

REPORT TITLE: Q2 FINANCE AND PERFORMANCE MONITORING

8 DECEMBER 2021

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

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WARD(S): ALL

PURPOSE

This report and Appendix 1 provides a summary of the council's progress during the period July to September (Q2) 2021 against the five priorities in the refreshed Council Plan 2020-25, adopted by council on 24 February 2021.

Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as at 30 September 2021

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

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

Appendix 5 provides an update to the COVID-19 council services demand data from April 2020 to 30 September 2021.

Appendix 6 are the action notes of the Performance Panel meeting that took place on 08 November 2021.

RECOMMENDATIONS:

1. That Cabinet notes the progress achieved during Q2 of 2021/22 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 have 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 08 November 2021. Appendix 6 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 24 November 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

- 9.1 None required.

10 RISK MANAGEMENT

- 11 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
Community Support - Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead to delay.	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.
Timescales - Delays to project delivery can lead to increased cost and lost revenue.	Regular project monitoring undertaken to identify and resolve slippage.	
Project capacity - Availability of staff to deliver projects.	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.
Financial exposure - Budget deficit or	Regular monitoring of budgets and financial	Early notification of unplanned

Risk	Mitigation	Opportunities
unforeseen under or overspends	position including forecasting to year end to avoid unplanned over/underspends.	under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
Exposure to challenge	Legal resources are discussed with project leads.	Opportunity for the use of in- house resources able to input through the life of a project with local Winchester and cross council knowledge.
Innovation - improvement in service delivery		KPIs be used to evidence the need for innovation to improve service delivery
Reputation - Ensuring that the council delivers the outcomes as set out in the Council Plan.	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.
Achievement of outcome	Through the quarterly monitoring report, officers and members can monitor the progress of the priorities in the Council Plan	
Other - none		

12 SUPPORTING INFORMATION:

12.1 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 'Tier 1' projects. All information and data is as at the end of Q2 i.e. 30 September 2021.

13 OTHER OPTIONS CONSIDERED AND REJECTED

13.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3312 – Q1 Finance and Performance Monitoring dated 15 September 2021

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q2 July - September 2021

Appendix 2 Financial update to 30 September 2021

Appendix 3 Strategic Key Performance Indicators Q2 update

Appendix 4 Programme and Project Management – Tier 1 project highlight reports Q2

Appendix 5 COVID-19 Council services demand data – April 2020 to September 2021

Appendix 6 Notes from Performance Panel meeting on 08 November 2021

COUNCIL PLAN 2020–25

Q2 PROGRESS UPDATE

PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT

The climate crisis remains a significant, long term challenge to all of us in the coming years and decades 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**

Commencement of works to install two additional electric vehicle charging points (EVCP) in the Guildhall Yard, increasing provision to four EVCP. Further proposals are being developed for provision of two EVCP at the council's special maintenance depot, Cipher House.

Although a Judicial Review has been received, Construction work has continued on the new decked car park at the former Vaultex site in Barfield Close under a valid planning application. This will provide around 300 spaces to reduce traffic in the city – linking in with the aims of the City of Winchester Movement Strategy and supporting the city council's pledge to become a carbon neutral council by 2024, with the whole district becoming carbon neutral by 2030. Photovoltaic panels and electric vehicle charging points also feature in the plans for the site. The project is expected to be completed in 2022. The construction will include a green 'living wall' to help improve air quality and minimise the visual impact of the car park.

Two carbon literacy sessions held for the city council officer team in July and September saw training delivered to a further 5 members of staff. This brings the number of staff trained to 89, of which 54 have been certified as carbon literate and brings the council close to achieving carbon literate silver accreditation – an accreditation that only two councils in the country have

achieved to date. A third, bespoke session took place with 14 elected members in early August.

A Retrofit Co-ordinator - Zero Carbon in the Property Services team will focus on the retrofit of the council housing stock. Three rounds of advertising produced only one appropriately experienced (part time) candidate, and a letter of offer has been made to the successful applicant.

A highlight report for Q2 for the Carbon Neutral programme is included at Appendix 4.

- **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 consultation on the Local Plan Strategic Issues & Priorities document that took place between February and April this year. This event was attended by 78 people. The council received a very substantial number of comments in relation to the consultation and these are currently being analysed to help inform how the new Local Plan can address Carbon Neutrality. The analysis of the comments on the carbon neutrality topic are due to be reported to LPAG before Christmas.

A highlight report for Q2 for the Local Plan is included at Appendix 4.

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

Installation by the council of solar PV panels on three buildings at Marwell Zoo commenced and final preparations made for installation of solar PV on the Winchester depot (Biffa waste collection service). 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 Urban Foresight have been working on a Green Economic Development Strategy to ensure that the Council is at the forefront of green economic development. A draft strategy was been produced and considered with the Business & Housing Policy Committee in September.

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

Continuation of a 12-month community carbon mapping and engagement project, being delivered on the council's behalf by the Centre for Sustainable Energy in collaboration with WinACC. Bespoke carbon footprint reports produced for each parish and the wards of Winchester, with 64 community representatives attending webinars to help them understand the report and start planning to reduce their community's carbon footprint.

Winchester Green Week took place during the final week of September as part of the national Great Big Green Week initiative. It saw 30 organisations hosting a total of more than 50 events or activities in the city. The council hosted a tree trail encouraging people to explore nature and discover the many different trees we have in Winchester.

The first meeting of the council's Climate Emergency Open Forum took place on 29 September, as part of the programme of Green Week activity, and attracted 28 attendees.

Winchester City Council and Wessex Green Hub continued to work on the "Portrait of Winchester" and developed a methodology that could form the basis of a 'roadmap' to a decarbonised district. This was discussed by the Health and Environment Policy Committee in September and was broadly supported.

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

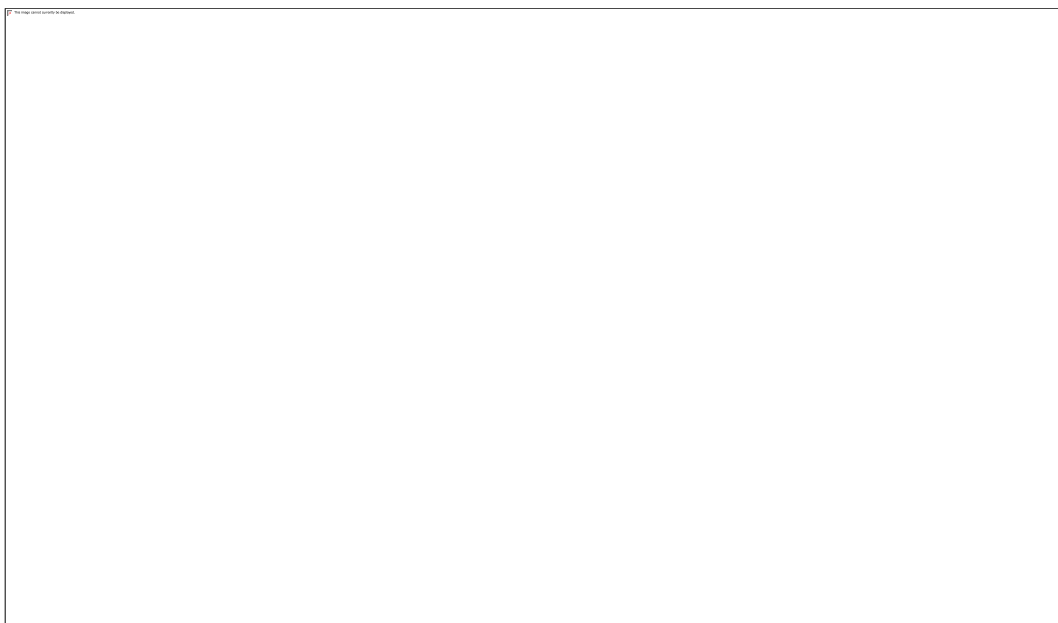
We continue to work with Project Integra to understand the impact of introduction of food waste recycling which is governments preferred direction of travel by 2023 for every local authority.

- **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 Q2 for this programme is included at Appendix 4.

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

The Biodiversity Action Plan (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. A summary of actions delivered by the end of Q2 2021/22 is below



Of particular note we have:

- *delivered the biodiversity survey programme through a short work placement appointment;*
 - *produced a tree trail leaflet that was successfully utilised in Green Week;*
 - *progressed with land management take-over of open space at Hookpit, Kingsworthy with sensitive management of dormouse and reptile habitat and careful design of footpaths and site facilities;*
 - *progressed with year 1 of the tree survey project, undertaken surveys as part of the re-roofing and protected species project with protected species licenses issued by Natural England in 8 properties;*
 - *moved to the review stage of Biodiversity grassland management project.*
- **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 Materials Recovery Facility (MRF) in Eastleigh and support the work to review 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**

We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents and organisations who are continuing to report high levels of demand for their services. Citizens Advice are seeing a rise in complexity of cases, in addition to high demand. Each client is taking more time and resources than before and CA have started to train a new cohort of advisers to increase adviser capacity and help meet this growing demand for services. Home-Start Hampshire are also seeing high demand for their services from parents and families in the Meon Valley area and supported approximately 15 vulnerable, struggling young families per month in the southern parishes.

Grants criteria remain relaxed to allow groups greater flexibility to respond to the effects of COVID-19. Grants totalling £3,449 were awarded to 7 different organisations across the district (2 Winchester Town wards, 5 Winchester district). Grants awarded support funding priorities of isolation, physical inactivity and low income.

Winchester hospice opened in September, thanks in part to a one-off grant of £50,000 from the council towards the build costs. The hospice has ten beds and operates 24 hours a day, seven days a week to provide much needed local care and support to patients and their families.

A funding fayre took place in September in partnership with Community First and was attended by more than 50 people representing voluntary organisations from across the district.

The Housing Service maintained a local response centre (LRC) service as part of the countywide network to handle COVID-19 related requests for

assistance which require local intervention. Referral numbers were minimal, with only four during the 3-month period, taking the total requests for support handled by the Winchester LRC since the pandemic started to 995. This is in addition to the many more tasks undertaken by the wider community support network.

Winchester Basics Bank officially opened its new storage and distribution facility at Winnall in August, which was enabled in part by an award of funding by the council from its allocation of

The Active Lifestyle programme of classes and bespoke activities for people with long-term health conditions continues to grow in the hands of Winchester City Primary Care Network (PCN) and Everyone Active (EA). During the last quarter there were 36 referrals from the Winchester City practices and 27 from the remainder of the district, meaning that since the opening of the new leisure centre there have been 122 referrals made.

A summer activity programme was delivered by community coaches on the council's behalf during the school summer holiday and attracted 341 children across nine locations – three in the city and six in the wider district. Of those that attended, 41% were identified by their parents as taking part in less than an average of 30 minutes of physical activity a week – the recognised definition of 'inactive'.

- **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 and is already outperforming projections with 4,325 health and fitness members and 1,313 swim only members.

There are now over 1,300 children having swimming lessons every week. The target for the Centre is 2,500 children having swimming lessons at maturity (without Covid-19 restrictions).

There are around 6,500 individuals undertaking in health and fitness workout session every month.

The overall attendance at Winchester Sport & Leisure Park for is approximately 60,000 per month.

A highlight report for Q2 of this project is included at Appendix 4.

- **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**

Work to upgrade the fitness facilities at Meadowside Leisure Centre was completed during September to including an expansion to the gym and new gym equipment.

Winchester Town Forum agreed to develop a new design for the North Walls pavilion. Architects have also been appointed to develop and prepare plans for a new pavilion at KGV playing fields in Highcliffe.

Planning application submitted by the developer for a new sports pavilion as part of the town park at West of Waterlooville.

- **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. Further consultation on this will take place in the New Year. A members briefing was held on 27 July to update members on progress with the Winchester Movement Strategy. 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. Action plans are now being developed.

Also see project highlight report for Q2 included at Appendix 4.

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

All play areas and open spaces have been extremely important for a range of users, and this is continuing.

Looking at enhancements, a consultation event was undertaken in relation to ensuring North Walls is fit for the future. This was well received and we have analysed the information collected, updated the proposals plan and are feeding back to Town Forum shortly. We are also proceeding well with a number of initiatives including a new outdoor gym at the Leisure Centre as part of Allegra's Ambition; the replacement of pavilions at North Walls and KGV; and delivery of biodiversity enhancements at KGV, Badger Farm and in Alresford.

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

A key theme in the Strategic Issues and Options consultation (SIP) on the new Local Plan, which ran for 8 weeks and closed on 12 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 some 21 people. The council received a substantial number of responses to the SIP (over 2,200) and analysis of these comments is being completed and are due to be reported to LPAG before Christmas. This feedback 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**

No new homes were started in quarter 2 due primarily to completing 2 large schemes in the 1st Quarter. Contract negotiations are on-going at Whiteley, however, subject to agreement these should be concluded in October with a start on site scheduled in November.

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

Consultation has taken place on the Next Generation Winchester project to explore the challenges faced by younger people (aged 18-35) who may want to work and/or live in the Winchester district. This was followed up by another event in July 2021 which has been used to help inform people about the different types of affordable housing that is available and on mortgages. 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, 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 and is due to be reported to LPAG before Christmas. The feedback received is being used to inform the next stage of the Local Plan (Regulation 18 – draft Local Plan).

A highlight report for Q2 for the Local Plan is included at Appendix 4.

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

The detailed business case for the Winnall Flats proposed development was agreed by Council in July with a preferred option being to deliver a block either through a housing company or through a third party. Contract negotiations have now been completed and the Winnall scheme will start on the 11 October

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

Working with partners Winchester Churches Nightshelter, Two Saints and Trinity to make plans to utilise empty space within existing projects to provide additional emergency beds over the coming cold weather period for individuals sleeping rough.

Hampshire County Council have announced a proposed budget cut of £360,000 across the 11 districts social inclusion services for this cohort. We are undertaking a mapping process of services for single homeless to consider what saving/service can be cut or absorbed into existing resources/services and will be reporting into the Social Inclusion Advisory Group to ensure minimal disruption to services.

We are developing a Tenancy Ready Programme to roll out to our Temporary Accommodation residents to ensure individuals have the right skills to move on to independent accommodation and do not return to rough sleeping.

- **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.

The Passivhaus development proposals for Micheldever received planning permission in August. This is for the development of a disused garage site to build 4 x 1 bed and 2 x 2 bed homes. Passivhaus building provides a high level of comfort while using very little energy for heating and cooling. They are built with meticulous attention to detail and rigorous design and construction according to the principles developed by the Passivhaus Institute in Germany and certified by a very exacting quality assurance process.

The proposed insulation measures to voids have not started due to procurement concerns surrounding awarding these additional works to Osborne. EU Notice issued 5th October, 2021 advertising the Council’s intentions.

The two Swedish units at Bramdean are complete. The second Swedish unit trial (at Cheriton) it now unlikely to progress until next spring due to material supply issues and ecology delays.

Approx. 85 % of the communal areas in housing sheltered/communal areas now have new LED lighting. Solar PV feasibility report still to be commissioned.

- **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 Whiteley 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. The award ceremony took place on Thursday 2 September at the University of Winchester. The winner was the Gurkha Museum who used the COVID-19 pandemic to enhance their digital content which resulted in increased online sales and donations.

The Government's and the European Development Fund (EDRF) Reopening High Street Safely Fund has been extend to end of March 2022 and now forms the Welcome Back Fund. The fund has provided a programme of business support launched in late January 2021 and was then extended to the end of August 2021. This included:

<i>Number of SMEs contacted via social media/marketing activity</i>	<i>42,000</i>
<i>Number of SMEs registered for more information via the business support platform</i>	<i>171</i>
<i>Number of retailers one to one appointments carried out</i>	<i>71</i>
<i>Number of businesses registered for drop in sessions</i>	<i>21</i>
<i>Number of SMEs participating in one more group support event, webinar or master class</i>	<i>237</i>

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

Urban Foresight Consultants have prepared 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 developed a comprehensive evidence base, undertaken extensive stakeholder engagement and consulted members at the Business & Housing Policy Committee. The framework strategy will be considered for adoption at October Cabinet meeting.

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

The Sustainable Business Network (SBN) Meeting took place at the University of Winchester on Wednesday 22 September. The event involved an exclusive first look at the new West Downs campus building. This £50M development is the first higher education building in the UK to be fully funded through ethical finance with Triodos Bank. The university are aiming for both BREEAM excellence and certification to the new Well Building standard.

This was the first face to face meeting of the network since the start of the COVID-19 pandemic so numbers were restricted to SBN members to enable socially distanced tours of the building to take place.

As part of a consortium bid, funding has been secured from Low CarbonAcross 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**

Eastleigh Borough Council’s bid for an employment hub to cover Eastleigh, Winchester, New Forest and Test Valley has been successful in gaining Department of Work and Pension’s Flexible Support Grant. A Project Manager has been appointed and the hub will be officially launched in November 2021. It will provide specialist help and support to move young people from welfare benefits into work and be delivered in The Winchester District. The total project value is £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. July

meeting included a presentation by Visit Winchester on maximising festivals promotion via Tourism South East marketing activity. The first meeting of the Cultural Network Group since the pandemic was held in September with 14 attendees present. We gave a round-up of art/cultural news from WCC and Studio Director of Badger Press in Bishop' Waltham, - Jan Sherwood gave a presentation. Three editions of Arts News have been issued in this quarter with details of Covid funding available including WCC small grants, details of the Winchester Funding Fayre, HOD's, ShopAppy and the Government's festivals insurance scheme. Our Arts & Cultural Officer attended Hampshire Arts Officers meeting at The Lights, Andover. WCC's Corporate Head of Economy & Communities and the Tourism Marketing & Development Manager hosted a meeting with HCT, Winchester Cathedral, the BID and Play to the Crowd to discuss a light festival for end of January 2022.

Consumer marketing and promotion.

The Hundred TV commercial collaboration with Visit Hampshire and other destinations across Hampshire gained over 1m impressions across Sky, Facebook and YouTube over July and August.

A new self-guided Tree Trail was launched as part of Green Week and Ordnance Survey's National Get Outside Day and the printed trail is available in the VIC and also available as a digital trail via the visitwinchester.co.uk new digital trail platform. The launch also saw social media posts, a dedicated blog and a display in the VIC.

For the period 1 July – 30 September VisitWinchester website sessions were up 34% at 119,744 compared with the same period last year. For the same period Facebook was up by 10% at 10313 followers and Instagram up 33% at 5637.

Our 'summer staycations' B2C August e-newsletter had an open rate at 39%, with the competition to win a hamper of local goodies receiving over 1,100 entries.

The Tourism team continue to monitor and collect local intelligence as businesses emerge from national restrictions In a September survey 97% of accommodation providers reported that business done since restrictions were lifted and 73% of recipients reported that business on the books for the remainder of the year was significantly better than 2020. 65% reported business done was significantly higher than 2019, however the picture regarding business on the books for the remainder part of the year was more mixed. 27% reported significantly better, 31% reported not as good but 42% were unable to respond. The business intelligence for Winchester is commensurate with the wider national picture as outlined by VisitEngland.

Two 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 - open rate 27.3% and 7.9% click rate (August), 36.5% open rate and 4.8% clicks

(September). Engagement with the visitor attractions sector has been maintained via virtual group meetings sharing advice, experience, intelligence and recovery plans.

Visit Winchester had an SLA update meeting with Tourism Southeast, Destination Management Organisation meeting with VisitEngland and has also attended a Hampshire Tourism Officer's meeting where intelligence on business recovery, best practice and collaborative opportunities are considered.

Business to Business Inward Investment Campaign

The Economy team continue to work with Hampshire County Council (HCC) on a 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. In last report we included the outputs from this project. The team are now working with HCC on an opportunity to reach a new audience through the targeting of London readers in a national broadsheet newspaper. This involves a four-week ad banner campaign on The Guardian website with a guaranteed impression (view) rate of 150,000.

High Streets' Priorities Plan 2021 to 2022

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, including the market towns and Winchester Business Improvement District, have been consulted on the 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 action plan has now been developed with the Economy, Communities and Tourism team working on projects that support High Streets across the district.

Welcome Back Fund

Further to the original Return to the High Street Safely Fund an additional £110,000 government funding as part of the Welcome Back fund has been secured. A delivery plan has been discussed with stakeholders across the city and market towns. Activity will be delivered up until March 2022 including promotional print for each market town, a district wide mini guide, both of which form part of a co-ordinated promotional campaign to raise awareness

and drive footfall. In addition temporary public realm changes a temporary stage for outside events is being considered along with research to underpin the future of festivals and events along with a review of our street markets so their value and benefit is fully understood.

A Welcome Back Fund Project Officer has been appointed to lead on this area of work. The officer has met with stakeholders including market towns and Winchester Business District and plans are being made to use the funding on marketing, events and public realm improvements.

In the Central Winchester Regeneration Area, the Government's Reopening High Street Safely and Welcome Back Fund European Regional Development Fund programme, has been used for enhancements to Busket Yard including seating and planters.

Government Grant Funding

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.

Since June 2020 over five million pounds has been allocated to businesses impacted by the COVID-19 pandemic. This has enabled the team to secure £1.3 of additional funding from the government. In the last quarter the team have opened a second round of the successful Transformation, Adaptation and Diversification grant and a new COVID-19 Business Challenges grant aimed at those organisations and traders that have been required to close or reduce hours of operation for covid related reasons.

In addition to the above the Economy team have kept businesses informed of the latest support available via regular updates to dedicated business pages on Winchester.gov.uk and business bulletins. The business bulletins continue to serve as one of the "go to" places for latest information. During the last quarter the team have responded to just under 1000 calls and emails from local businesses.

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

As part of the Government's and the European Development Fund (EDRF) Reopening High Street Safely Fund the city council has procured ShopAppy as its provider of an e-commerce platform. This dedicated on-line shopping platform offers independent businesses an alternative route to market to support their existing high street and on-line presence. The platform offers 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. As part of the funded programme businesses will be offered a cost-free six month period on the platform and consumers will benefit from free transactions and deliveries during this period as well.

Over 150 businesses from a variety of different sectors across the District have already signed up, including Toscanaccio in Winchester City Centre, Julia's Kitchen in Bishop's Waltham, the Naked Grape in Alresford and Bay Tree Gifts in Wickham. Over 5000 products are already available for consumers to purchase. The soft launch took place in mid-September with further publicity planned for October and in the run up to Christmas. The Visitor Information Centre is acting as a click and collect point for Winchester residents and home deliveries within the city are being made by Zedify's zero emission vehicles in addition to postage and packaging options across the district.

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 drive service improvement

The council is committed to learn from residents who may be dissatisfied with the service they receive and a refreshed complaints process has been developed and training has taken place with key officers across the organisation. Performance monitoring of complaints has been reviewed with a new process being introduced from September 2021. The online complaints form has been reviewed and improved, including introduction of an agreed complaints definition to make the process more efficient.

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

The Sustainable Procurement Guide has been published on the council's website and the intranet and an education programme for staff is being rolled out by the Procurement team.

Regular meetings continue with representatives from the market towns, focussing recently on the Welcome Back Fund and successful reopening of the high streets.

- **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 Key Performance Indicators in appendix 3 of this report are also published on the Winchester City Council website under the 'Access to Data' section. This aligns to the goal of transparency by allowing the public to monitor our progress towards achieving the council priorities and drives performance to meet publicly visible targets.

- **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 'digital first', seeing high volume services switch to online and phone service delivery as default..

With the easing of lockdown on 21 June reception fully re-opened but the council has continued to promote 'digital first' and encourage residents to only visit if they have a pre-booked appointment.

By continuing to improve outgoing information for key services, the Customer Service team now have the ability to notify residents directly by e-mail via gov.uk.notify if there is an expected change to their garden waste collection.

- **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.

FINANCIAL UPDATE

AS AT 30 SEPTEMBER 2021

This section presents a summary of the council's financial position as at 30 September 2021 with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

Summary

- 13.2 CAB3312 dated 15 September included a revised forecast of a £0.8m net General Fund underspend for 2021/22. This related to the extension of the lease of the Guildhall to Her Majesty's Courts and Tribunal Service and to additional Government subsidy in relation to Park and Ride.
- 13.3 Further work completed since that report was published has also accounted for the following (explanations below):

Projected surplus at Jul 21		£800,000
a.	Additional Garden Waste Income	£165,000
b.	Reduced net Business Rates	-£700,000
c.	Additional P&R Subsidy	£250,000
d.	Additional Leisure Centre Income	£500,000
e.	Project Delivery Resources	-£400,000
f.	Support for core service delivery	-£200,000
21/22 Projected Net Surplus (at Sept 21)		£415,000

- a) Garden Waste Subscriptions – The new paid for service has proved to be far more popular than projected with over 21,500 subscriptions in the first year. This has generated forecast additional income in 2021/22 of £250k over and above budget assumptions. This has been used to fund the provision of an additional free month (February 2022) leaving the net overall increased income at approximately £165k.
- b) Business rates – Following an adverse variance of £1.2m in 2020/21 a net adverse variance of - £0.7m is now forecast for 2021/22 relating to continued reduced collection, excluding loss of collection which is covered by reliefs.
- c) Additional P&R bus subsidy receipts are expected to be awarded to the end of August and a new scheme will be to be in place from September until March 2022. This is anticipated to result in an additional grant awards of £0.25m, taking the total forecast awards to be received in 2021/22 to £0.75m.

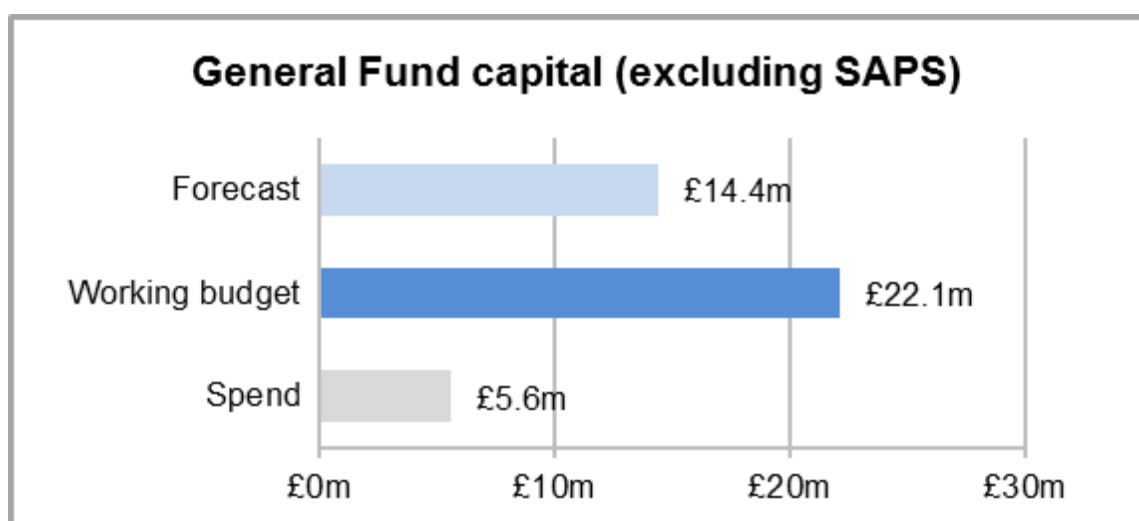
- d) Leisure Centres – The Council agreed to an “open book” approach to the first year of operation and originally anticipated additional costs as a result of the impact of the pandemic. However, user numbers and performance to date has been very positive and early estimates now suggest a budget saving of £0.5m for the year.
- e) Project Delivery Resources – Pressures on council teams in relation to progressing significant regeneration work (progressing central Winchester and other regeneration feasibility work, etc) will require additional short term resources (£0.4m in 2021/22 and £0.6m in 2022/23).
- f) Core Service Capacity – A number of services continue to experience increased demands at a time when they are also directly involved in supporting the recovery from the pandemic. It is therefore proposed to utilise £200k of the projected surplus to provide short term additional capacity to support teams address this demand.

- 13.4 In light of the above factors, the revised forecast underspend for 2021/22 is now projected at £0.415m. It should be noted that this is subject to the potential impact of further control measures should infection rates continue to increase.
- 13.5 **Supporting “Agile”/flexible working** – Proposals to support staff returning to the office but maintaining a degree of flexible working will require additional investment in IT infrastructure to be effective. This will include a migration from a “citrix” environment and fixed desk provision to laptops and docking stations for most staff. Costs are projected at £300k and it is proposed to fund this from the tranche 5 Covid grant.
- 13.6 **Parking Income** - The 2021/22 budget included provision for a three year sliding scale contingency built in to allow for the continued impacts of covid, particularly relating to car parking and commercial income (20% / 10% / 5%). Car parking has recovered well in the city but more slowly elsewhere. Income has continued to recover on a monthly basis. However, it is expected the full contingency budget will be required in 2021/22 to deal with shortfalls compared to previous income levels.
- 13.7 **Hampshire Cultural Trust** – The Trust has approached the Council seeking support for the development on an interactive exhibition/visitor attraction based on Anglo Saxon Winchester and linked with Ubisoft’s “Assassin’s Creed - Valhalla” action adventure game. The attraction is proposed to open in the city in 2022 and is anticipated to attract both regional and national attention. The attraction is likely to result in significant visitor numbers, which will have a direct impact on the local economy and “High Street recovery” work. The Trust is seeking a £75,000 grant to support the proposal. The grant can be financed from the Grants reserve and subject to the agreement of appropriate terms and conditions, this allocation is recommended for approval subject to various funding conditions.

<u>General Fund Budget Forecast 2021/22 (£000)</u>	<u>Expenditure</u>	<u>Income</u>	<u>NET</u>
Environment	16,594	(10,055)	6,539
Living Well	3,414	(329)	3,085
Homes for All	2,358	(227)	2,131
Vibrant Local Economy	4,818	(499)	4,318
Your Services, Your Voice	7,886	(2,714)	5,172
TOTAL before funding	35,070	(13,825)	21,246
TOTAL Funding			(21,661)
FORECAST BUDGET UNDERSPEND			(415)

General Fund Capital

1. General Fund capital expenditure to the end of September was £5.6m of which the majority relates to four projects: the decked car park at the former Vaultex site (£2.3m); Winchester Sport & Leisure Park (£1.2m); Bishop's Waltham depot (£1.0m); and Disabled Facilities Grants (£0.5m).
2. Capital budgets for 2021/22 were revised for brought forward balances and other changes as part of the General Fund 2020/21 outturn reported to July cabinet and this is reflected in the working budget below.
3. The budget and forecast below excludes £20.5m in respect of the Strategic Asset Purchase scheme (SAPS). This budget will only be spent if suitable assets are identified. There have been no SAPS purchases to date in 2021/22.



4. Key items of expenditure in Q1-Q2 of 2021/22:

- **Winchester Sport & Leisure Park** Total Budget: £43.24m

Expenditure: Prior years £41.7m Q1-Q2 £1.2m Total £42.9m

Work commenced on site in 2019 and, despite the challenges presented by Covid 19, significant progress had been made by the end of the financial year and the new park officially opened on 29th May 2021.

- **Decked car park at Barfield Close** Total Budget: £6.45m

Expenditure: Prior years £0.74m Q1-Q2 £2.3m Total £3.04m

Construction work has continued on the new decked car park at the former Vaultex site in Barfield Close which will provide around 300 spaces to reduce traffic in the city – linking in with the aims of the City of Winchester Movement Strategy and supporting the city council's pledge to become a carbon neutral council by 2024, with

the whole district becoming carbon neutral by 2030. Photovoltaic panels and electric vehicle charging points also feature in the plans for the site. The project is expected to be completed in 2022. The construction will include a green 'living wall' to help improve air quality and minimise the visual impact of the car park.

- **Bishop's Waltham depot** *Total Budget: £1.775m*
Expenditure: Prior years £0.2m Q1-Q2 £1.04m Total £1.24m

The redevelopment of the former depot at Bishop's Waltham involves the construction of three new terraced industrial units, including hard and soft landscaping, and will provide much needed entry level accommodation for small businesses as well as providing a small annual return to the council. The main works commenced in March 2021 and are anticipated to be completed by the end of 2021. Works are progressing well and the fire brigade are due to occupy one of the units, with tenants being considered for the remaining two units.

- **Disabled Facilities Grants** *Total Budget: £1.23m*
Expenditure: recurring Q1-Q2 £0.5m

In the first half of this year £512,000 of grants were awarded.

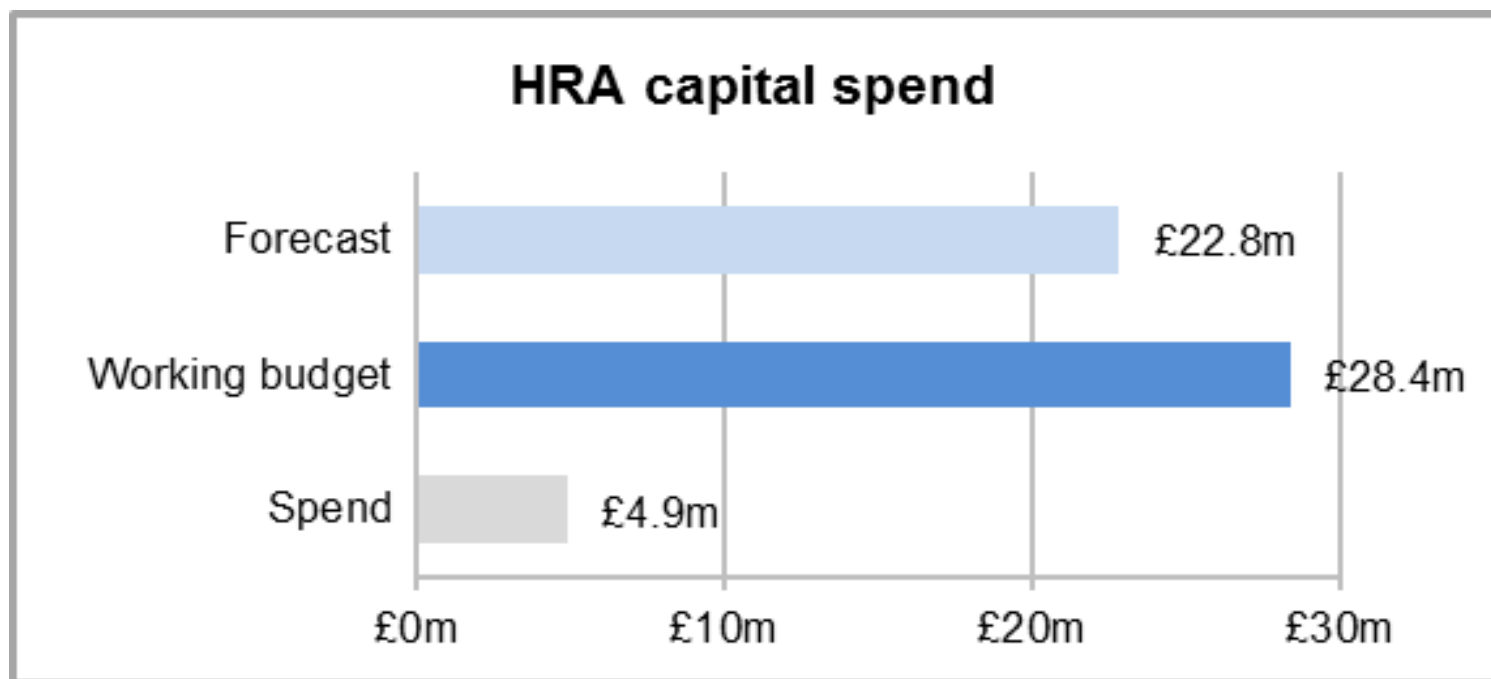
Expenditure on disabled facilities grants is to enable adaptations to be undertaken within the homes of individuals in the private sector or in housing association properties who are not necessarily registered as disabled (although they can be) but additionally for those who have a serious illness or physical condition that impairs mobility. The adaptations undertaken enable individuals to stay in their own homes by, for example, providing access to suitable toilet and/or washing facilities; making it easier to get in and out and around their home by having doors widened; installing ramps and stair lifts; or adapting heating and lighting controls to make them easier to use.

Housing Revenue Account 2021/22

	Housing Revenue Account				
	Budget		Forecast		
	Income	Expenditure	Net contribution / (spend)	Full Year Outturn	Full Year Variance
	£'000	£'000	£'000	£'000	£'000
Rent Service Charges & Other Income	28,491	0	28,491	28,491	0
Housing Management General	164	(5,659)	(5,495)	(5,495)	0
Housing Management Special	1,155	(3,266)	(2,111)	(2,111)	0
Repairs (including Administration)	101	(5,548)	(5,447)	(5,447)	0
Interest	0	(6,012)	(6,012)	(5,781)	231
Depreciation	0	(8,544)	(8,544)	(8,544)	0
Capital Expenditure Funded by HRA	0	0	0	0	0
Other Income & Expenditure	29	(76)	(48)	(48)	0
	<u>29,939</u>	<u>(29,106)</u>	<u>834</u>	<u>1,065</u>	<u>231</u>
Working Balance at 1 April 2021			<u>14,889</u>	<u>15,594</u>	<u>704</u>
Add Surplus / (Deficit)			<u>834</u>	<u>1,065</u>	<u>231</u>
Projected Working Balance at 31 March 2022			<u>15,723</u>	<u>16,658</u>	<u>935</u>

Notes:

1. The revised budget now reflects the approved supplementary budgets for tenant support and setup costs for the proposed company. At the end of quarter 2 the forecast revenue outturn remains unchanged with a forecast underspend of £0.231m from the cost of capital financing. This underspend is largely the result of the reduction in the forecast HRA capital programme of £8.487m from £36.889m to £28.402m and the continuing low cost of servicing HRA borrowing costs and level of HRA revenue reserves.



**Housing Revenue Account
Capital 2021/22**

	HRA Capital Programme		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Housing Major Works	(5,878)	(5,878)	0
Improvements and Conversions	(1,531)	(1,531)	(0)
Other Capital Spend	(3,231)	(3,044)	187
New Build Programme	(17,762)	(12,367)	5,395
	(28,402)	(22,820)	5,582

Notes

1. The current forecast is for an underspend of c.£5.582m on the revised budget. This is largely down to slippage from the delayed start of the Winnall project (£4.0m), an emerging underspend on the approved budgets for the Valley (£1.0m), and on Hookpit (£0.2m), where final costs are still awaited, as well as other small variances elsewhere within the programme.

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 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 quarterly data 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.

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%

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q2 (20/21)	Q3 (20/21)	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	R A G Status	KPI Target 2021/22	Impact of COVID-19 - update
QUARTERLY KPIs													
Tacking Climate Emergency													
TCE02	Reduced levels of waste and increased recycling, exceeding national targets	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. 38.1% (2019/20) unaudited	41.20%	40.4%	36.4%	40.51%	43.1%	Unaudited and subject to change	Increase against 2019/20 outturn	Main collection services maintained despite COVID-19. Volume of waste increased.
TCE03	Reduced levels of waste and increased recycling, exceeding national targets	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. 449kg (2019/20) unaudited	116.91 kg	115,41kg	121.04 kg	118.7 kg	115.4kg	Unaudited and subject to change	Reduction against 20/19/20 outturn	Main collection services maintained despite COVID-19. Volume of waste increased
TCE06	Increased opportunities for active travel	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 74% Inner 17% P&R 9%	Centre 73% Inner 17% P&R 10%	Centre 71% Inner 16% P&R 13%	Centre 73.5% Inner 16.7% P&R 9.7%	Centre 71.9% Inner 17.4% P & R 10.7%	Not applicable	To be developed	All parking patterns substantially affected and overall demand greatly reduced. Use determined by Tier/lockdown status
Homes for All													
HA06	Diverse, healthy and cohesive 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 28	Started 0 Completed 112	Started 0 Completed 0	Not applicable	Complete 121 Start 85	Starts delayed due to material shortages and project cost inflation

Ref	What we want to achieve	KPI Definition	Cabinet Member	Polarity	Previously Reported Data	Q2 (20/21)	Q3 (20/21)	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	R A G Status	KPI Target 2021/22	Impact of COVID-19 - update
Vibrant local economy													
VLE13 (a)	Increased 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)	28.52%	22.21%	27.02% Q4 24.50% 20/21	16.67%	23.70%		Min 25% Revenue	No identified impact
VLE13 (b)	Increased 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)	34.99%	39.18%	38.67% Q4 34.76% 20/21	75.85%	48.28%		Min 25% Capital	No identified impact
Your Services, Your Voice													
YSYV04	Improved satisfaction for our services	Percentage of upheld complaints	Finance & Service Quality	Lower = better	59% 2019/20	54%	48%	41%	52%	42%		≤ 54% (average for 2020/21)	No identified impact
YSYV05		No. of valid Ombudsman complaints	Finance & Service Quality	Lower = better	1 2018/19 2 2019/20	0	0	0	0	0		0	No identified impact
YSYV06	High accessibility and usage of 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 98.21% DMS 100%	100% Storage 100% Telephony DMS 100%	100% Storage 97.76% Telephony 100% DMS	Email 100% Storage 100% Telephony 97.96% DMS 100%	Email 100% Storage 100% Telephony 99.52% DMS 100%		≥ 99.5%	No identified impact
YSYV07	Improved 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 Q1 2020/21 57.79 per 100k bin collections	AWC 52.98 per 100k bin collections	AWC 46.91 per 100k bin collections	57.12 per 100k bin collections	AWC 36 per 100k bin collections	AWC 55.7 per 100k bin collections	Not applicable	Contract compliance	No identified impact

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
ANNUAL/ BIENNIAL KPIS												
	Tacking Climate Emergency											

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
TCE01	Winchester City Council to be carbon neutral by 2024	WCC carbon emissions	Climate Emergency	Place / Economy & Community	Annual	Lower = better	4268 tCO ₂ e (Like for like reduction of 11.7%)	See Notes	See Notes	Target for 2020/21 3201 tCO ₂ e (-25%) Target for 21/22 2134 tCO ₂ e	Data for 2020/21 Expected Oct 2021	Awaiting data for 20/21, which we anticipate will show positive impact as staff work from home and leisure centre closed for several months
TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Economic Recovery	Services / Regulatory	Annual	Lower = better	13.33% contamination from 43 samples. 2 nd best of Hampshire authorities	16.33% from 61 samples. 5 th best in Hants, and below average of 17.54%		Reduction against 2018/19 outturn		Main collection services maintained despite COVID-19. Volume of waste increased.
TCE05	Everything most residents need should be in reach by foot, bike or 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	See Notes	See Notes	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC	Figures expected October 21	Significant impact as more people work from home and less visitors to the city
TCE07	Everything most residents need should be in reach by foot, bike or 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	See Notes	See Notes	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC	Figures expected October 21	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	Climate Emergency	Services / Economy & Community	Annual	Lower - better	2017/18 617,000 tCO ₂ e	2018/19 603,000 tCO ₂ e	See notes	548,182 tCO ₂ e (2020 figures)	Data collected annually 2 years in arrears	2-year data lag means we won't see extent of impact until 2023

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
		reduction					(1.9% reduction)	(2.3% reduction)			2019/20 due Sept 2022	
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	Services / Regulatory	Annual	N/A	N/A – new indicator Evidence base being developed.	Consultation on Strategic Issues and Priorities took place for 8 weeks and closed 12/4/21 Representations are currently being analysed & reported in topic based sections to the Local Plan Advisory Group. To conclude by December this year.	See notes	Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 st July 2021.	Update expected January 22	No significant impact apart from the fact that Strategic Issues & Priorities consultation was undertaken online. Over 2,200 representations were submitted as Local Plans teams had to adapt to new ways of engaging.
TCE10	Our district's extensive natural habitats safeguarded and enhanced	Deliver 80% of actions in the approved annual action plan - percentage completed	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	Biodiversity Plan approved by cabinet January 2021 and launched in February 2021. 10% completed as at 31.03.21	See Notes	Deliver 80% of actions included in BAP	Update expected March 22	No significant impact.
TCE11	Our district's extensive natural habitats safeguarded and enhanced	Number of trees planted per year	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	398 trees planted in 20/21 planting season	Data not yet available	100 trees planted		No significant impact to date.
TCE12	The Winchester district to be carbon neutral by 2030	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction action groups / campaigns	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	4%	Data not yet available	25%		New indicator – no impact

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
TCE13	The Winchester district to be carbon neutral by 2030	Number of people participating in carbon reduction event per year	Climate Emergency	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	2457	Data not yet available	2703		New indicator - no impact
TCE14	Clean air, more ambitious than national targets	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 not yet available, see Notes	Data not yet available	Review extent of AQMA in light of 2020 data as set out in CAB3217. Also consider whether to set revised standards higher than statutory requirements taking into account new WHO recommended standards. NB: Government may also decide to amend national standards.	Annual report submitted to DEFRA June this year. Consultation on the draft Air Quality Supplemental Planning Document ran for 8 weeks closing on 12/4/21. Final document scheduled for consideration by Cabinet October 2021 with recommendation it be adopted as a supplementary planning document.	Levels of traffic reduced with corresponding impact on air quality in the town centre (to be quantified). NB: COVID-19 has impacted this year's data set for 2020
Living Well												
LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Communities & Wellbeing	Place / Economy & Community	Annual	Lower = better	2018 – 5.8 years 2019 – 5.9 years	Data not yet available	Data not yet available	≤ 5.8 years	Data has not been released by ONS	Relevant data not yet available from ONS.
LW02	Reduced health inequalities	Inequality in life expectancy at birth (female)	Communities & Wellbeing	Place / Economy & Community	Annual	Lower = better	2018 – 6.4 years 2019 – 4.6 years	Data not yet available	Data not yet available	≤ 6.4 years	Data has not been released by ONS	Relevant data not yet available from ONS.
LW03	A wide range of physical and cultural activities for all ages and abilities	Number of users of the Winchester Sport & Leisure Park	Communities & Wellbeing	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	Centre opened on 29 May 2021	See notes	500,000	Next full year data due June 22	Centre opened on 29 May with Government COVID-19 restrictions in place until July 2021. It is estimated that it will take 18 months for usage levels to return to their original pre-Covid-19 forecast.
LW04	A wide range of physical and cultural activities for all ages and abilities	Percentage of adults participating in 150+ minutes of sport or physical activity per week within the Winchester district	Communities & Wellbeing	Place / Economy & Community	6 Monthly	Higher = better	June 2018 – May 2019 72.6% Dec 2018 – Nov 2019 71.4%	June 2019 - May 2020 70.5% Dec 2019 – Nov 2020 71.0%	June 2020 - May 2021 71.7%	71.0%	Data is measured from June to May and from December to November each year. Time lag for	Activity levels remained fairly constant during lockdown and are now increasing.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
											receiving data. Next update for May 2021 due September 21 , Nov 2021 due March 22	
LW06	A wide range of physical and cultural activities for all ages and abilities	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 / Economy & Community	Annual	Higher = better	23 organisations	23 organisations	Data not yet available	+10%	Data collected at the end of each financial year. Next update for 2021/22 figures due May 22 , however as at 28/07/21 30 organisations	No identified impact
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%	62.27%	Data not yet available	66%	Next update due May 22	None identified
HA02	All homes are energy efficient and affordable to run	% all new homes in the district achieving energy efficiency rating of C or above	Housing & Asset Management	Services / Housing	Annual	Higher = better	96.48%	96.54%	Data not yet available	100%	Data will be collected retrospectively each November. Next update due Nov 2022	None identified
HA03	Diverse, healthy and cohesive communities - not just homes	No. of domestic properties in the district, previously No. of households in district (all tenures)	Housing & Asset Management	Services / Finance	Annual	Higher = better	54,017	54,584	Data not yet available	Trend data for monitoring only	Data collected in March each year	None identified
HA04	No one sleeping rough except by choice	No. of rough sleepers	Housing & Asset Management	Services / Housing	Annual	Lower = better	N/A	7	Data not yet available	Trend data for monitoring only	Updated in November each year	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	Diverse, healthy and cohesive communities - not just homes	1000 new homes planned (10 year supply). No. completed each year, commencing 2021/22	Housing & Asset Management	Services / Regulatory	Annual	Higher = better	N/A	N/A	Data not yet available	1000 over 10 years	New indicator decided in March 21. Next update in May 22	None detected to date, but economic downturn may impact housing delivery
HA07	Diverse, healthy and cohesive communities - not just homes	WCC housing stock, directly owned, housing company	Housing & Asset Management	Services / Housing	Annual	Higher = better	N/A – new indicator	0	Data not yet available	Complete 5 new houses	Delay to launch of Housing Company	Completions delayed. Less general fund capital investment in the company.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director / CHoS	Frequency of reporting	Polarity	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
	Vibrant local economy											
VLE01	Increased opportunities for high quality, well-paid employment across the district	No. of business enterprises in professional / technical sectors	Economic Recovery	Place / Economy & Community	Annual	Higher = better	21.3%	21%	See notes	Trend data for monitoring only	Data collected each January	No discernible change in trend revealed in the data so far
VLE02	Increased opportunities for high quality, well-paid employment across the district	Close the gap between workplace earnings and residents' earnings	Economic Recovery	Place / Economy & Community	Annual	Lower = better	£105.4	£52.9	See notes	Trend data for monitoring only	Data collected each January	Economic downturn likely to have an impact
VLE03	Increased opportunities for high quality, well-paid employment across the district	Productivity measure – gross value added (GVA) per head	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£39,714	ONS has not released data	See notes	Trend data for monitoring only	Data collected each January	Insufficient data available to judge the impact.
VLE04	New offices and workspaces meet changing business needs and are located in areas with sustainable transport links	Amount of floor space developed in market towns (planning approvals) – Data is not recorded for this specific measure, see notes	Economic Recovery	Services / Regulatory	Annual	Higher = better	Data not available	Data not available	See notes	To be developed, Refer to Planning team	Data is not readily available in this format	Economic downturn may affect delivery of new floor space.
VLE05	More younger people choose to live and work in the district	Percentage of residents aged 25-35 years old	Economic Recovery	Place / Economy & Community	Annual	Higher = better	ONS Data mid-2018 11.4%	ONS Data mid-2019 12.5%	See notes	Trend data for monitoring only	next update Jan 22	May decrease if fewer job opportunities exist for young people
VLE06	A shift to a greener, more sustainable economy	No. of businesses engaged on carbon reduction measures/ projects	Economic Recovery	Place / Economy & Community	Annual	Higher = better	Figures not yet available	Figures not yet available	See notes	Baseline to be set when data available	Data will be collected at year end after the re-launch of the Sustainable Business Network. Update expected April 22	COVID restrictions have resulted in far fewer opportunities for engagement.
VLE07	A shift to a greener, more sustainable economy	Crowd funder grants offered for green projects	Economic Recovery	Place / Economy & Community	Annual	Higher = better	N/A – new indicator	Launched 15/6/20	See notes	To be developed	Data expected Oct 21	No identified impact
VLE08	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor stay length increasing	Economic Recovery	Place / Economy & Community	Annual	Higher = better	2.6 days domestic 6.7 days overseas	See notes	See notes	Trend data for monitoring only	Data expected Oct 21	Likely to reduce due to a downturn in visitors staying overnight
VLE09	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor spend increases	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£263.4m	See notes	See notes	Trend data for monitoring only	Data expected Oct 21	May increase as more staycation visitors to the district
VLE10	Our city, market towns and rural communities recover well and have a compelling, competitive	Value of tourism to the economy increases	Economic Recovery	Place / Economy & Community	Annual	Higher = better	£339m	See notes	See notes	Trend data for monitoring only	Data expected Oct 21	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	2019/20	2020/21	2021/22 If available	KPI Target 2021/22	Notes	Impact of COVID-19
	visitor offer)											
VLE11	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	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 / Economy & Community	Annual	Higher = better	5.05m trips	See notes	See notes	Trend data for monitoring only	Data expected Oct 21	No identified impact
VLE12	Increased 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 / Economy & Community	Annual	Higher = better	New outcome based KPI for 2020/21. Previous data collected against different KPI, see Q4 report	88%	See notes	50%	88% of businesses using the service saw an increased turnover, improved efficiency or progression to a more sustainable business module over the two years of the contract.	Increase in use of business support service during COVID-19 pandemic
Your Services, Your Voice												
YSYV01	Improved satisfaction for our services	Residents' Survey – satisfaction with the way the council runs things	Finance & Service Quality	Resources / Strategic Support	Biennial	Higher = better	79%	N/A	Data not yet available	≥ 79%	Survey not carried out in 2021	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%	N/A	Data not yet available	≥ 87%	Survey not carried out in 2021	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%	N/A	Data not yet available	≥ 65%	Survey not carried out in 2021	Insufficient information to predict what impact COVID-19 has had on residents' satisfaction

BAR END DEPOT HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Kelsie Learney
PROJECT SPONSOR: John East
PROJECT LEAD: Geoff Coe
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

Project description and outcome:

Preparation for Site Disposal.

Project update summary:

Project RAG Status:	Timeline		Budget	
<p>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. CAB3268 approved the marketing of the site and gave delegated authority to the Strategic Director in consultation with the Cabinet member to take all appropriate action to initiate and complete the marketing of the Bar End Depot site for best consideration, based on the development framework and planning guidance note appended to the report.</p>				
	"Normal level of attention". No material slippage. No additional attention needed			
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place			
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements			

PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

	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	7	Nov 2020	April 2022	April 2022	User mix for optimum site value	

Stage 2: Design						
Stage 3: Plan for Delivery						
Stage 4: Delivery						
Stage 5: Handover & Review						

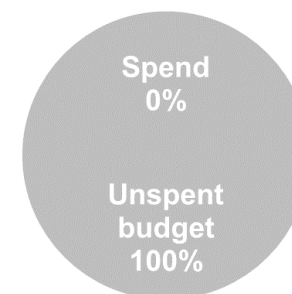
UPCOMING MILESTONES FOR PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Feasibility	March 2021	April 2022	Highways pre-app response due August 2021	To establish site capacity. Stuart Michael Associates transport planning consultants have been advising WCC. Pre-app fee paid to HCC.

BUDGET PERFORMANCE

REVENUE	Prior Years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	10	0	0	0	0	0	10
Spend	0	0	0	0	0	0	0
Unspent budget	10	0	0	0	0	0	10
Forecast	0	10	0	0	0	0	10
Variance to budget	10	-10	0	0	0	0	0

Total Revenue spend to date



CARBON NEUTRAL PROGRAMME HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Lynda Murphy
PROJECT SPONSOR: Dawn Adey
PROJECT LEAD: Susan Robbins
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

Project 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](#) 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.

Project RAG Status:	Timeline		Budget	
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Programme update summary:

- Various works underway towards the aim of a carbon neutral council by 2024, including energy efficiency works to City Offices scheduled for late 2021 into early 2022.
- Further projects and research, some involving other stakeholders, towards the aim of a carbon neutral district by 2030. This includes an investigation into the feasibility of solar farm on council-owned land.
- District-wide programme of community engagement underway and major behaviour change campaign due to start imminently.
- Updated council carbon footprint report expected shortly to show progress during the year to end of March 2021.
- 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.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

PROGRAMME DETAIL – Moving from one Gateway to another is actively managed by the Project Teams, escalating if necessary

COUNCIL CARBON FOOTPRINT:

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
TRANSPORT	Introduce electric pool cars	1500		2	TBC	TBC		Demand unknown until return of staff to the office has become established.
	Pilot use of electric refuse freighter and/or P&R bus		286	N/A	2022	Campbell Williams / Andy Hickman	Late 2021 - recruitment of Sustainable Transport Officer	Potential bus pilot project not progressed as result of COVID-19. In discussion with a neighbouring council to learn from their pilot with electric refuse vehicles and a bus company re possible modelling of P&R bus requirements.
	Ultra low or zero emission council vehicles		52	100%	2024	Sandra Tuddenham	See Air Quality Action Plan highlight report October 2021	2 of 5 Neighbourhood Services vehicles are fully electric - the others will be changed at lease expiry in 2024. Two new fully electric vehicles being used by Biffa to supervise delivery of the waste service across Winchester.
	Refuse and bus fleet converted to minimum EURO6 standard		361	100%	COMPLETE	Campbell Williams /Andy Hickman	Feb 2021 - new waste contract commences	Bus fleet already all at Euro6 standard. New waste contract allows for trial of electric vehicle but full

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								electric fleet won't be possible until the contract expires in 2028.
	Increased home working / remote working		197	N/A	2024	CHo IMT / Robert O'Reilly	Oct 2021 – council carbon footprint report for 2020/21	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	Nov 2021 until Feb 2022 – replacement of windows in 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 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	Late 2021 – Installation of LED lighting in remaining communal areas.	Cabinet approved £187k (March 21) to address energy efficiency of communal areas in sheltered/communal housing schemes. The majority have now been converted to LED lighting.
ENERGY	Source electricity purchased by the council from renewable sources	1780	898	100%	COMPLETE	Graeme Todd	N/A	New green energy tariff signed up April 2020.

Priority	Project Name	Required carbon reduction (tCO2e)	Forecast carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	Solar panels on council owned sites		66	N/A		Steve Lincoln	October 2021 - Solar panels to be installed on the Biffa depot	£38k grant secured for solar panels at the Biffa depot - 11tco2e.
						Andy Hickman	Early 2022 – Vaultex completion, including PV panels to power EV points	400 solar panels on WSLP will provide enough energy to power the main swimming pool hall for 21.5 hours a day - 55tco2e
	Purchase/lease only highly energy efficient / low carbon technologies / materials, electrical equipment and appliances		N/A	100%	ONGOING	Amy Tranah	Sustainable Procurement	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	COMPLETE	Ellen Simpson	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.
		3700	2473					

DISTRICT CARBON FOOTPRINT:

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
TRANSPORT	Expanded network of EV charging points	287000		34	2024	David Ingram Graeme Todd Andy Hickman	Late 2021 - completion of programme to install 34 electric vehicle charging points (EVCP) on Council car parks Late 2021 – Install of 5 EVCP at Cipher House Early 2022 – Vaultex completion, including 16 EVCPs powered by solar PV	41 EVCP installed to date: <ul style="list-style-type: none"> 33 of 34 now installed at council car parks, except for Alresford Station car park. 4 installed at WSLP 4 installed at Guildhall yard UoS research identified list of 28 optimal EV charging point locations across the Winchester District.
	Private charging facilities in new commercial and housing developments					Andrew Palmer Adrian Fox	Feb 2022 – Draft Local Plan published	All new council housing developments will have EVCPs, including 4 completed in June 2021 at the Valley in Stanmore. Possible changes to building regulations requiring private charging facilities in new developments from 2025.
	Winchester Movement Strategy					Andy Hickman	See Winchester Movement Strategy highlight report October 2021	
	Require buses and taxis to be low emission / alternative			100%		Dave Ingram	N/A	Currently 1 licensed electric taxi. Taxi licensing policy

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	fuel vehicles							approved by Cabinet Nov 20 to encourage uptake of EV taxis (and reducing emissions).
	Increase Park & Ride capacity			300	2021	Andy Hickman / Dan Lowe	Jan 2022 - Opening of Vaultex P&R See Vaultex highlight report October 2021	£5.6m secured to develop decked car park at Vaultex site to provide 287 additional car parking spaces.
	Smart mobility projects especially at Park & Ride sites and key gateways			N/A	2021	Andy Hickman		Solent Transport and HCC investigating potential for mobility hub in Winchester. WMS freight work stream will promote and seek to develop e-cargo solutions in the city. New cycle lockers installed at park and ride sites.
	Implement differential charging for low emission vehicles in council car parks					Campbell Williams	See Air Quality Action Plan highlight report - October 2021	New 'pay by phone' contract makes this possible.
	Expand and enhance public transport services					Andy Hickman	Late 2021 - Engage with BID and My Journey team for Winchester on workplace travel planning. Late 2021 - recruitment of Sustainable Transport Officer	Not presently active, this was to be funded through the parking and access strategy. Income levels very low at present compared to pre-COVID-19.

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
HOUSING / PROPERTY	LEAP programme to facilitate energy efficiencies in homes	193400	67000 (UoS research, 2021)			Kevin Reed	Late 2021 – Entering consortium with Agility ECO / PCC for LAD3 funding	<p>151 applicants to LAD to date in Winchester, with 38 installations completed:</p> <ul style="list-style-type: none"> • 21 Park Home external wall insulation (of which 8 have also received under-floor insulation) • 17 solar PV panels installation <p>Letters sent to all private domestic properties known to have an EPC rating of D or below.</p> <p>UoS research identified potential carbon reduction for buildings with existing EPC of 67k.</p>
	Deliver campaigns to inspire people to reduce energy consumption				Ongoing	Levana Hayes	<p>Oct 2021 – Communications plan for the CN programme</p> <p>Oct 2021 - two climate action planning workshops for community representatives</p>	<p>Campaigns Officer started in post during July.</p> <p>CSE work with WINACC on 12-month programme of parish engagement and fuel consumption mapping.</p> <p>First Climate Open Forum held in September 2021.</p> <p>Sustainability conference in October 2020 achieved 260 attendees over 4 sessions. Formed part of wider Winchester Green Week</p>

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
								programme, with 30+ events and activities.
	Local groups to provide support in communities			N/A	Ongoing			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	2022 – Start of development at Southbrook Cottages in Micheldever	Planning permission obtained for the development of 6 units at Southbrook Cottages in Micheldever.
	All new council homes will be built to the highest efficiency standards			100%	ONGOING	Andrew Palmer		New Homes Employers Requirements (ER's) amended to reflect no gas heating with immediate effect. All new homes schemes reviewed and gas heating systems removed from designs. We now receive an EPC rating for all completed units at the handover stage
	Local Plan update with an emphasis on low carbon housing development			N/A	2024	Adrian Fox	See Local Plan highlight report October 2021	Carbon neutrality event hosted as part of the Strategic Issues & Priorities consultation was attended by 78 people
	Retrofit of council housing stock to			100%	2027	Andrew Kingston	Late 2021 – Contract award for additional	£10M over 10 years made available in HRA business

Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	EPC standard C						insulation to void properties Late 2021 - Recruitment of Retrofit Co-ordinator - Zero Carbon	plan for works to 2030. £1.25m approved for additional insulation in 21/22 to 100 properties currently subject to an EPC rating of D or below. Member/tenant/officer panel/forum established to assess progress and Council joined the "Net Zero Collective" partnership.
ENERGY	Solar PV panels on Trinity Centre new housing	172000		N/A	COMPLETED	Gillian Knight		Trinity's Bradbury View scheme of 12 residential units opened July 2021, with £25k capital grant from council for solar panels.
	Undertake research into suitable alternatives to natural gas especially in relation to local generation potential			N/A		Alex Eburne		
	Build or invest in large scale renewable generation project(s)			N/A		Alex Eburne		
	Explore the feasibility of developing a hydrogen generating			N/A		Alex Eburne		Would require large scale investment and countywide collaboration.

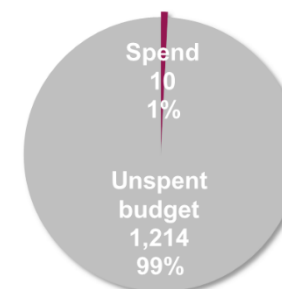
Priority	Project Name	Required carbon reduction (tCO2e)	Potential carbon reduction (tCO2e)	Target	Target Date	Project Manager	Upcoming Milestone	Comments
	plant							
	Engage with the district's largest businesses to reduce energy use or generate renewable energy			N/A		Sharmila Singh	Oct 2021 - installation of solar PV panels at Marwell Zoo. Late 2021 – commencement of LoCASE 3 programme of business energy audits.	£55k secured from Enterprise M3 LEP Marwell Zoo £28.5k applied for from ERDF for business engagement and energy audits.
			67000					

BUDGET PERFORMANCE

CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	6	718	250	250	0	0	1,224
Spend	6	4	0	0	0	0	10
Unspent budget	0	714	250	250	0	0	1,214
Forecast	6	133	280	0	0	0	419
Variance to budget	0	585	-30	250	0	0	805

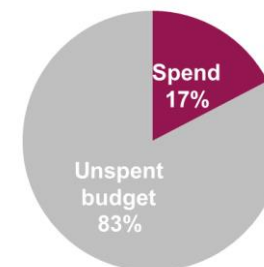
REVENUE	Prior	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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Total Capital spend to date



	years						
	£000	£000	£000	£000	£000	£000	£000
Budget	65	775	0	0	0	0	840
Spend	65	81	0	0	0	0	146
Unspent budget	0	694	0	0	0	0	694
Forecast	65	347	56	0	0	0	468
Variance to budget	0	428	-56	0	0	0	372

Total Revenue spend to date



CENTRAL WINCHESTER REGENERATION (CWR)
HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Kelsey Learney
PROJECT SPONSOR: John East
PROJECT LEAD: Vervan Lyons
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

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 RAG Status:	Timeline 	Budget 
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Project Summary:

The CWR Development Proposals were approved at Cabinet on 10th March 2021 (CAB3281) following public consultation. The options for delivery of the CWR site were then explored through the Strategic Outline Case and the preferred delivery option, to enter into a contractual agreement with a single development partner across the defined site was approved at Cabinet on 21st July 2021 (CAB3303) and approval for officers to progress to and develop the Outline Business case was granted.

Alongside this officers are also tasked with the demolition of Friarsgate Medical Centre and replacement interim public space, short term improvements to Kings Walk ground floor and surrounding public realm; whilst archaeology investigations continue across the site.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

	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
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"	
Scheme Options	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities	
Development Proposals	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)	
Development Proposals & 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	
Delivery Strategy	13	May 20	Dec 20	July 21	Assessment of delivery models and appetite for risk and control, refinement of development proposals Approval of delivery strategy	
Market Preparation	5/6	July 21	Ongoing	Ongoing	Prepare a marketing and procurement strategy, associated documents, data room set up and the Outline Business Case.	
Market Launch	11	Jan / Feb 22	Dec 22	Dec 22	Market launch and soft market engagement with potential developers. Prepare Full Business Case	

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

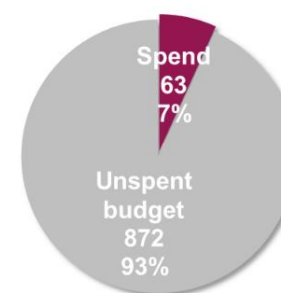
Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
	June 2021	Oct 2021	Complete building surveys for Kings Walk	To understand condition of the building and building structure – report anticipated to be returned to WCC in October
Market Preparation	Nov 2021	Jan 2022	Approval of Outline Business Case and to launch procurement process	Further work on the residual land values and phase viabilities so that decision can be taken with more detailed financial information. Work to prepare a marketing and procurement strategy, associated documents, data room set up
	June 2021	May 2022	Planning permission approved for FGMC demolition and interim public space	Carry out demolition of the old FGMC to enable designs for the interim public space to be progressed. Decision yet to be made regarding timing of planning application submission – likely to be next spring.
	July 2021	Oct 2021	Open up Buskett Lane to join the Broadway and the interim public space on Friarsgate.	Create link from the Broadway to the Friarsgate interim space, increasing connectivity from one area to the other.
	Jan 2022	March 2022	Carry out improvements to Kings Walk ground floor and surrounding public realm	Improve the ground floor areas of Kings Walk and surrounding public realm to help create more footfall in the area and reduce issues with antisocial behaviour whilst a development partner is procured. Plans also include transforming the loading bay to create events space and activating the Iceland roof top car park. Process of appointing an architect for the designs is underway

BUDGET PERFORMANCE

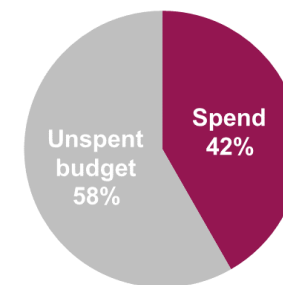
CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	40	895	0	0	0	0	935
Spend	40.3	23	0	0	0	0	63
Unspent budget	0	872	0	0	0	0	872
Forecast	40	70	825	0	0	0	935
Variance to budget	0	825	-825	0	0	0	0

REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total

Total Capital spend to date



Total Revenue spend to date



	£000	£000	£000	£000	£000	£000	£000
Budget	542	1140	0	0	0	0	1,682
Spend	542	160	0	0	0	0	702
Unspent budget	0	980	0	0	0	0	980
Forecast	542	1140	0	0	0	0	1,682
Variance to budget	0	0	0	0	0	0	0

DURNGATE FLOOD ALLEVIATION SCHEME
HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Lynda Murphy
PROJECT SPONSOR: Richard Botham
PROJECT LEAD: Darren Lewis
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

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.

The scheme, now completed, provides various flood defences along the River Itchen and supports 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, and full planning permission has been granted so the flood defences are fully operational. We are now moving towards the Comms/PR phase, and there are some off-site mitigation works remaining to be done which don't impact on the delivery of the scheme, notably repairing an old sluice downstream and the mitigation works on Winnall moor by the Wildlife Trust. As this project has now been delivered, an End of Project Document will shortly be produced to ensure that learning points are captured for the benefit of other projects. This will be submitted to a future Performance Panel meeting.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

	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						

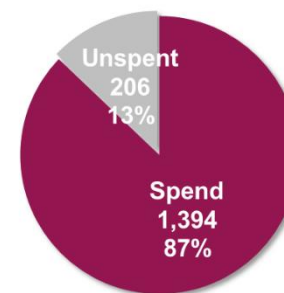
Stage 3: Plan for Delivery					
Stage 4: Delivery	18	Jun-20	Nov-21	Nov-21	Infrastructure works have been completed, however there are off-site mitigation works to be done, full planning consent has now been granted meaning they are now operational.
Stage 5: Handover & Review	1	Dec-20	Nov-21	Nov-21	Handover of completed project to WCC. Cost review and communications i.e. press/release and photo shoot underway.

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Delivery	Nov-20	Nov-21	Completion of Project	Infrastructure works has been completed.
Delivery	Mar 21	Oct 21	Signing-off of Planning Conditions	Completed Sept 2021
Delivery	Jan-21	Oct-21	Off-site Mitigation works	Works on Winnall Moor for Otters etc but doesn't affect scheme operation or delivery.
Handover & Review	Jan-21	Jan-21	Handover of completed project to WCC	Handover of infrastructure from HCC completed

BUDGET PERFORMANCE

Total Capital spend to date



CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	1369	231	0	0	0	0	1,600
Spend	1356	38	0	0	0	0	1,394
Unspent budget	13	193	0	0	0	0	206
Forecast	1356	150	0	0	0	0	1,506
Variance to budget	13	81	0	0	0	0	94

ENVIRONMENTAL SERVICES (WASTE) CONTRACT
HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Martin Tod
PROJECT SPONSOR: Richard Botham
PROJECT LEAD: Campbell Williams
PROJECT TIER: 1
DATE: July 2021




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	
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The garden waste service was launched in February 2021 with garden waste bins of 140l and 240l available for residents to purchase either online or via the CSC, with Biffa delivering them to households. The new contract commenced with over 21,000 subscriptions to the garden waste service has been achieved (well in excess of original targets).
 The project is now complete and therefore an end of project report will be prepared to ensure learning points are shared for the benefit of other major projects. This will be submitted to a future Performance Panel meeting.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

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		Prepare to launch chargeable garden waste. All payment options live by Oct 20. Have external comms support in place, should receive detailed proposals mid Oct	

					20. Begin comms 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.

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

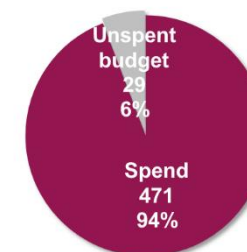
Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Stage 3: Plan for Delivery	24/07/2020	24/07/2020	Begin external comms tender process	Complete
	04/09/2020	04/09/2020	Appoint external comms support	RH Advertising appointed to provide additional support to prepare critical comms messaging
	16/09/2020	16/09/2020	Correct calendars delivered to all residents	Member request and public expectation to receive a calendar. Good reputation when it is successful.
		16/09/2020	4 month extension agreed and signed	Continued waste services whilst new 8yr contract and service is mobilised.
Stage 4 Delivery	01/10/2020	01/02/2021	Contract signed with BIFFA	On target to complete
	01/10/2020	01/02/2021	Garden waste system set up with bins sold	System in place. Direct debits due 28 01 2021. Over 8500 bins sold so far and 6500 delivered. MT beginning to procure more bins, as initial stock may be too few.
	01/10/2020	01/02/2021	IT system set up and training delivered to ensure available from go live date	System set up and in place, training scheduled for delivery before go live
	01/10/2020	01/02/2021	Vehicle delivery	All vehicles scheduled to be delivered before go live date. Some already in service in advance

	01/10/2020	01/02/2021	Communications on new services available to residents	Comms on sides of new vehicles and on line through social media. Leaflet to arrive with residents 1 st week of Feb and again with council tax leaflet. Website being updated.
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BUDGET PERFORMANCE

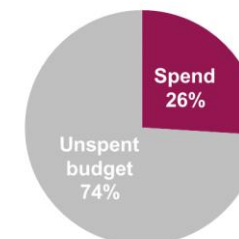
CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	444	56	0	0	0	0	500
Spend	444	27	0	0	0	0	471
Unspent budget	0	29	0	0	0	0	29
Forecast	444	82	0	0	0	0	526
Variance to budget	0	-26	0	0	0	0	(26)

Total Capital spend to date



REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	150	100	100	100	100	100	650
Spend	157	12	0	0	0	0	169
Unspent budget	-7	88	100	100	100	100	481
Forecast	157	100	0		0	0	257
Variance to budget	-7	0	100	100	100	100	393

Total Revenue spend to date



LOCAL PLAN HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Russell Gordon-Smith
PROJECT SPONSOR: Simon Finch

PROJECT LEAD: Adrian Fox
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

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	Quality
<p>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 (over 2,200 representations)</p> <p>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 www.localplan.winchester.gov.uk An updated Local Development Scheme (the timetable for preparing the new Local Plan) has been agreed at Cabinet on the 21st July 2021 and therefore this highlight report was updated as a result. An LPAG meeting took place on the 27th September which discussed the analysis of the representations on the Vision and the Development Strategy. Further LPAG meetings are being planned before Christmas to discuss the analysis of the representation on the remaining topics.</p>			
	"Normal level of attention". No material slippage. No additional attention needed		
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place		
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements		

PROJECT GATEWAYS – Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

	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:	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 https://www.winchester.gov.uk/planning-

Concept						<u>policy/winchester-district-local-plan-2018-2038-emerging/local-development-scheme</u>
Stage 1: Feasibility	2	Feb - 2021	April -2021		Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks	
Stage 2: Design	2	Aug -2022	Sept – 2022		Consultation on the Draft 18 Local Plan	
Stage 3: Plan for Delivery	2	Aug - 2023	Sept -2023		Consultation on the Submission version of the LP (Reg 19)	
Stage 4: Delivery	-	July - 2024	Aug -2024		Adoption of the Local Plan	
Stage 5; Handover & Review	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time	

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

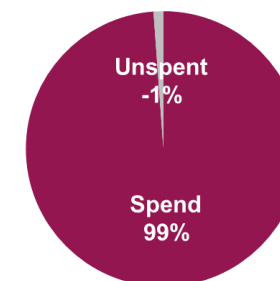
Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
Consultation on the SIP Document	21/09/2020	Feb -2021		<p>Consultation on the Strategic Issues & Options Document took place from 11th February to midnight on the 12th April 2021. The consultation period was extended to 8 weeks in recognition 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 (over 2,200 representations).</p> <p>All of the feedback that has been received from the Strategic and Priorities consultation is now being 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 www.localplan.Winchester.gov.uk</p> <p>An updated Local Development Scheme was agreed at Cabinet</p>

				on 21 st July 2021. The government has also started the process of putting into process changes to the planning system and depending on the timetable for these changes it could have implications in terms of whether we press ahead under the current system or we pivot to the new system.
Consultation on the draft Reg 18 Local Plan		Aug/Sept 2022		This milestone is based on an updated timetable for preparing the Local Plan and we are currently on track to achieve this milestone.
Consultation on the submission version of the Local Plan (Reg 19)		Aug/Sept 2023		
Examination of the Local Plan		Feb/March 2024		
Adoption of the Local Plan		August 2024		

BUDGET PERFORMANCE

REVENUE	Prior	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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Total Revenue spend to date



	years						
	£000	£000	£000	£000	£000	£000	£000
Budget	170	203	74	40	54	0	541
Spend	172	0	0	0	0	0	172
Unspent budget	-2	0	0	0	0	0	(2)
Forecast	172	203	74	40	101	0	590
Variance to budget	-2	0	0	0	-47	0	(49)

Comment:

The projected overspend of £49,000 by 2024/25 is the result of higher than anticipated costs relating to the production of the evidence base of the local plan and plan making process leading to adoption of the document in 2024.

NEW HOMES PROGRAMME
HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Kelsey Learney
PROJECT SPONSOR: Richard Botham

PROJECT LEAD: Andrew Palmer
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

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, therefore 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.




Council 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:

Project RAG Status:	Timeline		Budget	
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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.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

PROGRAMME DETAIL

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
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The Valley, Stanmore	77	Delivery	Apr-19	Aug-21	Denise Partleton	Completion	completed
Rowlings Road, Weeke	7	Delivery	Jan-19	Mar-21	Sarah Charlton	Completion	completed
Dolphin Road, Twyford	2	Delivery	Jun-19	Sept.-20	Derek Steel	Completion	Completed
Southbrook Cottages	6	Design	Nov-19	Mar-23	Deborah Sunly	Final Business Case – Jan 22	planning approval for scheme now received, planning application being prepared for additional car parking in the Close
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-23	Duncan Faires	Submission of planning application	Outline business case approved
Burnet Lane, Kings Worthy	35	Delivery	June 2019	Jul-21	Denise Partleton	Completion	Completed
Winnall Flats	75	Design	Apr-20	Apr-23	Debbie Rhodes	Start on site	Final Business case approved by Council July 21, but subject to variation (exempt report CAB3317 refers)
Dyson Drive, Abbots Barton	8	Design	Jan-20	Dec-22	Deborah Sunly	Outline Business Case	Planning application being prepared
Corner House	6	Design	Jan-20	Dec-22	Duncan Faires	Outline Business Case	Final design being prepared in advance of community consultation. Progress effected by staff shortages
Witherbed Lane	4	Design	Sep-19	Mar-23	Duncan Faires	Submission of planning application	Outline Business case approved 6 Sept 21
Whiteley (CAB3304 refers)	54	Pre - contract	June - 21	Mar-23	Andrew Palmer	Start on site	Negotiations to acquire new build homes are ongoing
Tower St, Winchester	2	Design	Mar - 20	Jul-22	Deborah Sunly	Final Business Case – Jan-22	Currently subject to tender

Moving from one gateway to another is actively managed by Project Teams, escalating if necessary

***Project Gateways**

Stage 0: Concept

Stage 1: Feasibility

Stage 2: Design

Stage 3: Plan for Delivery

Stage 4: Delivery

Stage 5: Handover & Review

<u>Proposed Funding</u>	Revised Budget:	Forecast:	Actual:
	£000's	£000's	£000's
Grants - Homes England			
Grants - Other MRA	-	-	
Capital Receipts			
RTB 1-4-1	2,068	2,068	
Borrowing	23,071	18,590	
Sales Income	2,162	2,162	
S106/Other Income			
Total Income	27,301	22,820	

<u>Expenditure</u>	Revised Budget	Forecast:	Actual:
	£000's	£000's	£000's
Other	10,051	10,453	2,872
New Homes	17,250	12,367	2,063
Total Scheme Costs	27,301	22,820	4,935

WINCHESTER MOVEMENT STRATEGY (WMS)




HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Martin Tod
PROJECT SPONSOR: John East
PROJECT LEAD: Andy Hickman
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

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:

Project RAG Status:	Timeline		Budget	
<p>A joint HCC/WCC members briefing was held on 27th July setting out the progress on the study work, the next steps and to update members on the Government’s new Bus Strategy and the Active Travel schemes. The Bus Strategy Study is still under development. If approved by HCC on their next Decision Day we shall undertake a public consultation of ten priority schemes from the MWS Action Plan, which is due to take place during December and January. In addition, study work on changes to the one-way system on Friarsgate, improvements for walking and cycling along Worthy Lane and the development of Walking Route 1 as detailed in the City LCWIP will be commenced.</p>				
	"Normal level of attention". No material slippage. No additional attention needed			
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place			
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements			

PROJECT GATEWAYS - Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

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

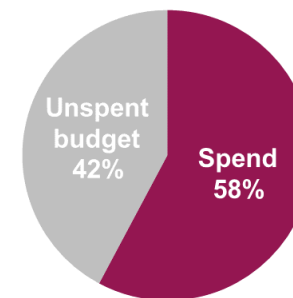
Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Internal Resources	Upcoming Milestone	Comments
Cycling and Walking Improvement Plan	Phase 1	Phase 1 study completion	Aug-19	Feb-20		Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Nov-20		None required	Review of designs based on engagement with HCC engineers, the walking group and the cycling groups	Completed. Summary Report issued.
Freight & Delivery	Phase 1	Phase 1 study completion	Aug-19	Jan-20		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		None required	Comments on Draft Freight and Delivery Plan to be provided	Completed. Summary Report issued.
Bus Provision	Phase 1	Phase 1 study completion	Sep-19	Mar-20		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	Jan-21		None required	Continued coordination with CWR as design developed	Comments on draft completed. WMS Board to meet to approve. Summary Report to be issued.
Movement and Place	Phase 1	Phase 1 study completion	Sep-19	Mar-20		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	Dec-20		None required	Engagement with walking and cycling groups	Comments on draft completed. Summary Report issued.
Park & Ride	Phase 1	Phase 1 study completion	Jul-19	Mar-20		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		None required	Review of designs based on engagement with HCC engineers	Comments on draft completed. Summary Report issued.
MWS Public Consultation	Phase 3	Under development	Dec 21	May 22		Transport team assisting HCC who are leading	Consultation Report issue May 2022	
Friarsgate / Union Street One-Way Study	Phase 3	Atkins led Study due to commence	Oct 21	April 22		Transport Team to input and review study	Study Report April 22	
Worthy Road / Worthy Lane Study	Phase 3	HCC led Study underway	Oct 21	April 22		Transport Team to input and review study	Study Report April 22	
W1 Pre-Feasibility Study (section 1)	Phase 3	HCC led Study Underway	Oct 21	Jan 22		Transport Team to input and review study	Study Report Jan 22	

BUDGET PERFORMANCE

REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	289	211	0	0	0	0	500
Spend	289	0	0	0	0	0	289
Unspent budget	0	211	0	0	0	0	211
Forecast	289	82.5	0	0	0	0	372
Variance to budget	0	128.5	0	0	0	0	129

Total Revenue spend to date



WINCHESTER SPORT & LEISURE PARK HIGHLIGHT REPORT

LEAD CABINET MEMBER: Cllr Angela Clear
PROJECT SPONSOR: John East
PROJECT LEAD: Andy Hickman
PROJECT TIER: 1
DATE: Quarter 2 (July – September 2021)

Project description and outcome:

Winchester Sport and Leisure Park

Project Update Summary:

Project RAG Status:	Timeline		Budget	
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The Leisure Centre was opened to the public on 29/05/2021. The building is now fully operational; WDC continue to complete any outstanding works and correct any snagging items in conjunction with the Centre being open.

As the build is now complete, the Project Board has been convened to complete the end of project documentation to ensure learning points are shared for the benefit of other major projects. This will be submitted to a future Performance Panel meeting.

	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

PROJECT GATEWAYS - Moving from one gateway to another is actively managed by Project Teams, escalating if necessary:

	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	-	-	-	-		

	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
RIBA Stage 2: Concept Design	4	May-17	Sep-17	Sep-17	Architectural concept approved by the client and aligned to the Project Brief.	
RIBA Stage 3: Developed Design	5	Nov-17	Apr-18	Apr-18	Architectural concept tested and validated via design studies and engineering analysis.	
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.	
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.	
RIBA Stage 6: Handover and Close Out	2	Feb-21	Apr-21	May-21	Building handed over, aftercare initiated and Building Contract concluded.	
RIBA Stage 7: In Use	1	May-21	Jun-21	Jun-21	Building used, operated and maintained efficiently.	

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

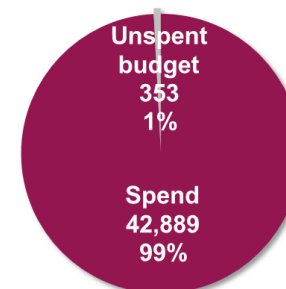
Stage	Orig. Target	Curr. Target	Milestone	Outcome/Objective/Update
RIBA Stage 7: Leisure Centre open to the public	01/02/2021	01/06/2021	Leisure Centre to be fully operational	Leisure Centre was opened to the public on 29/05/2021. The building is now fully operational; WDC do continue to complete any outstanding works and correct any snagging items in conjunction with the Centre being open.

BUDGET PERFORMANCE

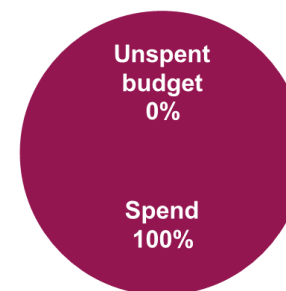
CAPITAL	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	41698	1544	0	0	0	0	43,242
Spend	41698	1191	0	0	0	0	42,889
Unspent budget	0	353	0	0	0	0	353
Forecast	41698	1544	0	0	0	0	43,242
Variance to budget	0	0	0	0	0	0	0

REVENUE	Prior years	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000	£000
Budget	699	60	0	0	0	0	759
Spend	699	60	0	0	0	0	759
Unspent budget	0	0	0	0	0	0	0
Forecast	699	66	0	0	0	0	765
Variance to budget	0	-6	0	0	0	0	(6)

Total Capital spend to date



Total Revenue spend to date



Up to end of September 2021

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									
		Q1 total	Q2 total	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	TOTAL
Business Rate Relief and Grants (running total)	All Retail, Hospitality & Leisure Relief (RHL)	<i>£26.77m</i>	<i>£27.88m</i>	£27.88m	£27.88m	£27.88m										<i>£27.88m *</i>
	Small Business Rate Relief	<i>£4.81m</i>	<i>£4.87m</i>	£4.89m	£4.89m	£4.89m										<i>£4.89m *</i>
	Other Reliefs	<i>£5.48m</i>	<i>£5.47m</i>	£5.44m	£5.44m	£5.44m										<i>£5.44m *</i>
	RHL - £10k grants	<i>£2.23m</i>	<i>£2.39m</i>	£2.40m	£2.40m	£2.40m										<i>£2.40m *</i>
	RHL - £25k grants	<i>£9.45m</i>	<i>£9.98m</i>	£9.98m	£9.98m	£9.98m										<i>£9.98m *</i>
	Small Business Grants - £10k	<i>£14.49m</i>	<i>£15.33m</i>	£15.33m	£15.33m	£15.33m										<i>£15.33m *</i>
	(LRSG & Restart) Rateable value £15k or less						£2.65m	£3.21m	£4.38m	£6.85m	£7.17m	£7.27m	£7.31m	£7.31m	£7.31m	<i>£7.31m*</i>
	(LRSG & Restart) Rateable value £15,001 to £50,999						£2.42m	£2.73m	£3.67m	£5.50m	£5.93m	£6.09m	£6.11m	£6.11m	£6.11m	<i>£6.11m*</i>
	(LRSG & Restart) Rateable value £51k or over						£1.23m	£1.46m	£2.23m	£3.32m	£3.78m	£4.11m	£4.17m	£4.17m	£4.17m	<i>£4.17m*</i>
Local Resource Centre / Community Support	Total New Referrals from HCC	536	23	3	31	8	25	8	9	1	0	0	0	0	2	646
	Referrals passed to Voluntary Support Groups	198	10	0	5	0	7	1	3	1	0	0	1	0	0	226
	Prescriptions delivered	146	41	2	9	7	21	9	7	1	0	0	0	0	0	243
	Food parcels delivered	77	28	1	5	3	3	0	3	0	0	0	0	0	0	120
	Shopping purchased/delivered	30	9	0	2	1	3	0	0	0	0	0	0	0	0	45
	Council tenants contacted by phone to offer support	1665	1	0	0	8	6	3	5	0	0	0	0	0	0	1688
Housing	Total Arrears (running total)	<i>£571k</i>	<i>£553k</i>	£562k	£557k	£632k	£585k	£580k	£526k	£557k	£555k	£544k	£585k	£565k	£557k	<i>£557k *</i>
	% of Housing tenants in arrears (running total)	22%	23%	23%	22%	47%	23%	21%	22%	21%	30%	28%	22%	24%	23%	<i>23% *</i>
	% claiming Universal credit (running total)	16%	18%	18%	19%	19%	20%	20%	20%	21%	21%	22%	22%	23%	23%	<i>23% *</i>
	% claiming UC in arrears (running total)	55%	54%	54%	48%	65%	51%	48%	46%	46%	47%	46%	47%	46%	45%	<i>45% *</i>
	% current debt due to UC claimants (running total)	61%	67%	66%	64%	64%	64%	64%	65%	67%	66%	68%	65%	66%	69%	<i>69% *</i>
	Residents in B&B (number at month close)	9	2	1	0	1	6	2	1	1	1	0	0	0	0	<i>0 *</i>
	Rough Sleepers in Council units (no. at month close)	6	0	0	6	12	13	13	13	13	8	0	0	0	0	<i>0 *</i>
	Tenancy Support Caseload (weekly new referrals)	107	55	16	15	11	11	15	13	14	18	8	18	8	8	317
Waste / Env / Licensing	Planning – Decisions issued (inc. SDNP)	602	580	243	216	249	246	221	245	250	273	252	272	221	217	1087
	Bonfires reported	68	30	4	3	1	3	2	3	4	1	1	3	11	9	143
	Fly-tipping - reported	517	614	193	205	130	235	168	280	237	183	177	176	209	206	3530
	Waste Collection – Missed Bin reports (cases closed)	770	974	288	118	163	211	145	270	178	128	137	216	134	116	3848