be used when determining whether a risk would have a Low, Moderate, Major or Significant impact

	Low (1)	Moderate (2)	Major (3)	Significant (4)
Financial	Less than £20K	£20k or over and less than £200K	£200K or over and less than-£2MK	£2M plus
Service Provision	No effect	Slightly Reduced	Service Suspended Short Term / reduced	Service Suspended Long Term Statutory duties not delivered
Health & Safety	Sticking Plaster / first aider	Broken bones/illness Lost time, accident or occupational ill health	Loss of Life/Major illness – Major injury incl broken limbs/hospital admittance. Major ill health	Major loss of life/Large scale major illness
Morale		Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
Reputation	No media attention / minor letters	Adverse Local media Leader	Adverse National publicity	Remembered for years
Govt relations	One off single complaint	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently

Likelihood Rating

It is unlikely that in many cases the probability of a risk occurring can be calculated in a statistically robust fashion as we do not have the data to do so. However, as an indicator, the likelihood is defined by the following probability of a risk occurring:

Likelihood	Probability
Highly Unlikely	1% to 25% chance in 5 years
Unlikely	26% to 50% chance in 5 years
Likely	51% to 75% chance in 5 years
Highly Likely	76% to 100% chance in 5 years

7 How we respond to risks

Once a risk has been identified, the Council need to decide and agree what it is going to do about it. The recognised approaches to controlling risks are described as the five key elements or 5 T's; tolerate, treat, transfer, terminate and take the opportunity. These are described in more detail below. It is generally accepted that where a risk can be reduced through some form of treatment or mitigation in a cost-effective fashion then it is good to do so.

As a general principal once a risk has been identified, consideration needs to be given to the five T's and that the chosen approach is seen as being cost-effective so that the control of the risk is not disproportionate to the expected benefits.

The five T's are:

- Treatment** By far the greatest number of risks will be addressed in this way by using appropriate control countermeasures to constrain the risk or reduce the impact or likelihood to acceptable levels.
- Transfer** For some risks the best response may be to transfer them and might be done by transferring the risk to another party to bear or share the risk; e.g. through insurance or partnership. Reputation risk can never be transferred.
- Tolerate** Where it is not possible to transfer or treat the risk, consideration needs to be given to how the consequences are managed should they occur. This may require having contingency plans in place, for example, Business Continuity Plan which creates capacity to tolerate risk to a certain degree.
- Terminate** Some risks will only be treatable, or containable to acceptable levels by terminating the activity that created them. It should be noted that the option of termination of activities may be severely limited in government when compared to the private sector; a number of

activities are conducted in the government sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved. This option can be particularly important in project management if it becomes clear that the projected cost / benefit relationship is in jeopardy.

Take the opportunity

This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats; an opportunity arises to exploit positive impact. For example, if a large sum of capital funding is to be put at risk in a major project, are the relevant controls judged to be good enough to justify increasing the sum of money at stake to gain even greater advantages? The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities. For example, a drop in the cost of goods or services frees up resources which can be re-deployed.

8. Risk Appetite

The HM Treasury defines risk appetite as “*The amount of risk that an organisation is prepared to accept, tolerate or be exposed to at any point in time*” (Source: British Standard on Risk Management BS31100 2008).

A clearly understood and articulated risk appetite statement assists with the risk awareness for the Council and supports decision making in pursuit of its priority outcomes and objectives.

The Council’s Risk Appetite Statement is an integral part of the Council’s Risk Management Policy and ensures that the opportunities the Council is willing to take to achieve its strategic outcomes and objectives are measured, consistent and compatible with the Council’s capacity to accept and manage risk and do not expose the Council to unknown, unmanaged or unacceptable risks.

This statement will be reviewed annually and approved by Cabinet at the start of each municipal year. The approved statement will be included as an appendix to the Risk Policy. The Council may decide to move the line up or down based on a number of influencing factors including financial and capacity, and the Council may have a higher ‘aspirational’ risk appetite once sufficient assurance is gained and processes put in place to manage the higher levels of risk.

Risk management is about being ‘risk aware’. Risk is ever present in everything that we do and some risk taking is inevitable if the Council is to achieve its objectives.

Risk Management is about making the most of opportunities when they arise and achieving objectives once those decisions are made. By being 'risk aware' the Council is better placed to avoid unforeseen problems and take advantage of opportunities that arise.

The Council's Risk Appetite 2018

The Council during the course of year will take fair, measured and targeted levels of risk to achieve the priority objectives included in the Council Strategy. There will be opportunities for the Council to be innovative or work differently and any identified risks will need to be considered against the anticipated cost and efficiency benefits.

The Risk Appetite Statement supports Members and officers in decision making by setting out where the Council is comfortable taking different levels of risk, and which levels of risk are unacceptable. The Council's Risk Appetite should be considered in conjunction with the risk section of all committee reports when decisions are made.

Risks that fall under the risk appetite 'line' may still happen and should still be managed effectively and transparently.

The Council's appetite for its significant risks included in the Corporate Risk Register is shown in the diagram below and highlighted in bold with the relevant cell shaded.

Risk levels and description Key elements	Minimal As little risk as reasonably possible	Cautious Prefer limited delivery options	Open Consider all potential options	Seek Eager to be innovative
Financial/VFM	Very limited financial loss if essential (up to £100,000) VfM (focusing on economy) is primary concern	Some limited financial loss (from £100,000 to £500,000) Consider benefits and constraints beyond price	Will invest and risk losing (from £500,000 up to £2m or 10% of value – which ever is the lower of the two) for larger potential financial return Value and benefits considered, not just cheapest price	Invest and risk losing (from £2m up to £5m) for best possible return Resources allocated without firm guarantee of return
Exposure to Challenge	Be very sure we would win challenges	Limited tolerance for sticking neck out Reasonably sure we would win challenges	Challenge is problematic, but takes the necessary steps to manage and win this. Gain outweighs adverse consequences	Chances of losing challenge are real with significant consequences
Innovation, Quality, Outcomes	Innovations avoided unless essential or commonplace Essential systems or technology development only	Prefer status quo and avoid innovation Limited systems or technology development	Innovation supported New ways of working or using technology explored.	Innovation pursued Actively seek new ways of working or using new technology
Reputation	No chance for significant repercussions Avoid exposure to attention	Little chance of significant repercussions Mitigation in place for undue interest	Will expose to scrutiny and interest Management of reputation through actively listening and talking	New ideas experimented at the risk of damage to reputation
Appetite	Low	Moderate	High	Significant

9. Risk Registers

The risk registers are a reference document that summarise the different risks that might occur and impact the Council. Just because a risk is included on the risk register does not mean that the Council thinks it will happen, but it does mean that the Council thinks it is worth seeking to manage. The risk score is, therefore, based on a 'reasonable worst case scenario'. The methodology for the scoring of risks is included in section 6 above.

The Council maintains several risk registers and these are:

- Corporate Risk Register – this register records the most significant risks for the Council or those risks which may prevent the Council from achieving its strategic objectives as set out in the Council Strategy.
- Operational Risk Register – includes risks that might affect the delivery of individual services, but would not in isolation threaten the Council's overall objectives. Operational risks are managed by Heads of Team or service managers.
- Programme Risk Register - includes the risks across the Council's programme of Major Projects
- Project Risk Register – provides a register of the risks that if occur have a positive or negative effect on the achievement of the project's objectives.

10. How we monitor and report risk

Risk management must be embedded into decision making, business planning and performance management arrangements so that it is central to the way the Council works. It contributes to the concept of 'No Surprises', 'Getting it right first time' and 'Having a Plan' which will useful should the unexpected happen.

The framework of monitoring and reporting has been developed using the Council's performance management software; Covalent, which is able to record the risks onto the system with the relevant risk owner having access so that monitoring and updating can take place.

This requires:

- Teams to monitor progress of their plans, as part of the review of performance and spend. Results of this review where a significant change is identified will be included in the exception report submitted for The Overview and Scrutiny. Any issues that may require escalation will be reported initially to the Performance Management Team.
- The Strategic Leadership Team to monitor and review progress against Corporate Risks as part of its quarterly monitoring meeting, making a judgement on any risks referred for escalation and identifying any risks that can be moved to operational risk registers. Results of these reviews will form part of the regular monitoring report submitted to the Audit Committee and

reported to Cabinet if decisions on any procedure or policy changes are needed.

- The Audit Committee receives regular monitoring reports that provide assurance that the risks identified on the Corporate Risk Register are being adequately managed. The Audit Committee may decide to receive in-depth reports for the most significant risks on the register or risks that are causing concern.

If at any time a risk other than those on the Corporate Risk Register (for example an operational risk) is scored above the risk tolerance line as set out in the Risk Appetite Statement, full details should be presented to the next Strategic Leadership Team meeting for further consideration and approval of appropriate action if required. This may include escalation to the Corporate Risk Register.

All Council committee reports include a paragraph titled “Risk Management Issues”. The purpose of this paragraph is for the author to demonstrate and provide evidence that the risks associated with the content of the report have been properly identified, assessed and evaluated. The paragraph should provide for the most significant risks as much detail as possible, especially in relation to the underlying causes of the risk and its subsequent consequences. Reference should also be made to the Council’s Impact Score Matrix (diagram 2) to support decision making.

When taking decisions, the identified risks should be considered against the Council’s Risk Appetite which sets out the amount and type of risk that the Council is prepared to seek, accept or tolerate.

11. Timetable

Risk management is an integral part of corporate governance, and is in particular closely linked with performance management. Therefore the timetable for risk management follows that of the performance management framework.

When	Who?	What?
Summer	Cabinet	<ul style="list-style-type: none"> Approval of updated Risk Policy for the forthcoming year. Approval of Risk Appetite for forthcoming year. Approval of Corporate Risk Register.
	The Overview and Scrutiny Committee	<ul style="list-style-type: none"> Note the Risk Policy and the role that the Committee has in monitoring and managing risks.
	Audit Committee	<ul style="list-style-type: none"> Review the Corporate Risk Register and agree the risks for future in-depth reporting and assurance.
	Strategic Leadership Team	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register.
Autumn	Audit Committee	<ul style="list-style-type: none"> Review the risks included in the Corporate Risk Register and receive monitoring report giving details of the progress made against the actions to treat the risks. In-depth update for significant corporate risks.
	Strategic Leadership Team	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register.
Throughout the year	Audit Committee	<ul style="list-style-type: none"> Receives update report for Corporate Risk Register. Review risks included on Corporate Risk Register for the coming year Review and update Risk Policy
		<ul style="list-style-type: none">
Winter	Strategic Leadership Team	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register. Budget and Portfolio Plan risks considered
Winter	Audit Committee	<ul style="list-style-type: none"> Receive update report for Corporate Risk Register.
	Strategic Leadership Team	<ul style="list-style-type: none">

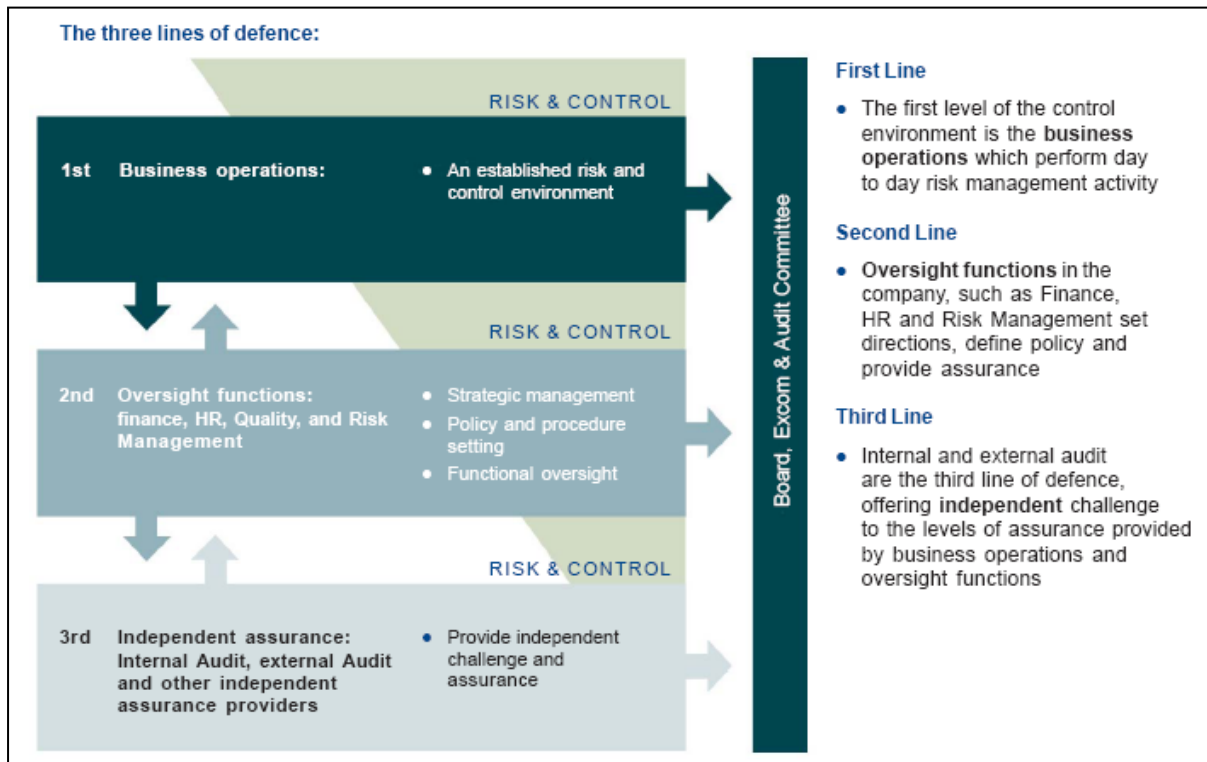
12. Risk Management roles and responsibilities

The three lines of defence concept is widely known among the insurance, audit and banking sectors as a risk governance framework. The concept can be used as the primary means to demonstrate and structure roles, responsibilities and

accountabilities for decision making, risk and control to achieve effective risk management, governance and assurance.

The following table is an example of the three lines of defence concept.

Example: Three line of defence model



First line of defence:

As the first line of defence, Heads of Team or service managers own and manage risks within their service area. They are also responsible for implementing appropriate corrective action to address, process and control weaknesses. Heads of Team are also responsible for maintaining effective internal controls and managing risk on a day to day basis. They identify, assess, control and manage risks ensuring that their services are delivered in accordance with the Council's aims and objectives.

Second line of defence:

The second line of defence relates to the Strategic direction, policies and procedures provided by the Council's oversight functions (e.g. Finance, Legal Services and HR). These teams are responsible for designing policies, setting direction, ensuring compliance and providing assurance.

Included within the Anti-Fraud and Corruption Policy is the Council's Whistleblowing Policy which encourages staff to report concerns which may expose the Council to risk.

Third line of defence:

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the organisations operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The aim of internal audit's work programme is to provide assurance to management, in relation to the business activities, systems or processes under review that the framework of internal control, risk management and governance is appropriate and operating effectively; and risks to the achievement of the Council's objectives are identified, assessed and managed to a defined acceptable level.

Such risks are identified through senior management liaison and internal audits own assessment of risk. External audit, inspectors and regulators also provide assurance on the management of risk and delivery of objectives.

Specific Responsibilities

Who	What
Members	Elected members are responsible for governing the delivery of services to the local community. Members have a responsibility to understand the strategic objectives and risks that the Council faces, and will be made aware of how these risks are being managed.
Cabinet	<ul style="list-style-type: none"> • To ensure that effective arrangements are in place throughout the Council and these are kept up to date, • Approving the Council's Risk Management Statement, • Monitoring the Council's risk management and internal control arrangements via an exception reporting process, • Ensuring the effectiveness of the risk management and internal control framework.
The Overview and Scrutiny Committee	To have an overview of performance and use of resources in respect of the identification of risks and monitoring action taken to mitigate those risks.
Audit Committee	The Audit Committee's role is to provide to those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance, and to monitor the effective development and operation of risk management and corporate governance in the Council.
Executive Leadership Board	The Corporate Management Team (CMT) is pivotal in promoting effective risk management and ensuring that it

Who	What
	<p>is embedded in the culture of the Council. The key responsibilities for the Chief Executive and CMT are:</p> <ul style="list-style-type: none"> • Promoting the implementation of the Council’s risk management arrangements on a corporate basis. • Supporting and promoting the benefits of effective risk management throughout the Council. • Supporting the identification and assessment of risk on an ongoing basis.
<p>Strategic Leadership Team</p>	<p>Annually review the Corporate Risks to be presented to Cabinet.</p> <p>Monitor the corporate risk register on a quarterly basis, and consider any operational risks which are escalated to the group by a member of PMT.</p>
<p>Corporate Governance Group</p>	<p>Ensure Council compliance and efficacy of risk management arrangements, underpinning the Council’s performance and management framework, particularly in respect of the Annual Governance Statement.</p> <p>The Group will ensure that risk management processes and procedures are in place that underpin the Council’s performance and management framework and will monitor their compliance, including assisting Performance Management Team in populating the Risk Register.</p>
<p>Programme Management Group</p>	<p>Regularly reviews the Council’s Programme Risk Register, escalating any issues to Performance Management Team</p>
<p>Senior Managers</p>	<p>Heads of Teams have responsibility for minimising risk within their teams. They will demonstrate their commitment to risk management through:</p> <ul style="list-style-type: none"> • Being actively involved in the identification and assessment of risks, • Developing relevant action plans for the key risks and establishing relevant performance indicators to measure their performance through the performance management framework, • Incorporating the risk management process into business/service planning processes, • Monitoring the Teams’ risks regularly and on no less

Who	What
	<p>than a quarterly basis,</p> <ul style="list-style-type: none"> • Encouraging staff to be open and honest in identifying risks or potential opportunities, • Ensuring that the risk management process is part of all major projects and change management initiatives, • Monitoring and reviewing action plans regularly to effectively treat risks.
Risk and Insurance Support	<ul style="list-style-type: none"> • Facilitate and support the procurement of the Council's insurance programme and the management of claims.
Corporate Business Manager	<ul style="list-style-type: none"> • Provide risk management support across the Council, • Provide assistance with and prepare management reports, • Support the Performance Management Team and Corporate Business Manager on risk related issues.
All staff	<p>All staff have the responsibility for Council risks and must understand their role in the Council's risk management arrangements. Training and support is provided at the staff induction and ongoing training throughout the year. All staff are expected to know how to recognise, assess and evaluate risk, when to accept risk and to recognise that risks can create opportunities for the Council.</p>
Southern Internal Audit Partnership	<p>The role of the Southern Internal Audit Partnership who act as the Council's Internal Auditors is that of an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. It will be responsible for undertaking an assessment of the Council's risk management and internal control mechanisms as part of the review of corporate governance arrangements.</p>

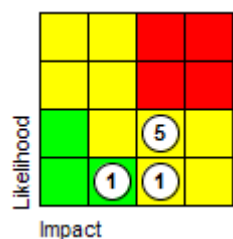
Everyone involved in risk management has a responsibility to identify learning from risks and their management.

Corporate Risk Register

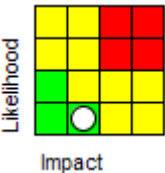
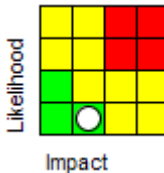
Significant risks have been reviewed by the Strategic Leadership Team and the following table provides details of the risks that are included on the Corporate Risk Register for 2018/19.

Corporate Risk Register 2018

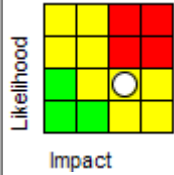
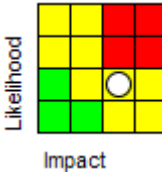
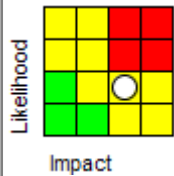
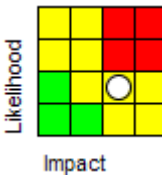
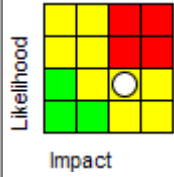
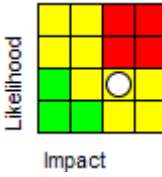
Summary Heat Map of all Corporate Risks



Code	Risk Description	Risk Owner	What might go wrong?	What will happen?	Residual Risk Score	Current Controls	Target Risk Score
CR001	Given competing demands and multiple complex priorities, the risk is that the council does not maintain capacity to deliver services	Chief Executive	<ul style="list-style-type: none"> • Ambitious corporate plan with multiple strands of activity • Cultural desire to 'go the extra mile' • Competition from the private sector for key staff roles eg planning, project management • Officers not sensitive to the political reality and perhaps focus on 'old' priorities • Decision making can be slow, • Middle management too rule driven and need to be more responsive • Reluctance to "just do 	<ul style="list-style-type: none"> • If decision making is slow, delays occur and potentially available resources are redeployed or become unavailable if they are externally sourced. • If staff lack political awareness, middle managers will be slow to redeploy resource to current priorities • If staff are diverted then can't deliver on other lower-level priorities or day-to-day things • Reputation is damaged as the council is not seen to be able to complete projects 		<ul style="list-style-type: none"> • Corporate plan is distilled into key priorities by service. If capacity becomes an issue, prioritisation of activity is in place • Senior level reorganisation to increase capacity • Proactive approach to communications internal and external • Political skills awareness sessions for all middle managers • Positive use of fixed term contracts to aid flexible resourcing • Targeted use of external resource 	

Code	Risk Description	Risk Owner	What might go wrong?	What will happen?	Residual Risk Score	Current Controls	Target Risk Score
			it” <ul style="list-style-type: none"> • Tension between day-to-day and strategic priorities • Skills not in the right place 	<ul style="list-style-type: none"> • Local members are not always kept informed of activity in their area 		<ul style="list-style-type: none"> • Reallocation of human and financial resources across and within the organisation as required 	
CR003	Decisions made by the council are challenged to a lack of a strong evidence base, customer insight and engagement with change	Strategic Director (Resources)	<ul style="list-style-type: none"> • Inconsistent and traditional approach to customer engagement across the council • Lack of awareness of the questions to ask • Lack of awareness of the ‘right time’ to engage • Lack of public awareness that opportunity to engage • Council is not aware of the full range of interested stakeholders • Council may only hear the loudest voices and not the silent majority or those that do not readily engage • Lack of skill to identify evidence over 	<ul style="list-style-type: none"> • Lack of a robust and evidence based approach to customer engagement can lead to: <ul style="list-style-type: none"> • Reputational damage • Views that the council is too Winchester-centric • That decisions made are inequitable • There is a perception that peoples views are ignored • Without a robust and evidence based engagement process the council is exposed to risk of challenge on decisions That there is a lack of public 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> • Investment in engagement specialist to oversee council wide activity • A we asked ... you said ... we did feedback approach • A council wide data capture exercise completed • Engagement champions (part of governance structure) • Comms approach reset to simplify language and remove data jargon • Move to proactive openness • A more inclusive approach to engagement • Cabinet meetings held around the district. on the street 	 <p>Likelihood</p> <p>Impact</p>

Code	Risk Description	Risk Owner	What might go wrong?	What will happen?	Residual Risk Score	Current Controls	Target Risk Score
CR004	Business Continuity – failure to recover services after a major incident that has had a significant impact on the ability of the Council to provide its services	Strategic Director (Services)	<ul style="list-style-type: none"> Not maintaining an effective corporate wide Business Continuity Plan Not regularly testing of plan and follow-up Key staff unavailable Communication systems ineffective Lack of awareness 	<ul style="list-style-type: none"> Unacceptable delay and uncertainty in returning to normal working after an emergency Adverse publicity and criticism Reputation damage Adverse social impact 		<ul style="list-style-type: none"> Business Continuity Plans in place Annual testing of IT Disaster Recovery Plan Critical services identified with individual business continuity plans Back up temporary office accommodation at Hyde Lodge 	
CR006	Effective partnership working	Strategic Director (Place)	<ul style="list-style-type: none"> Partnerships can falter due to lack of shared vision within partnerships Strategic partnerships may falter due to conflicting demands within individual partners Failure within procurement process Partnerships may be unsuccessfully commissioned due to lack of procurement skills and poor scoping. Significant local, regional or national partners may close down, affecting council 	<ul style="list-style-type: none"> Significant project delivery such as the major projects and the new home building programme may fail due to failed of strategic partnerships Local delivery may fail if local strategic partners are not aligned Reputational damage to all partners 		<ul style="list-style-type: none"> Review of all partnerships undertaken to identify key strategic partners Introduction of annual performance reporting for significant partnerships 	

Code	Risk Description	Risk Owner	What might go wrong?	What will happen?	Residual Risk Score	Current Controls	Target Risk Score
CR007	Lack of sufficient funding and/or escalating costs over the medium term reduce financial viability	Strategic Director (Resources)	<ul style="list-style-type: none"> Reduced Government funding Reliance on strategic partners to deliver services and projects Macro economy, including Brexit, reduces locally generated Business Rates and parking income Failure to achieve income targets Inflation rises Penalties are imposed on the Council due to falling standards in services 	<ul style="list-style-type: none"> Unable to balance the budget Increased Council Tax Public's ability to pay for services Reduce services provided Demand/ cost of services Increased construction costs and impact on delivery and viability of key projects Over borrowing and avoidable cost 		<ul style="list-style-type: none"> Outcome Based Budgeting (OBB) approach setting out longer term options Quarterly finance reporting and monitoring of key income sources Regular policy review and monitoring Scenario planning and sensitivity analysis of key risks Transformation programme to set out cost review Maintain General fund reserve of at least £2m Regular review of reserves 	
CR008	Strategic planning for housing	Strategic Director (Services)	<ul style="list-style-type: none"> Increasing demand for new houses High cost of housing, including private rented sector Slow completion for building of new homes Unable to identify new sites for new houses 	<ul style="list-style-type: none"> Increased housing waiting list numbers Difficulty accessing housing markets Outward migration of younger residents Adverse publicity Government intervention 		<ul style="list-style-type: none"> Plans in place to deliver significant new homes Regular monitoring of projects Revised Housing Strategy 	
CR009	Cyber Security	Strategic Director (Resources)	<ul style="list-style-type: none"> Malicious attack by Hackers for financial gain; Malicious attack by Hackers to disrupt 	<ul style="list-style-type: none"> Possible complete shutdown of Council IT Systems and Infrastructure; Business\service 		<ul style="list-style-type: none"> IT Systems and processes administered to PSN (Public Services Network) standards and protocols; ITILv3 Methodology 	

Code	Risk Description	Risk Owner	What might go wrong?	What will happen?	Residual Risk Score	Current Controls	Target Risk Score
			business and ability to deliver services; <ul style="list-style-type: none"> • Viral code attack in order to data mine information and identities 	delivery disruption; <ul style="list-style-type: none"> • Significant Financial loss; • Credibility and confidence lost in engaging with digital services and e-payments 		adoption for ITSM; <ul style="list-style-type: none"> • Comprehensive and regular reviews of ISP (Information Security Policies) and IT Network Access Policies; • Operational daily checks and proactive monitoring of Firewalls and pattern updates; • Staff qualified in Cyber Scheme Professional standards and within GOV UK CESG guidelines; • Regular system health checks and vulnerability scans; • System and software maintained to supported levels. Email security (including: Ransomware mitigation) managed by accredited 3rd party Cloud provision 	

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CAB3059
CABINET

REPORT TITLE: PERFORMANCE REPORTING INFORMAL SCRUTINY GROUP (ISG) – REPORT BACK ON RECOMMENDATIONS

18 JULY 2018

REPORT OF PORTFOLIO HOLDER: CLLR GODFREY - PORTFOLIO HOLDER FOR PROFESSIONAL SERVICES

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

WARD(S): GENERAL

PURPOSE

This report presents an action plan for the implementation of the recommendations put forward by the Performance Management Informal Scrutiny Group in their final report that was considered by Cabinet at its meeting on 17 January 2018.

RECOMMENDATIONS:

1. That Cabinet consider the report and approves the recommendations from the Performance Reporting Informal Scrutiny Group as set out in the Action Plan in Appendix 1.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 Effective performance management supports the Council to manage and improve services that are provided to the residents of the District in a timely and efficient manner.
- 1.2 The use of performance management information enables the Council to monitor and direct through correction if required the progress being made against the aims and objectives set out in the Council Strategy.

2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None.

4 WORKFORCE IMPLICATIONS

- 4.1 None.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 The final report of the Performance Management Reporting ISG was considered by Overview and Scrutiny on 27 November of Cabinet on 17 January 2018.
- 6.2 At that meeting Cabinet noted the recommendations of the ISG and requested that an action plan be drafted to show details of how the recommendations would be implemented.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None required.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>	n/a	n/a
<i>Community Support</i>	n/a	n/a
<i>Timescales</i>	Regular performance monitoring enables officers to take appropriate action when performance targets are not being met.	Corrective action is taken to improve performance where targets are missed, ensuring service improvements
<i>Project capacity</i>	n/a	n/a
<i>Financial / VfM</i>	n/a	n/a
<i>Legal</i>	n/a	n/a
<i>Innovation</i>	n/a	n/a
<i>Reputation</i>	Robust performance monitoring and regular reporting supports the Council to quickly identify where performance targets and standards are not being met.	Regular performance reporting highlights where targets are being exceeded which can be congratulated and celebrated.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 The Performance Management Informal Scrutiny Group (ISG) was established on 23 May 2016 and presented its final report to The Overview and Scrutiny Committee on 27 November 2017 and Cabinet on 17 January 2018.
- 11.2 Arising from its review, the ISG in its final report presented to Cabinet ten recommendations for approval.
- 11.3 At the meeting on 17 January, Cabinet expressed some concern that further consideration should be giving to the timing and implementation of the recommendations before they were agreed. Cabinet therefore agreed that the recommendations be noted at that time and a further report be brought forward including an action plan that provided details of how they should best be implemented.
- 11.4 As requested by Cabinet, the Strategic Director (Resources) with officers have reviewed the recommendations of the ISG and formulated an action plan to deliver them over the remainder of the year which is included in Appendix 1 to this report.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

OS176 Performance Management Reporting Informal Scrutiny Group, 27
November 2017

CAB3020 Report of the Performance Management Reporting Informal Scrutiny
Group, 17 January 2018

Other Background Documents:-

None

APPENDICES:

Appendix 1 Performance Management ISG Recommendations Implementation
Action Plan

Action Plan for the implementation of the Performance Management Reporting ISG Recommendations

No	Recommendation	Actions	Lead Officer	Target Date
1.	That the Council's Data Quality Policy is rewritten and that it be reworked as the Data Quality Strategy, clearly setting out key Council objectives/priorities and the responsibilities for data management quality.	Key points from Data Quality Policy to be reviewed and incorporated into the updated Performance Management Guide (see recommendation 9 below)	Corporate Business Manager	Nov 2018
2.	That the Council establishes and encourages a stronger performance management culture across the whole organisation highlighting that performance management is everybody's business, which could be accomplished by in-house training and regular briefings for all staff and elected members.	Lunchtime masterclasses to be held that will cover a number of key topics including performance management, procurement, contract and risk management	Corporate Head of Resources	September 2018
3.	That performance information presented in all reports is clear and understandable at all times with links to underlying/supporting documentation where possible.	<p>Hyperlinks to be included in performance reports that link to information published on the Council's website or other relevant website</p> <p>Performance reports that include charts and graphs to be printed in colour (for the most part this has been superseded by reports now being viewed in colour on iPads by councillors).</p>	<p>Strategic Director: Resources</p> <p>Strategic Director: Resources</p>	<p>On going</p> <p>Complete</p>
4.	That a training session on understanding and interpreting performance management data and information be held at least annually for all	Suitable date for training for councillors to be identified	Strategic Director: Resources	Sept 2018

No	Recommendation	Actions	Lead Officer	Target Date
	councillors.	Training session for all councillors on understanding and interpreting performance management data held.	Strategic Director: Resources	Date to be advised
5.	That the potential to make more use of Covalent to present detailed information to Overview and Scrutiny and Audit Committee, when appropriate be explored	Further work required to identify and assess if there are any benefits of using Covalent to present detailed information at committee meetings.	Strategic Director: Resources / Corporate Business Manager	Sept 2018
6.	That the Council reduces the amount of duplicated data entry through either the implementation of electronic interfaces between core systems or the migration and rationalisation of systems providing efficiency and cost savings to the Council	Review of Council core business applications (planning, housing, revenues etc.) working towards 3 tier application delivery (finance, place and CSU).	Strategic Director: Resources/ IMT Business Development Manager	Dec 2018
7.	Where there are monthly updates, elected members receive an update on the progress of the Council's major projects included in the Democratic Services Update (DSU)	Link to major projects pages of the WCC website to be included in the weekly Democratic Services Update (DSU) that is emailed to all councillors	Democratic Services Manager	Complete
8.	That the Council clearly demonstrate how the data from core systems relate to the outcomes included in the Council Strategy	Council Strategy Performance Measures appendix to include details of the source of the performance information against each measure	Corporate Business Manager	Complete
9.	That the Council's Performance Management Guide be updated and made available to all staff and members via the Council's Intranet	Performance Management Guide to be reviewed and updated and include guidance on the principles of good data quality	Corporate Business Manager	Nov 2018

No	Recommendation	Actions	Lead Officer	Target Date
		<p>Updated Guide published on Intranet</p> <p>Presentation to managers on key points included in the Guide at Senior Managers Group meeting</p>	<p>Corporate Business Manager</p> <p>Corporate Business Manager</p>	<p>Nov 2018</p> <p>Dec 2018</p>

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CABINET (HOUSING) COMMITTEE

Wednesday, 4 July 2018

Attendance:

Councillors
Horrill (Chairman)

Brook

Miller

TACT:

Mr M Fawcitt
Mrs M Gill

Others in attendance who did not address the meeting:

Councillor Scott

1. **MINUTES OF THE PREVIOUS MEETING HELD ON 26 MARCH 2018 (LESS EXEMPT MINUTE)**

RESOLVED:

That the minutes of the Cabinet (Housing) Committee held 26 March 2018, less exempt minute, be approved and adopted.

2. **PUBLIC PARTICIPATION**

There were no questions asked or statements made.

3. **THE FUTURE OF HOMELESSNESS SERVICES AND SUPPORT IN WINCHESTER**

(Report CAB3054(HSG) refers)

The Head of Housing Options and Allocations introduced the report and responded to questions from Members.

During debate, Members endorsed the proposal to support co-commissioning of services with the County Council. Members believed that this offered better value for money, provided a satisfactory deal could be reached. The Chairman suggested that an all Member briefing be arranged to update all Councillors on the proposals.

Mrs M Gill (TACT) confirmed that the proposals had been discussed at a TACT briefing earlier in the year where they were generally supported.

The Committee agreed to the following for the reasons outlined above and set out in the report.

RESOLVED:

1. That the principle of “co-commissioning” of support services in partnership with Hampshire County Council be supported.
2. That the Homelessness Prevention Fund Reserve and Flexible Homelessness Grant be used to fund the commissioning of community and floating support services and that a detailed spending plan be brought back to this Committee to approve proposals for 2019 and beyond.
3. That the Corporate Head of Housing be authorised to respond to the Hampshire County Council consultation on proposed changes to Homelessness Support Services (Social Inclusion Services) on the basis of the above recommendations.

4. **PROPOSED DISABLED FACILITY GRANT POLICY UPDATE**

(Report CAB3051(HSG) refers)

The Corporate Head of Housing introduced the report and outlined the reasons for the proposals. He requested that Recommendation 3 be amended to delete the words “subject to consultation with Portfolio Holder and appropriate panel approval” as the intention was to give the Officer delegation up to £100,000. This was agreed.

The Chairman emphasised that the report proposed that there be no cap on the level of a grant. The Corporate Head of Housing advised that if the recommendations were agreed, there was a current case that would require Portfolio Holder approval for a grant of approximately £250,000.

In response to questions, the Corporate Head of Housing advised that the underspend in the previous year was due to initial low demand for the grants. The Council were seeking to increase awareness and access to the grants and had employed an occupational therapist to assist with this process. The grants were not available for adaptations to Council owned properties (these would be funded through the Housing Revenue Account, as appropriate).

During debate, Members highlighted the benefits of enabling a person to remain in their own home, both in terms of the individual/families directly affected and savings to the wider public purse.

The Committee agreed to the following for the reasons outlined above and set out in the report.

RESOLVED:

1. That the policy not to cap discretionary grants be approved.

2. That for grants larger than £30k, full specifications and drawings are required for approval by a pre-appointed officer panel (which should include a Council appointed Quantity Surveyor).

3. That the Corporate Head of Housing be given delegated authority to approve grants up to £100,000.

4. That in event of a larger than £100k grant, the Portfolio Holder for Housing be given authority to approve via a Portfolio Holder Decision Notice.

5. **EXPANSION OF HMO MANDATORY LICENSING**
(Report CAB3052(HSG) refers)

The Corporate Head of Housing introduced the report. He advised that the fee proposed would enable the Council to fully cover the costs of implementing this new statutory licensing obligation.

In response to Members' questions, the Corporate Head of Housing confirmed that measures were being taken to advertise the new licensing requirements, including details on the Council's website and contacting all lettings agencies in the district. Members suggested Housing Officers work closely with the Communications Team to increase publicity and awareness as widely as possible, for example by reaching occupiers of HMOs in addition to the landlords. This was agreed.

The Committee also agreed a review should take place in one year's time.

The Committee agreed to the following for the reasons outlined above and set out in the report.

RESOLVED:

1. That the new requirements resulting from the changes introduced by the new legislation to expand HMO mandatory licensing be noted.

2. That the HMO licence fee be set at £900 (per 5 year licence).

3. That the additional resource requirements be supported.

4. That the Corporate Head of Housing, in consultation with the Corporate Head of Resources, be authorised to negotiate terms with Idox for the provision of additional licensing software to support the administration of the additional licensing, as set out in

the report, and a Direction be made under Contracts Procedure Rule 2.4 a) accordingly.

5. That a review be undertaken in one year's time and a report be submitted to the Committee accordingly.

6. **ASSET MANAGEMENT STRATEGY**
(Report CAB3053(HSG) refers)

The Corporate Head of Housing introduced the report and outlined the reasons for the changes proposed. He also responded to questions thereon.

In response to questions from the TACT representatives present, he advised that as part of the revised strategy, there would be a wider review of sheltered housing schemes. The membership of the Asset Management Strategy Working Group currently consisted of Council Officers only, with no direct Councillor or TACT input. He would give consideration to how the Working Group could report back to TACT through an appropriate Panel.

The Committee agreed to the following for the reasons outlined above and set out in the report.

RESOLVED:

1. That the progress made against priorities outlined and agree the future priorities set out in Appendix 2 be noted.

2. That the existing property value thresholds included in the Property Disposal policy be amended and approved as set out in this report.

3. That the Corporate Head of Housing be given delegated authority, in consultation with the Corporate Head of Resources and the Leader with the Portfolio Holder for Housing to review the scope of the Southampton City Council 'ECO and Green Deal Delivery Scheme' Framework and, if eligibility and compliance criteria met in accordance with Contracts Procedure Rules, to sign up to the framework to support work to improve the energy efficiency of non traditional housing stock.

4. That the Wise Move incentive payment scheme be increased to £2,500 per household for each move for a trial period of 12 months.

7. **HOUSING REVENUE ACCOUNT AND HOUSING CAPITAL PROGRAMME
OUTTURN 2017/18**
(Report CAB3036(HSG) refers)

The Head of Housing Finance introduced the report and outlined the reasons for the main variances and proposals contained therein.

On behalf of TACT, Mrs Gill thanked the Head of Housing Finance for a thorough explanation of the contents of the report at a recent TACT meeting. The Chairman echoed these thanks on behalf of the Committee.

The Committee agreed to the following for the reasons outlined above and set out in the report.

RESOLVED:

1. That the HRA Outturn figures for 2017/18 be approved as detailed in Appendices 1 and 2.
2. That the carry forward items from 2017/18 be noted the Re-forecast HRA Budget for 2018/19 be approved as detailed in Paragraph 11.2 and Appendix 3.
3. That the provision of up to £100,000 for costs related to the rollout of Universal Credit in the Winchester area be approved with delegated authority to the Corporate Head of Housing to spend as required.
4. That the Housing capital programme outturn for major works and new build developments as detailed in Paragraphs 11.5 to 11.6 and Appendices 4 & 5 be noted.
5. That the funding of the HRA capital programme be approved, as detailed in Paragraph 11.8 and Appendix 6;
6. That the re-forecast capital programme budget of £17,606,400 for 2018/19 in Paragraphs 11.9 to 11.12 of the report and detailed in Appendix 7 be supported.
7. That the additional expenditure required to complete the Mitford Road development be approved, as detailed in Paragraph 11.12.d).
8. That the proposal detailed in paragraph 11.12.m) to buy back former Right to Buy properties in line with the Asset Management policy to ensure the full use of 1-4-1 Right to Buy receipts in 2018/19 be approved.

9. That the Corporate Head of Housing, in consultation with the Corporate Head of Resources, be authorised to negotiate terms with Galliford Try's mechanical and electrical equipment advisor and installer at Chesil Lodge for the provision of the first year's support for specialist systems as detailed in Paragraph 11.2.iv) in the report, and a Direction be made under Contracts Procedure Rule 2.4 a) accordingly.

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>
##	Exempt minute of the previous meeting) Information relating to the) financial or business affairs of) any particular person (including) the authority holding that) information). (Para 3 Schedule) 12A refers)

9. **EXEMPT MINUTE OF THE PREVIOUS MEETING HELD 26 MARCH 2018**

RESOLVED:

That the exempt minute of the Cabinet (Housing) Committee held 26 March 2018 be approved and adopted.

The meeting commenced at 4.35 pm and concluded at 6.00 pm

Chairman



Strategic Director: City Offices
Resources Colebrook Street
Winchester
Hampshire
SO23 9LJ
Tel: 01962 848 220
Fax: 01962 848 472
email ngraham@winchester.gov.uk
website www.winchester.gov.uk

Forward Plan of Key Decisions

August 2018

The Forward Plan is produced by the Council under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The purpose of the Plan is to give advance notice of Key Decisions to be made by the Cabinet, Cabinet Committees, Portfolio Holders or officers on its behalf. This is to give both Members of the Council and the public the opportunity of making their views known at the earliest possible stage.

This is the Forward Plan prepared for the period **1 - 31 August 2018** and will normally be replaced at the end of each calendar month.

The Plan shows the Key Decisions likely to be taken within the above period. Key Decisions are those which are financially significant or which have a significant impact. This has been decided, by the Council, to be decisions which involve income or expenditure over £200,000 or which will have a significant effect on people or organisations in two or more wards.

The majority of decisions are taken by Cabinet and its committees, together with the individual Portfolios held, where appropriate. The membership of Cabinet and its committees, and their meeting dates can be found [via this link](#). Other decisions may be taken by Portfolio Holders or Officers in accordance with the Officers Scheme of Delegation, as agreed by the Council (a list of Portfolio Holders used in the Plan is set out overleaf).

The Plan has been set out in the following sections:

Section A – Cabinet and Committees

Section B - Individual Portfolio Holders

Section C – Officer Decisions

Anyone who wishes to make representations about any item included in the Plan should write to the officer listed in Column 5 of the Plan, at the above address. Copies of documents listed in the Plan for submission to a decision taker are available for inspection on the Council's website or by writing to the above address. Where the document is a committee report, it will usually be available five days before the meeting. Other documents relevant to the decision may also be submitted to the decision maker and are



available on Council's website or via email democracy@winchester.gov.uk or by writing to the above

Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 refers to the requirement to provide notice of an intention to hold a meeting in private, inclusive of a statement of reasons. If you have any representations as to why the meeting should be held in private, then please contact the Council via democracy@winchester.gov.uk or by writing to the above address. **Please follow this link to definition of the paragraphs** (Access to Information Procedure Rules, Part 4, page 32, para 10.4) detailing why a matter may be classed as exempt from publication under the Local Government Acts, and not available to the public.

If you have any queries regarding the operation or content of the Forward Plan please contact David Blakemore (Democratic Services Manager) on 01962 848 217.

Cllr Caroline Horrill

Leader of the Council

29 June 2018

Cabinet Members:

- Cllr Caroline Horrill
- Cllr Rob Humby
- Cllr Guy Ashton
- Cllr Caroline Brook
- Cllr Stephen Godfrey
- Cllr Lisa Griffiths
- Cllr Stephen Miller
- Cllr Jan Warwick

Portfolio Held:

Leader & Portfolio for Housing Services

Deputy Leader & Portfolio for Business Partnerships

Professional Services

Built Environment

Finance

Health & Wellbeing

Estates

Environment

	Item	Portfolio Holder	Cost (over £200,000)	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Committee, Portfolio Holder or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
	No items for decision									

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By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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