

REPORT TITLE: Q4 PERFORMANCE MONITORING

21 JULY 2021

REPORT OF CABINET MEMBER: CLLR NEIL CUTLER – CABINET MEMBER FOR FINANCE AND SERVICE QUALITY

Contact Officer: Lisa Kirkman Tel No: 01962 848 501 Email lkirkman@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period January to March (Q4) 2021 against the five priorities in the refreshed Council Plan 2020-25, adopted by council on 24 February.

Appendix 2 provides the data, where available, for Q4 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 3 includes highlight reports for each of the council's significant 'Tier 1' programmes and projects.

Appendix 4 provides an update to the COVID-19 council services demand data from April 2020 to 31 March 2021.

Appendix 5 are the action notes of the Performance Panel meeting that took place on 14 June 2021.

RECOMMENDATIONS:

1. That Cabinet notes the progress achieved during Q4 of 2019/20 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 (annual refresh adopted by Council on 24 February 2021).

2 FINANCIAL IMPLICATIONS

- 2.1 There are no direct financial implications arising from the contents 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 (KPIs) and performance reporting must be fit for purpose, monitored and managed to ensure effective council governance. KPIs enable evidence based quantitative management reporting and where necessary allow 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).

4 WORKFORCE IMPLICATIONS

- 4.1 None directly

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 Cabinet members, Executive Leadership Board, corporate heads of service and service leads have been consulted and input into the content of this report.
- 6.2 This report and appendices were reviewed and discussed by Performance Panel on behalf of Scrutiny Committee on 14 June 2021. Appendix 5 are 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 19 July 2021.

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

None required.

10. RISK MANAGEMENT

As previously reported the COVID-19 pandemic continues to have an impact on the way we live and work with the council reviewing and adapting its services to the changes as they are announced by government.

Risk	Mitigation	Opportunities
<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 deliver projects.</i>	Resources to deliver projects are discussed at the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy 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 exposure - Budget deficit or unforeseen under or overspends</i>	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned	Early notification of unplanned under/overspends through regular monitoring allows time for

Risk	Mitigation	Opportunities
	over/underspends.	plans to be put in place to bring the finances back into line with budget forecast.
<i>Exposure to challenge</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>Achievement of outcome</i>	Through the quarterly monitoring report, officers and members can monitor the progress of the priorities in the Council Plan	
<i>Other - none</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 KPIs. Information is also provided in the form of highlight reports (Appendix 3) that set out the progress of the council's most significant, 'Tier 1' projects. All information and data is as at the end of Q4 i.e. 31 March 2021.

12. OTHER OPTIONS CONSIDERED AND REJECTED

None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3287 – Q3 Finance and Performance Monitoring dated 20 May 2021.

Other Background Documents:-

None

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q4 January to March 2021

Appendix 2 Strategic Key Performance Indicators Q4 update

Appendix 3 Programme and Project Management – Tier 1 project highlight reports

Appendix 4 COVID-19 Council services demand data – April 2020 to March 2021

Appendix 5 – Notes from Performance Panel meeting on 14 June 2021

COUNCIL PLAN 2020–25

Q4 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 and there is a growing ecological crisis too. Winchester City Council has committed to playing its part to tackle this global challenge and hand our district to our children and grandchildren in a better state than it is now.

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
- Clean air, more ambitious than national targets
- Everything most residents need should be in reach by foot, bike or public transport
- Our district's extensive natural habitats safeguarded and enhanced

Over the last quarter we have achieved the following:

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

Grants totalling £279,000 secured from the Public Sector Decarbonisation Fund. £257,000 to replace all windows and energy efficiency measures at City Offices as well as LED lights and water saving measures in the public toilets. A further £22,000 to undertake studies and produce a heat decarbonisation plan for the Guildhall and West Wing.

Continued installation of new electric vehicle (EV) charging points on council land, with most of the 34 now installed and the remaining 3 scheduled for spring 2021.

Planning application was approved in April for a decked car park at the Vaultex site to provide 287 park & ride car parking spaces, 16 electric vehicle charging bays and 800m² of photovoltaic panels.

Carbon literacy training delivered to a further 30 members of staff, bringing numbers trained up to 60. This is sufficient for the council to achieve carbon literate bronze accreditation – one of only seven councils in the country to achieve this.

Continued extensive home working for staff in response to the COVID-19 pandemic and use of measures such as video conferencing have shown this way of working can be sustained once national restrictions have lifted.

Staff travel survey was completed by 179 members of staff and will help us understand the carbon implication of increased home working.

A highlight report for Q4 for the Carbon Neutral programme is included at Appendix 3.

- **Positive Local Plan policies which promote low carbon development, sustainable travel and increased bio-diversity**

A specialised Carbon Neutrality virtual information event was hosted as part of the recent consultation on the Strategic Issues & Priorities document which attended by 78 people.

A highlight report for Q4 for the Local Plan is included at Appendix 3.

- **Encourage renewable energy generation and support start-ups and businesses in green energy and green technology**

Tendering underway for the installation by the council of solar PV panels on the Winchester depot (Biffa waste collection service) and on three buildings at Marwell Zoo. These projects will be 50% funded by the EM3 LEP and the panels will reduce energy consumption on both sites and generate an income stream for the council via the sale of energy to the businesses.

Consultants' brief issued for a feasibility study into the potential for a solar farm at Littleton

Consultants Urban Foresight have been appointed to prepare a Green Economic Development Strategy to ensure that the Council is at the forefront of green economic development.

- **Work with and enable businesses, organisations and residents to deliver the Carbon Neutrality Action Plan throughout the district**

Launch of a 12-month parish carbon mapping and engagement project, being delivered on the council's behalf by the Centre for Sustainable Energy in collaboration with WinACC. This work will see a bespoke carbon footprint report produced for each parish and support provided to help each community work together to reduce its carbon footprint.

Winchester City Council, the University of Winchester and Wessex Green Hub are collaborating on a project to bring together various stakeholders and gather their ideas for what Winchester district should look like in 2025. This project is known as the "Portrait of Winchester" and will identify what success looks like if we reach our goal of carbon neutrality by 2030.

Continuation of the University of Southampton research project 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.

Recruitment process started for a Campaigns Officer, based in the Corporate Communications team, who will have time dedicated to supporting the delivery of a behaviour change campaign focussed on reducing the carbon emissions of residents, businesses and other organisations across the district.

- **Work towards a more sustainable food system and reduce food waste**

Support to Winchester Food Partnership in promoting the first national Food Waste Action Week which ran from 1st-7th March 2021.

We continue 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.

- **Continue to work with Hampshire County Council to deliver the City of Winchester Movement Strategy and prioritise walking, cycling and public transport throughout the district**

A highlight report for this programme is included at Appendix 3.

- **Deliver the actions in our Biodiversity Action Plan**

The BAP was approved by cabinet in January 2021 and launched in February 2021. Focus has now turned to the delivery of at least 80% of the actions identified within the plan.

- **Work with other public authorities to expand the range of materials we recycle as solutions become available**

Winchester City Council continues to work through the Project Integra partnership and submit data to support the review of 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.

PRIORITY – LIVING WELL

We want all 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 to support good physical and mental health for all ages and abilities.

What we want to achieve:

- Reduced health inequalities
- A wide range of physical and cultural activities for all ages and abilities
- Increased opportunities for active travel
- A wider diversity of residents and businesses involved in ensuring that our services work for all, especially for residents who need more help to live well
- Attractive and well-used public facilities and 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, supporting a greater diversity of residents**

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. The service continued to be available 7 days-a-week until the end of March 2021 in response to ongoing local and national restrictions and in-line with the countywide approach of which the LRC is a part. A total of 989 requests for support have now been handled by the Winchester LRC since the pandemic started, of which 86 were handled during Q4. This is in addition to the many more tasks undertaken by the wider community support network.

We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. Citizens Advice supported approximately 1,600 clients during the quarter, including 610 people with finance / benefits advice, 142 people with debt advice, 292 people with housing advice and 338 people with Universal Credit advice (the fastest growing advice area). Other organisations include Home-Start, Winchester Live at Home scheme and Winchester Young Carers.

Small grants were awarded for a number of projects supporting disadvantaged people, including equipment to enable remote support for vulnerable people during the pandemic and match funding for Unit 12 towards their crowdfund campaign which raised money for a mental health counselling project for young people.

Additional funding provided by DEFRA has been allocated to organisations and projects that are ensuring the provision of essential supplies and provisions. Community food pantries were launched at Unit 12 in Winnall and at Wickham Community Centre thanks to grants of £12,500 each. Funding

was also given to Winchester Basics Bank to help with relocation to a more long-term base for its food storage.

The Active Lifestyle programme of classes and bespoke activities for people with long-term health conditions will continue thanks to a new partnership forged by the council with Winchester City Primary Care Network (PCN) and Everyone Active (EA). The programme will be run jointly by the two organisations, with the PCN employing staff to take referrals of patients from the three city GP practices and EA taking referrals from other GPs in the district.

- **Offering a wide range of accessible facilities for all to enjoy at the new Winchester Sport and Leisure Park**

The Winchester Sport and Leisure Park opened to the public on 29 May.

A highlight report for this project is included at Appendix 3.

- **Supporting communities to extend the range of sports and cultural facilities across the district, notably the upgraded Meadowside Leisure Centre at Whiteley agreed and planned for later this year**

In October 2020, a report was taken to Cabinet which recommended (and was agreed) allocation of CIL funding for several sport and recreation projects. These included the provision of outdoor gym equipment at St Vigor Way Colden Common (£10,000), upgrading the pavilion at Colden Common recreation ground (£90,000) the provision of a MUGA at King George V playing fields in Denmead (£64,500), and a pavilion extension at Gratton Close sports pavilion in Wonston (£30,000). The bidders for the Gratton Close pavilion have however since decided not to go ahead with the project.

In progress from October to December 2020, having already been allocated funding, were improvements to Chilcomb sports pavilion (£135,000), and the ongoing Winchester sports and leisure centre which was awarded £1.8m of CIL funding in 2019. For many recreation and sports facilities, CIL is only part of the funding required, but is still a significant amount of the total funding required for projects to be realised.

In addition, works to keep the sports pitches up to standard have been ongoing, and all sports pitches have been prepared for reopening in April 2021 in line with government guidance.

Due to the impact of national restrictions, direct delivery of sporting events has been severely curtailed. The leisure industry has been particularly impacted.

- **Enable and promote safe cycleways 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 has been developed as part of the City of Winchester Movement Strategy. A members briefing will be held in the coming months to update members on progress with the WMS. The Parking and Access Strategy delivery will consider the needs of the market towns. Meetings have now been held with representative groups to identify issues and opportunities.

Also see project highlight report included at Appendix 3.

- **Maintain and enhance the open spaces and parks**

Open spaces and parks remained open through the later part of the year, with a programme for all equipment to be brought back into use by April 2021. The position with regards to play areas and open spaces will be reviewed in light of any changes to government guidance going forward.

Project delivery has continued throughout lockdown including initial works on the upgrade of Abbey Gardens play area, the completion of improvements to Thurmond Crescent play area and the progression of work to secure the transfer to the council in April 2021 of the tennis courts and artificial turf pitch at North Walls.

- **Develop Local Plan policies that promote healthy lifestyles in healthy surroundings**

A key theme in the Strategic Issues and Options consultation on the new Local Plan, which ran for 8 weeks and closed on 12th April 2021, was Living Well. This covered a number of important issues relating to open space provision, air quality, and active travel with accessibility to local facilities and services. A specialised Living Well virtual information event was also hosted as part of the recent consultation document that attracted over 21 people. Feedback received will be used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).

PRIORITY - HOMES FOR ALL

Housing in our district is expensive and young people and families are moving out because they are unable to find suitable accommodation they can afford.

The 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 to be energy efficient and affordable to run
- Diverse, healthy and cohesive communities - not just homes
- No-one sleeping rough except by choice

Over the last quarter we have achieved the following:

- **Building significantly more homes ourselves**

Seven new Council properties were completed on a former garage site in Rowlings Rd, Weeke and one ex council property purchased in Stanmore which helps facilitate access to a larger site. Good progress was achieved in respect of two large schemes totalling 112 new homes due for completion in Quarter 1 of 2021/22.

A highlight report for the New Homes programme is included at Appendix 3.

- **Strengthening our Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people**

The city council's response to the government's changes to the current planning system was discussed and agreed at cabinet on the 29 September and the response to the government's White Paper was agreed at cabinet on the 21 October. In December 2020 government confirmed that the methodology for calculating new housing numbers would not change for now and the Strategic Issues and Priorities (see above) consultation document has been finalised on this basis.

Consultation has recently taken place on the Next Generation Winchester project has been established to explore the challenges faced by younger people (aged 18-35) who may want to work and/or live in the Winchester District. The Next Generation project is exploring the options available for young people and families and provide an opportunity to influence housing policy, future house building and local housing options across the district. The information gathered together as part of this consultation will be used to help inform the policies and proposals in the emerging Local Plan.

The consultation on Strategic Issues and Options for the new Local Plan , which ran for eight weeks closing on 12 April this year, sought views on the type of residential development required to support the needs of everyone

living, or wanting to live, in the district. This covered a range accommodation including affordable housing, housing for students and older people as well as gypsies and travellers. The feedback received will be used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).

A highlight report for Q4 for the Local Plan is included at Appendix 3.

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

The New Homes detailed business case for the Winnall Flats proposed development is going to June cabinet and it will recommend delivery of mixed tenure affordable housing either through a housing company or through a third party. A proposed future housing company update or Member briefing is due to be scheduled for July.

- **Providing support for our homeless and most vulnerable people by working directly and in partnership with the voluntary sector**

The council continues its efforts to ensure any individuals found sleeping rough have an offer of accommodation in partnership with Winchester Churches Nightshelter, Two Saints and Trinity Winchester. In November the council recorded an annual rough sleeping count figure of 7. By the end of Q4 there were no individuals found to be sleeping rough.

Following its' initial use as a temporary hostel to support the 'Everyone In' directive, City Road project, leased from A2Dominion has provided 10 units of accommodation during the cold weather period. The ten bed unit is accommodating individuals with more complex needs, often excluded from all other housing provision in Winchester. The project is supported by the Temporary Accommodation Team and two Complex Needs Navigators hosted by Trinity Winchester, offering support and engagement opportunities, using a trauma informed approach to prevent the individuals from returning to sleeping rough.

A further grant of £6,400 is secured from MHCLG to enhance the Cold Weather Provision provided at City Road. To enable the council to provide short term hotel accommodation to anyone found to be sleeping rough.

During Q4 19 individuals were provided with accommodation through the above options and 9 individuals moved-on through the single homelessness pathway to more settled accommodation.

During 2020/21 the council accommodated an additional 68 individuals through various initiatives to provide emergency accommodation for those rough sleeping. 10 of these individuals are still in emergency accommodation awaiting move-on. 50 individuals have achieved a positive move on to settled accommodation.

Capital funding of £75k was provided to Trinity Winchester to support their new 12 bed housing project UnderOneRoof@Trinity which is due to open in June. This project will provide accommodation and support for those individuals with the most complex needs and multiple disadvantages. Providing a positive move-on option for the 10 individuals currently in council emergency homelessness provision

- **Move the energy efficiency of new and existing homes towards zero carbon**

Making Homes Carbon Neutral (CAB3293) was presented to cabinet on 11th March and the following recommendations were approved:-

That the 2021/22 budget (£1.587m) for additional energy efficiency works to council dwellings be committed as follows:-

- *£1,250m to fund additional insulation (mainly wall and floor insulation) to 100 properties currently subject to an Energy Performance Certificate (EPC) rating of D or below and that the programme focus mainly on void properties where possible.*
- *£150,000 set aside to support “match funding” bids for major retrofit programmes (such as the existing project to improve “Swedish timber” homes in Bramdean).*
- *£187,000 to address energy efficiency of communal areas in sheltered/communal housing schemes, including the installation of solar photovoltaic panels where appropriate.*
- *That a member/tenant/officer panel/forum be established to assess progress with national trials, review funding options and bring forward proposals for a long term programme to replace gas heating systems in Council homes, subject to consultation with tenants and the Business and Housing Policy Committee.*
- *That the Council join the “Net Zero Collective” partnership to support the work of the above Panel.*

Cabinet approved a revised Housing Development Strategy that highlights the council’s objective to provide all new affordable housing at highest thermal efficiency levels to help achieve the net zero carbon target.

- **Working 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. The timing of this scheme will be dependent upon the developer progressing further phases of Kings Barton. Negotiations have taken place with developers at North Whitely regarding the purchase of a site for affordable housing.

PRIORITY - VIBRANT LOCAL ECONOMY

Winchester district is home to a host of successful businesses and enterprises with high levels of employment in both our urban and rural areas. As we look beyond the COVID-19 pandemic, it's vital we restore the vibrancy of our high streets, retain and develop our existing business base and make the Winchester district a place where new businesses want to be located. We also must begin the transition to a greener more sustainable economy.

What we want to achieve:

- Increased opportunities for high-quality, well-paid employment across the district
- A shift to a greener, more sustainable economy
- New offices and workspace meet changing business needs and are located in areas with sustainable transport links
- More younger people choose to live and work in the district
- Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer.
- Winchester district attracts new and relocating businesses and enterprises

Over the last quarter we have achieved the following:

- **Working with our key stakeholders to position Winchester district as a centre for digital, creative, knowledge-intensive networks**

Winchester City Council has sponsored the Digital Innovation Award in the Winchester Business Excellence Awards 2021. The award encourages the use of innovative digital technology and digital ideas to increase business performance.

As part of the Government's and the European Development Fund (EDRF) Reopening High Street Safely Fund a new programme of support specifically for businesses on our High Streets and neighbourhood shopping areas across the District was launched in late January 2021. This service has provided COVID-19 support to businesses including:

- *79 businesses registered for on line support on the website <https://highstreet.winchester.gov.uk/>*
- *25 live online workshops with an audience of over 120 businesses including an on-line debate on the subject of 'How can local shops survive?' An audience of over 70 businesses and residents attended the debate increasing awareness of supporting High Street businesses*
- *13 businesses have booked a bespoke sessions with a business advisor seeking help on a range of issues from 'How can I open safely?' through to 'How can I set up an on-line shop?'*

- **Focusing on a ‘green economy’ post COVID-19 and providing tailored, sector specific business support**

Urban Foresight Consultants are preparing the next 10 year Green Economic Development Strategy with the Economy team. This will ensure that the Council is at the forefront of green economic development. The consultants have undertaken an extensive secondary research review available related documentation and strategies and are currently carrying out a programme of stakeholder engagement. It is envisaged that the strategy will be completed during this summer.

- **Supporting business in meeting the challenge of carbon neutrality and encouraging ‘green growth’**

The Sustainable Business network held a virtual meeting on 5 March 2021 on the subject of reducing food waste. The network has around 100 virtual members.

As part of a consortium bid, funding has been secured from Low Carbon Across the South & East (LoCASE) which will enable low carbon and energy efficiency adaptations to businesses. Once a final programme of activity has been confirmed with Kent County Council (the host funding partner) activity will commence throughout the coming months.

- **Prioritising the needs of younger people in the redevelopment of central Winchester**

The Economy team have submitted a bid with Eastleigh Borough Council, Test Valley Borough Council and New Forest District Council to the Department of Work and Pension’s Flexible Support Grant for funding for a Young Adults Employment and Learning Hub. The hub will provide specialist help and support to move young people from welfare benefits into work. The total project value £264,000 across all partners.

- **Working in partnership to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets**

Festivals update

Engagement with the festivals sector has continued via the Festivals Networking events that are delivered in partnership with Winchester BID. Three 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 showcasing virtual events on offer by members of the creative community including Hampshire artists’ Zoom calls, as well as Chesil Theatre’s extension plans, information on the Hardship Fund, grants available and Digital Winchester project, opportunity for exhibition space and retail in the Visitor Information Centre.

Consumer marketing and promotion.

The Tourism team have developed and are delivering a 'roadmap to reopening' COVID-19: Re-opening, Tourism Marketing campaigns and Promotion Plan that aligns with the governments 'steps' in their roadmap. Activity across digital channels commenced with Step 1 of the roadmap announced by government from the 29 March –promoting the 'outdoors' offer to the local resident market. The city council also partnered with Hampshire Chronicle's Love Local Business six week campaign (Feb-March). This included content for six dedicated full page features; five of which were editorial (featuring details of WCC support for businesses, case studies of local businesses) and included the 'Support Local, Shop Online advert. The city councils' "shop local" banner advert received over 10,000 impressions and the WCC logo featured on the Chronicle's main campaign page. This promotion along with supporting campaign activity has given rise to an increase of 176% traffic to VisitWinchester's support local campaign pages compared to the previous period. The team and partnered with Play to The Crowd and market town businesses to enable their participation in Knitted King Alf Trail. This trail aims to encourage local residents to support independent businesses across the whole district which launched on 14 April.

The COVID-19: Re-opening, Tourism Marketing campaigns and Promotion Plan is driving up results across all social media platforms including a steady rise in new followers. Facebook reach is up by 33% and engagement up 16%. Instagram reach up by 18.9% interactions up by 44.7%. Twitter impressions up 27.3% and profile visits up 26.1%.

Visit Winchester took part in Tourism South East's Virtual Excursions event for Group Travel Organisers and Tour operators. This included working with Tourist Guides to produce a 'virtual guided tour of Winchester' for a dedicated Visit Winchester webinar.

The Tourism team are monitoring and collecting local intelligence as businesses emerge from national restrictions. An accommodation survey to businesses at the end of March was undertaken to understand future demand for accommodation bookings. 20% of respondents from self-catering sector and 70% B&B/hotels. 70% said conversion rate from enquiry to booking was lower than a typical operating year, 10% responded as higher and 20% about the same. 70% of respondents said forward bookings were much worse than 2019, whilst 30% said better. Further monitoring will take place.

Regular B2B e-newsletters have kept businesses in the visitor economy updated regarding business support, the latest COVID-19 related guidance as well as national and regional initiatives alongside Visit Winchester updates. Engagement with the visitor attractions sector has been maintained via virtual group meetings sharing advice, experience, intelligence and recovery plans.

Winchester's visitor economy has been represented by the team at Visit England/Visit Britain/Tourism South East meetings throughout the period.

Business to Business Inward Investment Campaign

The Economy team are working with Hampshire County Council on a new satellite office campaign that will promote opportunities in Winchester to London based companies who have a significant number of employees that commute out of the district/county. The campaign includes mailshots and bespoke social media targeted promotion of the Winchester District and has already resulted in enquiries about vacant premises within the District.

A High Streets' Priorities Plan 2021 to 2022, a one year tactical plan to reinvigorate our Districts' high streets post COVID-19, to support our businesses to reopen and innovate and to enable people to enjoy social and cultural experiences again has been drafted. Stakeholders are currently being consulted and their views sought on the draft plan including the following areas:

- **Build on our high streets' brand** and build confidence.
- **Create a better connection** between residents and their local centres.
- **Maximise opportunities** and capitalise on key added value activity.
- Make more of our **places as a social and community hubs**.
- **Celebrate what we have** and our new successes - independent retail, festivals, events, attractions, creative and cultural venues.
- **Foster business resilience** so that our high street businesses survive, capitalise on change, grow and prosper.

The Economy team have been responsible for administering the government's discretionary grant funding through the Local Authority Discretionary Grant Fund and the Additional Restrictions Grant Fund. To date almost £3.5 million has been granted to businesses across the district most impacted by the COVID-19 pandemic. A Transformation, Adaptation and Diversification grant is currently operating as part of the Additional Restrictions Grant Fund.

In addition to the above the Economy team have kept businesses informed of the latest support available along with advice during the national lockdown and relaxed restrictions as outlined in the government's roadmap via regular updates to dedicated business pages on Winchester.gov.uk and regular business bulletins. The business bulletins continue to serve as one of the "go to" places for latest information and since the beginning of the pandemic to April it has seen a 168% increase in subscribers.

- **Promoting our independent businesses and supporting start-ups.**

Our business support service provider Incuhive have provided 17 one to one mentoring sessions with independent businesses wishing to set up, expand, diversify or survive the pandemic. 79% of these have seen an increased turnover, improved efficiency or progression to a more sustainable business model. Eleven businesses also attended virtual workshops and 48 networking

events. This service is in addition to the High Street and Neighbourhood shopping areas support outlined in the previous section.

As part of the Government's and the European Development Fund (EDRF) Reopening High Street Safely Fund the city council has procured a provider of an e-commerce platform. This dedicated on-line shopping platform will offer independent businesses an alternative route to market to support their existing high street and on-line presence. The platform will offer consumers the opportunity to browse products across all participating independent businesses in one place and either go on to visit in person or make purchases on-line from any number of outlets in one transaction, receiving a single co-ordinated delivery. As part of the funded programme businesses will be offered a cost-free 6 month period on the platform and consumers will benefit from free transactions and deliveries during this period as well. It is anticipated that this platform will be launched in June.

YOUR SERVICES, YOUR VOICE

We will continue to provide high quality, good value, resilient services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and not-for-profit organisations across our district – and are accessible to all whatever their circumstances.

We will give all our residents the opportunity to make their voice heard and be able to understand how the council makes its decisions.

What we want to achieve:

- An open, transparent, inclusive and enabling council
- Improved 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:

- **Continuously improving process that:**

Involve the public, businesses, stakeholders and ward councillors earlier in the design, deliberation and decision making process

Effectively respond to and learn from complaints and feedback to driver service improvement

The new Customer Charter and refreshed Complaints Policy was introduced across the organisation in January 2021. The process of dealing with complaints is being reviewed and training will be delivered in Q1 21/22.

Embed effective partnership working with the community, voluntary groups and organisations, local businesses, our suppliers and other public bodies

We continue to develop effective partnership working with the Federation of Small Businesses (FSB) and the Procurement Team met with the FSB to discuss how procurement can work better with local businesses and suppliers.

The Procurement Team are also consulting with both the FSB and Winchester Fairtrade Network (WFN) on a draft guide to sustainable procurement.

The Winchester Health & Wellbeing Partnership was relaunched with key health and care stakeholders and will focus discussion around the Hampshire Hospitals Together consultation that takes place later in 2021.

Market town meetings continue to take place quarterly, with the main item of discussion at meetings in January 2021 being parking and access strategies for each of the towns.

- **Transparent and publicly visible performance measures which drive improved satisfaction and performance**

The member led Performance Panel reviews this performance report and the notes and actions from these meetings are presented to scrutiny.

The Strategic KPIs have been reviewed at the same time as corporate heads of service have updated their service plans for 2021/2 to ensure alignment with the annual refresh of the Council Plan.

- **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 continues to drive forward and accelerate 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.

In-line with the current national lockdown all pre-booked appointments in reception have been paused except for those critical to wellbeing and there is no alternative feasible option apart from face-to-face. All other contact is taking place via phone, e-mail and via the My Council Services (MCS) portal.

The new garden waste service sign-up launched in November has seen 25% of sign-ups occurring via telephone to the Customer Service Centre and 75% carried out by residents themselves on the My Council Services portal. The option of paying by direct debit is also now available which will assist with and simplify the re-registration process for the second year.

- **Focus on accessibility and inclusiveness to ensure our decision making and services are accessible to and 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.

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

The council has continued to respond to COVID-19 by encouraging staff to play to their skills in supporting us with our emergency response and maintaining resilience. Following a staff survey employees have been given new on-line learning packages and IT kit on request to assist with working from home. Colleagues have been available for redeployment and cross cutting work to deliver new services such as the Local Response Centre – which has used redeployed staff from customer reception, sport management, Transformation, Housing and Council Tax and Benefits.

Strategic Key Performance Indicators

The following table presents an update against the strategic key performance indicators that were approved by cabinet on 21 May 2020 (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	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	Q3 (where available)	Q4 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19 - update
MONTHLY/QUARTERLY KPIs												
Tacking Climate Emergency												
TCE02	Reduced levels of waste and increased recycling	Percentage of household waste sent for reuse, recycling and composting	Economic Recovery	Higher = better	36.1% (2018/19) 41st out of 54 collection authorities in South East updates available on 1920 fig 38.1%	42.6% 43%	41.23% 41.20%	43.7% 40.4%	36.4%	Unaudited and subject to change but annual 40.3%	Increase against 2019/20 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	Economic Recovery	Lower = better	461kg (2018/19) /household 38 th out of 54 South East collection authorities updates available on 19 20 figs 449kg	118.90kg 118.27kg	116.46kg 116.91kg	N/A115,41kg	121.04kg	Unaudited and subject to change but 471.64 annually	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	Economic Recovery	Higher = better	Centre 63.50% Inner 21.00% P&R 15.50%	Centre 76% Inner 16% P&R 8%	Centre 74% Inner 17% P&R 9%	Centre 73 inner 17 p & R 10	Centre 71 inner 16 P & R 13	Not applicable	To be developed	All parking patterns substantially affected and overall demand greatly reduced. Use determined by Tier/lockdown status.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q1 (where available)	Q2 (where available)	Q3 (where available)	Q4 (where available)	R A G Status	KPI Target 2020/21	Impact of COVID-19 - update
Homes for All												
HA06	Creating communities not just homes	No. of new homes started or in progress / completed	Housing & Asset Management	Higher = better	Started 121 Completed 21	No change Started 121 Completed 21	No change Started 121 Completed 21	No change	Started 121 Completed 28	Not applicable	Complete 121 Start 85	Completions delayed
Vibrant local economy												
VLE13 (a)	Grow opportunities for high-quality, well paid employment across the district	% of procurement spend with local suppliers – Revenue spend	Economic Recovery	Higher = better	21.99% (19/20)	20.14%	28.52%	22.21%	27.02% Q4 24.50% 20/21		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	Economic Recovery	Higher = better	46.60% (19/20)	25.85%	34.99%	39.18%	38.67% Q4 34.76% 20/21		Min 25% Capital	No identified impact
Your Services, Your Voice												
YSYV04	Improving satisfaction for our services	Percentage of upheld complaints	Finance & Service Quality	Lower = better	59% 2019/20	61%	54%	48%	41%		≤ 59%	No identified impact
YSYV05		No. of valid Ombudsman complaints	Finance & Service Quality	Lower = better	1 2018/19	2 2019/20	As Q1	As Q1	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)	Finance & Service Quality	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%	100% Storage 100% Telephony 97.93% DMS 100%	100% Storage 100% Telephony 97.76% DMS 100%		≥ 99.5%	No identified impact
YSYV07	Improving satisfaction for our services	Efficient waste collection services - missed bin collection report	Finance & Service Quality	Lower = better	AWC Q4 2019/20 68.89 per 100k bin collections	AWC 57.79 per 100k bin collections	AWC 52.98 per 100k bin collections	AWC 46.91 per 100k bin collections	March figures not yet available	Not applicable	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 below target by more than 5%

Annual KPI's,

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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
6 MONTHLY/ ANNUAL/ BIENNIAL KPIs												
Tacking Climate Emergency												
TCE01	Winchester City Council to be carbon neutral	WCC carbon emissions	Climate Emergency	Place / Engagement	Annual	Lower = better	4268 tCO2e 2019/20 figure (like for like reduction of 11.7%)	Data collected annually	Data collected annually	Due Q2 of 2021/22	3201 tCO2e (25% reduction)	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	Economic Recovery	Services / Regulatory	Annual	Lower = better	13.33% contamination from 43 samples. 2 nd best performance of Hampshire authorities.	Data available annually	Data collected annually	Figures not yet available	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	Economic Recovery	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	Figures not yet available	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	Economic Recovery	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	Figures not yet available	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	617,000 tCO2e 2017/18 figure (1.9% reduction)	Data collected annually	Data collected annually	Due Q2 of 2021/22	565,583 tCO2e (8.5%	Significant impact as commuter travel reduces due to people working

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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
											reduction)	from home
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. Consultation on Strategic Issues and Priorities ran for 8 weeks and closed 12/4/21	Data collected six-monthly	Not yet available	Not yet available	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 approved by cabinet January 2021 and launched in February 2021.	Data collected annually	Data collected annually	10% completed as at 31.03.21	Deliver 80% of actions included in BAP	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	Data not yet available	Data collected annually	Data collected annually	398 trees planted in 20/21 planting season	100 trees planted	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	N/A – new indicator	Data collected annually	Data collected annually	4%	N/A – new indicator	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	N/A – new indicator	Data collected annually	Data collected annually	2457	N/A – new indicator	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	Climate Emergency	Services / Regulatory	Annual	Lower = better	St Georges St 2018: 41µg/m ³ 2019: 39µg/m ³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m ³ 2019: 47.2µg/m ³ (First 6 months only)	Data collected annually	Data collected annually	Figures not yet available	Review extent of AQMA in light of 2020 data as set out in CAB3217. NB: COVID-19 will impact this year's data set. Consultation on the draft Air Quality Supplemental Planning Document ran for 8 weeks closing on	Levels of traffic reduced with corresponding impact on air quality in the town centre (to be quantified).

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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
											12/4/21.	
	Living Well											
LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Communities & Wellbeing	Place / Engagement	Annual	Lower = better	2018 – 5.8 years	Data collected annually	Data collected annually	No update available	≤ 5.8 years	Early studies suggest that COVID-19 will have a negative impact on life expectancy
LW02	Reduced health inequalities	Inequality in life expectancy at birth (female)	Communities & Wellbeing	Place / Engagement	Annual	Lower = better	2018 – 6.4 years	Data collected annually	Data collected annually	No update available	≤ 6.4 years	Early studies suggest that COVID-19 will have a negative impact on life expectancy
LW03	Increase in physical & cultural activities	Number of users of the Winchester Sport & Leisure Park	Communities & Wellbeing	Place / Engagement	Annual	Higher = better	N/A – new indicator	Data collected annually	Data collected annually	Figures available after new centre opens	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	Communities & Wellbeing	Place / Engagement	Annual	Higher = better	November 2019 71.4%	Data collected annually	May 2020 70.5%	November 2020 71.0%	≥ 71.4%	Activity expected to decrease 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)	Communities & Wellbeing	Place / Engagement	Annual	Higher = better	2019/20 - 469	Data collected annually	Data collected annually	301	200	Numbers affected due to restrictions related to 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	Communities & Wellbeing	Place / Engagement	Annual	Higher = better	23 organisations	Data collected annually	Data collected annually	Figures not yet available	+10%	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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
Homes for All												
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	61.45	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	Figures not yet available	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	Figures not yet available	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	7	Trend data for monitoring only	Governments directive to get 'Everyone in' in response to COVID-19 meant anyone rough sleeping was 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	Figures not yet available	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	Figures not yet available	Complete 5 new houses	Completions delayed. Less general fund capital investment in the company.
Vibrant local economy												
VLE01	Grow opportunities for high-quality, well paid employment across the district	No. of business enterprises in professional / technical sectors	Economic Recovery	Place / Engagement	Annual	Higher = better	21.3%	Data collected annually	Data collected annually	21%	Trend data for monitoring only	Insufficient data available

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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
VLE02	Grow opportunities for high-quality, well paid employment across the district	Close the gap between workplace earnings and residents' earnings	Economic Recovery	Place / Engagement	Annual	Lower = better	£105.4	Data collected annually	Data collected annually	£52.9	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	Economic Recovery	Place / Engagement	Annual	Higher = better	£39,714	Data collected annually	Data collected annually	Figures not yet available	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)	Economic Recovery	Services / Regulatory	Annual	Higher = better	Data not available	Data collected annually	Data collected annually	Figures not yet available	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	Economic Recovery	Place / Engagement	Annual	Higher = better	11.4%	Data collected annually	Data collected annually	12.5%	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	Economic Recovery	Place / Engagement	Annual	Higher = better	Data not yet available	Data collected annually	Data collected annually	Figures not yet available	Baseline to be set when data available	No identified impact
VLE07	Businesses grasp opportunities for green growth	Crowd funder grants offered for green projects	Economic Recovery	Place / Engagement	Annual	Higher = better	0	Data collected annually	Data collected annually	Figures not yet available	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	Economic Recovery	Place / Engagement	Annual	Higher = better	2.6 days domestic 6.7 days overseas	Data collected annually	Data collected annually	Figures not yet available	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	Economic Recovery	Place / Engagement	Annual	Higher = better	£263.4m	Data collected annually	Data collected annually	Figures not yet available	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	Economic Recovery	Place / Engagement	Annual	Higher = better	£339m	Data collected annually	Data collected annually	Figures not yet available	Trend data for monitoring only	May increase as more staycation visitors to the district

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)	Annual Data	KPI Target 2020/21	Impact of COVID-19
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	Economic Recovery	Place / Engagement	Annual	Higher = better	5.05m trips	Data collected annually	Data collected annually	Figures not yet available	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	Economic Recovery	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	Figures not yet available	50%	Increase in use of business support service during COVID-19 pandemic
Your Services, Your Voice												
YSYV01	Improving satisfaction for our services	Residents' Survey – satisfaction with the way the council runs things	Finance & Service Quality	Resources / Strategic Support	Biennial	Higher = better	79% (2019 survey)	N/A	N/A	Survey not carried out in 2021	≥ 79%	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction
YSYV02		Tenants' Survey – satisfaction with the overall service provided by the council	Finance & Service Quality	Services / Housing	Biennial	Higher = better	87% (2019 survey)	N/A	N/A	N/A	≥ 87%	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction
YSYV03	Good value compared to other similar authorities	Residents' Survey – percentage of residents who agreed the council provides value for money	Finance & Service Quality	Resources / Strategic Support	Biennial	Higher = better	65% (2019 survey)	N/A	N/A	Survey not carried out in 2021	≥ 65%	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction

Programme and Project Management – Tier 1 project highlight reports

BAR END DEPOT

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Kelsie Learney
Project Sponsor: Richard Botham
Project Lead: Geoff Coe

Project description and outcome:

Preparation for site disposal.

Project update summary:

Project RAG Status:	Timeline		Budget	
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This project is currently in Stage 1: Feasibility - with site due diligence and transport capacity planning for a mix of uses being undertaken. Tendering of the sale instruction will follow site due diligence and a delegated authority decision to proceed (granted to the Strategic Director of Finance in the Cabinet Report).

Project Gateways:

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Stage 0: Concept						
Stage 1: Feasibility	10	Nov 2020	September 2021	Sept 2021	Site conditions and constraints identified and an HCC Highways pre-application report obtained to establish site capacity. Mix of uses also identified.	
Stage 2: Design						
Stage 3: Plan for Delivery						
Stage 4: Delivery						
Stage 5; Handover & Review						

Budget Performance:

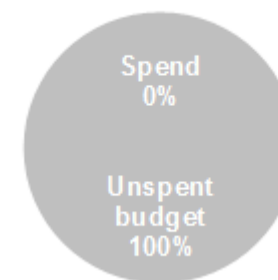
CAPITAL	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	0	0	0	0	0	0	0
Spend	0	0	0	0	0	0	0
Unspent Budget	0	0	0	0	0	0	0
Forecast	0	0	0	0	0	0	0
Variance to budget	0	0	0	0	0	0	0

Total Capital spend to date



REVENUE	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	0	10	8	0	0	0	10
Spend	0	2	0	0	0	0	0
Unspent Budget	0	8	8	0	0	0	10
Forecast	0	0	8	0	0	0	10
Variance to budget	0	8	0	0	0	0	0

Total Revenue spend to date



CARBON NEUTRAL PROGRAMME

HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Lynda Murphy

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. In December 2019, the Council 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:

Programme RAG Status:	Timeline		Budget	
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Various works underway towards the aim of a carbon neutral council by 2024, including energy efficiency works to City Offices scheduled for later in 2021. Updated council carbon footprint report expected in coming months to show progress during the year to end of March 2021.

Further projects and research, some involving other stakeholders, towards the aim of a carbon neutral district by 2030. This includes the roll-out of additional EVCP, work to improve energy efficiency of council homes with the lowest energy rating, installation of solar PV at Winchester depot and Marwell Zoo and investigation of feasibility of solar farm on council-owned land.

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

Council Carbon Footprint:

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
TRANSPORT	Introduce electric pool cars	1500		2	2020	TBC	TBC		Demand unknown until return of more staff to the office.
	Pilot use of electric refuse freighter and/or P&R bus		286	N/A	2022	Campbell Williams / Andy Hickman	TBC	Summer 2021 - recruitment of Travel Planner to support sustainable transport initiatives	Potential bus pilot project not progressed as result of COVID-19. In discussion with EBC to learn from their pilot with electric refuse vehicles.
	Ultra low or zero emission council vehicles		52	100%	2024	Sandra Tuddenham	TBC	See Air Quality Action Plan highlight report May 2021	2 of 5 Neighbourhood Services vehicles are fully electric - the others will be changed at lease expiry in 2024. Considering free trial of fuel conditioner to improve emission output from non-electric vehicles.
	Refuse and bus fleet		361	100%	COMPLETE	Campbell	TBC	Feb 2021 -	Bus fleet already all

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
	converted to minimum EURO6 standard					Williams /Andy Hickman		new waste contract commences	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		197	N/A	2024	Jussi Vuorela / Robert O'Reilly	TBC	September 2021 – review of COVID home working arrangements	2021 staff travel survey results show staff working from home increased from 3% - 78% during 2021. Hope to see resulting 1/3 reduction (of 657 t CO2e) in 2020/21.
HOUSING / PROPERTY	Re:Fit programme to retrofit corporate property	420	600	N/A	2022	Graeme Todd	TBC	Summer 2021 – energy efficiency works to City Offices	£257k grant secured for decarbonisation of City Offices and public conveniences £22k grant secured for Guildhall and West Wing decarbonisation feasibility study. Re:Fit programme

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
									paused in favour of property-by-property, in-house approach.
	Energy efficiency measures in communal areas of council sheltered housing schemes			N/A	2021	Andrew Kingston	TBC		Cabinet approved £187k (March 21) to address energy efficiency of communal areas in sheltered/communal housing schemes, including the installation of solar photovoltaic panels.
ENERGY	Source electricity purchased by the council from renewable sources	1780	898	100%	COMPLETE	Graeme Todd	TBC	N/A	New green energy tariff signed up April 2020.
	Solar panels on council owned sites		66	N/A	22/23	Naomi Wise	TBC	<p>May 2021 - Opening of WSLP</p> <p>Summer 2021 - Solar panels to be installed on the Biffa depot</p>	<p>£38k grant secured for solar panels at the Biffa depot - 11tco2e. Contractor appointed.</p> <p>400 solar panels on WSLP will provide enough energy to power the main swimming pool hall for 21.5 hours a day - 55tco2e</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
	Purchase/lease only highly energy efficient / low carbon technologies/materials, electrical equipment and appliances		N/A	100%	ONGOING	Amy Tranah	TBC	See Procurement and Contract Management Strategy Action Plan 2020-21	Procurement and Contract Management Strategy 2020-25 requires a minimum of 10% to environmental and social value to be included in tender evaluation criteria.
			13.10	N/A	2022	Ellen Simpson	TBC	See Transformation highlight report Jan 2021	Positive climate change efficiencies as a result of the Transformation programme, however the programme has been cancelled because of budget constraints.
		3,700	2,473						

District Carbon Footprint:

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
TRANSPORT	Expanded network of EV charging points	287,000		34	2024	David Ingram	TBC	<p>May 2021 - completion of programme to install 34 electric vehicle charging points (EVCP) on Council car parks</p> <p>May 2021 – Findings of UoS research mapping current network of EV charging points.</p>	All 34 council EVCP now in, except for Alresford Station car park and St Peter’s car park, both of which should be installed before the end of May.
	Private charging facilities in new commercial and housing developments					Adrian Fox	TBC	<p>Summer 2021 - 4 EVCP in new scheme at The Valley in Stanmore.</p>	<p>All new council housing developments will have EVCPs</p> <p>Possible changes to Building Regs requiring private charging facilities in new developments from 2025.</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments	
	Winchester Movement Strategy					Andy Hickman	TBC	See Winchester Movement Strategy highlight report May 2021		
	Require buses and taxis to be low emission / alternative fuel vehicles			100%		Dave Ingram	TBC	N/A	Nov 2020 - Taxi licensing policy approved by Cabinet to encourage uptake of EV taxis (and reducing emissions).	
	Increase Park & Ride capacity			300	2021	Andy Hickman / Dan Lowe	TBC	See Vaultex highlight report May 2021		
	Smart mobility projects especially at Park & Ride sites and key gateways			N/A	2021	Andy Hickman	TBC		E-scooter and e-bike scheme was not taken forward by HCC. New cycle lockers installed at park and ride sites.	
	Implement differential charging for low emission vehicles in council car parks						Campbell Williams	TBC	See Air Quality Action Plan highlight report - May 2021	New 'pay by phone' contract makes this possible.
	Expand and enhance public transport services						Andy Hickman	TBC	Sumer 2021 - recruitment of Travel Planner to support	Not presently active, this was to be funded through the parking and access strategy.

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
								sustainable transport initiatives	Income levels very low at present compared to pre-COVID-19.
HOUSING / PROPERTY	LEAP programme to facilitate energy efficiencies in homes	193,400				Naomi Wise	TBC	2021 - 3 council homes (identified) and 10 private sector homes (tbc) to be retrofitted using BEIS funding. May 2021 - PSH renewal strategy to Cabinet	£115k ring-fenced from BEIS to enable energy efficiency works to homes with the lowest energy rating and experiencing fuel poverty. LEAP / LAD - 21 referrals / 5 home visits prior to first lockdown (private sector). Likely Phase 1A to roll into Phase 1B - so Sept 2021 not March deadline
	Deliver campaigns to inspire people to reduce energy consumption				Ongoing	Naomi Wise	TBC	May 2021 – Recruitment of Campaigns Officer May 2021 – Findings of UoS research into listed building retrofit	CSE started work with WINACC on 12-month programme of parish engagement and fuel consumption mapping. Sustainability conference in October 2020 achieved 260 attendees over 4

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
									sessions. Formed part of wider Winchester Green Week programme, with 30+ events and activities.
	Local groups to provide support in communities			N/A	Ongoing		TBC		WinACC hosted community engagement event with 60+ attendees. Hambledon signed up to Greening Campaign.
	Develop a council led pilot Passivhaus housing scheme			N/A	2022	Andrew Palmer / Derek Steele	TBC	Sep 2021 – Planning decision expected on scheme at Southbrook Cottages in Micheldever.	
	All new council homes will be built to the highest efficiency standards			100%	ONGOING	Andrew Palmer	Not needed		New Homes Employers Requirements (ER's) amended to reflect no gas heating with immediate effect. All new homes

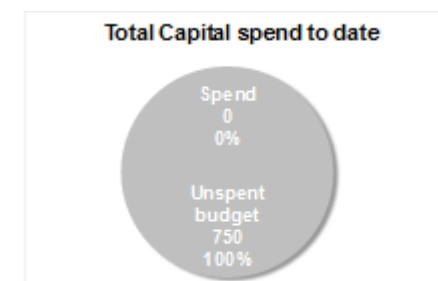
Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
									schemes reviewed and gas heating systems removed from designs.
	Local Plan update with an emphasis on low carbon housing development			N/A	2021	Adrian Fox	Not needed	See Local Plan highlight report May 2021	
	Retrofit of council housing stock to EPC standard C			100%	2027	Andrew Kingston	TBC		<p>£10M over 10 years made available in HRA business plan for works to 2030.</p> <p>£1.25m approved for additional insulation in 21/22 to 100 properties currently subject to an EPC rating of D or below.</p> <p>Member/tenant/officer panel/forum established to assess progress and Council joined the “Net Zero Collective” partnership.</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
ENERGY	Solar PV panels on Trinity Centre new housing	172,000		N/A		Gillian Knight	TBC	Bradbury View scheme due to open July 2021	October 2020 - £25k ; additional capital grant provided (further to £50k grant in March 2020)
	Undertake research into suitable alternatives to natural gas especially in relation to local generation potential			N/A		Naomi Wise	TBC	May 2021 – Findings of UoS research into low carbon energy hub / sites for alternative fuel generation.	Potential for bids to the Rural Community Energy Fund and/or Community Renewal Fund.
	Build or invest in large scale renewable generation project(s)			N/A		Naomi Wise	TBC	July 2021 - feasibility report into potential for solar farm at Littleton Triangle.	
	Explore the feasibility of developing a hydrogen generating plant			N/A		Naomi Wise	TBC		Would require large scale investment and countywide collaboration.
	Engage with the district's largest businesses to reduce energy use			N/A		Naomi Wise	TBC	Summer 2021 - installation of solar PV panels at Marwell Zoo.	£119k secured from Enterprise M3 LEP Marwell Zoo

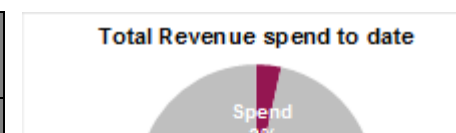
Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
	or generate renewable energy							Summer 2021 – commencement of LoCASE 3 programme of business energy audits.	£28.5k applied for from ERDF for business engagement and energy audits.

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	279	500	250	250	0	1,279
Spend	0	6	0	0	0	0	6
Unspent budget	0	273	500	250	250	0	1,273
Forecast	0	6	163	280	0	0	449
Variance to budget	0	273	337	(30)	0	0	830



REVENUE	Prior years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000



Budget	0	200	300	340	0	0	840
Spend	0	66	17	0	0	0	83
Unspent budget	0	134	283	340	0	0	757
Forecast	0	66	341	36	0	0	443
Variance to budget	0	134	(41)	304	0	0	397

CENTRAL WINCHESTER REGENERATION

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Kelsie Learney

Project Sponsor: John East

Project Lead: Veryan Lyons

Project description and outcome:

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. Community
9. Climate change and sustainability

Project update summary:

Project RAG Status:	Timeline		Budget	
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Coitbury House is brought back into use in the short term as affordable accommodation targeting younger generations whilst plans for the wider scheme are progressed. A Public Realm strategy will be set out showing design principles for the hierarchy of routes, includes typical street sections, indicative palette of materials precedents for street furniture, public art, lighting and landscape concept strategy.

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:

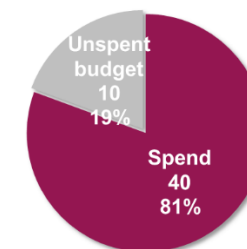
	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Stage 1: Roadmap Review	5	Jun 19	Sept 19	Nov-19	"Review of CWR project to inform: - Land uses / mix - Delivery options and associated timeline - Key risks, constraints and opportunities"	Central Winchester Regeneration Project Board Terms of Reference CWR Project Board Meeting Minutes 30 03 21
Stage 2a; Scheme Options	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities	Cabinet 10 March 2021
Stage 2b: Development Framework	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)	CWR Programme - 17 05 21
Stage 2c: Development Framework & 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 proposals and delivery strategy	CWR Risk Register
Stage 2d: Development	13	May 20	Dec 20	July 21	"Assessment of delivery models and	

Framework & Delivery Strategy					appetite for risk and control, refinement of development proposals Approval of development proposals and delivery strategy
Preparation for Disposal (dependent on preferred route to market)	16	July 21	July 22	July 22	"Dependent on the preferred route to market: Planning permission Market preparation Market launch"

Budget performance:

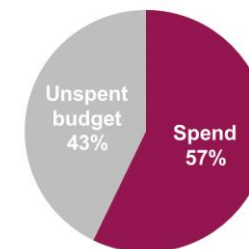
CAPITAL	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	0	50	700	0	0	0	750
Spend	0	40	0	0	0	0	40
Unspent Budget	0	10	700	0	0	0	710
Forecast	0	50	700	0	0	0	750
Variance to budget	0	0	0	0	0	0	0

Total Capital spend to date



REVENUE	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	372	170	616	0	0	0	1,158
Spend	372	170	10	0	0	0	552
Unspent Budget	0	0	606	0	0	0	606
Forecast	372	170	61	0	0	0	1,158
Variance to	0	0	0	0	0	0	0

Total Revenue spend to date



budget							
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Comments

Please note any spend relating to prior to 2021/22 JLL is not included - this is was managed from a separate budget..

CAPITAL -

Approved October 2020 - Cabinet Member Decision Day.

£50,000 - to bring forward the LOWE Property Guardians proposal for Coitbury House.

Approved March 2021 - Cabinet

£200,000 - to bring forward immediate short term improvements to Kings Walk ground floor and surrounding public realm.

£700,000 - to demolish the old Friarsgate Medical Centre and replace with interim public space.

REVENUE –

£2m from revenue reserves was set aside at Council in Feb 2021. In March 2021 Cabinet approved £390,000 from this revenue reserve for the next stage of the project - to further investigate potential delivery options and produce a supporting business case for Cabinet approval in summer 2021.

A request for budget to take the project to the next stage will be included in this report for Cabinet.

DURNGATE FLOOD ALLEVIATION SCHEME

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Russell Gordon-Smith

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:

Project RAG Status:	Timeline		Budget	
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The infrastructure for the scheme is now complete, however there are off-site mitigation works to be done and the signing-off of the planning conditions.

Delivery of the scheme is supported by HCC engineers/project managers with regular virtual meetings and site visits to keep us apprised of the schemes progress.

Project Gateways:

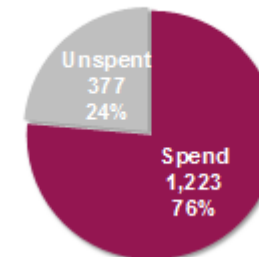
	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Stage 0: Concept						
Stage 1: Feasibility						
Stage 2: Design						
Stage 3: Plan for Delivery						
Stage 4: Delivery	5	Jun-20	Jan-21	Nov-20	Infrastructure works have been completed, however there are off-site mitigation works to be done, and the signing-off of the planning conditions.	
Stage 5; Handover & 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 when planning conditions have been fully discharged.	

Budget Performance:

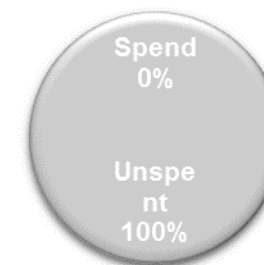
CAPITAL	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	314	1,055	231	0	0	0	1,600
Spend	314	1,042	0	0	0	0	1,356
Unspent Budget	0	13	231	0	0	0	244
Forecast	314	1,042	150	0	0	0	1,506
Variance to budget	0	13	81	0	0	0	94

REVENUE	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 Budget	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



Total revenue spend to date



Comments:

Additional Funding of £248k from EA via HCC has been received
 Additional £200k of Local Levy funding authorised by EA
 Additional £177k of funding for COVID compensation authorised not yet received

ENVIRONMENTAL SERVICES (WASTE) CONTRACT

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Martin 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:

Project RAG Status:	Timeline		Budget	
<p>The garden waste service was launched in February 2021 with garden waste bins of 140l and 240l available for resident's to purchase either online or via the CSC, with Biffa delivering them to households.</p> <p>The new contract commenced and is operating well. Over 20,000 subscriptions to the garden waste service has been achieved (well in excess of original targets).</p> <p>The Project Board has overseen the implementation of the new contract and will now focus on performance management.</p>				

Project Gateways:

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Stage 0: Concept						
Stage 1: Feasibility						
Stage 2: Design						
Stage 3: Plan for Delivery	4	Jun-20	Oct-20	Feb 21	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. Progress contract negotiations with Biffa re lease + bin delivery. Sign documents and begin 4 month contract extension (as set out in 22 07 20 Cabinet report). Agree first amount of bins to purchase and use ESPO framework. Prepare, produce and successfully deliver new 12 month calendar.	
Stage 4: Delivery	4	Oct-20	Oct/Feb-2028		4 month extension underway, service does not change. Garden Waste bins procured and stored.	

					Comms and marketing strategy implemented. Residents can purchase 140l / 240l Garden Waste bin. 8yr contract and lease signed with Biffa and the council.	
Stage 5; Handover & Review	-	Feb-21	Oct/Feb-2028		Continuous improvement.	

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	400	100	0	0	0	500
Spend	0	444	0	0	0	0	444
Unspent Budget	0	(44)	100	0	0	0	56
Forecast	0	444	56	0	0	0	500
Variance to budget	0	(44)	44	0	0	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	150	0	0	0	0	150
Spend	0	150	0	0	0	0	150
Unspent Budget	0	0	0	0	0	0	0
Forecast	0	150	0	0	0	0	150
Variance to budget	0	0	0	0	0	0	0

LOCAL PLAN/ CIL

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Russell Gordon-Smith

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:

Project RAG Status:	Timeline		Budget	
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Consultation on the Strategic Issues & Priorities Document took place between 11th February and midnight on the 12th April 2021. The consultation period was extended to 8 weeks in recognition that the public consultation was taking place during a national lockdown. Despite the fact that the consultation took place during a national lockdown, there was a really excellent response to the public consultation.

All of the feedback that has been received from the Strategic and Priorities consultation is now being analysed and will be used to help inform and develop the new draft Local Plan ('Regulation 18' stage) which will be published for consultation on the new LP website that is also now live www.localplan.winchester.gov.uk A revised Local Development Scheme (the timetable for preparing the new Local Plan) is due to be discussed at Cabinet in July 2021.

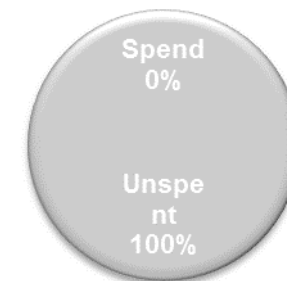
Project Gateways:

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Documents
Stage 0: Concept	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base	https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging
Stage 1: Feasibility	2	Feb -21	April -21		Consultation takes place on the Strategic Issues and Priorities document during Feb/March/April for 8 weeks	https://www.winchester.gov.uk/planning-policy/winchester-district-local-plan-2018-2038-emerging/local-development-scheme
Stage 2: Design	2	Jan – 22 (TBC)	Feb – 22 (TBC)		Regulation 18 consultation on the draft Local Plan	
Stage 3: Plan for Delivery	2	Jan -23 (TBC)	Jan-23 (TBC)		Consultation on the Submission version of the LP (Reg 19)	
Stage 4: Delivery	TBC	Dec -23	TBC		Adoption of the Local Plan	
Stage 5; Handover & Review	TBC	Feb-23	TB		Monitoring the Local Plan and start the review process at the appropriate time	

Budget Performance:

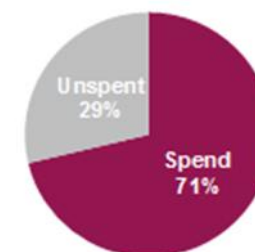
CAPITAL	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	0	0	0	0	0	0	0
Spend	0	0	0	0	0	0	0
Unspent Budget	0	0	0	0	0	0	0
Forecast	0	0	0	0	0	0	0
Variance to budget	0	0	0	0	0	0	0

Total Capital spend to date



REVENUE	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	0	170	239	69	35	54	567
Spend	0	172	0	0	0	0	172
Unspent Budget	0	(2)	0	0	0	0	(2)
Forecast	0	172	239	69	35	90	605
Variance to budget	0	(2)	0	0	0	0	(2)

Total Revenue spend to date



NEW HOMES DELIVERY PROGRAMME
HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Kelsie 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:

Updated summaries are provided against each project below.

The main risks to the programme are workforce productivity and availability, the supply of materials along with property values and economic outlook, all due to COVID-19. Both are being closely monitored.

Project Updates:

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
The Valley, Stanmore	77	Delivery	Apr-19	Aug-21	Denise Partleton	Completion	On-programme for completion
Rowlings Road, Weeke	7	Delivery	Jan-19	Mar-21	Sarah Charlton		completed
Dolphin Road, Twyford	2	Delivery	Jun-19	Sept.-20	Derek Steel		Completed
Southbrook Cottages	6	Design	Nov-19	Mar-22	Derek Steel	Submission of planning application	Member approval for outline business case received , awaiting outcome of car park survey before submitting planning application
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-22	Helen Farnham	Submission of planning application	Awaiting outcome of drainage survey and ground condition survey
Burnet Lane, Kings Worthy	35	Delivery	June 2019	Jul-21	Denise Partleton	Completion	On-programme , marketing of shared ownership properties has commenced
Winnall Flats	75 (approx.)	Design	Apr-20	Apr-23	Debbie Rhodes	Outcome of planning application	Planning application submitted Dec 20.
Dyson Drive, Abbots Barton	8	Design	Jan-20	Dec-21	Deborah Sunly	Outline Business Case	TVGA preventing planning application being made. HCC have started formal consideration of TVAG.
Corner House	6	Design	Jan-20	Dec-21	Duncan Faires	Outline Business Case	Final design being prepared in advance of community consultation. Progress effected by staff vacancy
Witherbed Lane	4	Design	Sep-19	Oct-22	Derek Steel	Outline Business Case	Ecology complete moving to community consultation stage

Programme Budget Performance:

Quarter 4

<u>COSTS</u>	Budgeted:	Revised :	Forecast:	Actual:
	£000's	£000's	£000's	£000's
Interest Costs	NA	NA	NA	NA
Total Scheme Costs	36,014	19,917	15,689	11,974

<u>INCOME</u>	Budgeted:	Revised :	Forecast:	Actual:
	£000's	£000's	£000's	£000's
Grants - Homes England	1,611	-	-	-
Grants - Other MRA	-	-	-	-
Capital Receipts	8,357	2,378	2,378	2,378
RTB 1-4-1	950	2,012	2,012	2,012
Borrowing	3,188	3,268	1,999	1,999
Sales Income	17,358	10,436	7,475	-
S106/Other Income	4,300	275	275	275
Total Income	250	1,548	1,548	1,548
	36,014	19,917	15,689	8,212

WINCHESTER MOVEMENT STRATEGY

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Martin Tod

Project Sponsor: John East

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:

Phase 1 and 2 summary reports have now been issued and approved with summary reports by the WMS Board.

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.

A members briefing will be organised shortly.

Programme details

WMS - Phase 1 - Identify Options; Phase 2 - Detailed Assessment; WMS - Phase 1 - Identify Options; Phase 2 - Detailed Assessment;

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
Cycling and Walking Improvement Plan	Phase 1	Phase 1 study completion	Aug-19	Feb-20	Currently vacant post	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Nov-20	Currently vacant post	None required	Review of designs based on engagement with HCC engineers, the walking group and the cycling groups	Completed. WMS Board has approved. Summary Report to be issued as part of members briefing.
Freight & Delivery	Phase 1	Phase 1 study completion	Aug-19	Jan-20	Currently vacant post	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Oct-20	Currently vacant post	None required	Comments on Draft Freight and Delivery Plan to be provided	Completed. WMS Board has approved. Summary Report to be issued as part of members briefing.
Bus Station Relocation	Phase 1	Phase 1 study completion	Sep-19	Mar-20	Currently vacant post	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
	Phase 2	Completion of phase 2	Jun-20	Jan-21	Currently vacant post	None required	Continued coordination with CWR as design developed	Comments on draft completed. WMS Board has approved. Summary Report to be issued as part of members briefing.
Movement and Place	Phase 1	Phase 1 study completion	Sep-19	Mar-20	Currently vacant post	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	Jun-20	Dec-20	Currently vacant post	None required	Engagement with walking and cycling groups	Comments on draft completed. WMS Board has approved. Summary Report to be issued as part of members briefing.
Park & Ride	Phase 1	Phase 1 study completion	Jul-19	Mar-20	Currently vacant post	Next stage contained in transport team	Phase 2 study completion Sept	Completed Phase 1. Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Jan-21	Currently vacant post	None required	Review of designs based on engagement with HCC engineers	Comments on draft completed. WMS Board has approved. Summary Report to be issued as part of members briefing.

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 Budget	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



REVENUE	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	250	375	0	0	0	0	625
Spend	125	173	0	0	0	0	298
Unspent Budget	125	202	0	0	0	0	327
Forecast	0	50	0	0	0	0	50
Variance to budget	240	325	0	0	0	0	575

Total Revenue spend to date



Comments:

In addition to the approved budget, £250,000 has been allocated from CIL and this is subject to eligible proposals being bought forward and approved.

WINCHESTER SPORT & LEISURE PARK

PROJECT HIGHLIGHT REPORT MAY 2021

Lead Cabinet Member: Cllr Angela Clear



Project Sponsor: John East

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:

Project RAG Status:	Timeline		Budget	
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The new Sport and Leisure Park is currently under construction having reached a significant milestone recently with more than 400 Photovoltaic (PV) solar panels installed on the roof of the fitness suite and sports hall.

The impact of the COVID-19 pandemic has posed one of the greatest risks to this project and has led to slower progress than scheduled and delays to the opening of the new sport and leisure park. However, the contractor has maintained a presence on site, albeit with reduced numbers of operatives.

The new site opened on 29 May 2021.

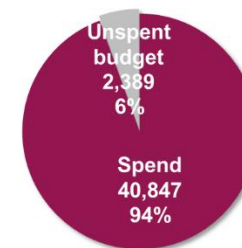
Project Gateways:

	Duration (months)	Start Date	Planned End Date	Projected / Actual End Date	Outcome of Stage incl comments – What will be achieved at the end of this stage?	Key Document SharePoint Links
Stage 0: Concept	-	-	-	-		
Stage 1: Feasibility	-	-	-	-		- Business Case
RIBA Stage 2: Concept Design	4	May-17	Sep-17	Sep-17	Architectural concept approved by the client and aligned to the Project Brief.	- Risk Register (generated via Wrike on a monthly basis)
RIBA Stage 3: Developed Design	5	Nov-17	Apr-18	Apr-18	Architectural concept tested and validated via design studies and engineering analysis.	- Budget
RIBA Stage 4: Technical Design	4	Apr-18	Aug-18	Aug-18	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, and Building Contract.	- Communications Plan Reports/Minutes - Latest Cabinet report 11/02/19
RIBA Stage 5: Construction	24	Mar-19	Dec-20	May-21	Manufacturing, construction and commissioning completed, in accordance with the Construction Programme agreed in the Building Contract.	- Latest Project Board report (January 2021 – actual meeting not held)
RIBA Stage 6: Handover and Close Out	2	Feb-21	Apr-21	May-21	Building handed over, aftercare initiated and Building Contract concluded.	- Latest Project Board minutes (December 2020)
RIBA Stage 7: In Use	1	May-21	Jun-21	Jun-21	Building used, operated and maintained efficiently.	

Budget Performance:

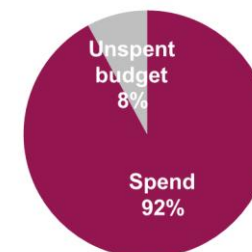
CAPITAL	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	18,078	23,620	1,538	0	0	0	43,236
Spend	18,078	23,620	148	0	0	0	41,846
Unspent Budget	0	0	1,390	0	0	0	1,390
Forecast	18,078	23,620	1,667	0	0	0	43,365
Variance to budget	0	0	(129)	0	0	0	(129)

Total Capital spend to date



REVENUE	Prior Years	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	670	29	60	0	0	0	759
Spend	670	29	0	0	0	0	699
Unspent Budget	0	0	60	0	0	0	60
Forecast	670	29	10	0	0	0	709
Variance to budget	0	0	50	0	0	0	50

Total Revenue spend to date



NOTES: *Totals in italics are a 'running total' / 'point in time' amount only
From Mid November 2020, LRSG & Restart Grants replaced the previous grants

SERVICE AREA	MEASURE	2020									2021			TOTAL
		APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	
Business Rate Relief and Grants (running total)	All Retail, Hospitality & Leisure Relief (RHL)	£26.02m	£26.67m	£26.77m	£27.34m	£27.79m	£27.88m	£27.88m	£27.88m	£27.88m				£27.88m *
	Small Business Rate Relief	£4.84m	£4.89m	£4.81m	£4.83m	£4.84m	£4.87m	£4.89m	£4.89m	£4.89m				£4.89m *
	Other Reliefs	£5.39m	£5.40m	£5.48m	£5.48m	£5.48m	£5.47m	£5.44m	£5.44m	£5.44m				£5.44m *
	RHL - £10k grants	£1.24m	£2.18m	£2.23m	£2.27m	£2.38m	£2.39m	£2.40m	£2.40m	£2.40m				£2.40m *
	RHL - £25k grants	£8.15m	£9.30m	£9.45m	£9.65m	£9.95m	£9.98m	£9.98m	£9.98m	£9.98m				£9.98m *
	Small Business Grants - £10k	£12.44m	£13.91m	£14.49m	£14.75m	£15.25m	£15.33m	£15.33m	£15.33m	£15.33m				£15.33m *
	(LRSG & Restart) Rateable value £15k or less										£2.65m	£3.21m	£4.38m	£4.38m *
	(LRSG & Restart) Rateable value £15,001 to £50,999										£2.42m	£2.73m	£3.67m	£3.67m *
	(LRSG & Restart) Rateable value £51k or over										£1.23m	£1.46m	£2.23m	£2.23m *
Local Resource Centre / Community Support	Total New Referrals from HCC	347	132	57	20	0	3	3	31	8	25	8	9	643
	Referrals passed to Voluntary Support Groups	125	65	8	7	3	0	0	5	0	7	1	3	224
	Prescriptions delivered	49	49	48	40	0	1	2	9	7	21	9	7	242
	Food parcels delivered	22	33	22	28	0	0	1	5	3	3	0	3	120
	Shopping purchased/delivered	15	4	11	9	0	0	0	2	1	3	0	0	45
	Council tenants contacted by phone to offer support	1650	11	4	1	0	0	0	0	8	6	3	5	1,688
Housing	Total Arrears (running total)	£500k	£535k	£571k	£580k	£592k	£553k	£562k	£557k	£632k	£585k	£580k	£526k	£526k *
	% of Housing tenants in arrears (running total)	31.00%	21%	22%	23%	24%	23%	23%	22%	47%	23%	21%	22%	22% *
	% claiming Universal credit (running total)	14.50%	16%	16%	17%	18%	18%	18%	19%	19%	20%	20%	20%	20% *
	% claiming UC in arrears (running total)	64.00%	55%	55%	57%	58%	54%	54%	48%	65%	51%	48%	46%	46% *
	% current debt due to UC claimants (running total)	58.00%	60%	61%	65%	65%	67%	66%	64%	64%	64%	64%	65%	65% *
	Residents in B&B (number at month close)	13	10	9	3	3	2	1	0	1	6	2	1	1 *
	Rough Sleepers in Council units (no. at month close)	12	10	6	3	0	0	0	6	12	13	13	13	12 *
	Tenancy Support Caseload (weekly new referrals)	58	27	22	22	14	19	16	15	11	11	15	13	243
Waste / Env / Licensing	Planning – Decisions issued (including. SDNP)	225	181	196	199	182	199	243	216	249	246	221	245	2,602
	Bonfires reported	30	21	17	8	13	9	4	3	1	3	2	3	114
	Fly-tipping - reported	139	183	195	181	190	243	193	205	130	235	168	280	2,342
	Waste Collection – Missed Bin reports (cases closed)	260	288	222	278	324	372	288	118	163	211	145	270	2,939
	Garden Waste Bags - New / Replacement bag request	1068	1096	963	808	510	421	290	200	87	75	n/a	n/a	5,518