

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

18 JULY 2018

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance and financial position during the fourth and final quarter of 2017/18. Through strong financial stewardship and a number of one-off financial benefits, the Council has been able to set aside an increase to reserves to help support future budgets and enhance protection for the council against future financial volatility.

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

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

RECOMMENDATIONS:

That Cabinet;

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

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

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

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

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the Portfolio Plans have financial implications, some significant and these are agreed and reported separately before the commencement of the project.
- 2.2 This report details the Council's financial outturn position for 2017/18.

3 LEGAL AND PROCUREMENT IMPLICATIONS

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

4 WORKFORCE IMPLICATIONS

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

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

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

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

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

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

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

11 SUPPORTING INFORMATION:

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

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

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

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

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

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Q4 Finance and Performance Management Report 2017/18

Appendix 2 General Fund Reserves 2017/18

Appendix 3 Capital Expenditure Outturn 2017/18

Appendix 4 Reforecast 2018/19 General Fund Capital Budget



FINANCE & PERFORMANCE MANAGEMENT REPORT FOURTH QUARTER 2017/18



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Introduction and Summary

Section 1: Financial Update – Outturn 2017/18

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

Section 2: Council Strategy 2017/20 Progress Update

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

Section 3: Project Management – Projects Update

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

Section 4: Managing the business – Corporate Health Indicators

Introduction and Summary

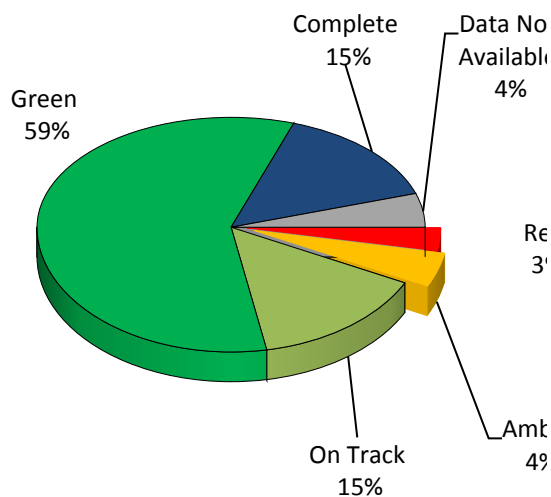
This purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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

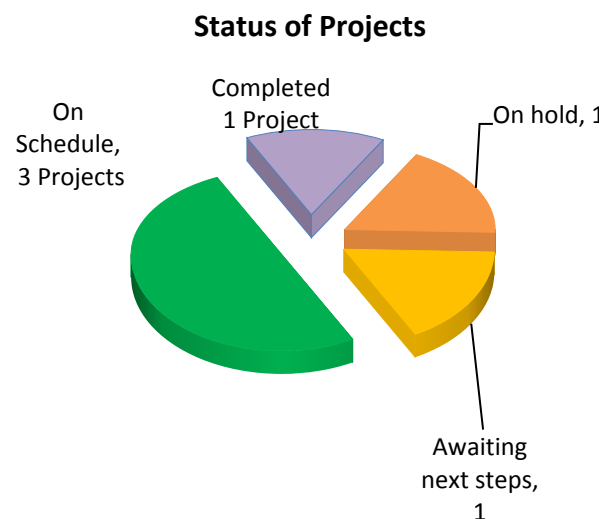
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

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

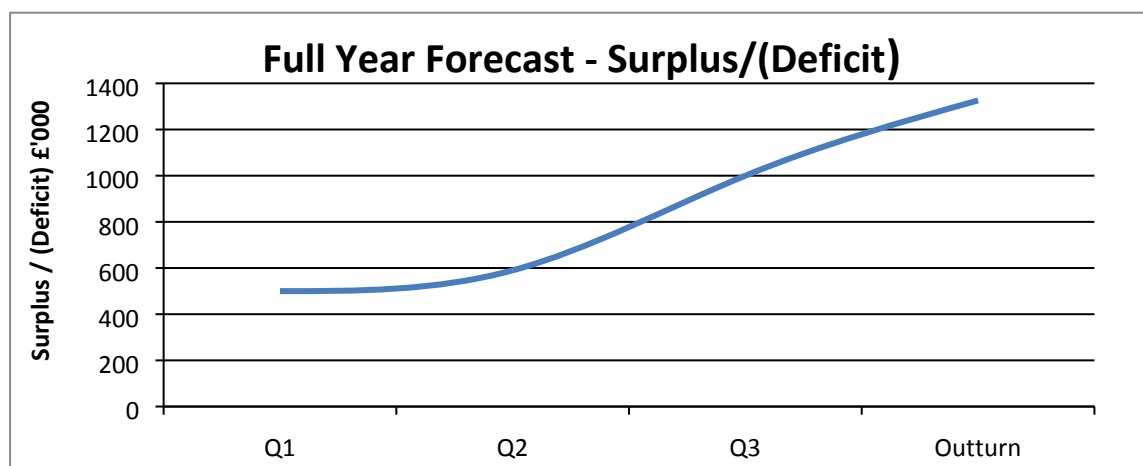
Council Strategy Q4 2017/18



Project Monitoring Q4 2017/18



Summary General Fund Revenue Financial Service Forecast



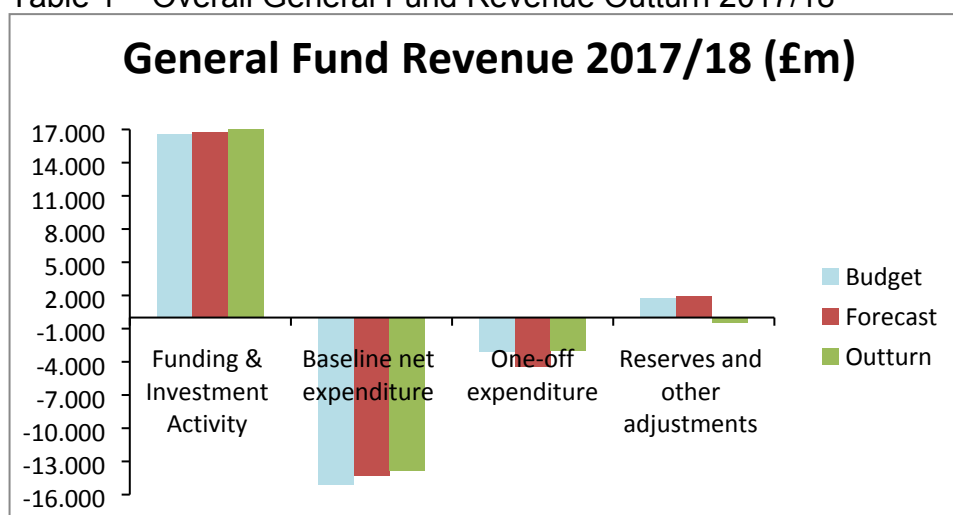
Section 1 – Financial Update as at 31 March 2018

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

General Fund Revenue

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

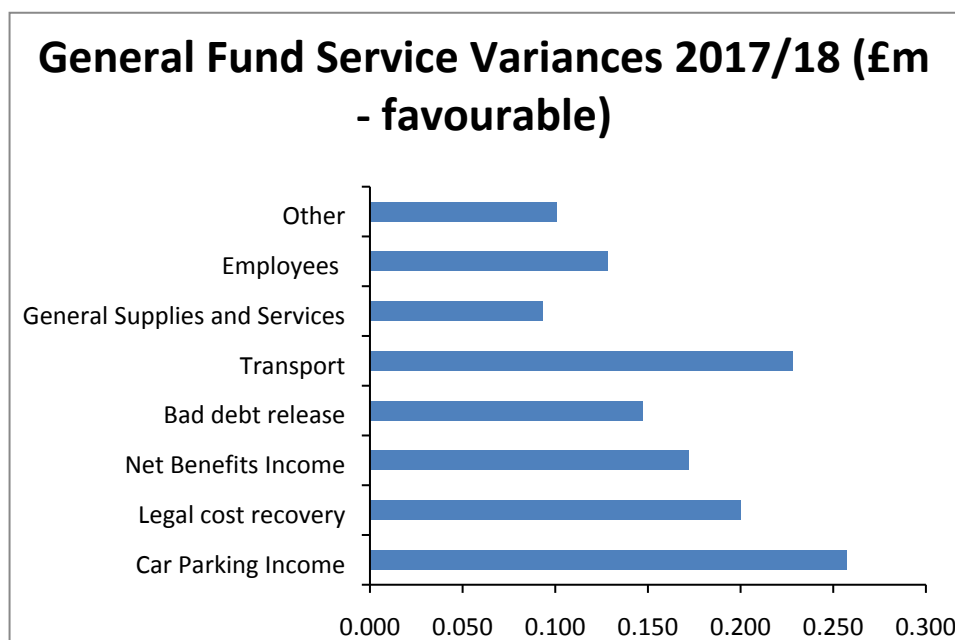
Table 1 – Overall General Fund Revenue Outturn 2017/18



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

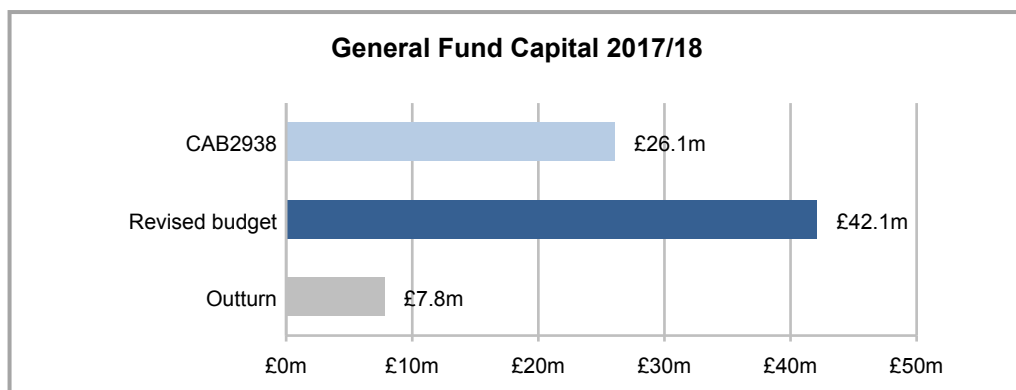
- The Winchester Town total cost of services for the year of £0.857m was £0.086m below the forecast of £0.943m. It is requested to re-forecast £0.046m of expenditure to 2018/19, mainly relating to St Maurice's Covert (£0.044m).

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



General Fund Capital

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

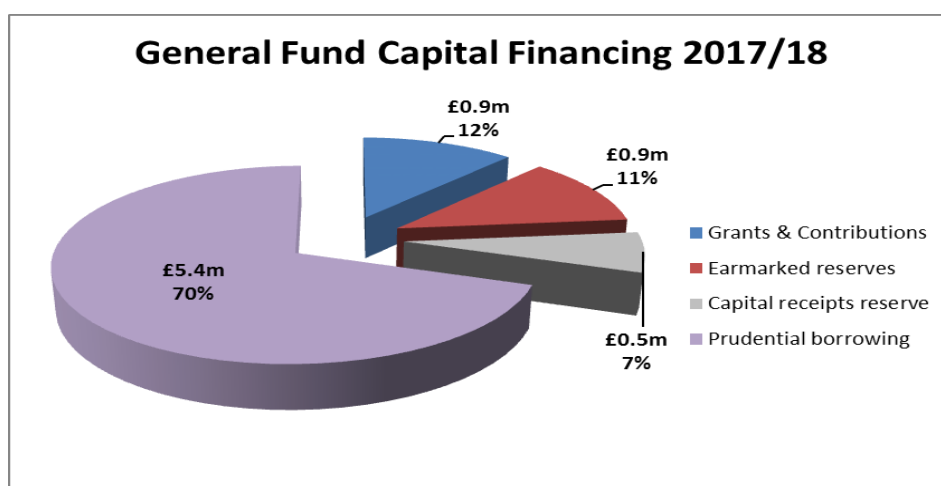
Expenditure: Prior years £0k 2017/18 £140k Total £140k

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

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

4. Capital Financing

The sources of finance available for capital projects are: capital receipts, grants and contributions, reserves, revenue contributions; and prudential borrowing or “Capital Financing Requirement” (unfinanced capital expenditure met by future revenue provision). Under the Prudential Code, the Council can invest in a capital programme so long as its capital spending plans are “affordable, prudent and sustainable”. The financing of the 2017/18 General Fund capital expenditure was as follows:



Where capital expenditure is to be financed in future years by charges to revenue, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. While the Council has sufficient

cash and investment balances, it is able to internally borrow but as CFR increases in the future it will need to borrow externally in addition to the £156.7m the Council has already borrowed as a result of the HRA self-financing settlement.

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

5. Other General Fund capital budget changes

Disabled Facilities Grant (DFG)

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

Security bollards

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

Virtual permit software (car parks)

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

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

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

General Fund 2017/18

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

Housing Revenue Account 2017/18

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

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

**Housing Revenue Account
Capital 2017/18**

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

Section 2: Council Strategy 2017-20 Progress Update

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

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

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

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

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

Measures where actions have been completed are shown as complete.

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

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

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

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

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

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

Delivering an entrepreneurial approach to efficient public services

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

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

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

Delivering quality housing options

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

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

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

Improve the health and happiness of our community

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

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

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

Improving the quality of the District's environment

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

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

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

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

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

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

Winchester District will be a premier business location

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

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

Section 3: Programme Management – Projects Update

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

The Council’s Major Projects include:

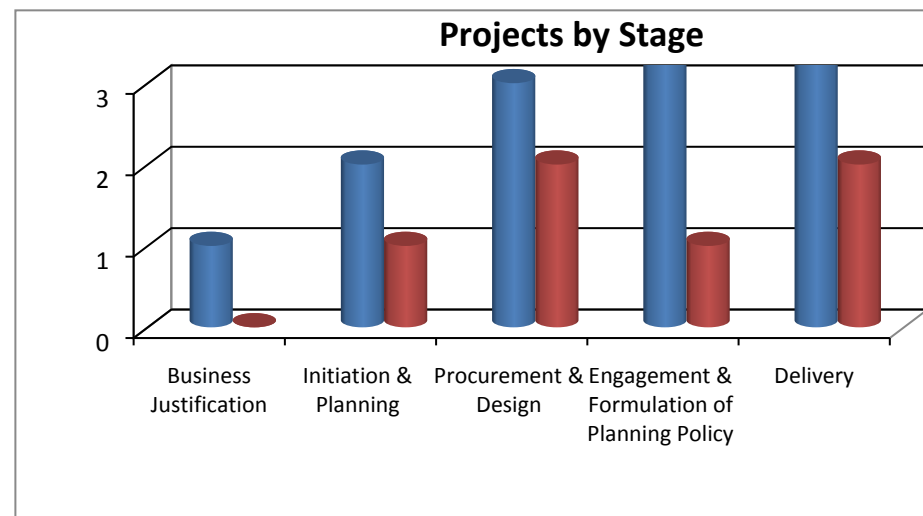
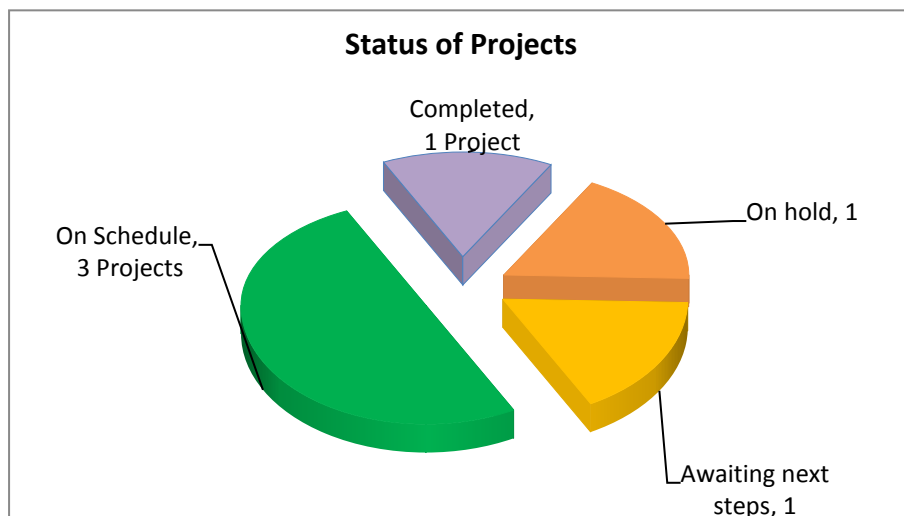
- Winchester Sport and Leisure Park
- Central Winchester Regeneration
- Station Approach

Other significant projects that the Council is leading on include;



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



Summary Report



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



Management Report – Major Projects

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


Summary		Status & Progress		Project Milestones
<u>Station Approach</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 15/12/16 - Procurement of RIBA Competitions Office - Completed 20/03/17 - Cabinet to agree start of procurement – Completed 14/08/17 - Cabinet (SA) to approve appointment of architects - Completed 27/02/18 – Cabinet (SA) approve content of the Public Realm Strategy and Masterplan Framework - Completed 12/07/18 – Cabinet (SA) to approve: Procurement route for Public Realm Strategy design work Oct 18 – Cabinet (SA) to approve: RIBA stage 2 outputs, and proceed to stage 3 Mar 2019- Cabinet (SA) to approve: RIBA stage 3 outputs, to proceed to stage 4, to submit planning application on basis of stage 3. Mar 2019 – Target date for planning application submission Aug 2019 – Planning application to be considered by Planning Committee Sep 2019 - Cabinet (SA) to approve: RIBA stage 4 outputs, and to proceed to stage 5 Early 2020 – Earliest on-site start date (dependent on delivery route)
Project Phase: Procurement and Design team				
Project Start: February 2015	Project End Date: 01 December 2022			
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			
Project Budget: Project Budget: Capital: £1,800,000 Revenue: £1,500,000	Spend to date: £863,134 (current project)			
Project Update & Next Steps				
<ul style="list-style-type: none"> Masterplan Framework and Public Realm Strategy agreed and consultation held March 2018 Liaison with Hampshire County Council, Network Rail and South West Trains on taking forward public realm strategy Proposals for procuring the design work for the public realm strategy being taken to Cabinet (SA) in July 2018. <p>RIBA Stage 2 design work being costed and viability assessments being undertaken to inform the outline business case to be reported to Cabinet (SA) in October 2018.</p> <p>Next Steps</p> <ul style="list-style-type: none"> Production of outline business case Further liaison with key stakeholders and landowners Procurement for public realm design work Drafting of Cabinet Committee report to agree public engagement on RIBA Stage 2, and proposed plan for RIBA Stage 3 				



Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 27/11/17 - Draft SPD reviewed and signed off • 06/12/17 – Cabinet approval to commence consultation • 11/12/17 – Start of Formal Consultation • 05/02/18 – End of Formal Consultation • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate
Project Phase: SPD Adopted – awaiting next steps				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £335,000	Spend to date: £267,271			
Project Update & Next Steps				
<ul style="list-style-type: none"> • The Informal Policy Group (IPG) has resolved to set up an Archaeology Consultation Panel. Eminent experts in the field had been appointed to the Panel which held its first meeting in November. • Urban Delivery has been commissioned to undertake initial work on the potential delivery options • Completed draft SPD considered at formal meeting (held in public) 30 October • Draft SPD and consultation questions made available to the public from the Council website and reception – 31 Oct 2017 • Drop in exhibition – 14 November 2017 • O&S Committee – 27 November 2017 • Formal consultation period commenced with launch exhibition - 11 December 2017 • Follow up exhibitions between 10 – 15 January 2018 • End of formal consultation period – 5 February 2018 • Collate consultation responses, Council responses and proposed modifications/ actions • IPG meeting to update public on consultation responses – 19 March 2018 • IPG meeting to update public on proposed amends to the SPD – 14 May 2018 • O&S Committee – 4 June 2018 • Cabinet resolution to adopt draft SPD – 20 June 2018 				
Next Steps				
<ul style="list-style-type: none"> • Three month statutory notice period following adoption • Meanwhile uses and improvements to the existing estate and public realm • Archaeology dialogue – agree next steps 				

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

Other Projects









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

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







Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – tender process underway (stage 2 mini tender) • Mitford Rd – flat completion August 2018 • Bailey Close – completion September 2018 • Hillier Way – completed in November 2017 • Victoria House – completion delayed due to insolvency • Knowle - Started on site • Rowlings Rd –Planning consent secured, preparing to Tender
Project Phase: Delivery				
Project Start: December 2012	Project End: December 2022			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: Capital: £43,942,000	Spend to date: Capital: £7,814,182 <i>To 30 November</i>			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats to be handed over on 28th August 2018. • Bailey Close – work re-started on site following administration of original contractor. Anticipated completion August 2018 • Hillier Way – completed (November 2017) • Victoria House – Contractor entered administration in April 2018, Council has appointed construction consultants to re-engage sub contractors, completion delayed until September 2018 • Knowle - Ground works have commenced on sites, however build contract not signed whilst contractors Bond query is resolved. • The Valley – Homes England grant awarded of £3.2M, 2nd stage of tender process underway with design drawings and soil testing being immediate tasks requiring action. 				

Section 4 – Managing the business (performance indicators)

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

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

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APPENDIX 1

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

Performance Indicator	2016/17 Data			2017/18 Data				Annual Target	End of Year Status
	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Homelessness – Numbers presenting to Council as being at risk of homelessness	403	301	357	324	404	334	460	No Target Set	Not Applicable

Key to symbols:



This performance indicator is on target



This performance indicator is below target but within 5% of the target



This performance indicator is more than 5% of the target

Key Actions:

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

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