

REPORT TITLE: Q1 FINANCE & PERFORMANCE MONITORING

3 SEPTEMBER 2018

REPORT OF CABINET

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WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance and financial position during the first quarter of 2018/19.

This is the first progress report for 2018/19 and covers the aims and outcomes included in the refreshed Council Strategy 2018-20. The report also includes progress updates for the Council's major projects and key performance measures.

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

RECOMMENDATIONS:

That the Overview and Scrutiny Committee raises with the Leader or relevant Portfolio Holder any issues arising from the information in this report and considers whether there are any items of significance to be drawn to the attention of Cabinet.

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

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

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the Council Strategy and Service Plans have financial implications, some significant and these are agreed and reported separately before the commencement of the project.
- 2.2 The following supplementary budget requests, which Cabinet will be asked to approve at its next meeting on 19 September, are detailed below and in Appendix 1:
- a) a supplementary capital estimate of £50,000 in respect of the replacement large format printer, funded by the IT earmarked reserve.
 - b) a supplementary capital estimate and expenditure of £50,000 in respect of the County Council's contribution to the High Street Security Bollards project.
 - c) a supplementary revenue estimate of £75,000 in respect of the drainage works to the West of Waterlooville play area, funded by developer contributions.

3 LEGAL AND PROCUREMENT IMPLICATIONS

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

4 WORKFORCE IMPLICATIONS

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

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly in this report.

6 CONSULTATION AND COMMUNICATION

- 6.1 Cabinet members, Executive Leadership Board and Heads of Team have been consulted on the content of the report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

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

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None.

10 RISK MANAGEMENT

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

11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the Council's performance during the first quarter of 2018/19 and financial position as at 30 June 2018.
- 11.2 The Quarterly Finance and Performance Management Report, attached as Appendix 1, is arranged into four sections with each covering the significant areas of performance that the Council is monitoring. An introduction and summary is also included at the beginning of the report.

Drainage works at West of Waterloo play area

- 11.3 During wet weather there is a serious flooding problem at Newlands Walk. Water comes out of the ground and off our open space and emerges on to the road and footpath between Mellick Way and Hambledon Road opposite the extra care home on the corner. Hampshire can not adopt the road until such time as the flooding issue is dealt with.
- 11.4 It is proposed that developer contributions of up to £75,000 are used towards these drainage works but it should be noted that this will cause future funding shortfalls as these contributions were intended to cover normal annual maintenance costs.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CL139 Council Strategy Refresh

Other Background Documents:-

None

APPENDICES:

Appendix 1 Q1 Finance and Performance Monitoring Report 2018/19



FINANCE & PERFORMANCE MONITORING REPORT FIRST QUARTER 2018/19



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Introduction and Summary

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- Delivering quality **housing** options
- Improve the **health and happiness** of our community
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- Environmental Services Contract
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- Station Approach
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Section 4: Managing the business – Corporate Health Performance Indicators

Introduction and Summary

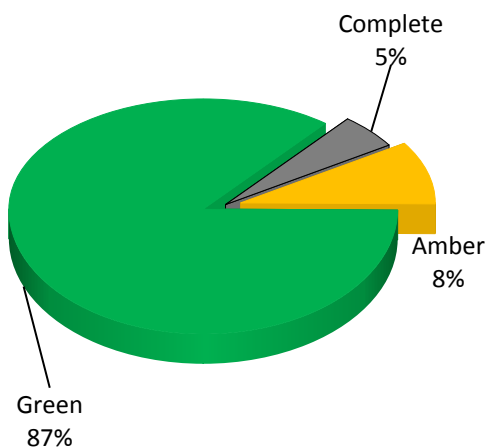
This purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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

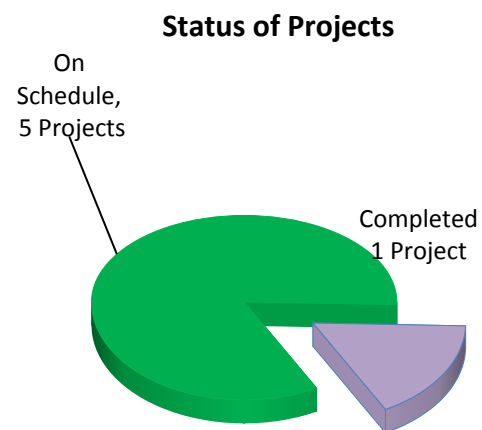
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 30 June 2018 (Quarter 1) across the key areas of performance. Further information is provided in the following appendices.

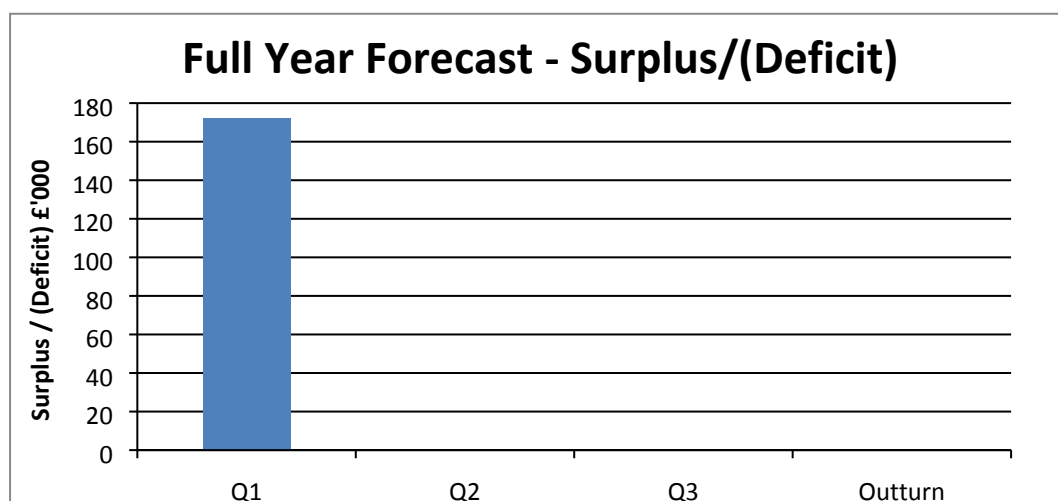
Council Strategy Q1 2018/19



Project Monitoring Q1 2018/19



Summary General Fund Revenue Financial Service Forecast



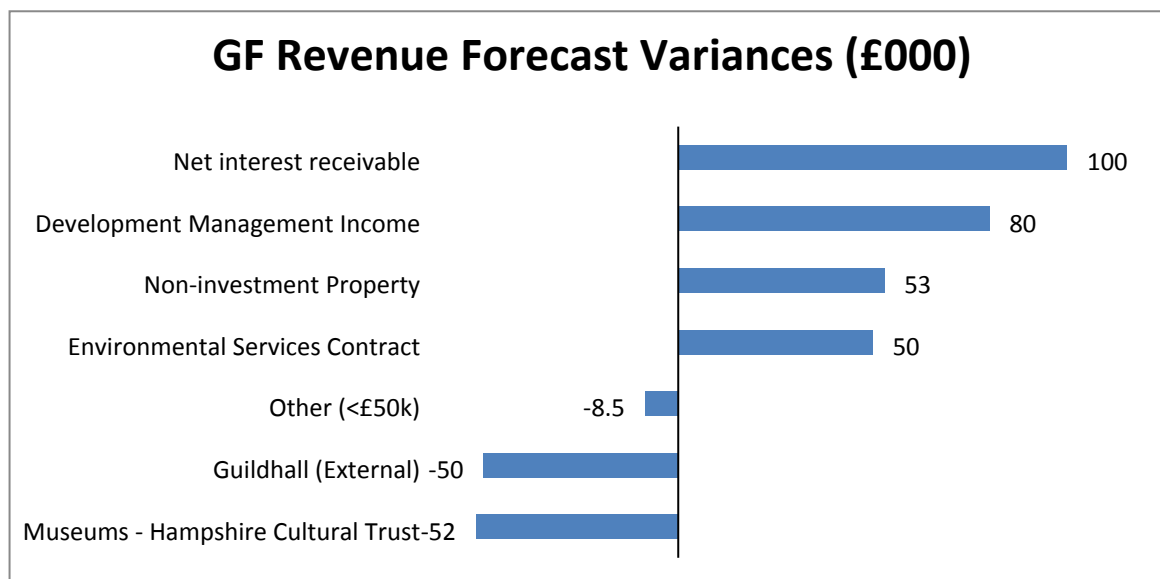
Section 1 – Financial Update as at 30 June 2018

This section presents a summary of the Council's financial position as at 30 June 2018 with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

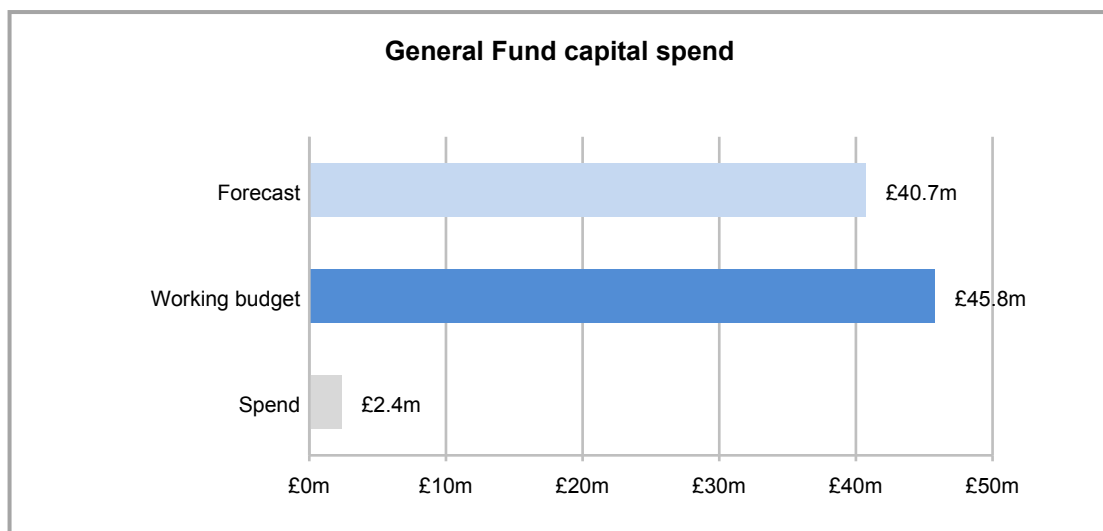
1. The in-year reporting process for Q1 2018/19 has highlighted additional full year forecast income / underspends totaling £0.42m which is expected to fund additional in-year pressures of £0.25m, with a net underspend of £0.17m.
2. Also included in this appendix is a report that shows the progress and status of the 2018/19 Outcome Based Budgeting proposals. The overall target status is green, meaning we are on target to achieve the net savings target of £0.67m.
3. Quarter 1 full year forecast variances (>£50k):
 - i) **Net Interest receivable** – (+£100k) higher than budgeted cash balances during Q1 have resulted in a revised forecast net receivable interest of £325k.
 - ii) **Development Management Income** – (+£80k) higher planning fees and a number of larger applications have led to an increased total planning fee forecast of £960k.
 - iii) **Non-investment Property Income** – higher than planned income of £53k relates mainly to the Vaultex site (Coventry House).
 - iv) **Environmental Services Contract** – a revised (lower) inflation estimate for 2018/19 will reduce the total contract expenditure.
 - v) **Guildhall (External)** – additional forecast employee expenditure and reduced forecast café income is expected to cause an adverse 'external' forecast of £50k. Additional internal income is expected to result in a balanced trading position overall, but this internal income does not help the overall general fund position.
 - vi) **Museums** – when the Hampshire Cultural Trust was set up it was agreed that both HCC and WCC would consider contributing towards reorganisation costs caused by a stepped reduction in funding (a 10% stepped reduction took place for 2018/19). WCC share of the reorganisation costs is estimated to be £52k.

Table 1 – General Fund Forecast Variances 2018/19



General Fund Capital

1. General Fund capital expenditure to the end of June was £2.4m of which the single largest item was £1.6m on the acquisition and associated stamp duty in respect of Coventry House (Vaultex).
2. Capital budgets for 2018/19 were revised for brought forward balances and three additional budgets as part of the 2017/18 outturn reporting process and approved at July Cabinet.
3. Since approval, the forecast has been revised down by £5.1m with the largest single item (£3.9m) being the new doctors' surgery. This is currently delayed due to ongoing negotiations with the prospective tenants. The objectives of some other projects are currently under review and further revisions to the forecast are expected. The car park at the Dean, Alresford is also subject to delay (£1m) as negotiations continue with the developers who hope to submit a planning application in September.



4. Key items of expenditure in Q1 of 2018/19 include:

- **Coventry House (Vaultex)** *Total Budget: £2,091k*

Expenditure: Prior years £57k Q1 £1,620k Total £1,677k

The purchase of Coventry House was completed in May 2018. The Council is leasing the property for 12 months generating an income of £95,000. During this period, the Council will be able to undertake preliminary work (e.g. surveys) in preparation for future development of the site.

- **Disabled Facilities Grants** *Total Budget: £1,207k*

Expenditure: recurring Q1 £200k

The amount of funding from central government has increased significantly in recent years. Spend to date is on target and two significant grants totalling in excess of £300,000 are expected to be made in 2018/19 to enable individuals with long term immobility to return to their own homes.

5. **Other General Fund capital budget changes**

Replacement Large Format Printer

The current large format printer will reach the end of its lease in 2018. Work is underway to assess the best option to replace the existing printer including whether it is financially favourable to the Council to buy a replacement rather than lease.

Its replacement also presents an opportunity to acquire a printer with more advanced functions that will allow the Council to achieve revenue savings by being able to bring in-house much of the expensive, outsourced material used

for short term internal posters, event banners and high-quality graphics applications.

Approval is therefore sought for a supplementary capital estimate of £50,000 for the purchase of a new printer should it prove financially advantageous for the Council.

High Street Security bollards

In Report CAB3060 a contribution from the Council of £75,000 was approved towards a permanent replacement of the temporary security measures in the High Street. Hampshire County Council has approved a contribution of £50,000 towards the project and therefore approval is sought for a supplementary estimate and expenditure to bring the total budget to £125,000.

General Fund 2018/19

	General Fund Revenue					General Fund Capital	
	Budget		Forecast			Budget	Forecast
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Variance		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Total Housing	210	(1,791)	(1,581)	(1,581)		1,532	1,532
Total Environment	10,081	(13,585)	(3,503)	(3,394)	109	2,352	2,273
Total Health & Happiness	372	(2,384)	(2,012)	(2,084)	(72)	14,874	10,881
Total Business	215	(1,613)	(1,399)	(1,389)	10	11,256	11,267
Total Operational Delivery	3,206	(7,201)	(3,995)	(3,951)	44	1,876	1,876
Total Investment Activity	3,014	(409)	2,605	2,737	132	13,681	13,681
Total Organisational Management	427	(7,182)	(6,755)	(6,763)	(8)	236	236
Corporate	25	(1,846)	(1,821)	(1,865)	(44)		
Council Tax Support Grant to Parishes		(77)	(77)	(77)			
Cost recharge to HRA		1,852	1,852	1,852			
	<u>17,550</u>	<u>(34,236)</u>	<u>(16,687)</u>	<u>(16,515)</u>	<u>172</u>	<u>45,807</u>	<u>41,746</u>
Total Tax and Grant Income			14,192	14,338	146		
Total Financing & Treasury Activity			(225)	(225)			
Total Reserve Related Movements			2,271	2,575	(146)		
Total Funding			<u>16,687</u>	<u>16,687</u>			
Transfer to General Fund Balance					172		

Housing Revenue Account 2018/19

	Housing Revenue Account				
	Budget		Forecast		
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Full Year Forecast Variance
£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	27,551	-	27,551	27,551	
Housing Management General	131	(4,664)	(4,533)	(4,713)	(180)
Housing Management Special	1,165	(2,578)	(1,413)	(1,503)	(90)
Repairs (including Administration)	100	(5,113)	(5,013)	(5,136)	(123)
Interest	21	(5,182)	(5,161)	(5,147)	14
Depreciation	-	(6,044)	(6,044)	(6,660)	(616)
Capital Expenditure Funded by HRA	-	(5,550)	(5,550)	(2,343)	3,207
Other Income & Expenditure	21	(106)	(85)	(85)	
	<u>28,989</u>	<u>(29,237)</u>	<u>(248)</u>	<u>1,964</u>	<u>2,212</u>
Working Balance at 1 April 2018			9,116	9,116	
Add Surplus / (Deficit)			(248)	1,964	2,212
Projected Working Balance at 31 March 2019			<u>8,868</u>	<u>11,080</u>	<u>2,212</u>

Housing Revenue Account Capital 2018/19

	HRA Capital Programme	
	Budget	Forecast
	£'000	£'000
Housing Major Works	6,083	6,952
Improvements and Conversions	1,180	1,251
Other Capital Spend	138	243
New Build Programme	14,632	9,300
	22,033	17,746

Notes:

1. The increase in the full year forecast allows for a provision of £100k for Universal Credit tenant support and £50k for setting up a housing company.
2. A carry forward allowance of £70k from 2017/18 for furniture at Chesil Lodge has been added to this forecast.
3. A comprehensive void programme at Sussex Street hostel has been allowed for in the repairs forecast, part funded by savings against the responsive and cyclic budgets
4. An increase in the contribution to major repair costs reflects the actual depreciation charge applied in 2017/18
5. A reduction in the capital programme has resulted in a lower level of funding from HRA balances this year
6. The forecast for the capital programme now matches the revised forecasts approved by Cabinet (Housing) in report CAB3036(HSG) in July 2018

Outcome Based Budgeting – 2018/19 Progress Monitoring

The General Fund Budget 2018/19 report ([CAB3011](#), 14 February 2018 refers) included a number of budget proposals for 2018/19 that would achieve savings of £1.1m, less investments of £0.4m, giving a net total of £0.7m which would enable a balanced budget for 2018/19 and contribute towards savings for future years.

The table below provides an update on the progress achieved against the proposals for savings and investments.

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Savings Proposals						
Removal of ISDN line	45		19	19	Amber	Project delayed until a target November implementation, full year forecast unchanged
External Audit fee reduction	25	25		25	Green	
Internal Audit fee reduction	20	20		20	Green	
Changes to MRP to the annuity basis	43	43		43	Green	
Benefits restructure	25	25		25	Green	
Un-utilised transport budget removed	217	217		217	Green	
Internal Managed Vacancy Factor moved to 2% (£350k 18/19)	105	26	79	105	Green	
Print Room Structure changes	20			0	Amber	Project currently under review
IT – GIS Support Technician	18	18		18	Green	
HRA/ GF Asset transfer	100		88	88	Green	
Customer Services/ Digitalisation Review	50		30	30	Amber	

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Re-investment of car parking charges	100		100	100	Green	
Review of grants and commissioning	140	140		140	Green	
New trading opportunities	25			0	Amber	Project currently under review
Increased planning fees	160		160	160	Green	
TOTAL	1,093	514	476	990		
Investment/ Growth areas						
Smart City app development	(41)		(41)	(41)	Amber	
Increased DM (planning) costs	(80)	(20)	(60)	(80)	Green	
Review of pay and benefits	(30)		(20)	(20)	Green	Health Care cash plan launched July 2018
Environmental enhancements	(50)		(50)	(50)	Green	
Apprentices	(50)		(40)	(40)	Green	New recruitment process in place
Additional Park & Ride bus	(71)	(66)		(66)	Green	Additional bus actual costs lower than budgeted
Estates	(100)			0	Green	Structure under review
	(422)	(86)	(211)	(297)		
TOTAL	671	428	265	693		

Section 2: Council Strategy 2018-20 Progress Update

The following chart and tables provide a summary of the progress against the actions included in the refreshed Council Strategy 2018-20, that was adopted at Council on 22 February 2018 (Report [CL139](#) refers) as at the end of the first quarter of 2018/19 (30 June 2018).

The Council Strategy 2018-20 includes sixty performance measures supporting the delivery of the Council's four strategic outcomes.

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

Progress against the agreed timescales and targets is presented using a Red/Amber/Green status. These categories are defined as follows:

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

Measures where actions have been completed are shown as complete.

As of 30 June 2018 there were three measures that had been completed and fifty two measures on schedule and to be delivered on time (Green).

A further five actions are showing as Amber, with some slippage.

There are no measures showing as Red where the agreed timescale has not been met or is unlikely to be met.

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

Council Strategy – Progress Report (Quarter 1 – 2018/19)Winchester will be a premier business location

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Promote a sustainable economy by enabling major regeneration schemes	Support the regeneration of the Central Winchester area. Measure: <i>Adoption of Central Winchester SPD by summer 2018.</i>	Sept 2018	SPD Complete	Central Winchester Regeneration SPD adopted at Cabinet on 20 June 2018 Report CAB3034 refers). Discussions for next steps underway.
		Manage the project and support the regeneration of the Station Approach area of Winchester, both Carfax scheme and adjacent Public Realm works. Measure: <i>Increased office floor space on the Carfax/ Station Approach site of 140,000ft²</i>	Original Date Mar 2019 Revised- Public Realm Mar 2021 Carfax 2022	Green	As at July 2018, there are 2 matters which have delayed the Programme; access being resolved with HCC and addressing viability issues. A report to Station Approach Cabinet in October 2018 will update on these matters, along with progress on Public Realm proposals, including preparation of the Business Case for the potential award of LEP Grant in October 2018.
2.	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an Economic Strategy Measure: <i>adoption of updated Economic Strategy, including Action Plan and performance measures included in the Strategy</i>	Mar 2019	Green	Work has commenced on the drafting of a new strategy. Meeting with key people are being arranged to gather insight as to the direction and focus of the new strategy. The programme is on track.
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme Measure: <i>LEADER support for 70 businesses (WCC only)</i>	Mar 2020	Amber	Staffing shortages had put this project at risk of underspend. Officers continue to work to deliver a compliant and successful programme. The current call for applications is out until the end of August 2018.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
3.	Utilise our environment to drive business growth	Facilitate and support the development and delivery of strategically important sites across the District and working with partners to deliver employment opportunities. Measure: <i>additional floor space identified/ provided</i>	Mar 2020	Green	An update on the progress of the Station Approach and Central Winchester Regeneration projects is given in the Major Projects update on pages 37 to 44 of this report.
		Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings Measure: <i>Number of partners secured/ amount of floor space utilised</i>	Mar 2020	Green	Cabinet approved updates to City Offices reception that will create a space within the council offices that can be let to an external partner organisation (Report CAB3056 , 18 July 2018 refers)
		Use a Strategic Asset Purchase Scheme to generate financial and community returns Measure: <i>Additional £500k generated from Strategic Asset Purchase Scheme.</i>	Mar 2019	Green	Budgeted returns for 2018/19 are £225k based on existing purchases.
		Develop an up to date car parking strategy which manages demand with sufficient spaces in appropriate locations including Park and Ride expansion where there is a demonstrable need Measure: <i>Adoption of new Winchester Car Parking Strategy by Dec 2018</i>	Dec 2018 Revised April 19	Amber	Work on a new parking strategy has already begun with a parking survey carried out in May this year. However it is sensible to wait for the City of Winchester Movement Strategy as this will inform the City Council's future approach to developing a parking strategy for the city.
		Undertake a strategic review of traffic and transport issues affecting Winchester and produce high level options to improve movement	Dec 2018	Green	City Of Winchester Movement Strategy is progressing well with first round of public consultation, member briefings and stakeholder workshops completed along

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Measure: <i>Adoption of the Movement Strategy by December 2018</i>			with the development of a database. Next step is to use this information to carryout computer modelling of a number of options to assess their effects on movement in and around the city before preparing a draft strategy for consultation in the autumn. The exact timescales for carrying out this consultation and ultimately adopting the strategy may need to be reviewed depending upon how long it takes to complete the modelling work which will commence shortly.
		Support new businesses set up in the District with advice to thrive and prosper Measure: <i>Number of new businesses supported, including with grants and advice</i>	Mar 2020	Green	352 business hours have been spent at cultural network events; 160 officer and volunteer hours assisting LEADER applicants; Enterprise First contract proving successful with both monthly workshops and informal networking sessions very well attended.
4.	Develop new employment opportunities across the District	Directly develop space to support Small, Medium Enterprises to grow Measure: <i>New net floor space provided for SME's</i>	Mar 2020	Green	The Council continues to review opportunities as they become available.
5.	Work with strategic partners to deliver critical digital infrastructure projects across the District	Support the roll-out of Super Fast Broadband in line with the aims of the Council Digital Strategy Measure: <i>to achieve 95% access across Hampshire to SuperFast Broadband</i>	Mar 2019	Green	Hampshire led project has achieved 95% access to SuperFast Broadband across Hampshire.
6.	Be innovative by exploring opportunities to generate	Work with partners to implement and promote the provision of online	Mar 2020	Green	Hack Winchester! event planned for 8 September 2018 to develop the use of

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
additional revenue and maximise key revenue streams	services as set out in the Digital Strategy Measure: <i>Achieve 100% of all services available online</i>			digital technologies to support businesses.
	Explore the opportunities to establish joint-ventures to enable more efficient services Measure: <i>Number of joint venture opportunities explored and potential efficiency savings</i>	Mar 2019	Green	Ongoing. Opportunities reviewed as they present themselves.
	Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation Measure: <i>Refurbishment completed March 2018, Works and longer term study complete March 2019</i>	Mar 2019	Green	Additional programme of works agreed and underway. Cabinet approval for updates to City Offices reception that will improve the customers' experience.

Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Deliver good housing stock condition and energy performance for Council owned dwellings that meet the Decent homes standard	Carry out repairs and maintenance improvements as per the capital repairs programme Measure: 100% of <i>housing stock meets the Decent Homes Standard with and energy performance ratings</i>	Mar 2020	Green	Programme on track. Roofing programme on city estates under review to determine best approach to deliver value for money whilst minimising impact on residents
2.	Respond to the need to provide more affordable housing in the District	Significantly increase the number of council houses built in the period 2017 – 2020 Measure: <i>An additional 600 new homes delivered by 2020</i>	Mar 2020	Green	Over 200 units now delivered or with planning approved. Chesil Lodge now open. Victoria Court due for completion in Oct 18.
		Bid for grant to support additional development Measure: <i>50% of New Homes Programme supported by grant</i>	Mar 2020	Green	£3.2m grant secured for the Valley development in Stanmore
		Establish a housing company or other specialist vehicle to support the delivery of sub-market rented housing Measure: <i>Housing company established</i>	May 2018	Amber	Work ongoing to identify appropriate vehicle to support Council programme.
3.	Drive down homelessness across the District and support partner agencies in the drive for an improved life for those in need	Avoiding reliance on B&B as a housing option by focussing on preventing homelessness and effective use of temporary accommodation Measure: <i>No use of B&B accommodation (other than in exceptional circumstances)</i>	Mar 2020	Green	Minimal use of B&B this quarter (4 placements) due to emergency situations.
		Support an increase in the provision of supported housing units/move on accommodation by establishing and	Mar 2019	Green	Social Inclusion Forum now well established with all relevant agencies represented.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		leading multi agency Homelessness/ Social Inclusion forum Measure: <i>Provision of 10 supported/ move-on units</i>			
4.	Provide good access to affordable housing options across a range of tenures, including affordable and sub market rent (within Local Housing Allowance rates), market rent, shared ownership, student housing etc.	Work with private landlords through “City Lets” initiative offering effective management and lettings service Measure: <i>Increase of 30 to 50 homes by March 2019</i>	Mar 2019	Complete	50 private rent units now managed through City Lets scheme
		Support and enable development partners/ Registered Social Landlords (RSLs) to develop more affordable housing Measure: <i>Number of affordable homes developed by other organisations in the District</i>	Mar 2020	Green	Positive discussions with providers re 106 sites, rural exception sites.
		Develop an effective “shared ownership” programme Measure: <i>At least 30 affordable shared ownership homes developed by March 2020</i>	Mar 2020	Green	Shared Ownership units at Chesil Lodge and Mitford Rd, Alresford, all sold and Victoria Court progressing well.
5.	Be proactive in our Tenant engagement, achieving effective representation and insight across all tenant and customer groups	Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement Measure: <i>Increase the number of ‘involved’ tenants to 200</i>	Mar 2019	Green	Survey of Tenants and Residents (STAR) planned for 4 th quarter 2018/19.
6.	Restrict permitted development rights in Winchester so that new Houses of Multiple Occupation (HMOs) require planning permission	Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city. Measure: <i>Number of Article 4 Directions approved.</i>	Mar 2020	Green	Article 4 now active in Stanmore and Winnall. Data regarding other areas (Fulford and Badger Farm) being analysed. New HMO Licensing scheme being implemented in October which will provide improved data for all areas as

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					well as additional controls re conditions.
7.	Support residents to buy their own home.	Develop an effective “shared ownership” programme (shared target with aim to “Provide good access to affordable housing options”) Measure: <i>At least 30 affordable shared ownership homes developed by 2020.</i>	Mar 2020	Green	As 4 above
		Provide access to custom build initiatives Measure: <i>Two custom build plots identified</i>	Mar 2020	Green	The Council is currently considering potential sites to be used for self-build properties
		Create a Partner Home Purchase Scheme to enable residents to buy their own home in a shared equity scheme with the Council Measure: <i>Ten households (by March 2018) and a total of 50 by March 2019</i>	Mar 2019	Green	A total of 8 applicants have applied since the launch of the scheme in March 2018 with two purchases currently going through.

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Work with partners to reduce health inequalities in the District and to promote good mental and physical health	Council grants programme to prioritise sports and physical activity programmes Measure: <i>Number of grants and the total financial amount approved for sports groups</i>	Mar 2019	Green	Sports and physical activity grants being considered as part of the wider review of the Council's grants programme.
		Develop the Exercise Referral programme to include classes for adults with long term health conditions Measure: <i>Achieve 265 referrals and class attendance during 2018/19. Achieve 2,300 throughput of attendees at community classes</i>	Mar 2019	Green	Q1 – 71 Referrals April – 23 referrals May – 28 referrals June – 20 referrals
		Promote and encourage health walks across the District, helping everyone live longer, healthier and happier lives Measure: <i>Achieve 5,900 participants taking part in health walks during 2018/19</i>	Mar 2019	Green	Q1 – 1,259 throughput April – 261 May – 604 June – 394 <u>Q1 - Breakdown</u> City Centre – 406 Sutton Scotney – 170 Alresford – 65 Friarsgate – 53 Bishops Waltham – 209 Weeke – 183 Colden Common – 130 Kings Worthy – 43
		Target discretionary business rates relief towards sports clubs Measure: <i>Number of sports clubs receiving rate relief</i>	Mar 2019	Green	This action was considered last year and it was recognised that sports clubs/ associations, and organisations associated with sport or activity, are

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>already well supported by the Council's policy. Any new applications for discretionary relief for sports clubs would be considered favourably in the awards process.</p> <p>In 2017/18, of the £272k discretionary relief awarded, less than £51k was for organisations <i>not</i> associated with sport.</p>
		<p>Increase the number of adults participating in sport or physical activity Measure: <i>Number of adults participating in sporting or physical activities per week.</i> <i>Inactive – target 19%</i> <i>Fairly active – target 14.5%</i> <i>Active – target 66.5%</i></p>	<p>Mar 2019</p>	<p>Green</p>	<p>Sport England – Active Lives Data (Nov 16/17) – latest figures published March 2018. Inactive – 17.9% Fairly Active 10.9% Active 71.2% (May 2017-18) Next Data – October 2018 & April 2019</p>
		<p>Support and promote the successful delivery of the Winchester junior parkrun open to children aged 4 to 14 Measure: <i>5,000 junior participants in 2018</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>Q1 – 1,017 junior participants April – 305 May – 355 June – 357</p> <ul style="list-style-type: none"> - On-going promotion with parkrun director and volunteers to encourage more children to take part in the event. - School assemblies - Posters and flyers - A parkrun banner rotated around a number of city centre schools once a month. - Social media advertisement - Active Lifestyles booklet

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<ul style="list-style-type: none"> - Winchester City Council (Active Winchester) website - Engaging with Winchester and District Athletics Club - Monthly Sports Development Newsletter. <p>To launch a Whiteley junior parkrun in September 2018.</p>
		Support and promote the Winchester adult parkrun Measure: 13,500 adult participants in 2018	Mar 2019	Green	<p>This is a Sports and Physical Activity Alliance (SPAA) funded initiative</p> <p>Q1 – 3,860 adult participants</p> <p>April – 1,262</p> <p>May – 1,504</p> <p>June – 1,094</p> <p>On-going promotion with parkrun director and volunteers to encourage more participants to take part in the event.</p> <ul style="list-style-type: none"> - Posters and flyers - A parkrun banner will be displayed at River Park Leisure Centre - Social media advertisement - Active Lifestyles booklet - Winchester City Council (Active Winchester) website - Engaging with Winchester and District Athletics Club - Monthly Sports Development Newsletter.
		Support and promote the Whiteley adult parkrun Measure: 10,000 participants in 2018	Mar 2019	Green	<p>This is a SPAA funded initiative</p> <p>Q1 – 2,925</p> <p>April – 1,057</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>May – 1,002 June – 866</p> <p>On-going promotion with parkrun director and volunteers to encourage more participants to take part in the event.</p> <ul style="list-style-type: none"> - Posters and flyers - Social media advertisement - Active Lifestyles booklet - Winchester City Council (Active Winchester) website - Engaging with local running clubs within the area; Stubbington Green Runners. - Regular promotion on Whiteley Voice - Monthly Sports Development Newsletter.
		<p>Support the delivery of the Golden Mile event involving primary schools across the Winchester District</p> <p>Measure: <i>Participation of 20 schools and 4,000 pupils who have collectively walked 50,000 miles.</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>Q1 – 2,545 pupils/ 19 schools/ 129 classes/ 7,468 miles</p> <p>A Golden Mile re-launch festival will take place after October half term with all local schools within the District. This will help maintain levels of enthusiasm and ensure the initiative is sustained throughout the next academic year.</p> <p>Newsletters will be published and sent to schools every term to highlight the successes within schools</p> <p>Challenges and fun competitions will be set for schools to take part in to keep</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Invest annually in disabled facilities grants in line with Government funding to help people in their own home Measure: <i>100 residents given assistant to remain in their own home</i>	Mar 2020	Amber	them engaged. QTR 1 – 19 grants issued. Completion of DFG's delayed this quarter due to necessary policy and financial approval amendments. Approved in July via the Housing (Cabinet) Committee. Now on schedule to be delivered on time
		Support the delivery of the Winchester Health and Wellbeing Action Plan which includes the following high priorities; improving workplace health, reducing the number of 'increasing risk' alcohol drinkers and supporting people with dementia and their carers to lead active and fulfilling lives in their communities for as long as possible. Measure: <i>To achieve the targets as set out in the current action plan</i>	Mar 2020	Amber	The action plan was due to be reviewed and updated for the current financial year. This did not happen due to the absence of a key officer for several months. However, preliminary discussions have recently taken place internally to agree a way forward – this will include wider discussions with partner agencies, an analysis of current health data to clarify the main priorities for the City Council and a review of the role and structure of the Health and Wellbeing Board.
2.	Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities for now and the future	Build a new Sport and Leisure Centre at Bar End Measure: <i>Start of construction in Spring 2019</i>	Spring 2019 start on site	Green	Planning application submitted in June with a decision expected during the autumn.
3.	Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in community events and sporting activities Measure: <i>Increase to 22% the number of adults volunteering in sport</i>	Mar 2020	Green	Data Available - April 2018-Sep 2018 figures released in April 2019 (Sport England Active Lives) Quarter 1 - Local data (parkrun) – 745 volunteers. Regular social media posts will be

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					scheduled to promote opportunities which young people and adults can help volunteer with.
4.	Support the delivery of a programme of festivals and events across the District	Support the Winchester Festivals Group to deliver a range of high quality sustainable events and festivals that are safe, well organised and well attended Measure: <i>Number of events supported, held and number of attendees</i>	Mar 2020	Green	Winchester Festivals Group currently reviewing opportunities for sponsorship. Two recent meetings held ensuring that events through the summer are well organised and safe.
		Develop the Winchester Criterium and CycleFest to increase participation and spectators Measure: <i>8,500 spectators at the 2018 event</i>	Jun 2019	Complete	13,000 spectators attended the Criterium and CycleFest held in June 2018
5.	Provide support to residents who are affected by the Welfare Reform and Universal Credit changes	Support residents affected by the impact of Welfare Reform, the benefit cap and Universal Credit into work Measure: <i>Ten people supported per quarter</i>	Mar 2019	Green	There have been no specific cases recorded by the Benefits & Welfare team where residents were affected by the welfare reforms or Universal Credit (UC) changes and required support in the first quarter of this year. However, leading up to the full rollout of UC, which commenced in Winchester from 4 th July, the Housing team, assisted by the Benefits & Welfare team, have been setting up a support service to assist claimants and residents in all areas of welfare reform. This has been well publicised since June.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					The Benefits & Welfare team continue to consider communications from claimants and are looking especially to assist anyone who contacts them in respect of UC or welfare reform related matters.
6.	Work with partners to achieve significant and sustained change for vulnerable families with multiple, complex and persistent problems	Lead the implementation of the Government's Supporting (Troubled) Families Programme in the Winchester District Measure: <i>To support 61 families during 2018/19</i>	Mar 2020	Green	<p>The target number of families to be identified & engaged with Winchester Supporting Families (WSF) for 2018/19 (Cohort 7) is 61 (which includes 12 Intensive Family Support places). Note: this figure was not available at the time the Council Strategy 2018 Performance Measures were drawn up.</p> <p>At the end of Q1 18 families had signed up. This number had increased to 24 by the WSF Strategic Group meeting on 17 July – ahead of target.</p> <p>Looking ahead, the main focus of effort will be on embedding the 'whole family' approach within our normal working practices and processes to ensure that the transformational legacy of the programme post 2020 is not lost.</p> <p>Performance reports for the end of Cohort 6 (2017/18) and the latest monthly report Cohort 7 (2018/19) can be found on the following link:-</p> <p>http://www.winchester.gov.uk/community-recreation/health-wellbeing/supporting-families-in-the-winchester-district</p>

Improving the quality of the District's environment

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
1.	Protect , enhance and respect the District's rich heritage and landscape whilst allowing appropriate development to take place enabling our historic to evolve over time having due regard for the landscape character	Having an adopted up-to-date Local Plan with positive policies which allow development to take place which protects and enhances the heritage associated with the built and natural environment Measure: <i>Commence local plan review in 2018</i>	Mar 2020	Green	Formal launch of the preparation of Local Plan 2036 to commence in accordance with approved timescales in Local Development Scheme.
2.	By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit	Be proactive in tackling incidents reported of fly-tipping within the District Measure: <i>To reduce the overall incidents of fly-tipping across the District</i>	Mar 2020	Green	Two current cases awaiting prosecution and final authorisation via legal. Educational activity is being developed to encourage greater reporting of fly tips across the district. Working closely with the CMO's we can ensure effective use of our time, which means that we can try and stay focused on those sites that have some evidential value. If there is no evidence they will be 'marked up' and cleared as soon as possible.
		Always evaluate prosecution as a deterrent to those who fly-tip within the District	Mar 2020	Green	The Enforcement Officer presents each case she investigates for prosecution to a panel of internal managers to ensure

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	<p>Measure: 100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</p>			<p>transparency in decision making. This also ensures that any cases going through for prosecution is as court ready as it can be.</p> <p>A £400 FPN was issued on 17 July to an individual for dumping a small amount of fly tip into a bin belonging to a business.</p> <p>Quarterly updates are collated and set against baseline data and those updates are included in subsequent internal reports.</p>
	<p>Investigate introducing litter fines and other incentives/ penalties (new legislation and not rolled out within the Council yet).</p> <p>Measure: Fixed Penalty notices issued for low-level fly-tips</p>	<p>Mar 2020</p>	<p>Green</p>	<p>Recent legislation provides local authorities with a new power to tackle littering from a vehicle. This is currently being rolled out nationwide and the Council is now awaiting guidance/further direction.</p> <p>The Council already has the power to issue FPNs for littering. To date officers have issued two fines for litter drops, but as a rule will generally try to educate individuals in the first instance by asking the individual to pick it up their litter and dispose of it in a bin.</p>
	<p>Conduct the area specific satisfaction survey to take action to reduce incidents or concerns of Anti Social Behaviour in priority locations, the first being in 2017</p> <p>Measure: Satisfaction levels recorded via the survey</p>	<p>Mar 2020</p>	<p>Green</p>	<p>The survey has already been pencilled in for a Winter distribution and any outcomes will be reported via an O&S Committee report for February 2019.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Utilise the tools and powers provided within the ASB, Police and Crime Act 2014 to tackle and reduce crime in the District Measure: <i>Number of interventions to reduce incidents of ASB</i>	Mar 2020	Green	The use of statutory tools and powers are ever evolving e.g. within this first quarter we have supported a number of ASB related activity which includes the use of Section 35 dispersal orders, Community Protection Notices, Community Banning Orders and the development of partnership operations.
3.	Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	Deliver a rolling programme for estate improvements, including environmental and parking schemes Measure: <i>Deliver £250k annually with a range of benefits for the local communities</i>	Mar 2020	Green	Two Stanmore parking schemes completed. Proposals for Colden Common, Curdridge, Highcliffe and Weeke (Trussell Crescent) currently out to consultation.
		To undertake and act upon a visitors user survey on key open spaces to ascertain current use and future demand for such space Measure: <i>Visitor usage and satisfaction rates</i>	Mar 2020	Green	Survey that seeks the views of visitors to the parks and open space across the District currently available from the Council's website, running to 30 November 2018.
4.	Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels	Support and encourage residents living in the District to recycle through public awareness campaigns including a focus on reducing the rates of contaminations of materials collected for recycling Measure: <i>Increase recycling from the 2016/17 baseline position</i>	Mar 2020	Green	Ongoing promotion and increasing of awareness among residents to recycle. The percentage of household waste sent for reuse, recycling and composting in 2018 shows a 1% increase in April/May/June period when compared to the same period in 2017.
		We will investigate options for additional income through increased recycling	Mar 2020	Green	The Council continues to investigate opportunities to raise additional income through recycling.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Measure: <i>Income collected through additional channels</i>			
5.	Work with strategic partners to continue to develop flood resilience measures to protect our communities	Support schemes that will protect residents' homes and property from the threat of flooding Measure: <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	Flood alleviation works ongoing. This report recommends approval of £75,000 for drainage works at West of Waterlooville to alleviate flooding.
6.	Improve the environment and reduce harmful emissions through holistic transport planning	Delivery and implementation of the actions included in the Winchester Air Quality Action Plan 2017 – 2023 Measure: <i>Improved air quality in accordance with the Air Quality Action Plan</i>	Mar 2020	Green	Work is continuing regarding the implementation of the nine core and nine complimentary measures in the Action Plan with an update report to be considered by Cabinet in September 2018 (Report CAB3074 refers)
		Delivery of the 12 Actions for a Lower Carbon Council Measure: <i>Reduce by 40% or 25,000 tonnes of CO2 per annum by 2020</i>	Mar 2020	Green	To be reviewed by the Low Carbon Board to consider progress made and whether these actions need to be refreshed. It is acknowledged that meeting this target will continue to be a challenge bearing in mind the Council has only limited control over carbon emissions generated across the District. The Council continues to make good progress in reducing its own carbon footprint and figures for 2016/17 show a reduction of 9.1% on the previous year and 22.5% on the baseline year (2009/10).
		We will increase the use of P&R to support and encourage parking outside of the city centre Measure: <i>An additional 200 Park & Ride spaces created</i>	Mar 2019	Green	Additional P&R bus added to service (peak bus number increased from 8-9) to cope with increasing passenger demand. Further will follow on from the City of Winchester Movement Strategy.

Section 3: Programme Management – Projects Update

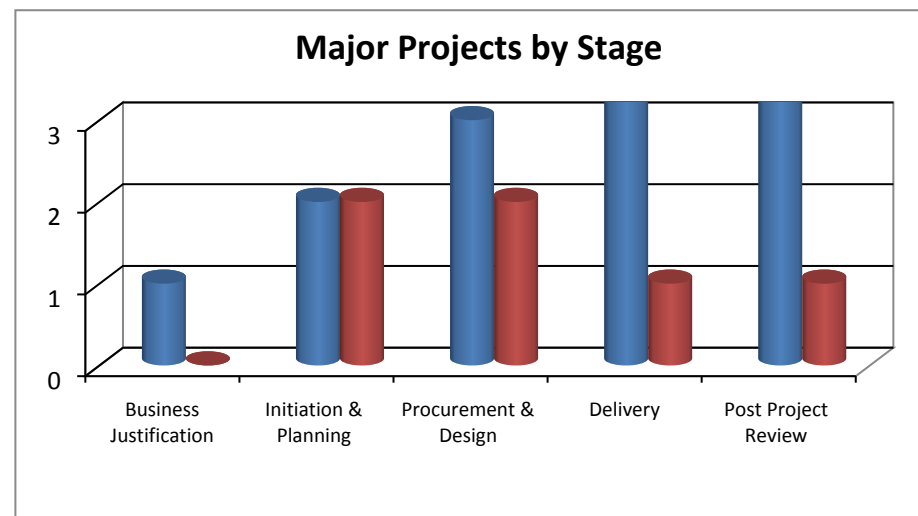
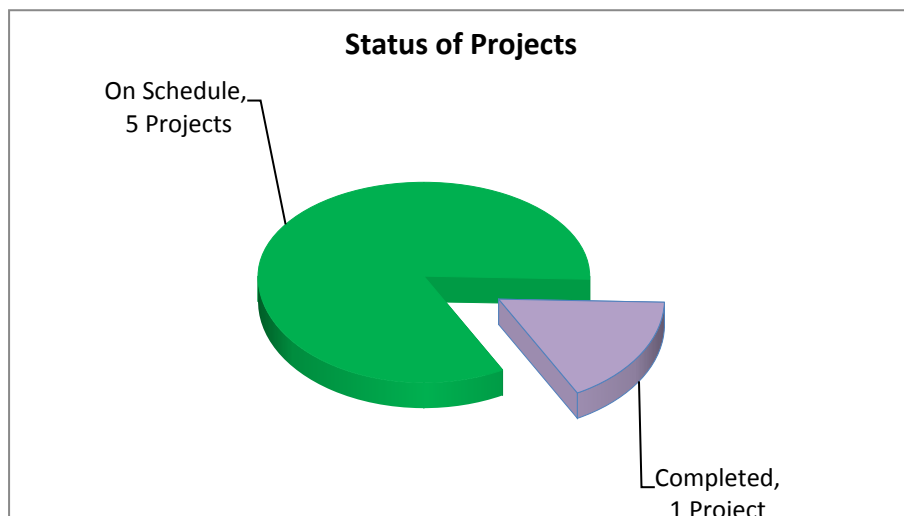
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number of criteria the significance, complexity and cost of each of the projects and the need for regular monitoring.

The Council’s Major Projects include:

- Central Winchester Regeneration
- Chesil Lodge – Extra Care Scheme
- Environmental Services contract
- New Homes Programme
- Station Approach
- Winchester Sport and Leisure Park

Summary Report

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





Management Report – Major Projects


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


Summary		Status & Progress		Project Milestones
<u>Station Approach</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 15/12/16 - Procurement of RIBA Competitions Office - Completed 20/03/17 - Cabinet to agree start of procurement – Completed 14/08/17 - Cabinet (SA) to approve appointment of architects - Completed 27/02/18 – Cabinet (SA) approve content of the Public Realm Strategy and Masterplan Framework - Completed 12/07/18 – Cabinet (SA) approved Procurement route for Public Realm Strategy design work Oct 18 – Cabinet (SA) to approve Brief for Public Realm works and note update on RIBA stage 2 Carfax scheme re-design Dec 18 – Update on Public Realm proposals and Carfax scheme, noting potential delivery options Mar 2019- Cabinet (SA) to approve RIBA stage 2 outputs, and proceed to RIBA stage 3 Sept 2019 – Target date for planning application submission Feb 2020 – Planning application to be considered by Planning Committee Sep 2019 - Cabinet (SA) to approve: RIBA stage 4 outputs, and to proceed to stage 5 Q2 2020 – Earliest on-site start date (dependent on delivery route)
Project Phase: Procurement and Design		✓	✓	
Project Start: February 2015	Project End Date: 01 December 2022			
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			
Project Budget: Project Budget: Capital: £1,800,000 Revenue (Carfax): £1,500,000 Revenue (Public Realm): £225,000	Spend to date: £863,134 (current project)			
Project Update & Next Steps				
<ul style="list-style-type: none"> Masterplan Framework and Public Realm Strategy agreed and consultation held March 2018 Proposals for procuring the design work for the public realm strategy agreed at Cabinet (SA) in July 2018. RIBA Stage 2 design work being costed and viability assessments being undertaken to inform the outline business case to be reported to Cabinet (SA) in October 2018. Liaison with Hampshire County Council, Network Rail and South West Rail on taking forward public realm proposals <p>Next Steps</p> <ul style="list-style-type: none"> Progress on RIBA Stage 2 for Carfax Preparation of outline business case Finalisation of Public Realm Brief 				



- Further liaison with key stakeholders and landowners
- Preparation of LEP Business Case for grant funding

Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 27/11/17 - Draft SPD reviewed and signed off • 06/12/17 – Cabinet approval to commence consultation • 11/12/17 – Start of Formal Consultation • 05/02/18 – End of Formal Consultation • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate • 25/09/18 – Present estimates for costs and timescales for meanwhile uses and improvements to the existing estate agreed on 10 /07/18 to Cabinet (CWR) Committee for approval to proceed
Project Phase: Initiation & Planning				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £335,000	Spend to date: £268,084 (includes committed spend)			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Cabinet resolution to adopt draft SPD – 20 June 2018 • Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate – 10 July 2018 • Present estimates for costs and timescales for meanwhile uses and improvements to the existing estate agreed on 10 July to Cabinet (CWR) Committee for approval to proceed on 25 September 2018 				
Next Steps				
<ul style="list-style-type: none"> • Set up Advisory Panels for Coitbury House, meanwhile uses and public realm • Meanwhile uses and improvements to the existing estate and public realm – produce estimates for costs and timescales for Coitbury House, and Lower High Street and Broadway paving. Begin looking into options for longer term improvements to the Broadway, meanwhile uses for vacant buildings and pop up uses for the vacant area in the bus station • Archaeology dialogue – agree dates, set up events and publicise • Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area • Further, more detailed work to inform decisions on delivery options and designs • Continue developing relationships with stakeholders and landowners • Seek to find consultants where specialist expertise is required 				

- Investigate options to facilitate a process for finding a name for the CWR area
- Cabinet (CWR) Committee visits to Bath and Chester

















Summary		Status & Progress		Project Milestones
<u>Chesil Lodge – Extra Care Scheme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 05/02/15 – Planning permission granted at Planning Committee • 11/04/16 – Construction started on site • 10/03/17 – ‘Topping Out’ ceremony held • 22/03/17 – Award of contract for catering service at Chesil Lodge (report CAB2912(HSG) refers) • Completion / handover by contractor • Phased moving in of residents
Project Phase: Post Project Review		Completed		
Project Start: January 2013	Project End: 2018			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: £15,431,560	Spend to date: £15,650,598 (pre liquidated damages) to 30 June 2018			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Scheme handed over to the Council by contractor 21st June 2018 • First resident moved in June 28th, phased move in for remaining residents during July <p>Next Steps</p> <ul style="list-style-type: none"> • Phased moving in of residents • Practical completion of whole scheme including S278 Highway works. • Formal opening event in Autumn 2018 • Post project review to be carried out 				

Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> Member decision on procurement – September 2018
Project Phase: Initiation & Planning			n/a	
Project Start: January 2018	Project End: December 2019			
Project Sponsor: Steve Tilbury	Project Executive:			
Project Budget: £225,000	Spend to date: £10,000			
Project Update & Next Steps				
<ul style="list-style-type: none"> East Hants District Council (EHDC) to determine approach to partnership, July 2018 Joint and solo extension offers received <p>Next Steps</p> <ul style="list-style-type: none"> Member consideration of procurement options, September 2018 Project Plan to be formulated to deliver approved process 				













Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – tender process underway (stage 2 mini tender) • Mitford Rd – flat completion August 2018 • Bailey Close – completion September 2018 • Hillier Way – completed in November 2017 • Victoria House – completion delayed due to insolvency • Knowle - Started on site • Rowlings Rd – Planning consent secured, preparing to Tender
Project Phase: Delivery				
Project Start: December 2012	Project End: December 2022			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: Capital: £43,942,000	Spend to date: Capital: £7,962,270 to 30 June 2018			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats to be handed over on 28th August 2018. • Bailey Close – work re-started on site following administration of original contractor. Anticipated completion August 2018 • Hillier Way – completed (November 2017) • Victoria House – Contractor entered administration in April 2018, Council has appointed construction consultants to re-engage sub contractors, completion delayed until October 2018 • Knowle - Ground works have commenced on sites, however build contract not signed whilst contractors Bond query is resolved. • The Valley – Homes England grant awarded of £3.2m, 2nd stage of tender process underway with design drawings and soil testing being immediate tasks requiring action. 				

Section 4 – Managing the business (performance indicators)

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

Performance Indicator	2016/17	2017/18				2018/19	Current Status	Annual Target	Expected Outturn
	Q4	Q1	Q2	Q3	Q4	Q1			
Average Sickness per member of staff (<i>days</i>) – rolling year	6.3	6.4	6.5	6.9	6.3	6.8		7.5	
Staff Turnover - quarterly	3.63%	5.48%	5.69%	4.22%	3.25%	4.45%	No target set	No target set	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims (<i>days</i>)	13.72	10.38	9.75	10.41	11.13	14.36		14.00	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims (<i>days</i>)	4.18	3.37	3.22	3.37	3.21	4.22		7.00	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	20	32	23	25	15	14		10	
Number of High Priority Overdue Internal Audit Management Actions	7	9	0	3	0	0		0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0		0	
Accounts Payable – invoices paid within 30 days	96%	96%	90%	95%	94%	96%		100%	
Invoices processed with a Purchase Order	100%	98%	100%	99%	100%	100%		100%	
Number of complaints recorded on corporate complaints system	67	86	67	76	129	136	Not Applicable	No Target Set	Not Applicable

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APPENDIX 1

Performance Indicator	2016/17	2017/18				2018/19	Current Status	Annual Target	Expected Outturn
	Q4	Q1	Q2	Q3	Q4	Q1			
Percentage of FOI requests responded to within 20 working days	86.64%	73.91%	78.70%	79.88%	78.53%	72.19%		90.00%	
Number of Fly-Tipping Incidents reported	254	142	200	193	249	183	No Target Set	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	32.99%	37.94%	38.31%	35.30%	32.31%	38.98%		35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	84.00%	66.67%	71.43%	83.33%	100.00%	87.50%		60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	70.00%	83.13%	81.03%	88.74%	90.96%	96.91%		65.00%	
Number of Enforcement Cases Opened	70	89	91	83	90	76	No Target Set	No Target Set	Not Applicable
Number of Enforcement Cases Closed	57	128	108	103	108	73	No Target Set	No Target Set	Not Applicable
Voids – Average re-let time (general needs and Sheltered)	11.48	12.51	12.27	12.32	12.63	13.80		19	
Arrears - Number of tenants owing more than 4 weeks rent	203	222	327	206	205	206	Not Applicable	No Target Set	Not Applicable
Repairs – Average number of days to complete responsive repairs	3.96	5.4	5.3	5.0	5.16	5.96		8	
Homelessness – Numbers presenting to Council as being at risk of homelessness	357	324	404	334	460	360	No Target Set	No Target Set	Not Applicable

Key to symbols:



This performance indicator is on target



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



This performance indicator is more than 5% of the target

Key Actions:

Freedom of Information (FOI) processes continue to be reviewed by a cross Council information governance group focussing on where responses are being completed outside the 20 working day target.

Performance has improved during the current quarter with 86.52% of FOI requests responded to within 20 working days.

An action plan to support the improvement of responses to FOI's has been drafted and is appended to this report.

Responses to FOI's will continue to be closely monitored to ensure that improvements in performance are achieved and the target of 90% is met during 2018/19.

FOI performance improvement action plan

No.	Action	Officer Responsible	Target Date	Progress Update
1	Update Pentana Performance Management System to 'fire' trigger emails to FOI assigned officers after 10 days	Corporate Business Manager	03 Aug 2018	Complete
2.	Circulate to Corporate Heads of Service (CHoS) performance data for their areas covering 2017/18 and Q1 18/19	Corporate Business Manager/ CHoS	08 Aug 2018	Complete
3.	Circulate to CHoS names of staff in their areas who have access to the FOI module on Pentana	Corporate Business Manager	08 Aug 2018	Complete
4.	Agree with Corporate Heads of Team the names of staff in their areas who are nominated as responsible officers for each individual team	Corporate Business Manager/ CHoS	17 Aug 2018	Complete
5.	City Voice article reminding staff on the need to respond to FOI requests within 20 working days.	Corporate Business Manager	17 Aug 2018	Complete
6.	Consideration given and way forward agreed as to how best manage FOI requests that require responses from more than one team at the Council	Strategic Director: Resources/ Corporate Business Manager/ Fiona Sutherland	31 Aug 2018	
7.	Monthly report to Corporate Heads showing the numbers of FOI requests received and completed and percentage responded to within 20 working days, arranged by team	Corporate Business Manager	Ongoing – after the end of each month	
8.	Reminder given at Senior Managers Group meeting on 4 September	Simon Howson/ Planning & Information Solicitor	04 Sept 2018	
9.	Detailed report and update presented to Senior Leadership Team (SLT) on 18 September	Corporate Business Manager	18 Sept 2018	
10.	SLT to review progress at meeting on 20 November	Senior Leadership Team	20 Nov 2018	