

REPORT TITLE: QUARTER 2 FINANCE AND PERFORMANCE MONITORING

16 DECEMBER 2020

REPORT OF CABINET MEMBER: CLLR TOD – CABINET MEMBER FOR SERVICE QUALITY AND TRANSFORMATION

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WARD(S): ALL

PURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period July to September (Q2) 2020 against the five priorities in the Council Plan 2020-25.

Appendix 2 provides a financial update as of 30 September 2020.

Appendix 3 provides the data where available for Q2 against each of the Strategic Key Performance Indicators (KPIs) and a brief narrative covering the impact that the COVID-19 pandemic has had or will have on performance.

Appendix 4 includes highlight reports for each of the council's significant 'Tier 1' programmes and projects.

Appendix 5 provides an update to the COVID-19 council services demand data from April to September 2020.

Appendix 6 are the action notes of the Performance Panel meeting that took place on 9 November 2020.

RECOMMENDATIONS:

1. That cabinet notes the progress achieved during Q2 of 2020/21 and endorses the contents of the report.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the priorities included in the Council Plan 2020-25 that was adopted in January 2020.

### 2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from the content of this report. Almost all the programmes and projects undertaken to deliver the priorities included in the Council Plan will have financial implications, some significant and these are agreed and reported separately before the commencement and during the project life cycle.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Key performance indicators and progress reporting must be fit for purpose, monitored and managed to ensure effective council governance. Key performance indicators enable evidence based quantitative management reporting and where necessary allows for remedial actions and decisions to be taken.
- 3.2 There are no legal and procurement implications arising directly from this report, though individual projects are subject to review by Legal Services and Procurement as and when necessary, and in particular where they require consideration of the council's Financial Procedure Rules, Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015) where required.

### 4 WORKFORCE IMPLICATIONS

- 4.1 None directly.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly.

### 6 CONSULTATION AND COMMUNICATION

- 6.1 Members of Cabinet, Executive Leadership Board, Corporate Heads of Service and Service Leads have been consulted on the content of this report.
- 6.2 This report and appendices were reviewed and discussed by Performance panel on behalf of Scrutiny Committee on 9 November 2020. Appendix 6 is the action notes from this meeting.
- 6.3 A verbal update from the chairman of the Performance Panel was given at The Scrutiny Committee meeting held on 25 November.

## 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Many of the activities detailed in this report actively protect or enhance our environment and support the council and district to reduce its carbon impact. These will be considered as part of each detailed business justification case.

## 8 EQUALITY IMPACT ASSESSEMENT

- 8.1 None arising from the content of the report, although officers will have regard to the considerations as set out in the Equalities Act 2010 and whether an Equality Impact Assessment will be required to be undertaken on any specific recommendations or future decisions made. This report is not making any decisions and is for noting and raising issues only.

## 9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required

## 10 RISK MANAGEMENT

- 10.1 The COVID-19 pandemic continues to have an impact on the way we live and work with the council adapting its services to the changes as they are announced by government.
- 10.2 One of the single biggest risks to the council is being unable to maintain essential services during a pandemic. Internal audit has undertaken a review of the council's business continuity arrangements and in particular how it has provided services during the pandemic and concluded the review with a substantial assurance opinion and no weaknesses that required management action.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Property- none</i>		
<i>Community Support- Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead to delay.</i>	Regular consultation and engagement with stakeholders and residents regarding 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</i>	Resources to deliver projects are discussed at	Opportunities present themselves for staff to get

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>deliver projects.</i>	the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy Board	involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
<i>Financial / Value for Money (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</i>	Legal resources are discussed with project leads.	Opportunity for the use of in house resources able to input to through the life of the project with local Winchester and cross council knowledge.
<i>Innovation – improvement in service delivery</i>		KPIs can evidence the need for innovation to improve service delivery
<i>Reputation- Ensuring that the council delivers the outcomes as set out in the Council Plan.</i>	Regular monitoring and reporting of the progress the council is achieving against its priorities included in the Council Plan, including this report.	Work with Communications Team on press releases to promote and celebrate successes.
<i>Other</i>		

## 11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the council's progress achieved against the priorities included in the Council Plan 2020-25 and Strategic Key Performance Indicators (KPIs). Information is also provided in the form of highlight reports that briefly set out the progress of the council's most significant, 'Tier 1' projects. All information and data is as at the end of Q2 i.e. 30 September 2020.
- 11.2 Appendix 1 provides an update on the progress achieved during the second quarter of the 2020/21 financial year against the five priorities included in the Council Plan 2020-25.
- 11.3 Council at its meeting on 23 September approved the revised revenue budget for 2020/21 and an update on the scenario based financial projections is included in Appendix 2 (report CAB3256 refers).

- 11.4 An update on the council's capital budgets Housing Revenue Account (HRA) is also provided in Appendix 2.
- 11.5 Appendix 3 provides an update on the performance against the Strategic KPIs. These were agreed by cabinet at its meeting on 21 May 2020 and are directly linked to the corporate heads of services and heads of programmes strategic service plans.
- 11.6 The monitoring and reporting frequency of each KPI varies between monthly, quarterly, annually and biennially depending on the availability of data and the table has been arranged so that the KPIs with quarterly data appear first.
- 11.7 First included with the Q1 Finance and Performance report, a column has been added to the table to capture the known impacts of the COVID-19 pandemic and the effect that this may have on the performance of each KPI.
- 11.8 Appendix 4 provides an update on the progress made against the council's significant 'Tier 1' programmes and projects which are being, or will be undertaken during the next five years. Senior officers have reviewed each of the council's programmes and projects and scored these against a range of criteria including relevance to the Council Plan and budget. The programmes and projects that have a score above an agreed threshold have been assessed as Tier 1 projects.
- 11.9 The council's 'Tier 1' programmes and projects are:
- Carbon Neutral Programme
  - Central Winchester Regeneration
  - Durngate Flood Alleviation Scheme
  - Environmental Services (Waste) Contract
  - Local Plan/ CIL
  - New Homes Programme
  - Winchester Movement Strategy
  - Winchester Sport and Leisure Park
- 11.10 Appendix 5 to this report provides an update on the demand for our services during the pandemic and covers the period April to September 2020. Data where available for the same period in 2019 is also included to allow for comparison against each of the services.
- 11.11 COVID-19 Response and Restoration
- 11.12 Throughout the outbreak of the pandemic the council has continued to maintain services to residents and businesses and respond to government announcements. During Q2 the council:

- Reopened the River Park Leisure Centre in Winchester and Meadowside Leisure Centre in Whiteley on 1 September allowing residents to enjoy activities and sports once again
- Redesigned and adapted the council's main reception by having in place appropriate measures (screens, one way system and sanitiser) to enable it to reopen on 27 July for customers who have pre-booked appointment only
- Reopened tennis courts on 8 June with 2,843 bookings by 26 August
- Provided direct support to 750 business enquirers
- On the 4 July reopened 24 council play areas
- Continued to provide a park and ride service into the city
- Council city offices building made COVID-19 secure to allow a number of staff to return to working in the office from 14 September.

11.13 Internal audit undertook a review of the council's business continuity framework which provided the opportunity for an independent review of the plans in place and the council's response to the pandemic.

11.14 The audit concluded with a substantial assurance, the highest available with no weaknesses identified.

11.15 The council continues to progress the actions that were included in the first draft of the Restoration and Recover Plan that was appended to the Responding to the Coronavirus outbreak report (Report CAB3244, Cabinet, 21 May 2020).

11.16 Almost six months has now passed since this plan was drafted and as corporate heads of service begin to update their service plans for 2020/21, a review of the actions in the plan has begun.

11.17 Appendix 5 includes an updated table that provides data on the demand of our services during the period April to September 2020 and compares this to the same period in 2019.

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

CAB3251 – Quarter 1 Finance and Performance Monitoring dated 29 September 2020

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – July to September 2020

Appendix 2 Financial update to 30 September 2020

Appendix 3 Strategic Key Performance Indicators Q2 update

Appendix 4 Programme and Project Management – Tier 1 project highlight reports

Appendix 5 COVID-19 Council services demand data – April to September

Appendix 6 – Notes from Performance Panel meeting on 9 November 2020

## **COUNCIL PLAN 2020–25**

### **Q2 PROGRESS UPDATE**

#### **PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT**

The climate crisis remains a significant, long term challenge to all of us in the coming years and decades. Winchester City Council has committed to tackling the crisis in order to hand our district to our children and grandchildren in a better state than it is now. The impact of COVID-19 presents an opportunity to foster behaviour change in our society that will help us to do this.

#### **What we want to achieve**

- Winchester City Council to be carbon neutral by 2024
- The Winchester district to be carbon neutral by 2030
- Reduced levels of waste and increased recycling, exceeding national targets
- An increase in the proportion of journeys taken by walking, cycling and public transport

#### **Over the last quarter we have achieved the following**

- **Carbon neutrality to be made central to everything we do**

*Sustained move to home working for staff in response to the COVID-19 pandemic and measures such as video conferencing adopted to make this approach sustainable for the future.*

*£115k applied for from ERDF for solar panels at Chilcomb pavilion and ground source heat pump at Meadowside Leisure Centre.*

*Work is well underway on a major new flood defence for Winchester at Durrigate to provide three new sluice gates on the remaining uncontrolled channels of River Itchen to help to protect the city centre, homes and businesses from high water levels. A highlight report for this project is included at Appendix 4.*

*Over 500 trees planted during 2019/20 (target 100 trees per annum). More information on the tree planting programme for 20/21 has been provided to Performance Panel.*

*Cabinet approval for the installation of 34 new electric vehicle (EV) charging points on council land.*

*New cycle lockers installed at park & ride sites.*



*The new Procurement and Contract Management Strategy 2020-25 requires a minimum of 10% to environmental and social value will be included in the evaluation criteria of tenders and the Procurement Team are working with officers to embed this*

*A highlight report for the Carbon Neutral programme is included at Appendix 4.*

- **Have an adopted and up to date Local Plan with positive policies which promote low carbon development and transport while protecting our heritage and natural environment**

*Work had been progressing on the new Local Plan in accordance with the timetable in the council's adopted Local Development Scheme (LDS). This included finalising the evidence base. A Strategic Issues and Options document (formerly referred to as the "Prospectus"), was going to include how the council's climate change declaration had been fully woven into the heart of the Local Plan. This document was due to be considered by Cabinet on the 18<sup>th</sup> August with consultation planned for the autumn.*

*However, the Government has recently consulted on a number of radical changes to the planning system and a decision was taken to pause work on the Local Plan, as set out in the LDS, in order to fully understand and respond to the implications of these changes on the production of our development plan. A Local Plan Action Plan Paper, due to be discussed at Cabinet prior to Christmas, is currently being prepared and this will identify a range of actions that can be taken forward having regard to the government's proposed changes to the planning system.*

- **Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district**

*[Winchester Green Week](#) took place week commencing 28 September and included more than 30 events and activities.*

*Various grant applications have been made to deliver carbon reduction works in collaboration with partners, including:*

- *£38k secured for solar panels at the Biffa depot*
- *£115k secured from BEIS to enable energy efficiency works to 3 council and 10 private sector homes with the lowest energy rating and experiencing fuel poverty.*

*University of Southampton commissioned for feasibility work on an expanded EV charging network and low carbon energy hub / sites for alternative fuel generation, as well as research in options for the retrofit of listed or conservation area properties.*

*Hambledon Parish Council has signed up to the Greening Campaign and two further parishes have expressed an interest.*

- **Deliver the City of Winchester Movement Strategy, refresh the air quality management action plan and prioritise walking, cycling and public transport throughout the district**

*A highlight report for this programme is included at Appendix 4.*

- **Work with other public authorities to expand the range of materials we recycle**

*Winchester City Council continues to work through the Project Integra partnership to review options for a single MRF in Eastleigh and is looking at the option of moving to a twin stream or kerbside sort system to greatly increase the range of material being collected.*

*We are also continuing to work with Project Integra to understand the impact of introduction of food waste recycling which is Governments preferred direction of travel by 2023 for every local authority.*

- **Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan (BAP)**

*Production of the BAP has started, and a summary of the draft document was presented to the Health & Environment Policy Committee on 30 Sep 2020 and it is planned to take the final plan to Cabinet in January 2021. In addition, a number of engagement activities have been undertaken to help inform the final document.*

## **PRIORITY – LIVING WELL**

We want all our residents to live healthy and fulfilled lives. We recognise that our residents are living longer and want to ensure the district offers the right mix of facilities for all ages and abilities.

### **What we want to achieve**

- Reduced health inequalities
- Increase in physical and cultural activities
- An increase in active travel
- Services that work for all, but especially for residents who need more help to live well
- Attractive and well used green spaces with space for relaxation and play

### **Over the last quarter we have achieved the following**

- **Focus our activities on the most disadvantaged areas, communities and groups**

*The local response centre (LRC) continued to operate as part of countywide network to handle COVID-19 related requests for assistance which require local intervention. Call numbers have been very low and the service has now been integrated into the Housing Hub.*

*A survey of community support organisations was undertaken in August that identified high levels of confidence that voluntary networks could be sustained through a second wave of COVID-19 if required. This has been discussed further with parish and town councils in the market towns.*

*We continue to provide grant support to key voluntary sector organisations supporting our more vulnerable residents, such as Citizens Advice Winchester District, Trinity, Winchester Nightshelter, Home-Start, Winchester Live at Home scheme and Winchester Young Carers.*

*The Active Lifestyle programme of classes and bespoke activities for people with long-term health conditions has continued in a virtual style and some activities have returned to River Park Leisure Centre.*

- **Opening of the new Winchester Sport and Leisure Park to offer sustainable, accessible facilities for all to enjoy a wide range of activities**

*See project highlight report at Appendix 4.*

- **Supporting communities to extend the range of sports facilities across the district**

*Discussions continue with the developer over the specification and design of a cricket pavilion for the West of Waterlooville development.*

- **Create safe cycle ways and pathways to make it safer and more appealing for our residents to cycle and walk to their destination**

*A local cycling and walking improvement plan for Winchester is being developed as part of the City of Winchester Movement Strategy. The Parking and Access Strategy delivery will consider the needs of the market towns. Meetings will be arranged to discuss these with representative groups.*

*Also see project highlight report at Appendix 4.*

- **Maintain and enhance the open spaces and parks that support good mental and physical health for residents of all ages**

*Play areas were closed due to COVID-19 but following government relaxations of lockdown restrictions all facilities re-opened on 4 July with appropriate signage, social distancing and other measures in place to help keep the public safe. Most greenspaces remained open to the public but further steps, like introducing a one-way system in Abbey Gardens, have been taken in line with national guidance to manage pressure on heavily used areas. The position has been reviewed in light of the most recent Government guidance and no further actions have been necessary. Officers will respond to any specific issues which arise in particular locations.*

*Some projects have continued throughout lockdown including the creation of a new area called Badgers Patch in Stanmore and changes to Marnhull Rise, as well as work on the replacement of the North Walls Cricket Pavilion and the renovations to Chilcomb Pavilion. It is still expected that the renovation programme for play areas for 2020/21 will be delivered despite the delays due to the pandemic. However, delivery will depend on work pressures surrounding the pandemic and other factors such as contractor availability.*

## **PRIORITY - HOMES FOR ALL**

Housing in our district is expensive and young people and families are moving out because they can't find suitable accommodation they can afford.

Winchester district needs homes for all – homes that are affordable and built in the right areas for our changing communities.

### **What we want to achieve**

- More young people and families working and living in the district
- All homes are energy efficient and affordable to run
- The creation of communities not just homes
- No-one sleeping rough except by choice

### **Over the last quarter we have achieved the following**

- **The council building significantly more homes, both traditional council homes and through the council housing company**

*There are currently 121 new homes under construction across four sites. Plans are progressing through the appointment of Wates contractors to build 75 new homes at Winnall, a proportion of which may be transferred to the council's housing company. There were no new starts or completions during the second quarter of 2020/21.*

*A highlight report for the New Homes programme is included at Appendix 4.*

- **Strengthen our Local Plan to ensure homes are built for all sectors of our society including young people**

*A Strategic Housing Market Assessment has been completed and this information will be used to inform the housing policies in the new Local Plan. The government is consulting on a number of proposed changes to the planning system which include significantly increasing the number of homes that would be built in the district (from just under 700 dwellings to 1,024 dwellings per year). The city council's response to the government's changes to the current planning system was discussed and agreed at Cabinet on the 29<sup>th</sup> September and the response to the government's White Paper is due to be discussed at Cabinet on the 21<sup>st</sup> October.*

- **Use the new Winchester Housing Company to deliver a wide range of housing tenures to meet local needs**

*A report on the Housing Company will be presented to a future meeting of the Business and Housing Policy Committee in the coming few months.*

- **Provide support for our homeless and most vulnerable people**

*In response to the Government directive to 'Get Everyone In' a total number of 33 individuals were accommodated in emergency accommodation including a temporary hostel and hotels during the initial lockdown. By the end of Q2, 29 of these individuals have been moved on to more suitable and longer term accommodation options.*

*An agreement has been entered into with A2Dominion to commission 2 beds within their young person's project, this will ensure young people becoming homeless can be accommodated in appropriate accommodation with support to meet their needs and prevent them from becoming homeless.*

*Plans are underway to refurbish and reopen City Road. This is a 10 bed project leased from A2Dominion and used initially to place those rough sleeping during the lockdown period. Now those individuals have moved on, we are planning to use the project to ensure no-one needs to sleep rough during the cold weather period.*

*Capital funding of £50k was provided to Trinity Winchester to support their new 12 bed housing project 'Under One Roof' which is due to open in the spring and provide accommodation and support for those most vulnerable individuals.*

- **Be innovative in moving the energy efficiency of new and existing homes towards zero carbon**

*Pre-application work with Development Management Team completed in respect of Passivhaus pilot project at Micheldever. A virtual consultation event took place on 14 August 2020, with 18 attendees.*

*An officer presentation on reducing the environmental input in the council housing stock (retrofit £1m per year /£10.7m programme) was presented at the Health and Environment Policy Committee on 30 September. A pilot retrofit work on Swedish timber frame non-traditional properties is underway and will look at worst performing / hardest to treat properties. Review of the pilot scheme will inform what retrofit work we do with the other similar properties. We continue to seek grant funding opportunities as they arise such as professional fees and/or capital works i.e. clean heat grants.*

- **Work with developers to ensure that they provide affordable housing and homes at fair market value as part of new developments**

*Discussions continue with Cala Homes regarding an affordable extra care scheme at Kings Barton.*

## **PRIORITY - VIBRANT LOCAL ECONOMY**

Winchester district is home to a host of successful businesses and enterprises with high levels of employment in our urban and rural areas. In the face of tough competition, our high streets, town and business centres must attract new investment in low carbon offices, workspace and transport links.

### **What we want to achieve**

- Grow opportunities for high-quality, well-paid employment across the district
- New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to work
- More younger people choose to live and work here
- Businesses grasp opportunities for green growth
- The city, market towns and rural communities across our district have a compelling and competitive visitor offer

### **Over the last quarter we have achieved the following**

- **Working with business, universities and colleges to position Winchester district as a centre for digital, creative, knowledge-intensive networks**

*We await the outcome of the £2m EDRF Digital Growth Factory project bid which was submitted in partnership with Basingstoke and Deane Borough Council and Rushmoor Borough Council. Assessments have been delayed due to COVID-19. However we hope to receive an update on progress of the bid by the end of quarter 3. The project aims to foster the growth of the digital tech sector. This will be achieved through a series of activities including Commercialisation courses, Acceleration support, Incubation and scale up support, Women in Digital Enterprise programme, SME Digital Productivity Programme and in response to COVID-19. The scope of the project has been extended to also focus on non-tech sector entrepreneurs and SMEs who have been affected by the impact of COVID-19 to support them becoming more digital, adapt to change and become more resilient. The project will run until June 2023, subject to funding being secured.*

*Activity as part of our sponsorship of the Winchester Business Excellence Awards is ongoing. PR support through the business e-newsletter has been undertaken and the deadline for applications was 31 July. Our sponsorship is of the Digital Innovation Award and we have judged all applications received. Preparations for a virtual awards ceremony are underway. This will include a piece to camera by the Cabinet Member for Local Economy, Paula Ferguson. The event is planned to take place in the upcoming quarter.*

*Winchester Design Festival is a recipient of a one-off project grant. However, due to COVID-19 the festival has been postponed to October 2021, with promotional activities due to start from February 2021. Engagement with the Festival organiser is ongoing as we recognise that design is the engine room of innovation. From reimagining the future of cities as healthy places,*

*restoring confidence in travel, shopping and the workplace, to entertaining audiences in lockdown through digital culture. There is a strong understanding of the economic need for growth following COVID-19, and therefore it is an optimal time to demonstrate how important design is to the local economy, culture and society. The Festival will aim to excite and inspire young people about how design can accelerate business growth and increase employability and promote Winchester to the world as an innovative city.*

*Four editions of Arts News supporting the arts, culture and creative sectors aimed at both the industry and the consumer have been delivered in the last quarter. These provided up to date advice and support throughout this period. Key stories included grant and funding opportunities such as Arts Council England; guidance and advice around the impact of COVID-19; local employment opportunities including Art commissions and opportunities at the Nutshell; local fundraising projects including TRW and Blue Apple; as well as virtual exhibitions, events and festivals.*

*Virtual meetings with Arts Officer colleagues in neighbouring local authorities have taken place, sharing best practice and topical issues relating to the impact of COVID-19.*

*The West of Waterlooville Arts Advisory Panel was organised which reviewed the status of ongoing arts projects in the area.*

*The redevelopment of central Winchester prioritises the needs of younger people and work continues on the development framework and delivery strategy for the area. Work to explore how Kingswalk could be developed into vibrant creative hub to support small businesses, the arts and opportunities for young people continues.*

- **Grow opportunities for high-quality, well paid employment across the district**

*Led on the mobilisation of the Discretionary Grant Programme from central Government to support small businesses impacted by COVID-19 who were not eligible for other grants. The grant was aimed at supporting business fixed property costs. 307 payments to the value of £1,419,050 were made to eligible business across two rounds.*

*Regular communications and business engagement has been maintained across the last quarter to support businesses in general and specifically those impacted by Covid-19. This has included:*

- *Telephone support to over 800 businesses via the dedicated business support line set up at the beginning of the pandemic.*
- *Business support via our dedicated business support service provided by IncuHive including over 127 hours of contact via virtual 1:1s, workshops and networking events with over 180 business contacts across the district including ongoing support to 74 businesses throughout this quarter.*



- *Regular updates with the latest COVID-19 business guidance on the business pages of the council website*
- *Regular business bulletins direct to businesses with advice and support around the latest changes to guidance regarding COVID-19 and signposting to other support services*

*Represented Winchester's local economy at weekly meetings with EM3, BIDs and economic development teams across the county and wider EM3 region, sharing opportunities, best practice and COVID-19 related recovery plans.*

*Initiated quarterly meetings with the city via the formation of the City Centre Partnership, each market town (Bishops Waltham – 20 July, Wickham – 21 July, Alresford – 22 Jul) and Whiteley. The purpose of the meetings are to build on the partnership relationship between WCC, Parish Councils and related key stakeholder business and community groups. Initially to tackle the challenges posed by COVID-19 with a planned legacy of an ongoing collaborative partnership sharing best practice, debating topical issues and exploring joint initiatives.*

- **Strengthening the Winchester brand and working in partnership to promote and develop our unique cultural, heritage and natural environment assets**

*Following on from the Dream Now -Travel Later campaign, designed to retain awareness of Winchester as a visitor destination during lockdown, the Rediscover What's On Your Doorstep campaign has been developed. Using the LOVE WINCHESTER logo activity to support businesses, raise awareness and drive trade was undertaken as restrictions were eased. Its aim was to influence residents to stay local and spend local. Activities have included:-*

- *The production of a dedicated promotional film which illustrates:*
  - *how all areas in the district have prepared to welcome back residents and visitors*
  - *what residents and visitors can expect to experience locally and the guidelines that they are required to act within*
  - *what the whole district has to offer and in doing so influence confidence and impetus to stay and spend locally*
- *In partnership with Hampshire County Council and other local authorities across Hampshire who have a strong visitor economy offer, Winchester City Council were one of 10 successful bids out of 30 applications from destinations across the country, to the £6m government backed national visitor campaign. It provided access to an equivalent of £300k marketing spend resulting in one of the most significant campaigns in Winchester and Hampshire for some time. The multi-channel campaign was aimed at Hampshire residents and visitors within a 2 hour drive time and included national newspapers, outdoor billboard advertising, online including presence on the*

*websites of Daily Telegraph, Conde-Nast Traveller and Forbes as well as social media and pay per click campaigns.*

- *Radio Solent breakfast show interview on what is available to do and see in Winchester*
- *Hampshire Life coverage*
- *Dedicated VisitWinchester website pages, social media, consumer e-newsletters and blogs*

*Co-ordination of Discover Winchester consortium with Rocket Launch PR whilst affected by COVID-19 has continued. Planning around collaborative marketing activities and shared messages as part of restore and rebuild programme has taken place along with virtual meetings. However, partners have not been in a position to make their consortia renewal payments and this remains under review.*

*Regular B2B e-newsletters kept businesses in the visitor economy updated regarding business support, the latest COVID-19 related guidance as well as national and regional initiatives alongside VisitWinchester updates.*

*Maintained engagement with the visitor attractions sector via virtual group meetings sharing advice, experience, intelligence and recovery plans.*

*Represented Winchester's visitor economy at Visit England/Visit Britain/Tourism South East meetings. Meetings undertaken with our taskforce contact at VB/VE and participation in the slack community – designed to share best practice, collaborate with other destinations across the UK.*

- **Supporting business in meeting the challenge of carbon neutrality**

*Various grant applications have been made to deliver carbon reduction works in collaboration with local businesses, including:*

- *£119k secured from Enterprise M3 LEP for energy efficiency measures at Marwell Zoo.*
- *£28.5k applied for from ERDF for business engagement and energy audits.*

- **Securing support to replace LEADER funding and sustain business development in rural areas.**

*Completed and submitted the annual LEADER Attestation report to the Rural Payments Agency. Currently administering one of the last few grant applications as part of this programme. Awaiting to hear from Government what successor to LEADER will become available. In the meantime the Economy team continue to seek out and publicise through the regular business e-newsletters grant and funding opportunities for rural based businesses.*

## **YOUR SERVICES, YOUR VOICE**

Throughout the outbreak of COVID-19, the council has continued to deliver high quality services and track the performance of our remote working teams in relation to customer response and service delivery. The pandemic has fast tracked developments around digital delivery and the streamlining of processes, creating improvements to efficiency and accessibility of services for residents, tenants, visitors, businesses and non-profit organisations across our district in restricted and sometimes difficult circumstances. Our commitment to ensuring residents are able to make their voice heard and be able to see and understand how the council makes its decisions has been upheld by the introduction of virtual committee meetings with special arrangements and new protocols around public participation.

### **What we want to achieve**

- An open and transparent council
- Improving satisfaction for our services
- Good value compared to other similar authorities
- Continuous improvement in cost-effectiveness
- High accessibility and usage of our services
- Constructive and effective partnerships across the district
- A balanced budget and stable council finances

### **Over the last quarter we have achieved the following**

- **New processes that involve the public, businesses, stakeholders and ward councillors earlier and more deeply in the design and decision making process**

*The council has adapted swiftly to working in different ways over the period of lockdown. The need to socially distance has seen the majority of our interactions move to online channels – this has been a period of innovation.*

*The council is progressing its business in line with the Council Plan – and several ‘live’ consultations and engagement programmes are upcoming imminently. It is vital to continue with particular workstreams in order to assist the district’s recovery, our housing programme consultations for example, carrying out the Sustainability Conference to engage the public with the carbon reduction agenda, the vital public and stakeholder engagement surrounding the Development Framework for central Winchester.*

*The council has been developing new ways of delivering online virtual conferences and engagement events to educate, inform, update and promote our work to a wide audience on a specific topic and can comprise:*

- *A series of presentations from experts in a field*
- *Interactive voting on matters we wish to put to the public*
- *Live Q&A sessions*

- *Case studies offered for review which then create a post event output.*
- *'Virtual exhibition rooms' for people to explore*
- **New processes that effectively respond to and use complaints and feedback to drive service improvement**

*We have reviewed the current complaints procedures and updated the corporate Customer Complaints Policy. Furthermore a Customer Charter has been drafted and consulted on with Staff Forum and the Senior Leadership Team. This is due to be introduced in the autumn and will be supported by a communications campaign and a training programme.*

- **New wider set of published measures designed to drive improved satisfaction and performance**

*A new performance management area for the website is under development which will enable the council to publish regular updates against the performance indicators.*

- **More effective use of technology to make it simpler and easier to deal with the council and its delivery partners while reducing cost**

*The outbreak of COVID-19 has driven forward the agenda in terms of digitalisation of services, seeing high volume services switch to online and phone service delivery as default, in the absence of opportunity to have face-to-face meetings.*

*Bookable appointments in reception through a variety of methods including virtual video meetings via a terminal in reception and meetings by a phone provided in reception continue although uptake has been small.*

*The My Council Services (MCS) portal has replaced the Lagan system previously used by customer service advisors which has improved efficiencies internally This has also increased the number of services which are available for residents to 'self-serve' and report issues / contact the council on-line.*

- **Strong focus on accessibility standards to ensure our services are usable by all**

*The commitment to accessibility has been upheld during the response to the pandemic. All signage produced complies with good practice around legibility, and the language and tone of communications has been adapted in order to ensure we are inclusive and our messages are framed clearly to reach the broadest possible audience.*

*The council's website was tested for accessibility during July 2020 and IT continue to evaluate the websites and where appropriate rebuild them to meet the required standards. An accessibility statement has been added to the footer of every website page which sets out how users can make changes to ensure that as many people as possible are able to use the site.*

- **Investing in our staff and making the most of their skills and talents**

*The COVID-19 response from the council developed in Q2 to focus on recovery of services; allowing COVID secure ways of delivering services to be put in place for the benefit of clients and customers. The reception was opened on an appointments only basis and the Visitor Information Centre was opened to the public. Managers and staff have developed ways of working using MS Teams for virtual meetings and digital working which have allowed high performance working to be maintained. Many of these innovations (such as a move to mainly cashless payments) will be maintained after the COVID emergency is over.*

*The office space has been consolidated to the city offices building which has been made COVID secure; with desks allocated and signage in place to allow staff to work from city offices on a rota basis. However, this move is on hold following the recent “work at home if you can” advice from central government.*

*A staff survey of IT equipment used at home has led to a focus on supporting employees with IT and other equipment where necessary.*

*A second staff survey found that staff felt that communication with senior management was better now than before the lockdown in March; and indicated that most employees will prefer to work some of the time from home when work returns to normal.*

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## **FINANCIAL UPDATE**

### **AS AT 30 SEPTEMBER 2020**

This section presents a summary of the Council's financial position as at 30 September 2020 with regard to the General Fund and Housing Revenue Account budgets.

#### **General Fund Revenue**

##### **Summary**

Overall, including the latest tranche of government funding, the full year forecast for 2020/21 is favourable compared to the revised budget approved in September. There are risks associated with this 'base' forecast which is shown in the scenario planning, a second spike affecting income levels further would lead to further deficits.

Financial monitoring will continue to be monitored very closely along with the monthly COVID-19 financial estimates which are returned to government.

##### **Income**

- Based on updated treasury management forecasts we have a revised interest receivable estimate of £270k for the year (versus a budgeted net payable of £180k), giving a favourable variance of £450k for the year. The original budget was based on the council moving to external borrowing by the autumn but revised capital programme profiling has deferred this requirement.
- Car parking and enforcement income is currently stable at just under 60% of budgeted levels. The full year forecast is currently in line with the revised budget 'base' forecast but this is largely dependent on the current COVID-19 situation in Winchester remaining stable, particularly in the build up to Christmas.
- Other fee and charge income is currently in line with revised budget estimates.

##### **Government Funding**

- The first of three claims for lost fee and charge income was returned at the end of September. After deduction of an initial 5% and then a further 25% of the lost income, the 75% claim of £1.559m was in line with estimates and is expected to be received by the end of October.
- The Government has recently confirmed a further (fourth) tranche of funding with Winchester due to receive £100k to support the ongoing work to support communities during the pandemic.



General Fund Revenue Budget Forecast 2020/21 (£m)

	Forecast Budget Variance		
	Optimistic	Base	2nd Spike
<b>Funding*</b>			
Council Tax	-0.288	-0.336	-0.692
Business Rates	-0.324	-0.218	-0.648
	-0.613	-0.553	-1.341
<b>Income</b>			
NET Interest	0.450	0.450	0.450
Car Parking	-3.614	-4.551	-5.757
GF Property (Incl. Garages)	-0.889	-1.291	-1.378
Guildhall Trading	-0.301	-0.657	-0.657
Development Management	-0.271	-0.518	-0.518
Building Control	-0.118	-0.158	-0.158
Other	-0.235	-0.482	-0.483
	-4.980	-7.206	-8.501
<b>Additional Expenditure</b>	-1.559	-1.764	-2.134
<b>Forecast Net Position Before Gov. Funding</b>	<b>-7.151</b>	<b>-9.523</b>	<b>-11.975</b>
<b>COVID-19 Government Support</b>			
P&R Bus Subsidy	0.113	0.113	0.113
Benefits New Burdens Grant	0.170	0.170	0.170
First Tranche	0.039	0.039	0.039
Second Tranche	1.243	1.243	1.243
Third Tranche	0.158	0.158	0.158
Fourth Tranche	0.100	0.100	0.100
Additional Government Funding - Loss of Income Estimate	2.304	3.590	4.493
	4.126	5.413	6.316
<b>NET GENERAL FUND DEFICIT</b>	<b>-3.024</b>	<b>-4.110</b>	<b>-5.659</b>
Spending Review Proposals	1.074	1.074	1.074
Review of Capital Programme	4.150	4.150	4.150
<b>TRANSFER TO / (FROM) RESERVES</b>	<b>2.200</b>	<b>1.114</b>	<b>-0.435</b>

\* Any collection fund losses (NNDR and Council Tax) will impact on future years but are shown in the table above in order to address these shortfalls in the current financial year.



	Forecast Budget Variance		
	Optimistic £m	Base £m	2 <sup>nd</sup> spike £m
<i>Reconciliation to report CAB3256:</i>			
Interest	0.450	0.450	0.450
Council Tax	0.000	0.182	0.000
Business Rates	0.000	0.228	0.000
Other	-0.050	0.054	0.037
COVID Government Support			
	0.400	0.914	0.487
	1.600	0.000	-1.122
	1.800	0.200	-0.922
	-0.200	-0.200	-0.200

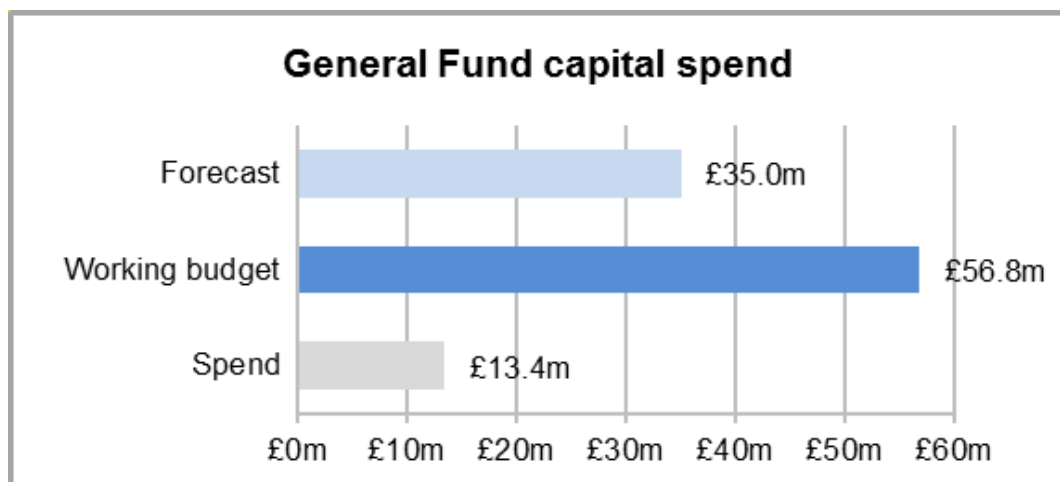
**Notes:** forecast expenditure

Leisure centre closure and re-opening	-£1,130,000
Homelessness/ Revenue/IT/ERC	- £308,548
Guildhall café savings not achieved	- £150,000
Garden waste lower income	- £75,000
	-£1,663,548

General Fund Capital

1. General Fund capital expenditure to the end of September was £13.4m of which the single largest item was £12.1m on Winchester Sport & Leisure Park.
2. Capital budgets for 2020/21 were revised for brought forward balances and other changes as part of the revised budget reported to September Cabinet.
3. Since then, the forecast has been revised down further by £21.8m with the largest item (£18.5m) being the Strategic Asset Purchase Scheme (SAPS) budget re-forecast to reflect the unlikelihood of a significant new asset purchase completing before the end of the financial year. Capital expenditure is always subject to a risk of slippage given the complexities around project delivery; however, there is increased risk of slippage in 2020/21 due to COVID-19 so further revisions to the forecast are expected. Other significant items where the profile of the budgeted spend has been revised include:
  - Bishop Waltham's Depot (£0.6m);
  - North Walls Pavilion (£0.6m);
  - Vaultex car park (£0.4m);
  - River Park Leisure Centre - decommissioning (£0.3m);

- Durngate flood prevention scheme (£0.3m); and
- Chesil car park (£0.3m).



4. Key items of expenditure in Q2 of 2020/21:

- **New Sport & Leisure Park** Total Budget: £43.07m

*Expenditure: Prior years £18.08m Q1-Q2 £12.06m Total £30.14m*

Work commenced on site in 2019 and significant progress has been made since with the new building rapidly taking shape. The budget was increased by £205,000 in 2019/20 to help the council achieve its priority of tackling the climate emergency by installing more solar panels. The new facility is expected to open in spring 2021.

- **Disabled Facilities Grants** Total Budget: £1.28m

*Expenditure: recurring Q1-Q2 £0.35m*

Expenditure on disabled facilities grants increased in 2019/20 by over £300,000 from the previous year. In addition to expenditure of £350,000 to date, over £320,000 has also been raised in committed expenditure.

- **Durngate flood prevention scheme** Total Budget: £1.6mm

*Expenditure: Prior years £0.31m Q1-Q2 £0.38m Total £0.69m*

Main works commenced in summer 2020 with a target completion date of November 2020.

**Housing Revenue Account 2020/21**

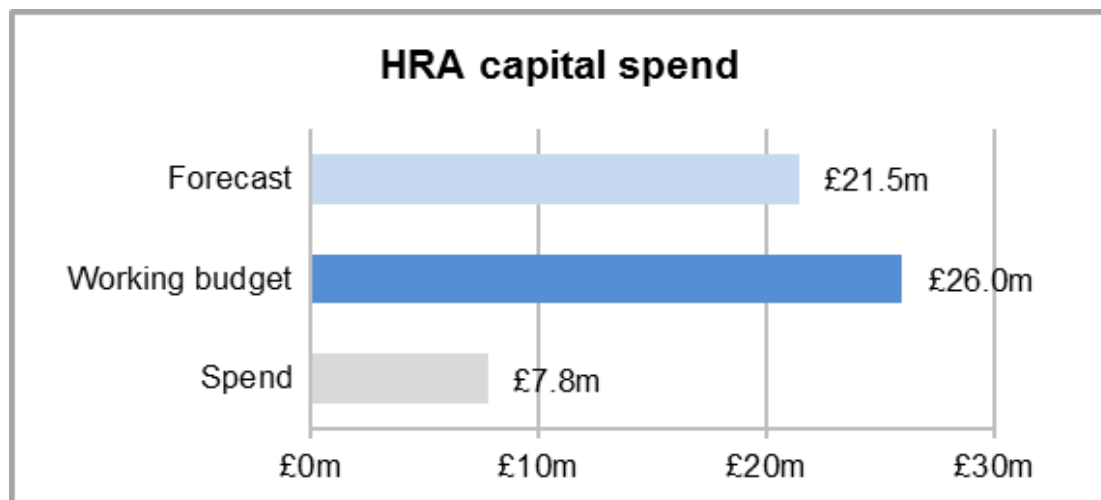
	Housing Revenue Account				
	Budget		Forecast		
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Full Year Forecast Variance
£'000	£'000	£'000	£'000	£'000	
<b>Rent Service Charges &amp; Other Income</b>	27,966	0	27,966	27,966	0
<b>Housing Management General</b>	164	(5,095)	(4,931)	(4,831)	100
<b>Housing Management Special</b>	1,155	(2,956)	(1,801)	(1,868)	(67)
<b>Repairs (including Administration)</b>	101	(5,583)	(5,482)	(5,482)	0
<b>Interest</b>	0	(5,961)	(5,961)	(5,231)	730
<b>Depreciation</b>	0	(8,570)	(8,570)	(8,570)	0
<b>Capital Expenditure Funded by HRA</b>	0	0	0	0	0
<b>Other Income &amp; Expenditure</b>	26	(80)	(54)	(54)	0
	<u>29,412</u>	<u>(28,245)</u>	<u>1,166</u>	<u>1,929</u>	<u>763</u>
<b>Working Balance at 1 April 2020</b>			11,766	12,983	1,217
<b>Add Surplus / (Deficit)</b>			1,166	1,929	763
<b>Projected Working Balance at 31 March 2021</b>			<u>12,932</u>	<u>14,912</u>	<u>1,980</u>

Housing Revenue Account Capital 2020/21	HRA Capital Programme		
	Revised Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(4,121)	(3,947)	174
Improvements and Conversions	(1,124)	(1,200)	(76)
Other Capital Spend	(806)	(606)	200
New Build Programme	(19,917)	(15,401)	4,516
	<u>(25,968)</u>	<u>(21,154)</u>	<u>4,814</u>

**Notes:**

1. The current HRA revenue forecast outturn is £0.763m under the approved budget. The main reasons for this are an underspend on the debt financing budget of £0.730m, together with an underspend on the other professional and consultancy budget of £0.100m and offset by an increase in expected expenditure on the hostels as a result of increased security (£0.067m).
2. This together with the indicative underspend on the HRA from 2019-20 will result in the forecast end of year general reserve now being £14.912m compared to £12.320m originally budgeted for.
3. The original capital programme budgets have now been updated in light of slippage carried forward and programme spend re-profiling for 2020-21. These revised budgets represent the forecast position as at June 2020 based on best information at that time on likely scheme progression and spend.

4. The current forecast is for an outturn of £21.154m against a revised budget of £25.968m an underspend of £4.814m. The largest variation is on the expected spend against the unallocated new build budget of £5m in light of the constrained opportunities to spend this fully in 2020-21. However officers are currently in discussion with Homes England over the potential acquisition of a site that may cost around £10m but fall within next year's programme.
5. The overall position on the capital budget is shown graphically in the table below.



**Strategic Key Performance Indicators**

The following table presents an update against the strategic key performance indicators that were approved by cabinet on 21 May (report CAB3230 refers).

The availability of the data for each KPI is often from sources external to the council and varies from monthly, quarterly, annually and biennially. Where the data is available at annual intervals, this will usually be reported after the end of each financial year.

For ease of reading, the KPIs with either monthly or quarterly data or where annual data has become available in quarter, have been moved to the top of the table followed by KPIs with less frequently available data.

A column has been added to the table below to capture the impact and effect that the COVID-19 pandemic is having or will have on the performance data for the year.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director/ CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19 - update
<b>MONTHLY/QUARTERLY KPIs</b>												
<b>Tacking Climate Emergency</b>												
TCE02	Reduced levels of waste and increased recycling	Percentage of household waste sent for reuse, recycling and composting	Service Quality & Transformation	Services/Regulatory	Monthly	Higher = better	36.1% (2018/19) 41st out of 54 collection authorities in South East	42.0%	43.3%		Increase against 2018/19 outturn	Main collection services maintained despite COVID-19. Volume of waste increased.
TCE03	Reduced levels of waste and increased recycling	Kgs of domestic residual waste collected per household	Service Quality & Transformation	Services/Regulatory	Monthly	Lower = better	461kg (2018/19) /household 38 <sup>th</sup> out of 54 South East collection authorities	119.91kg	112.05kg		Reduction against 2018/19 outturn	Main collection services maintained despite COVID-19. Volume of waste increased
TCE06	An increase in the proportion of journeys taken by walking, cycling and public transport	Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer	Service Quality & Transformation	Services/Regulatory	Quarterly	Higher = better	Centre 63.50% Inner 21.00% P&R 15.50%	Centre 78% Inner 17% P&R 5%	Centre 78% Inner 17% P&R 5%	Not applicable	To be developed	All parking patterns substantially affected and overall demand greatly reduced.
<b>Homes for All</b>												
HA06	Creating communities not just homes	No. of new homes started or in progress / completed	Housing & Asset Management	Services/Housing	Monthly	Higher = better	Started 121 Completed 19	No change Started 121 Completed 19	No change	Not applicable	Complete 121 Start 85	Completions delayed

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director/ CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19 - update
<b>Vibrant local economy</b>												
VLE13 (a)	Grow opportunities for high-quality, well paid employment across the district	% of procurement spend with local suppliers – Revenue spend	Local Economy	Resources / Strategic Support	Quarterly	Higher = better	21.99% (19/20)	20.14%	28.52%		Min 25% Revenue	No identified impact
VLE13 (b)	Grow opportunities for high quality, well paid employment across the district	% of procurement spend with local suppliers – Capital spend	Local Economy	Resources / Strategic Support	Quarterly	Higher = better	46.60% (19/20)	25.85%	34.99%		Min 25% Capital	No identified impact
<b>Your Services. Your Voice</b>												
YSYV04	Improving satisfaction for our services	Percentage of upheld complaints	Service Quality & Transformation	Resources / Strategic Support	Quarterly	Lower = better	59% 2019/20	61%	54%		≤ 59%	No identified impact
YSYV05		No. of valid Ombudsman complaints	Service Quality & Transformation	Resources / Strategic Support	Annual	Lower = better	1 2018/19	2 2019/20	As Q1		0	No identified impact
YSYV06	Improving satisfaction for our services	Availability of WCC critical infrastructure services excluding planned downtime - email - storage - telephony - document management system(s)	Service Quality & Transformation	Resources / IT	Monthly	Higher = better	Email 100% Storage 100% Telephony 99.5% DMS 100%	Email 100% Storage 100% Telephony 98.83% DMS 100%	Email 100% Storage 100% Telephony 98.21% DMS 100%		≥ 99.5%	No identified impact
YSYV07	Improving satisfaction for our services	Efficient waste collection services - missed bin collection report	Service Quality & Transformation	Services/ Regulatory	Monthly	Lower = better	AWC Q4 2019/20 68.89 per 100k bin collections	AWC 57.79 per 100k bin collections	AWC 42.59 per 100k bin collections		Contract compliance	No identified impact

**RAG Parameters:**

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

KPI's that are not due to be reported on in Q2:

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
<b>6 MONTHLY/ ANNUAL/ BIENNIAL KPIs</b>												
<b>Tacking Climate Emergency</b>												
TCE01	Winchester City Council to be carbon neutral	WCC carbon emissions	Climate Emergency	Place / Engagement	Annual	Lower = better	4,005.19 tCO <sub>2</sub> e 2018/19 figure	Data collected annually	Data collected annually	Not applicable	20% reduction on 2018/19 figure	Likely to be significant positive impact as staff work from home and leisure centre closed for several months
TCE04	Reduced levels of waste and increased recycling	Percentage of recycling waste contaminated	Service Quality & Transformation	Services / Regulatory	Annual	Lower = better	13.33% contamination from 43 samples. 2 <sup>nd</sup> best performance of Hampshire authorities.	Data available annually	Data collected annually	Not applicable	Reduction against 2018/19 outturn	Main collection services maintained despite COVID-19. Volume of waste increased.
TCE05	An increase in the proportion of journeys taken by walking, cycling and public transport	No. bus users	Service Quality & Transformation	Place / Head of Programme	Annual	Higher = better	4.2m passenger journeys in the year 2019 in Winchester and surrounding area (Stagecoach figures). NB 2020 patronage figs severely distorted	Data collected annually	Data collected annually	Not applicable	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC	Significant impact as more people work from home and less visitors to the city
TCE07	An increase in the proportion of journeys taken by walking, cycling and public transport	Traffic movement into Winchester	Service Quality & Transformation	Services / Head of Programme	Annual	Lower = better	Average daily traffic flows (HCC source)  St Cross Rd 13,500 Stockbridge Rd  7,300 Andover Rd (N) 12,000 St Cross Rd 9300  NB 2020 traffic figs severely distorted	Data collected annually	Data collected annually	Not applicable	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC	Significant impact as more people work from home and less visitors to the city
TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency	Services / Engagement	Annual	Lower - better	629,000 tCO <sub>2</sub> e 2016/17	Data collected annually	Data collected annually	Not applicable	Reduction on 2016/17 figure	Significant impact as commuter travel reduces due to people working from home



Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	Services / Regulatory	6 monthly	N/A	Evidence base being developed.	Data collected six-monthly	Not yet available	Not applicable	Deliver Plan to adoption in accordance with Local Development Scheme.	No significant impact.
TCE10	Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan	Deliver the actions in the approved Biodiversity Action Plan (BAP) - percentage completed	Climate Emergency	Services / Regulatory	Annual	Higher = better	Biodiversity Plan not yet approved	Data collected annually	Data collected annually	Not applicable	Available once BAP approved	No significant impact.
TCE11	Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan	Number of trees planted per year	Climate Emergency	Services / Regulatory	Annual	Higher = better	590	Data collected annually	Data collected annually	Not applicable	100	No significant impact to date.
TCE12	Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction action groups / campaigns	Climate Emergency	Place / Engagement	Annual	Higher = better	Data not yet available	Data collected annually	Data collected annually	Not applicable	Baseline to be set when data available	No identified impact
TCE13	Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district	Number of people participating in carbon reduction event per year	Climate Emergency	Place / Engagement	Annual	Higher = better	No events held due to COVI-19	Data collected annually	Data collected annually	Not applicable	Baseline to be set when data available	No identified impact
TCE14	Improve Air Quality within the Air Quality Management Area	Improvement trends in nitrogen dioxide and particulates, with the intent of complying with national mandatory standards	Built Environment & Wellbeing	Services / Regulatory	Annual	Lower = better	St Georges St 2018: 41µg/m <sup>3</sup> 2019: 39µg/m <sup>3</sup> (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m <sup>3</sup> 2019: 47.2µg/m <sup>3</sup> (First 6 months only)	Data collected annually	Data collected annually	Not applicable	Review extent of AQMA in light of 2020 data as set out in CAB3217. NB: Covid-19 will impact this year's data set.	Levels of traffic reduced with corresponding impact on air quality in the town centre (to be quantified).
<b>Living Well</b>												
LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Sport, Leisure & Communities	Place / Engagement	Annual	Lower = better	2018 – 5.8 years	Data collected annually	Data collected annually	Not applicable	≤ 5.8 years	Early studies suggest that COVID will have a negative impact on life expectancy
LW02	Reduced health inequalities	Inequality in life expectancy at birth (female)	Sport, Leisure & Communities	Place / Engagement	Annual	Lower = better	2018 – 6.4 years	Data collected annually	Data collected annually	Not applicable	≤ 6.4 years	Early studies suggest that COVID will have a

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
												negative impact on life expectancy
LW03	Increase in physical & cultural activities	Number of users of the Winchester Sport & Leisure Park	Sport, Leisure & Communities	Place / Engagement	Annual	Higher = better	Figures available after new centre opens	Data collected annually	Data collected annually	Not applicable	Not yet published	Difficult to predict the impact due to the centre not opening until 2021
LW04	Increase in physical & cultural activities	Percentage of adults participating in 150 minutes of sport or physical activity per week within the Winchester district	Sport, Leisure & Communities	Place / Engagement	Annual	Higher = better	November 2019 71.4%	Data collected annually	Data collected annually	Not applicable	≥ 71.4%	Expected to increase due to people being at home during lockdown
LW05	Increase in physical & cultural activities	Number of adults with long-term health conditions engaged with physical activity (Winchester City Council - Active Lifestyles Scheme data)	Sport, Leisure & Communities	Place / Engagement	Annual	Higher = better	2019/20 - 469	Data collected annually	Data collected annually	Not applicable	200	Likely to increase due to the health impact of COVID-19
LW06	Increase in physical & cultural activities	Increase participation in the Cultural Network in order to strengthen engagement with and support of the arts and cultural sector working collaboratively to strategically develop the offer	Sport, Leisure & Communities	Place / Engagement	Annual	Higher = better	23 organisations	Data collected annually	Data collected annually	Not applicable	+10%	No identified impact
<b>Homes for All</b>												
HA01	All homes are energy efficient and affordable to run	% of all WCC homes achieving energy efficiency rating of C or above	Housing & Asset Management	Services / Housing	Annual	Higher = better	60%	Data collected annually	Data collected annually	Not applicable	62%	None identified
HA02		% all new homes achieving suitable energy standard	Housing & Asset Management	Services / Housing	Annual	Higher = better	80%	Data collected annually	Data collected annually	Not applicable	100%	None identified
HA03	Creating communities not just homes	No. of households in district (all tenures)	Housing & Asset Management	Services / Housing	Annual	Higher = better	54,017	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	N/A
HA04	No one sleeping rough except by choice	No. of rough sleepers	Housing & Asset Management	Services / Housing	Annual	Lower = better	0	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	Governments directive to 'Get everyone in' in response to Covid-19 meant anyone rough sleeping was

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
												offered accommodation. Financial implications - increased use of B&B, lease of a supported housing property.
HA05	Creating communities not just homes	No. of new homes planned (5 year supply)	Housing & Asset Management	Services / Regulatory	Annual	Higher = better	505	Data collected annually	Data collected annually	Not applicable	500	None detected to date, but economic downturn may impact housing delivery.
HA07	Creating communities not just homes	WCC housing stock, directly owned, housing company	Housing & Asset Management	Services / Housing	Annual	Higher = better	0	Data collected annually	Data collected annually	Not applicable	Complete 5 new houses	Completions delayed. Less general fund capital investment in the company.
<b>Vibrant local economy</b>												
VLE01	Grow opportunities for high-quality, well paid employment across the district	No. of business enterprises in professional / technical sectors	Local Economy	Place / Engagement	Annual	Higher = better	21.3%	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	Insufficient data available
VLE02	Grow opportunities for high-quality, well paid employment across the district	Close the gap between workplace earnings and residents' earnings	Local Economy	Place / Engagement	Annual	Lower = better	£105.4	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	Economic downturn likely to have an impact
VLE03	Grow opportunities for high-quality, well paid employment across the district	Productivity measure – gross value added (GVA) per head	Local Economy	Place / Engagement	Annual	Higher = better	£39,714	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	Insufficient data available
VLE04	New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to work	Amount of floor space developed in market towns (planning approvals)	Local Economy	Services / Regulatory	Annual	Higher = better	Data not available	Data collected annually	Data collected annually	Not applicable	Refer to Planning team	Economic downturn may affect delivery of new floor space.
VLE05	More younger people choose to live and work here	Percentage of residents aged 25-35 years old	Local Economy	Place / Engagement	Annual	Higher = better	11.4%	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	May increase if fewer job opportunities exist for young people
VLE06	Businesses grasp opportunities for green growth	No. of businesses engaged on carbon reduction measures/projects	Local Economy	Place / Engagement	Annual	Higher = better	Data not yet available	Data collected annually	Data collected annually	Not applicable	Baseline to be set when data available	No identified impact

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
VLE07	Businesses grasp opportunities for green growth	Crowd funder grants offered for green projects	Local Economy	Place / Engagement	Annual	Higher = better	0	Data collected annually	Data collected annually	Not applicable	Launched 15/6/20	No identified impact
VLE08	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (including festivals)	Visitor stay length increasing	Local Economy	Place / Engagement	Annual	Higher = better	2.6 days domestic 6.7 days overseas	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	Likely to reduce due to a downturn in visitors staying overnight
VLE09	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (including festivals)	Visitor spend increases	Local Economy	Place / Engagement	Annual	Higher = better	£263.4m	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	May increase as more staycation visitors to the district
VLE10	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (including festivals)	Value of tourism to the economy increases	Local Economy	Place / Engagement	Annual	Higher = better	£339m	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	May increase as more staycation visitors to the district
VLE11	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (including festivals)	Deliver tourism marketing activities alongside sector and key stakeholder engagement to influence Winchester's competitive position comparative with the South East and all of England, strengthening the number of trips to Winchester	Local Economy	Place / Engagement	Annual	Higher = better	5.05m trips	Data collected annually	Data collected annually	Not applicable	Trend data for monitoring only	No identified impact
VLE12	Grow opportunities for high-quality, well paid employment across the district	Business support service - percentage of businesses using the service seeing an increased turnover, improved efficiency or progression to a more sustainable business module. Service currently contracted to June 2021	Local Economy	Place / Engagement	Annual	Higher = better	New outcome based KPI for 2020/21. Previous data collected against different KPI, see Q4 report	Data collected annually	Data collected annually	Not applicable	50%	Increase in use of business support service during COVID-19 pandemic
<b>Your Services. Your Voice</b>												
YSYV01	Improving satisfaction for our services	Residents' Survey – satisfaction with the	Service Quality &	Resources / Strategic	Biennial	Higher = better	79% (2019 survey)	N/A	N/A	Not applicable	≥ 79%	Insufficient information to

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19
		way the council runs things	Transformation	Support								predict what impact COVID-19 has had on residents' satisfaction
YSYV0 2		Tenants' Survey – satisfaction with the overall service provided by the council	Housing & Asset Management	Services / Housing	Biennial	Higher = better	87% (2019 survey)	N/A	N/A	Not applicable	≥ 87%	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction
YSYV0 3	Good value compared to other similar authorities	Residents' Survey – percentage of residents who agreed the council provides value for money	Service Quality & Transformation	Resources / Strategic Support	Biennial	Higher = better	65% (2019 survey)	N/A	N/A	Not applicable	≥ 65%	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction



**CARBON NEUTRAL PROGRAMME**  
**HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Ferguson  
**Programme Sponsor:** Richard Botham  
**Programme Lead:** Susan Robbins

**Programme description and outcome:**

In June 2019, the Council declared a 'Climate Emergency' and to commit to the aim of making activities of the city council carbon neutral by 2024, and the district of Winchester carbon neutral by 2030. The council in December approved the Carbon Neutrality Action Plan that sets out a number of priority actions that will help address nearly all the council's carbon emissions by 2024 and contribute to reducing emissions district wide by 2030.

**Programme update summary:**

<b>Programme RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
<u>Council Update:</u>				
<ul style="list-style-type: none"><li>• The green energy tariff change has now been completed</li><li>• 400 solar PV panels installed on new Sport and Leisure Centre</li><li>• Re:Fit agreements signed. Tender process seeking bids for energy efficiency works on council buildings to begin during the autumn</li><li>• Estimated reduction of 33% (657 t CO2e) resulting from staff commuting in 2020/21 due to COVID-19 imposed home working</li></ul>				
<u>District Update:</u>				
<ul style="list-style-type: none"><li>• 300+ trees have been planted in Waterlooville and Whiteley</li><li>• We are in the process of signing contracts for a small scale solar site in partnership with a major local employer</li></ul>				

- Further EVCP due to be installed on council car parks Oct 2020
- A presentation will be made at Policy Committee in September on the options for retrofit of council housing stock
- University of Southampton research into listed building retrofit / low carbon energy hub / sites for alternative fuel generation due to commence imminently
- In July we launched a summer sustainability competition social media campaign
- Climate conference took place in October 2020
- Greener Futures Fund launched on crowdfunding platform in July 2020
- Greening Campaign promoted to parish councils and the first two have signed up
- Long-term engagement strategy and plan for the programme is in development

The main risk to this programme is the timescales. The risk register and progress on the programme is regularly review and managed by the Carbon Neutrality Programme Board and the Implementation Group.

### Council Carbon Footprint

	Forecast Carbon reduction (tCO2e)	Carbon reduction (tCO2e)	Target	Target Date	Status	Outcome
Introduce electric pool cars	1500		2	2020		
Pilot use of electric refuse freighter and/or P&R bus		286	N/A	2022		
Ultra low or zero carbon emissions		52	100%	2024		
Refuse and bus fleet converted to minimum EURO6 standard		361	100%	2020		Bus fleet already all at Euro6 standard. New waste contract allows for trial of electric vehicle but full electric fleet won't be possible until the contract expires in 2028.
Increased home working/ remote working			N/A			
Re: fit programme		600	N/A	2022		

	Forecast Carbon reduction (tCO2e)	Carbon reduction (tCO2e)	Target	Target Date	Status	Outcome
Energy efficiency measures in communal areas of council sheltered housing schemes	420		N/A	2021		
Source electricity purchased by the Council from renewable sources	1780	898	100%	2020		COMPLETE – New green energy tariff signed up April 2020
Solar panels on council owned sites		68	N/A	22/23		
Purchase/lease only highly energy efficient / low carbon technologies/materials, electrical equipment and appliances		N/A	100%	21/22		
	3700	2473				

### District Carbon Footprint

	Carbon reduction (tCO2e)	Carbon reduction (tCO2e)	Target	Target Date	Status	Outcome
Expanded network of EV charging points	287000		34	2024		Roll out of EV network to commence in October 2020, with expected completion by early 2021.
Private charging facilities in new commercial and housing developments						

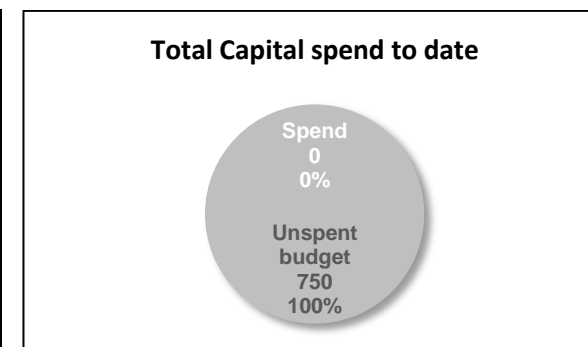


	Carbon reduction (tCO2e)	Carbon reduction (tCO2e)	Target	Target Date	Status	Outcome
Winchester Movement Strategy						Phase 2 studies nearing completion.
Buses and Taxis to be low emission/alternative fuel vehicles		100%	2030			
Increase Park & Ride capacity		300	2021			
Smart mobility projects especially at P&R sites and key gateways		N/A	2021			E-scooter and e-bike schemes. New cycle lockers installed at park and ride sites.
Implement differential charging for low emission vehicles in council car parks						
Expand and enhance public transport services						
LEAP programme to facilitate energy efficiencies in homes						Three council homes and 10 private sector homes to be retrofitted in March 2021.
Deliver campaigns to inspire people to reduce energy consumption				Ongoing		
Local groups to provide support in communities		N/A		Ongoing		
Develop a council wide led pilot Passivhaus housing scheme	193400	N/A		2022		
All new council homes will be fitted to the highest efficiency standards		100%		2024		All new homes schemes reviewed and gas heating systems removed from designs.

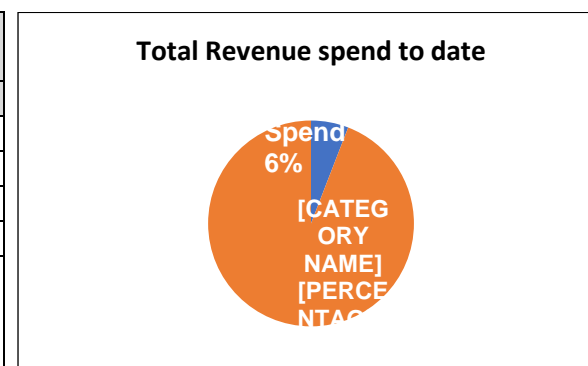
	Carbon reduction (tCO2e)	Carbon reduction (tCO2e)	Target	Target Date	Status	Outcome
Local Plan update with an emphasis on low carbon housing development			N/A	2021		
Retrofit of council housing stock to EPC standard C			100%	2027		
Undertake research into suitable alternatives to natural gas especially in relation to local generation potential	172000		N/A			
Build or invest in large scale renewable generation project(s)			N/A			
Explore the feasibility of developing a hydrogen generating plant			N/A			
Engage with the district's largest businesses to reduce energy use or generate renewable energy			N/A	Ongoing		
	652400					

**Budget performance**

CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	279	221	250	0	0	750
Spend	0	0	0	0	0	0	0
Unspent	0	436	221	250			907
Forecast	0	279	280	0	0	0	559
Variance to budget	0	157		250	0	0	348



REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	200	300	0	0	0	500
Spend	0	22	0	0	0	0	22
Unspent	0	178	300	0	0	0	478
Forecast	0	134	150	0	0	0	284
Variance to budget	0	66	150	0	0	0	216



**CENTRAL WINCHESTER REGENERATION**  
**PROJECT HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Learney

**Project Sponsor:** Chas Bradfield

**Project Lead:** Veryan Lyons

**Project description and outcome:**

Central Winchester Regeneration is a major regeneration project in the centre of the city. The Central Winchester Regeneration Supplementary Planning Document was adopted in June 2018. The vision is for the delivery of a mixed use, pedestrian friendly quarter that is distinctly Winchester and supports a vibrant retail and cultural/heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings.

Development within the Central Winchester Regeneration area should meet the following objectives:

- 1 Vibrant mixed use quarter
- 2 Winchesterness
- 3 Exceptional Public Realm
- 4 City Experience
- 5 Sustainable Transport
- 6 Incremental delivery
- 7 Housing for all
- 8 Climate change and sustainability

**Project update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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We are currently completing feasibility studies for Kingswalk and a hotel and investigating potential options for bringing Coitbury House back and FGMC back into use.

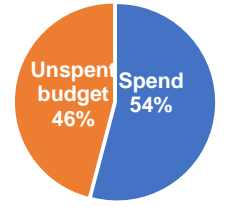
The biggest current risk is that Development proposals arising from the SPD are not financially viable resulting in development not going ahead as set out in the SPD. To mitigate this as far as possible we are undertaking high level testing of viability, engaging specialist consultants where required and continuing to engage with WCC members and other key stakeholders.

### Project Gateways

	Duration (months)	Start Date	Planned End Date	Projected Actual End	Status	Outcome
Stage 1: Roadmap Review	5	Jun 19	Sep 19	-	<b>Completed Nov 19</b>	Review of CWR project to inform: - Land uses / mix - Delivery options and associated timeline - Key risks, constraints and opportunities
Stage 2a: Scheme options	5	Sep 19	Jan 20	-	<b>Completed Mar 20</b>	Test different land uses / mix to determine priorities
Stage 2b: Development Framework	3	Jan 20	Apr 20	-	<b>Completed April 20</b>	Generate development framework (preferred option)
Stage 2c: Development Framework and delivery strategy	5	Mar 20	Jul 20	Nov 20		Agree solution for bus operations and carry out soft market testing to further inform the development framework and delivery strategy
Stage 2d: Development framework and delivery strategy	8	May 20	Dec 20	Feb 21		Assessment of delivery models and appetite for risk and control Development framework and delivery strategy finalised following public engagement Cabinet approval of development framework and delivery strategy
Preparation for disposal (dependent on preferred route to market)	16	Feb 21	Jun 22	Jun 22		Dependent on the preferred route to market: Planning permission Market testing / preparation Market launch

## Budget performance

CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total	Nil capital spent
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Budget	0	50	0	0	0	0	50	
Spend	0	0	0	0	0	0	0	
Unspent	0	50	0	0	0	0	50	
Forecast	0	50	0	0	0	0	50	
Variance to budget	0	0	0	0	0	0	0	

REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total	<p><b>Total Revenue spend to date</b></p> 
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Budget	372	396	0	0	0	0	768	
Spend	372	43	0	0	0	0	415	
Unspent	0	353	0	0	0	0	353	
Forecast	372	396	0	0	0	0	768	
Variance to budget	0	0	0	0	0	0	0	

### **Budget Comments**

CAPITAL - £50,000 has been allocated to bring forward the LOWE Property Guardians proposal for Coitbury House. Currently there is no other capital budget for CWR as the amount required is unknown at this stage of the project.

REVENUE - The project will reach a major milestone in February 2021 when the development proposals and delivery strategy are approved. The next stage will be preparation for disposal - what will be involved and therefore what costs will be associated is dependent on the preferred route to market which is currently unknown.

Please note this does not include any spend relating to JLL as this is managed from a separate budget.

**DURNGATE FLOOD ALLEVIATION SCHEME**  
**PROJECT HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Porter  
**Project Sponsor:** Richard Botham  
**Project Lead:** Darren Lewis

**Project description and outcome:**

The Durngate scheme is the second phase of the North Winchester Flood Alleviation Scheme and will focus on the area around the Durngate Bridge, the Trinity Centre and Durngate Terrace and is jointly funded by the City Council and the Environment Agency.

When completed the scheme will provide various flood defences along the River Itchen and will support the council to control and maximise the flow of water safely through the city, and as a result will help multiple residential and commercial properties throughout the city centre.

**Project update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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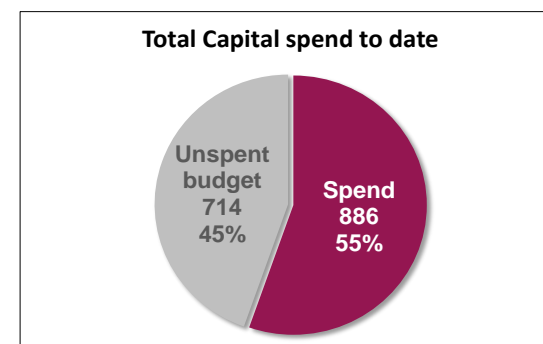
Works are progressing on-site. There have been some issues regarding the supply of the sluice gates which form part of the scheme and the council is working closely with Hampshire County Council, Environment Agency and contractor to try to resolve the issue so that the project remains on track.

### Project Gateways

	Duration (months)	Start Date	Planned End Date	Projected Actual End	Status	Outcome
Stage 0: Concept	-	-	-	-		
Stage 1: Feasibility	-	-	-	-		
Stage 2: Design						
Stage 3: Plan for delivery						
Stage 4: Delivery	5	Jun 20	Dec 20	Nov 20		Completion of Project. These works will help the Council control and maximise the flow of water safely through the city and as a result, will help multiple residential and commercial properties throughout the city centre.
Stage 5: Handover and Review	1	Dec 20	Jan 21	Jan 21		Handover of completed project to WCC. Cost review and communications i.e. press/release and photo shoot will take place.

### Budget performance

CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	314	1,286	0	0	0	0	1,600
Spend	314	572	0	0	0	0	886
Unspent	0	714	0	0	0	0	714
Forecast	314	993	0	0	0	0	1,307
Variance to budget	0	293	0	0	0	0	293



REVENUE	Prior	2020/21	2021/22	2022/23	2023/24	2024/26	Total
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Nil revenue spend



	years						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	0	0	0	0	0	0
Spend	0	0	0	0	0	0	0
Unspent	0	0	0	0	0	0	0
Forecast	0	0	0	0	0	0	0
Variance to budget	0	0	0	0	0	0	0

**ENVIRONMENTAL SERVICES (WASTE) CONTRACT**  
**PROJECT HIGHLIGHT REPORT JULY 2020**

**Lead Cabinet Member:** Cllr Tod  
**Project Sponsor:** Richard Botham  
**Project Lead:** Campbell Williams

**Project description and outcome:**

This project relates to the contract renewal of the council's waste contract and roll-out of an improved garden waste scheme for the district.

**Project update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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A Project board has been set up and is meeting regularly with councillor involvement. The current waste contract is being extended to February 2021, and is allowing some funding to move towards the implementation of the green waste charging scheme.

External communications support has now been appointed to provide additional support in preparing critical communications messaging.

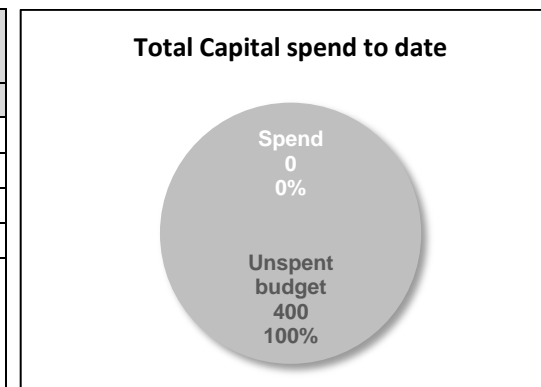
Sign-ups for the new service will be available for residents from November 2020.

**Project Gateways**

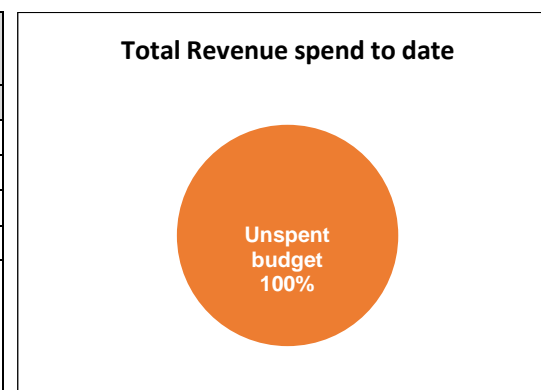
	Duration (months)	Start Date	Planned End Date	Projected Actual End	Status	Outcome
Stage 0: Concept	-	-	-	-		
Stage 1: Feasibility	-	-	-	-		
Stage 2: Concept design						
Stage 3: Plan for delivery	4	Jun 20	Oct 20	Oct 20		<p>Prepare to launch chargeable garden waste. All payment options live by Oct 20. Have external communications support in place, should receive detailed proposals mid Oct 20. Begin communications around new services that will commence Feb 21.</p> <p>Progress contract negotiations with Biffa re lease + bin delivery. Sign documents and begin 4 month contract extension (as set out in 220720 Cabinet report). Agree first amount of bins to purchase and use ESPO framework. Prepare, produce and successfully deliver new 12 month calendar.</p>
Stage 4: Delivery	4	Oct 20	Feb 21	Feb 21		<p>Four month extension underway, service does not change. Garden Waste bins procured and stored. Communications and marketing strategy implemented. Residents can purchase the service including either a 140l / 240l garden waste bin. 8yr contract and lease signed between Biffa and the council.</p>
Stage 5: Handover and Review	24	Feb 21	Feb 28			Continuous improvement.

**Budget performance**

CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	400	0	0	0	0	400
Spend	0	0	0	0	0	0	0
Unspent	0	400	0	0	0	0	400
Forecast	0	400	0	0	0	0	400
Variance to budget	0	0	0	0	0	0	0



REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	150	0	0	0	0	150
Spend	0	0	0	0	0	0	0
Unspent	0	150	0	0	0	0	150
Forecast	0	150	0	0	0	0	150
Variance to budget	0	0	0	0	0	0	0



**LOCAL PLAN/ CIL**  
**PROJECT HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Porter  
**Project Sponsor:** Richard Botham  
**Project Lead:** Adrian Fox

**Project description and outcome:**

In accordance with planning legislation, the council must review its Local Plan every 5 years.

The Plan is a key corporate document, as it is a statutory requirement under planning legislation to have an up to date development plan with the objective of sustainable development and setting out detailed planning policies for the management and development of land and buildings.

**Project update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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It was agreed to pause work on the Local Plan whilst responses were prepared and the implications of the government consultation documents (Changes to the current planning system and the White Paper) were fully assessed. A Local Plan Action Paper is currently being prepared which will clearly set out what can be undertaken on progressing the Local Plan.

### Project Gateways

	Duration (months)	Start Date	Planned End Date	Projected Actual End	Status	Outcome
Stage 0: Concept	28	Jul 18	Oct 20			Produce the new Local Plan evidence base
Stage 1: Feasibility	2	Oct 20	Nov 20			Consultation takes place on the strategic Issues and Options document at the end of sept/ early Oct for 6 weeks
Stage 2: Design	2	Mar 21	Apr 21			Consultation on the Draft 18 Local Plan
Stage 3: Plan for delivery	2	Dec 21	Jan 22			Consultation on the Submission version of the LP (Reg 19)
Stage 4: Delivery	-	Jan 23				Adoption of the Local Plan
Stage 6: Handover & Close Out	-	Feb 23				Monitoring the Local Plan and start the review process at the appropriate time

### Budget performance

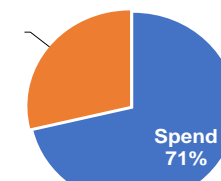
CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	0	0	0	0	0	0
Spend	0	0	0	0	0	0	0
Unspent	0	0	0	0	0	0	0
Forecast	0	0	0	0	0	0	0
Variance to budget	0	0	0	0	0	0	0

#### Total Capital spend to date

[CATEGORY NAME]  
0 0%

REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	0	254	93	95	1	0	413
Spend	0	181	0	0	0	0	181
Unspent	0	73	0	0	0	0	73
Forecast	0	254	93	95	1	0	413

#### Total Revenue spend to date



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Variance to budget	0	0	0	0	0	0	0
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**NEW HOMES DELIVERY PROGRAMME**  
**HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Learney

**Project Sponsor:** Richard Botham

**Programme Lead:** Andrew Palmer

**Project description and outcome:**

The cost and affordability of housing in Winchester District is a serious problem and there is a genuine shortage of affordable properties in Winchester

Providing affordable housing can help tackle these problems and delivering new homes is a Council priority.

The Council is constructing new affordable Council Homes and also working with Registered Providers (sometimes known as Housing Associations) to provide new affordable housing across the District.

Housing will not be built for profit; it will be to meet the needs of Winchester people who cannot afford a home of their own.

**Programme update summary:**

Update summaries are provided against each project below.

The main risks to the programme are workforce productivity and availability due to COVID-19 and the supply of materials. Both are being closely monitored.



### Project Updates

Project Name	Start Date	Projected End Date	No. of New Homes planned	Current Project Gateway	Upcoming Milestone	Comments
The Valley, Stanmore	Apr 19	Aug 21	77	Delivery	Completion	Revised, on programme for completion.
Rowlings Road, Weeke	Jan 19	Mar 21	7	Delivery	Completion	Revised programme dependent on supply chain and workforce availability
Dolphin Road, Twyford	Jun 19	Sept 20	2	Delivery	Completion	Completed
Burnet Lane, Kings Worthy	Jun 19	Jul 21	35	Delivery	Completion	Revised programme dependent on supply chain and workforce availability. Purchase agreement in place
Southbrook Cottages	Nov 19	Mar 22	6	Design	Outline Business Case & Submission of planning application	Awaiting outcome of car park survey
Woodman Close, Sparsholt	Oct 19	Aug 22	5	Design	Submission of planning application	Community consultation event Sept 20
Winnall Flats	Apr 20	Apr 23	75 (approx.)	Design	Submission of planning application	Design work underway
Dyson Drive, Abbots Barton	Jan 20	Dec 21	8	Design	Outline Business Case	TVGA preventing planning application being made
Corner House	Jan 20	Dec 21	6	Design	Outline Business Case	Final design being prepared in advance of community consultation
Witherbed Lane	Sep 19	Oct 22	4	Design	Outline Business Case	Ecology complete moving to community consultation

**Q1 Budget performance**

<b>INCOME</b>	<b>Budgeted:</b>	<b>Forecast:</b>	<b>Actual:</b>
Grants - Homes England	£1,611,000	£1,611,000	£0
Grants - Other	£0	£0	£0
MRA	£8,357,000	£8,613,000	£8,613,000
Capital Receipts	£950,000	£3,040,000	£3,040,000
RTB 1-4-1	£3,188,000	£2,065,000	£2,584,000
Borrowing	£17,358,000	£3,514,000	£0
Sales Income	£4,300,000	£200,000	£200,000
S106/Other Income	£250,000	£1,372,000	£1,372,000
<b>Total Income</b>	<b>£36,014,000</b>	<b>£20,415,000</b>	<b>£15,809,000</b>

<b>COSTS</b>	<b>Budgeted:</b>	<b>Forecast:</b>	<b>Actual:</b>
Interest Costs	N/A	N/A	N/A
<b>Total Scheme Costs</b>	<b>£36,014,000</b>	<b>£20,415,000</b>	<b>£1,380,000</b>

**WINCHESTER MOVEMENT STRATEGY**  
**PROJECT HIGHLIGHT REPORT OCTOBER 2020**

**Lead Cabinet Member:** Cllr Tod  
**Project Sponsor:** Chas Bradfield  
**Programme Lead:** Andy Hickman

**Project description and outcome:**

The City Council and Hampshire County Council are working together to deliver the aims of a long term Movement Strategy for Winchester designed to improve all forms of movement in and around the city.

**Programme update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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Phase two feasibility studies are well underway and due to be completed in the Autumn.

The study work has included stakeholder involvement and has reflected the impact of Covid-19. The City Council has been working in conjunction with HCC on transport recovery measures in Winchester and the market towns.

**Programme details**

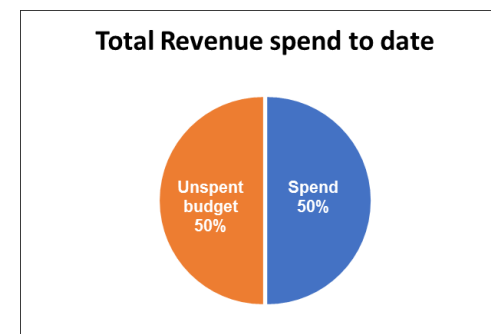
**WMS Phase 1 – Identify Options and Phase 2 – Detailed Assessments**

Project Name	Current Project Gateway	Start Date	Project End Date	Status	Upcoming Milestone	Comments
Cycling & Walking Improvement Plan	Phase 1 study completion	Aug 19	Feb 20		Phase 2 study completion - September	Completed Phase 1, summary report issued.
	Completion of	May 20	Nov 20		Review of designs based on	

Project Name	Current Project Gateway	Start Date	Project End Date	Status	Upcoming Milestone	Comments
	Phase 2				engagement with HCC engineers, the walking group and the cycling groups	
Freight and Delivery	Phase 1 study completion	Aug 19	Jan 20		Phase 2 study completion - September	Completed Phase 1, summary report issued
	Completion of Phase 2	May 20	Oct 20		Comments on Draft Freight and Delivery Plan to be provided	
Bus station relocation	Phase 1 study completion	Sep 19	Mar 20		Phase 2 study completion - September	Completed Phase 1, summary report issued
	Completion of Phase 2	Jun 20	Nov 20		Continued coordination with CWR as design developed	
Movement and Place	Phase 1 study completion	Sep 19	Mar 20		Phase 2 study completion - September	Completed Phase 1, summary report issued
	Completion of Phase 2	Jun 20	Nov 20		Engagement with walking and cycling groups	
Park & Ride	Phase 1 study completion	Jul 19	Mar 20		Phase 2 study completion - September	Completed Phase 1, summary report issued
	Completion of Phase 2	May 20	Oct 20		Review of designs based on engagement with HCC engineers	

### Budget performance

REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	125	125	0	0	0	0	250
Spend	125	0	0	0	0	0	125
Unspent	0	125	0	0	0	0	125
Forecast	125	120	0	0	0	0	245
Variance to budget	0	5	0	0	0	0	5



**WINCHESTER SPORT & LEISURE PARK**  
**PROJECT HIGHLIGHT REPORT JULY 2020**

**Lead Cabinet Member:** Cllr Prince  
**Project Sponsor:** Chas Bradfield  
**Project Lead:** Andy Hickman

**Project description and outcome:**

The Winchester Sport and Leisure Park is a fantastic new facility being constructed at Bar End in Winchester and will provides users with 50m pool, treatment rooms, 200 gym stations, four squash courts and two large studios.  
The aim for the building is to be one of the greenest of its kind in the UK and is on track to achieve a BREEAM rating of excellence.

**Project update summary:**

<b>Project RAG Status:</b>	<b>Timeline</b>		<b>Budget</b>	
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Construction of the new Sport and Leisure Park is well underway albeit there have been delays with material supplies and availability of sub-contractors due to COVID-19.

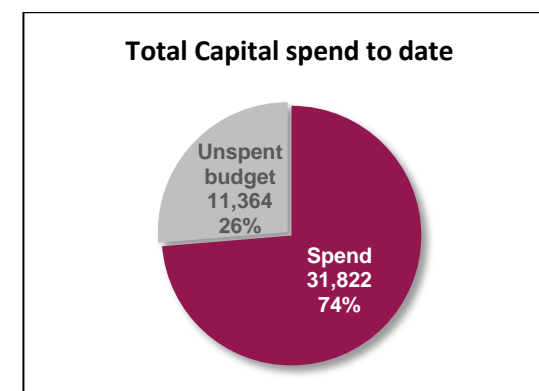
Highway works have been started on schedule and should be completed by end of October 2020.

## Project Gateways

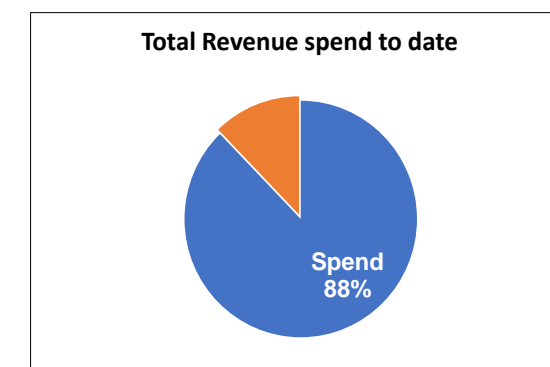
	Duration (months)	Start Date	Planned End Date	Projected Actual End	Outcome
Stage 0: Concept	-	-	-	-	
Stage 1: Feasibility	-	-	-	-	
Stage 2: Concept design	4	May 17	Sep 17	<b>Completed Sep 17</b>	Architectural concept approved by the client and aligned to the Project Brief
Stage 3: Developed design	5	Nov 17	Apr 18	<b>Completed Apr 18</b>	Architectural concept tested and validated via design studies and engineering analysis
Stage 4: Technical design	4	Apr 18	Aug 18	<b>Completed Aug 18</b>	All design information required to manufacture and construct the project completed. This includes: responsibility matrix, information requirements, design programme, procurement strategy, building regulations application, planning conditions, cost plan, building contract.
Stage 5: Construction	24	Mar 19	Dec 20	<b>Mar 21</b>	Manufacturing, construction and commissioning completed, in accordance with the construction programme agreed in the building contract.
Stage 6: Handover & Close Out	2	Feb 21	Apr 21		Building handed over, aftercare initiated and building contract concluded.
Stage 7: In use	1	May 21	June 21		Building used, operated and maintained efficiently.

### Budget performance

CAPITAL	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	18,078	25,108	0	0	0	0	43,186
Spend	18,078	13,744	0	0	0	0	31,822
Unspent	0	11,364	0	0	0	0	11,364
Forecast	18,078	24,791	317	0	0	0	43,186
Variance to budget	0	317	(317)	0	0	0	0



REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Budget	670	139	0	0	0	0	809
Spend	670	40	0	0	0	0	710
Unspent	0	99	0	0	0	0	99
Forecast	670	84	0	0	0	0	754
Variance to budget	0	55	0	0	0	0	55





COVID-19 Council services demand data update April to September 2020

SERVICE AREA	MEASURE	2020						2019	
		APRIL	MAY	JUNE	JULY	AUG	SEP	TOTAL	TOTAL
<b>Business Rate Relief and Grants (running total)</b>	All Retail, Hospitality & Leisure Relief (RHL)	£26.02m	£26.67m	£26.77m	£27.34m	£27.79m	£27.88m	£27.88m *	n/a
	Small Business Rate Relief	£4.84m	£4.89m	£4.81m	£4.83m	£4.84m	£4.87m	£4.87m *	n/a
	Other Reliefs	£5.39m	£5.40m	£5.48m	£5.48m	£5.48m	£5.47m	£5.47m *	n/a
	RHL - £10k grants	£1.24m	£2.18m	£2.23m	£2.27m	£2.38m	£2.39m	£2.39m *	n/a
	RHL - £25k grants	£8.15m	£9.30m	£9.45m	£9.65m	£9.95m	£9.98m	£9.87m *	n/a
	Small Business Grants - £10k	£12.44m	£13.91m	£14.49m	£14.75m	£15.25m	£15.33m	£15.33m *	n/a
<b>Local Resource Centre / Community Support</b>	Total New Referrals from HCC	347	132	57	20	0	3	559	n/a
	Referrals passed to Voluntary Support Groups	125	65	8	7	3	0	208	n/a
	Prescriptions delivered	49	49	48	40	0	1	187	n/a
	Food parcels delivered	22	33	22	28	0	0	105	n/a
	Shopping purchased/delivered	15	4	11	9	0	0	39	n/a
	Council tenants contacted by phone to offer support	1650	11	4	1	0	0	1,666	n/a
<b>Housing</b>	Total Arrears (running total)	£500k	£535k	£571k	£580k	£592k	£553k	£553k *	£378k
	% of Housing tenants in arrears (running total)	31.00%	21%	22%	23%	24%	23%	23% *	21%
	% claiming Universal credit (running total)	14.50%	16%	16%	17%	18%	18%	18% *	9%
	% claiming UC in arrears (running total)	64.00%	55%	55%	57%	58%	54%	54% *	n/a
	% current debt due to UC claimants (running total)	58.00%	60%	61%	65%	65%	67%	67% *	n/a
	Residents in B&B (number at month close)	13	10	9	3	3	2	2 *	n/a
	Rough Sleepers in Council units (no. at month close)	12	10	6	3	0	0	0 *	n/a
	Tenancy Support Caseload (weekly new referrals)	58	27	22	22	14	19	162	n/a
<b>Waste / Env / Licensing</b>	Planning – Decisions issued (incl. SDNP)	225	181	196	199	182	199	1,182	896
	Bonfires reported	30	21	17	8	13	9	98	48
	Fly-tipping – reported – see note below	139	183	195	181	190	243	1,131	835
	Waste Collection – Missed Bin reports (cases closed)	260	288	222	278	324	372	1,744	4,326
	Garden Waste Bags - New / Replacement bag request	1068	1096	963	808	510	421	4,866	4,044

## Notes

### Fly-tipping

It is not unusual for the number of fly tip reports to rise or fall week by week or month by month. The summer months and the weeks leading up to Christmas and early in a new year are often much busier compared to the rest of the year.

However 2020 has been a far from normal year and we are seeing variations in the number of fly-tips reported that do not follow the normal seasonable pattern.

September has been a popular month for residents to take time off work due to the relaxation of social restrictions and have used the time to dispose of waste accumulated during the earlier lockdown period. Unfortunately not all residents will take their waste to a local household waste and recycling centre and will fly-up.

In the current circumstances, more people are getting out and about more in their local area rather than travelling further afield and are noticing more fly tips than perhaps they might have done before, and are taking the time to report what they've found