

REPORT TITLE: Q3 FINANCE AND PERFORMANCE MONITORING

13 FEBRUARY 2019

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 third quarter of 2018/19.

This third report of 2018/19 includes progress updates for the Council's major projects, the Council Strategy outcomes and key performance measures.

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

RECOMMENDATIONS:

That Cabinet;

1. Notes the progress achieved during the third quarter of 2018/19 and endorses the content of the report.

## IMPLICATIONS:

### 1 COUNCIL STRATEGY OUTCOME

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

### 2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the Council Strategy and Team Service Plans have financial implications, some significant and these are agreed and reported separately before the commencement of the project.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None directly in this report, although there is significant legal input into individual projects.

### 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 (ELB) and Heads of Team have been consulted on the content of the report.
- 6.2 The content of the report has also been considered by The Overview and Scrutiny Committee at its meeting on 28 January 2019 (Report [OS216](#) refers).
- 6.3 At that meeting, Members concluded that there were no items of significance that it wished to be drawn to the attention of Cabinet.

### 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

### 8 EQUALITY IMPACT ASSESSEMENT

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

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required

10 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<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 directly from this report. The risk register for major projects addresses legal risk</i>	See project risk register	
<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 third quarter of 2018/19 and financial position as at 31 December 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.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3095 – Q2 Finance and Performance Report, 12 December 2018

Other Background Documents:-

None

APPENDICES:

Appendix 1 Q3 Finance and Performance Management Report 2018/19



# FINANCE & PERFORMANCE MANAGEMENT REPORT THIRD QUARTER 2018/19



## Contents

### Introduction and Summary

#### Section 1: Financial Update – Third Quarter 2018/19

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- Housing Revenue Account

#### Section 2: Council Strategy 2018-20 Progress Update

- Winchester District will be a premier **business** location
- Delivering quality **housing** options
- Improve the **health and happiness** of our community
- Improving the quality of the District's **environment**

#### Section 3: Project Management – Projects Update

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

#### Section 4: Managing the business – Corporate Health Indicators

### Introduction and Summary

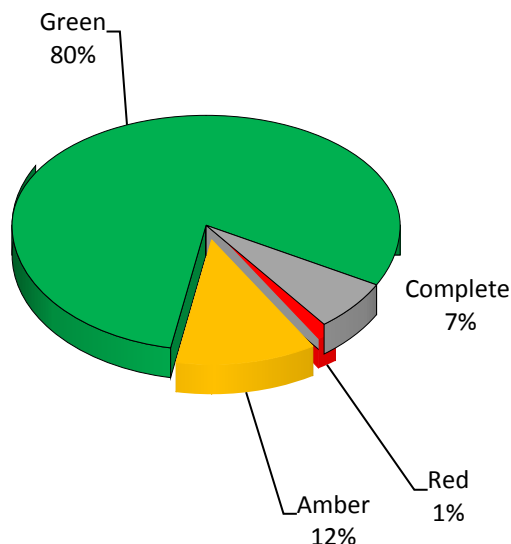
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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.

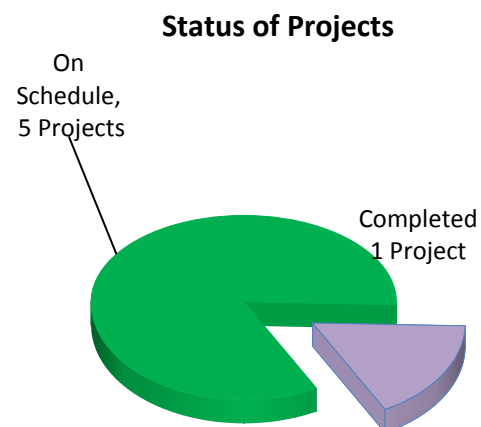
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 30 September 2018 (Quarter 2) across the key areas of performance. Further information is provided in the following appendices.

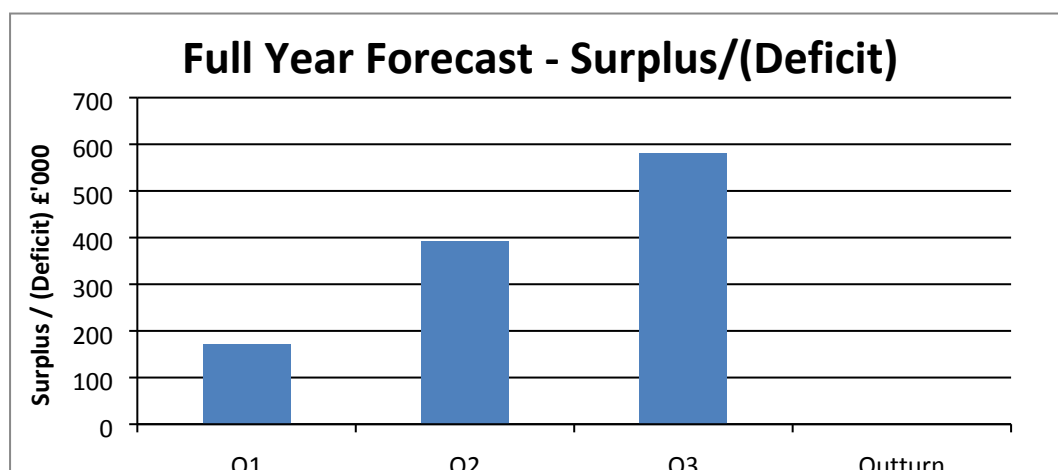
#### Council Strategy Q3 2018/19



#### Project Monitoring Q3 2018/19



### Summary General Fund Revenue Financial Service Forecast



## Section 1 – Financial Update as at 31 December 2018

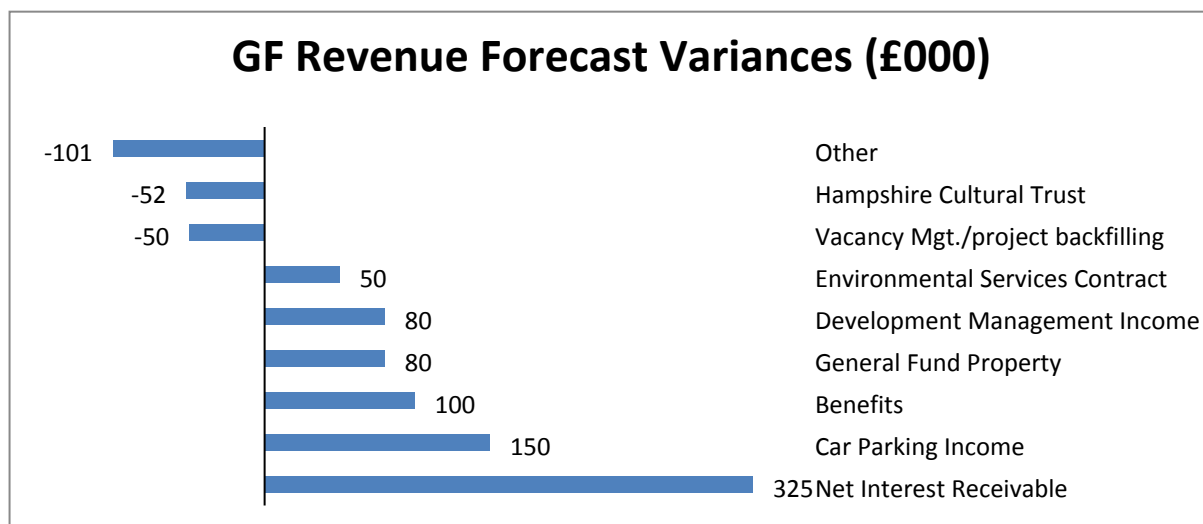
This section presents a summary of the Council's financial position as at 31 December 2018 with regard to the General Fund and Housing Revenue Account budgets.

### General Fund Revenue

1. The in-year reporting process for Q3 2018/19 has highlighted additional full year forecast income / underspends totaling £0.86m which is expected to fund additional in-year pressures of £0.28m, with a net underspend of £0.58m.
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 3 full year forecast variances (>£50k):
  - i) **Net Interest receivable** – (+£325k) 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** – (+£80k) higher than planned income of £80k relates mainly to the Vaultex site (Coventry House).
  - iv) **Environmental Services Contract** – (+£50k) a revised (lower) inflation estimate for 2018/19 will reduce the total contract expenditure.
  - v) **Museums** – (-£52k) a grant towards re-organisation costs was approved in Q1.
  - vi) **Car Parking Income** – (+£150k) additional full year income relating to off street car parking.
  - vii) **Vacancy Management** - (-£50k) additional employee spend reflecting lower than expected vacancies, and backfilling for major procurement projects such as environment services.

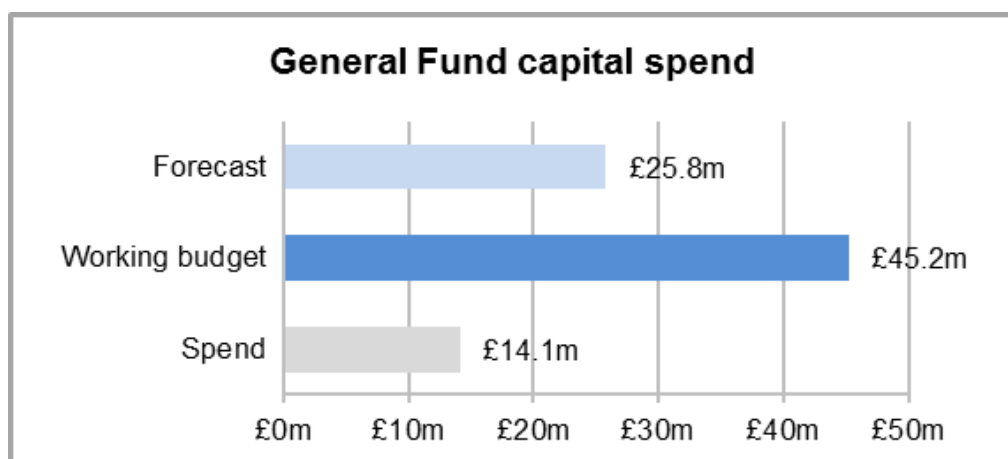


Table 1 – General Fund Forecast Variances 2018/19



### General Fund Capital

1. General Fund capital expenditure to the end of December was £14.1m of which £11.2m relates to the acquisition, associated stamp duty, and other related costs in respect of three Strategic Asset Purchase Scheme (SAPS) purchases: Friarsgate Medical Centre; 158-165 High St; and Coventry House.
2. The full year forecast has been revised down by almost £20m to £25.8m with the largest single item (£6.0m) being the new Sports & Leisure Centre as main construction works will not begin until the new financial year.
3. The second largest item (£3.8m) is the new doctors' surgery; this is currently delayed due to ongoing negotiations with the prospective tenants but progress is being made and it is now expected to commence in 2019/20.
4. The objectives of some other projects are currently under review. The car park at the Dean, Alresford is also subject to delay (£1m) as negotiations continue with the developers.



5. Key items of capital expenditure as at end December 2018 include:

- **SAPS purchases** *Total Budget: £12,763k*

*Expenditure: Prior years £57k Q1-2 £11,194k Total £11,251k*

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.

The purchases of Friarsgate Medical Centre and 158-165 High Street in the central Winchester area were completed in December. These purchases give the Council more scope to deliver its vision of the regeneration of central Winchester. Meanwhile uses for the Friarsgate Medical Centre area are being considered and there are plans to refurbish the High Street properties.

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

*Expenditure: Prior years £888k Q1-3 £699k Total £1,587k*

To date £2,215k of capital expenditure has been approved to take the project to RIBA stage 4 (technical design) and to transition to RIBA stage 5 design stage. The contractor has been procured subject to contract and the operator procurement is underway. The build is subject to approval of the Full Business Case which is to be considered by February Cabinet.

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

*Expenditure: recurring Q1-3 £489k*

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.



**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	
<b>Rent Service Charges &amp; Other Income</b>	27,551	0	27,551	27,351	(200)
<b>Housing Management General</b>	131	(4,866)	(4,735)	(4,749)	(14)
<b>Housing Management Special</b>	1,165	(2,668)	(1,503)	(1,523)	(20)
<b>Repairs (including Administration)</b>	100	(5,214)	(5,114)	(5,250)	(136)
<b>Interest</b>	0	(5,168)	(5,168)	(5,168)	0
<b>Depreciation</b>	0	(6,044)	(6,044)	(6,660)	(616)
<b>Capital Expenditure Funded by HRA</b>	0	(5,550)	(5,550)	(2,343)	3,207
<b>Other Income &amp; Expenditure</b>	21	(85)	(64)	(64)	0
	<u>28,968</u>	<u>(29,595)</u>	<u>(627)</u>	1,594	2,221
<b>Working Balance at 1 April 2018</b>			9,116	9,116	0
<b>Add Surplus / (Deficit)</b>			(627)	1,594	2,221
<b>Projected Working Balance at 31 March 2019</b>			<u>8,489</u>	<u>10,710</u>	<u>2,221</u>

Housing Revenue Account Capital 2018/19	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	6,952	6,682	270
Improvements and Conversions	1,251	1,251	0
Other Capital Spend	243	243	0
New Build Programme	9,300	9,600	(300)
	<b>17,746</b>	<b>17,776</b>	<b>(30)</b>

**Notes:**

1. The rental income forecast for the year has been reduced by £200k to reflect delays in the handover over of new build properties.
2. The depreciation charge for the year has been increased by £616k to reflect a change in the calculation method approved by external audit following the 2017/18 audit.
3. The forecast for the capital programme includes the revised forecasts approved by Cabinet (Housing) in report CAB3036 (HSG) July 2018. This has reduced the projected capital expenditure funded by the HRA by £3.2m.
4. External envelope repairs are forecast to reduce by £270k, due to delays in the roof repair programme as a result of nesting birds in the summer months.
5. The New Build programme forecast has increased by £300k as a result of the final contractor cost at Chesil Lodge being greater than previously forecast. This has however been outweighed by increases in shared ownership sales and additional grant from Hampshire County Council.

### 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 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.

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
<b>Savings Proposals</b>						
Removal of ISDN line	45			0	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	79	26	105	Green	
Print Room Structure changes	20			0	Amber	Project currently being reviewed
IT – GIS Support Technician	18	18		18	Green	
HRA/ GF Asset transfer	100		88	88	Green	

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Customer Services/ Digitalisation Review	50			0	Amber	Project under review
Re-investment of car parking charges	100	100	0	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	120	40	160	Green	
<b>TOTAL</b>	<b>1,093</b>	<b>787</b>	<b>154</b>	<b>941</b>		

## 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 third quarter of 2018/19 (31 December 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 31 December 2018 there were four measures that had been completed and forty eight measures on schedule and to be delivered on time (Green).

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

There is one measure showing as Red where the agreed timescale or target 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 3 – 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. <b>Measure:</b> <i>Adoption of Central Winchester SPD by summer 2018.</i>	Sept 2018	<b>SPD Complete</b>	Central Winchester Regeneration SPD adopted at Cabinet on 20 June 2018 Report <a href="#">CAB3034</a> refers). Progress report to Cabinet (Central Winchester Regeneration) Committee on 22 January 2019 which proposes experts be appointed to undertake the Meanwhile Uses business case feasibility study.
		Manage the project and support the regeneration of the Station Approach area of Winchester, both Carfax scheme and adjacent Public Realm works. <b>Measure:</b> <i>Increased office floor space on the Carfax/ Station Approach site of 140,000ft<sup>2</sup></i>	Public Realm Mar 2021 Carfax 2023	<b>Green</b>	A report presenting the Concept scheme and its estimated economic and regenerative benefits was reported to Station Approach Cabinet in December 2018, noting the positive impact a scheme would have and that work was continuing on finalising Stage 2 Design and the Outline Business Case. A Business Case was submitted to the LEP in November 2018 for a £5m grant being sought for public realm and other works to support the Carfax development scheme.
2.	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an Economic Strategy <b>Measure:</b> <i>adoption of updated Economic Strategy, including Action Plan and performance measures included in the Strategy</i>	Mar 2019	<b>Green</b>	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.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme <b>Measure:</b> <i>LEADER support for 70 businesses (WCC only)</i>	Mar 2020	Amber	Officers continue to work to deliver a compliant and successful programme. The recent deadline for applications has seen an increase in those submitted and the team are working to ensure as many of these progress to approval.
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. <b>Measure:</b> <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 <b>Measure:</b> <i>Number of partners secured/ amount of floor space utilised</i>	Mar 2020	Green	Winchester CAB to relocate to the Council offices early in 2019 following refurbishment of the main reception area in Colebrook Street.
		Use a Strategic Asset Purchase Scheme to generate financial and community returns <b>Measure:</b> <i>Additional £500k generated from Strategic Asset Purchase Scheme.</i>	Mar 2019	Red	Budgeted returns for 2018/19 are £259k 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	Dec 2018 Revised April 19	Amber	Work on a new parking strategy has already begun with a parking survey carried out in May 2018. Officers are now scoping options for a new strategy. It is sensible to wait for the City of Winchester Movement Strategy to be finalised as this

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<b>Measure: Adoption of new Winchester Car Parking Strategy by Dec 2018</b>			will inform the City Council's future approach to its parking strategy for the city and wider district.
		Undertake a strategic review of traffic and transport issues affecting Winchester and produce high level options to improve movement <b>Measure: Adoption of the Movement Strategy by December 2018</b>	Dec 2018	Green	City Of Winchester Movement Strategy is progressing well with first round of public consultation, member briefings and stakeholder workshops completed in late 2017- 2018 along with the development of a database. A number of options designed to improve movement in and around the city have been modelled and this work is continuing. A public consultation on the emerging Strategy took place between November 2018 and January this year and feedback received will inform the final version of the Strategy which is due to be considered for adoption by both the City Council and County Council in March 2019.
		Support new businesses set up in the District with advice to thrive and prosper <b>Measure: Number of new businesses supported, including with grants and advice</b>	Mar 2020	Green	456 business hours training 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 <b>Measure: New net floor space provided for SME's</b>	Mar 2020	Green	The Council continues to review opportunities as they become available.
5.	Work with strategic partners to deliver critical digital	Support the roll-out of Super Fast Broadband in line with the aims of the	Mar 2019	Green	Hampshire led project has achieved 95% access to SuperFast Broadband across

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	infrastructure projects across the District	Council Digital Strategy <b>Measure:</b> <i>to achieve 95% access across Hampshire to SuperFast Broadband</i>			Hampshire.
6.	Be innovative by exploring opportunities to generate additional revenue and maximise key revenue streams	Work with partners to implement and promote the provision of online services as set out in the Digital Strategy <b>Measure:</b> <i>Achieve 100% of all services available online</i>	Mar 2020	Green	A pilot project is in development to install additional digital access points for visitor information and to generate advertising income linked to the new Tourist Information Centre and Guildhall.
		Explore the opportunities to establish joint-ventures to enable more efficient services <b>Measure:</b> <i>Number of joint venture opportunities explored and potential efficiency savings</i>	Mar 2019	Green	Ongoing. Opportunities reviewed as they present themselves. Recent successes of efficiency savings through joint procurement of occupational health services with Test Valley Borough Council.
		Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation <b>Measure:</b> <i>Refurbishment completed March 2018, Works and longer term study complete March 2019</i>	Mar 2019	Green	Refurbishment to City Offices reception completed that will improve the customers' experience.  Further refurbishment of staff office accommodation being discussed.

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 <b>Measure:</b> <i>100% of 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 <b>Measure:</b> <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 December 18.
		Bid for grant to support additional development <b>Measure:</b> <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 <b>Measure:</b> <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 <b>Measure:</b> <i>No use of B&amp;B accommodation (other than in exceptional circumstances)</i>	Mar 2020	Green	Minimal use of B&B in quarter 3 due to emergency situations.
		Support an increase in the provision of supported housing units/move on	Mar 2019	Green	Social Inclusion Forum now well established with all relevant agencies

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		accommodation by establishing and leading multi agency Homelessness/ Social Inclusion forum <b>Measure:</b> <i>Provision of 10 supported/ move-on units</i>			represented. The partnership has now been recognised as a MEAM Approach area supporting the work being undertaken to help those experiencing multiple disadvantage. This will bring extra resources to the District as well as learning from other areas. Potential of 11 new supported housing units in partnership with a Registered Provider by April 2019.
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 <b>Measure:</b> <i>Increase of 30 to 50 homes by March 2019</i>	Mar 2019	<b>Complete</b>	43 private rent units now managed through City Lets scheme.
		Support and enable development partners/ Registered Social Landlords (RSLs) to develop more affordable housing <b>Measure:</b> <i>Number of affordable homes developed by other organisations in the District</i>	Mar 2020	<b>Green</b>	Positive discussions with providers re 106 sites, rural exception sites.  £400k Grant made available to Wickham CLT for new homes.
		Develop an effective “shared ownership” programme <b>Measure:</b> <i>At least 30 affordable shared ownership homes developed by March 2020</i>	Mar 2020	<b>Green</b>	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 <b>Measure:</b> <i>Increase the number of</i>	Mar 2019	<b>Green</b>	Survey of Tenants and Residents (STAR) planned for 4 <sup>th</sup> quarter 2018/19.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>'involved' tenants to 200</i>			
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. <b>Measure:</b> <i>Number of Article 4 Directions approved.</i>	Mar 2020	Green	Article 4 Direction (A4) now active in Stanmore and Winnall. Survey of HMOs in Winnall to be undertaken shortly to provide more accurate baseline data. Data regarding other areas (Fulford and Badger Farm) analysed and an Interim Position Statement of Student Accommodation in Winchester to inform Local Plan 2036 produced in December 2018 (PHDN847) and agreed January 2019. No new A4s proposed at the present time but further work required as part of Local Plan 2036. New HMO Licensing scheme implemented in October 2018 which will provide improved data for all areas as 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") <b>Measure:</b> <i>At least 30 affordable shared ownership homes developed by 2020.</i>	Mar 2020	Green	As 4 above
		Provide access to custom build initiatives <b>Measure:</b> <i>Two custom build plots identified</i>	Mar 2020	Green	The Council is currently considering potential sites to be used for self-build properties

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Create a Partner Home Purchase Scheme to enable residents to buy their own home in a shared equity scheme with the Council <b>Measure:</b> <i>Ten households (by March 2018) and a total of 50 by March 2019</i>	Mar 2019	<b>Green</b>	Since the last update, a further two home purchases have been completed with another due by the end of January. A total of 20 applications have been received with a number of these well advanced.



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 sport and physical activity programmes <b>Measure:</b> <i>Number of grants and the total financial amount approved for sports groups</i>	Mar 2019	Green	Sport 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 <b>Measure:</b> <i>Achieve 265 referrals and class attendance during 2018/19.</i>  <i>Achieve 2,300 throughput of attendees at community classes</i>	Mar 2019	Green	<p><u>Exercise Referrals</u> Q1 - 71 Referrals Q2 – 56 Referrals Q3 – 54 Referrals Most commons referrals are for obesity, mental health and diabetes</p> <p><u>Class Attendance</u> Q1 690 throughput Q2 655 throughput Q3 704 throughput</p> <p>Most popular classes are for falls prevention and for patients with neurological conditions.</p> <p>Escape pain and an additional neuro fit class will commence in 2019 Partnership with Solent Mind to launch a healthy active programme in 2019</p>

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	<p>Promote and encourage health walks across the District, helping everyone live longer, healthier and happier lives</p> <p><b>Measure:</b> <i>Achieve 5,900 participants taking part in health walks during 2018/19</i></p>	<p>Mar 2019</p>	<p><b>Green</b></p>	<p>Q1 – 1,259 throughput Q2 – 1,593 throughput Q3 – 1,446 throughput</p> <p>Most popular walks are Bishops Waltham, Weeke and Winchester</p> <p>Winchester ‘Elf Walk’ event took place in December with 71 participants attending.</p>
	<p>Target discretionary business rates relief towards sports clubs</p> <p><b>Measure:</b> <i>Number of sports clubs receiving rate relief</i></p>	<p>Mar 2019</p>	<p><b>Complete</b></p>	<p>Sports clubs/ associations, and organisations associated with sport and physical activity are well supported by the Council’s policy with all eligible sports clubs currently claiming discretionary business rates relief.</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</p> <p><b>Measure:</b> <i>Number of adults participating in sport and physical activity per week.</i></p> <p><i>Inactive – target 21.2%</i></p> <p><i>Fairly active – target 14.5%</i></p> <p><i>Active – target 66.5%</i></p>	<p>Mar 2019</p>	<p><b>Green</b></p>	<p>Sport England – Active Lives Data 17/18 – figures published Oct 2018.</p> <p>Inactive – 19.8%</p> <p>Fairly Active 11%</p> <p>Active 69.2%</p> <p>The above figures are for March 2018 2018/19 figures will be available in Oct 2019.</p>

Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	Support and promote the successful delivery of the Winchester junior parkrun open to children aged 4 to 14 <b>Measure:</b> <i>5,000 junior participants in 2018/19</i>	Mar 2020	Amber	Q1 – 1,017 junior participants (Winchester) Q2 – 779 junior participants (Winchester) Q3 – 704 junior participants (Winchester) Q3 – 743 junior participants (Whiteley)  *Whiteley junior parkrun launched 14/10/18  This is the first year of this event therefore the throughput figure was difficult to estimate accurately. Marketing campaign for winter months to include Facebook advertising and primary school promotion work. There has been a gradual increase in numbers for these sessions.
	Support and promote the Winchester adult parkrun <b>Measure:</b> <i>13,500 adult participants in 2018</i>	Mar 2019	Green	Q1 - 3,860 adult participants Q2 - 4,853 adult participants Q3 - 3,802 adult participants
	Support and promote the Whiteley adult parkrun <b>Measure:</b> <i>10,000 participants in 2018/19</i>	Mar 2019	Green	Q1 – 2,925 adult participants Q2 – 2,480 adult participants Q3 – 2,726 adult participants
	Support the delivery of the Golden Mile event involving primary schools across the Winchester District <b>Measure:</b> <i>Participation of 20 schools</i>	Mar 2020	Green	2,545 pupils at 19 schools in the District – May 2018 data  The Golden Mile is launching a new

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>and 4,000 pupils who have collectively walked 50,000 miles.</i>			<p>software platform which has resulted in no data being recorded in recent months.</p> <p>This whole school programme aims to tackle childhood obesity in Primary Schools across the District.</p> <p>Newsletters will be published and sent to schools every term to highlight school successes</p> <p>Challenges and fun competitions will be set for schools to keep them engaged.</p>
		<p>Invest annually in disabled facilities grants in line with Government funding to help people in their own home</p> <p><b>Measure:</b> <i>100 residents given assistance to remain in their own home</i></p>	Mar 2020	Green	<p>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.</p> <p>Now on schedule to be delivered on time</p>
		<p>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.</p> <p><b>Measure:</b> <i>To achieve the targets as set out in the current action plan</i></p>	Mar 2020	Amber	<p>The current action plan expired on 31 March 2018 and was due to be reviewed and updated for the current financial year. As reported previously, this did not happen due to the absence of a key officer for several months.</p> <p>The overarching Hampshire Joint Health &amp; Wellbeing Strategy also ended in 2018 and is currently being revised for publication in April 2019. The District Health &amp; Wellbeing Forum held a workshop at the Eastleigh Borough</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>Council offices on 13 November for district council Portfolio Holders and Health Leads.</p> <p>The aim of the workshop was to feed into the strategy development process and identify potential district council contributions which could be addressed locally. The outputs from the workshop, which are expected shortly, will inform the development of our district priorities.</p>
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 <b>Measure:</b> <i>Start of construction in Spring 2019</i>	Spring 2019 start on site	Green	Planning permission for the new Sport and Leisure Centre granted on 1 November 2018. Operator procurement to be considered by Cabinet (Leisure Centre) Committee in January and build contractor contractual issues being considered.
3.	Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in community events and sporting activities <b>Measure:</b> <i>Increase to 22% the number of adults volunteering in sport</i>	Mar 2020	Green	Sport England – Active Lives Data 17/18 – latest figures published Oct 2018. Adult volunteers – 21.7%  The above figure is for March 2018 (2018/19 figures will be available in Oct 2019)  Local data : - Parkrun – 83 volunteers. - Health Walks – 32 volunteers - Para Personal Bests – 41 volunteers - Tri Golf Festival – 57 volunteers

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
4.	Support the delivery of a programme of festivals and events across the District	<p>Support the Winchester Festivals Group to deliver a range of high quality sustainable events and festivals that are safe, well organised and well attended</p> <p><b>Measure:</b> <i>Number of events supported, held and number of attendees</i></p>	Mar 2020	Green	Ongoing support given to Winchester Festivals Group who are continuing to review opportunities for sponsorship.
		<p>Develop the Winchester Criterium and Cyclefest to increase participation and spectators</p> <p><b>Measure:</b> <i>8,500 spectators at the 2018 event</i></p>	Jun 2019	Complete	<p>13,000 spectators attended the Criterium and Cyclefest held in June 2018.</p> <p>Winchester BID has installed new footfall software to enable an accurate measure of the number of spectators at this event</p>
5.	Provide support to residents who are affected by the Welfare Reform and Universal Credit changes	<p>Support residents affected by the impact of Welfare Reform, the benefit cap and Universal Credit into work</p> <p><b>Measure:</b> <i>Ten people supported per quarter</i></p>	Mar 2019	Green	<p>There have been no specific cases recorded where residents were affected by the welfare reforms or Universal Credit (UC) changes and required support in the second quarter of this year.</p> <p>The DWP announced recently that they would be withdrawing funding from local government for this support and the service would be provided by the CAB from 2019.</p> <p>Despite this change in government policy the Benefits &amp; Welfare team will continue to consider communications from claimants and will assist anyone who contacts them in respect of UC or welfare reform related matters, where possible.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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 <b>Measure:</b> <i>To support 61 families during 2018/19</i>	Mar 2020	Amber	<p>Since the end of Qtr 2 there has been some slippage. This is primarily due to the unplanned absence of the Supporting Families Coordinator. The situation has been exacerbated by the loss of the team Apprentice and the Health &amp; Wellbeing Officer to external appointments during Q3. At this stage it is unclear when the Coordinator is likely to return.</p> <p>Planning for a local stakeholder event in February 2019 may have to be put on hold.</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 <b>Measure: Commence local plan review in 2018</b>	Dec 2021	Green	Preparation of Local Plan 2036 to be carried out in accordance with approved timescales in the Local Development Scheme (agreed December 2018 - <a href="#">CAB3087(LP)</a> ).															
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 <b>Measure: To reduce the overall incidents of fly-tipping across the District</b>	Mar 2020	Green	<p>The hot spot locations we are currently working against are (they are changed by the team if there is significant reduction in reports): Port Lane (Hursley) Beeches Hill (Bishops Waltham) Basingstoke Road (A33) Whiteley Lane</p> <p>The figures below show a comparison between the figures from Quarter 4 of 2017/18 against Quarter 2 2018 as it relates to the period of location change:</p> <table border="1"> <thead> <tr> <th></th> <th>Q4</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Port Lane</td> <td>5</td> <td>2</td> </tr> <tr> <td>Beeches Hill,</td> <td>4</td> <td>1</td> </tr> <tr> <td>Basingstoke Rd</td> <td>17</td> <td>5</td> </tr> <tr> <td>Whiteley Lane</td> <td>7</td> <td>1</td> </tr> </tbody> </table> <p><u>Action taken:</u> 31 investigations were undertaken within the current reporting period, of those 27</p>		Q4	Q2	Port Lane	5	2	Beeches Hill,	4	1	Basingstoke Rd	17	5	Whiteley Lane	7	1
	Q4	Q2																		
Port Lane	5	2																		
Beeches Hill,	4	1																		
Basingstoke Rd	17	5																		
Whiteley Lane	7	1																		



	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>were closed and 4 are still ongoing e.g. pending panel/prosecution.            1 FPN given for low level fly tip (£400)            1 successful prosecution resulted in £174 clearance costs, £200 fine, £90 prosecution costs and £30 victim surcharge.            2 still under investigation from Q2.</p>
		<p>Always evaluate prosecution as a deterrent to those who fly-tip within the District  <b>Measure:</b> <i>100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>The Enforcement Officer maintains her 100% success rate for prosecution. This is largely due to the robust early stage investigation and decision making process.</p>
		<p>Investigate introducing litter fines and other incentives/ penalties (new legislation and not rolled out within the Council yet).  <b>Measure:</b> <i>Fixed Penalty notices issued for low-level fly-tips</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>Awaiting further guidance on the use of extended/new powers to tackle littering. The Council already has the power to issue FPNs for littering. There were no FPN's issued for litter within this reporting period and this is largely due to the fact that when asked to, the perpetrator will pick the litter back up and dispose of it correctly, in view of the officer.</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  <b>Measure:</b> <i>Satisfaction levels recorded via the survey</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p><b>ASB Survey:</b>            The survey aims to provide the public with an opportunity to say how 'we' dealt with their ASB related concerns. It went live 18<sup>th</sup> December. Those outcomes will be reported via an O&amp;S Committee report when it meets in March 2019.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p><b>Housing Survey:</b> The ASB lead within Neighbourhood Services has the opportunity to contribute to the questions within a housing survey. This is likely to be undertaken during the next quarter and will hopefully provide us with a wider understanding of the experiences and perceptions of ASB across the district.</p>
		<p>Utilise the tools and powers provided within the ASB, Police and Crime Act 2014 to tackle and reduce crime in the District <b>Measure:</b> <i>Number of interventions to reduce incidents of ASB</i></p>	<p>Mar 2020</p>	<p><b>Green</b></p>	<p><b>Begging:</b> CCTV stat's continue to show reductions e.g. November stat's showed a reduction of 47% (28 as opposed to 53).</p> <p><b>ASB Intervention:</b> This reporting period shows a considerable reduction in ASB type incidents in public places. This is reflected nationally whereby it is recognised that the changing behaviour of young people in relation to their use of social media as entertainment/interaction has influenced the drop in recorded ASB e.g. alcohol related ASB, nuisance gatherings.</p> <p>A breakdown of interventions used during this period is as follows: Acceptable Behaviour Contract = 0 Community Protection Warning = 3 Community Protection Notice = 2</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>Section 35 dispersal notices have not been issued within this period because there wasn't a need to run the partnership Op Helicon.</p> <p>The number of Winchester App Reports that we received within this period were 8, of those we were able to progress 3 as cases for further investigation.</p> <p>Welcome to the Neighbourhood Booklet for students living in HMO's: the delivery of this work took place within Quarter 2. As a result of the above activity we have personally visited 18 individual properties in relation to complaints of noise.</p>
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 <b>Measure:</b> <i>Deliver £250k annually with a range of benefits for the local communities</i>	Mar 2020	Green	<p>Schemes completed in 2018/19 include:            Drummond Cl, Stanmore (parking)            Nicholson Place, Alresford (parking)            Trussell Crescent, Weeke (environmental)</p> <p>Schemes currently underway include:            St Peters Close, Curdridge (parking)            Penton Place, Highcliffe (parking)            Fromond Rd, Weeke (environmental)</p> <p>Schemes currently out to consultation/awaiting survey:            Moors Close, Colden Common (parking)            Winnall Flats, Winnall (environmental)            Chiltern Court, Alresford (both)            Trussell Crescent, Weeke (parking).</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		To undertake and act upon a visitors user survey on key open spaces to ascertain current use and future demand for such space <b>Measure:</b> <i>Visitor usage and satisfaction rates</i>	Mar 2020	Green	Twelve months <a href="#">Survey</a> that sought the views of visitors to the parks and open space across the District closed on 30 November 2018. The next phase is to analyse the data and to identify key actions and future direction in relation to key open spaces.
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 <b>Measure:</b> <i>Increase recycling from the 2016/17 baseline position</i>	Mar 2020	Green	Ongoing promotion and increasing of awareness among residents to recycle including advice published on the website leading up to Christmas regarding recycling over the festive period. Kerbside glass collection to be introduced from 1 October 2019.
		We will investigate options for additional income through increased recycling <b>Measure:</b> <i>Income collected through additional channels</i>	Mar 2020	Green	Cabinet approval given to introduce kerbside glass collection from 1 October 2019 (Report <a href="#">CAB3108</a> 18 December 2018 refers)
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 <b>Measure:</b> <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	Cabinet approval given to complete Phase II of the flood relief scheme at Durngate (report <a href="#">CAB3072</a> , 12 December 2018 refers) with funding approved by Council on 16 January 2019

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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 <b>Measure:</b> <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 considered by Cabinet in September 2018 (Report <a href="#">CAB3074</a> refers). Electric Vehicle Charging Strategy considered by Cabinet 23 January 2019 ( <a href="#">CAB3120</a> ).
		Delivery of the 12 Actions for a Lower Carbon Council <b>Measure:</b> <i>Reduce by 40% or 25,000 tonnes of CO2 per annum by 2020</i>	Mar 2020	Amber	To be reviewed by the Low Carbon Board and City Council to consider progress made and whether these actions need to be refreshed or the issue of emissions/climate change addressed in a different way. It is acknowledged that meeting this local reduction in emissions as a contribution to the national target will continue to be a challenge, as was the case from the outset, 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 <b>Measure:</b> <i>An additional 200 Park &amp; 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 March 2018. Further detailed work will follow on from the City of Winchester Movement Strategy due to be adopted March 2019. The emerging Strategy

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					consulted on between November 2018 and January 2019 is recommending an increase in park and ride capacity.

### Section 3: Programme Management – Projects Update

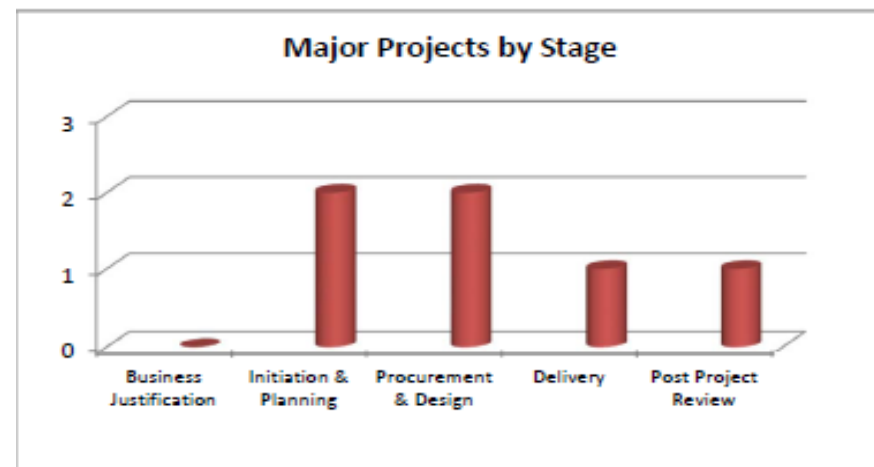
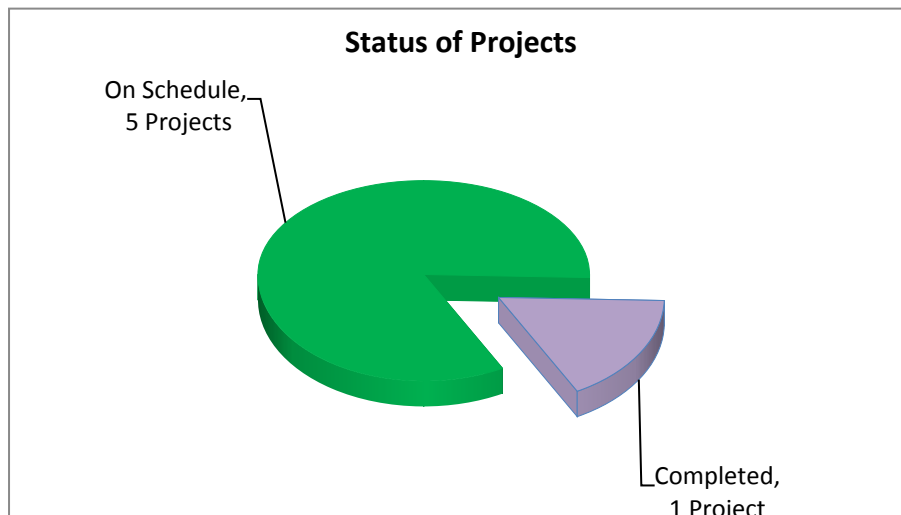
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number 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
<b><u>Winchester Sport &amp; Leisure Park</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• <i>Options appraisal – 2013 to 2015 - Completed</i></li> <li>• <i>Feasibility assessment of preferred option – 2016 - Completed</i></li> <li>• <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i></li> <li>• <i>Outline Business Case – 16 January 2018 - Completed</i></li> <li>• <i>Prepare and seek planning permission – 2018 - Completed</i></li> <li>• <b>Operator procurement process completed – January 2019 (current stage)</b></li> <li>• Full Business Case – February 2019</li> <li>• Sign contract with construction contractor – March 2019</li> <li>• Sign contract with operator – April 2019</li> <li>• Start on site – Spring 2019</li> <li>• Completion – Early 2021</li> </ul>
<b>Project Phase:</b> Procurement and Design				
<b>Project Start Date:</b> 01 May 2013	<b>Projected End Date:</b> Spring 2021			
<b>Project Sponsor:</b> Chas Bradfield	<b>Project Executive:</b> Andy Hickman			
<b>Project Budget:</b> <u>Capital:</u> £38,000,000 <u>Revenue:</u> £759,402	<b>Total Actual Spend:</b> Total: £2,124,818.70			
<b>Project Update &amp; Next Steps</b>				
<b>Project Update</b>				
<ul style="list-style-type: none"> <li>• RIBA Stage 4 completed</li> <li>• Announcement of construction contractor</li> <li>• Planning Permission granted</li> <li>• Bids from operators received</li> <li>• Completed further engagement with users of the centre</li> <li>• Preparation of the full business case</li> <li>• Offsite works for temporary and permanent access around the park</li> </ul>				
<b>Next Steps</b>				
<ul style="list-style-type: none"> <li>• Progress RIBA stage 5 pre construction, including ongoing engagement with utilities and HCC</li> <li>• Finalisation of assessment of bids from operators and contract arrangements</li> <li>• Continued planning and delivery for offsite access</li> <li>• Ongoing engagement with users of the centre</li> <li>• Discharge of planning conditions</li> <li>• Finalisation of construction costs and agreement of contract</li> </ul>				



Summary		Status & Progress		Project Milestones
<b><u>Station Approach</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>15/12/16 - Procurement of RIBA Competitions Office - Completed</li> <li>20/03/17 - Cabinet to agree start of procurement – Completed</li> <li>14/08/17 - Cabinet (SA) to approve appointment of architects - Completed</li> <li>27/02/18 – Cabinet (SA) approve content of the Public Realm Strategy and Masterplan Framework - Completed</li> <li>12/07/18 – Cabinet (SA) to approve: Procurement route for Public Realm Strategy design work – Completed</li> <li>Oct 2018 – Cabinet (SA) to agree to start work required for the preparation of a planning application for submission in March 2019 and draw down capital expenditure for this work.- completed</li> <li>March 2019 - Cabinet (SA) to approve RIBA Stage 2 (Concept Design) for the Carfax site, consider the outline business case, to agree Gateway approval to RIBA Stage 3 (developed design), and consider options for delivery</li> <li>August 2019 – Decision on outline planning application</li> <li>October 2019 – Cabinet (SA) to review RIBA Stage 3 design works (and confirm delivery if not during summer '19).</li> <li>June 2020 - Cabinet (SA) to consider RIBA 4</li> </ul>
<b>Project Phase:</b> Procurement and Design				
<b>Project Start:</b> February 2015	<b>Project End Date:</b> Q3 2024 (longest option - JV route)			
<b>Project Sponsor:</b> Chas Bradfield	<b>Project Executive:</b> Ian Charie			
<b>Carfax Project Budget:</b> Capital: £1,800,000 of which £400,000 drawn down Revenue: £1,500,000	<b>Carfax Expenditure:</b> Revenue: £987,555 (current project) <b>Planned and Committed:</b> Revenue: £250,500 Capital: £330,481			
<b>Public Realm Budget:</b> Capital (Projected): £5m (LEP) Revenue: £225,000.00	<b>Public Realm Expenditure:</b> Revenue: £29,609 <b>Committed:</b> Revenue: £30,735			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>Bid for £5m submitted to the LEP 9 November 2018 for consideration.</li> <li>Project timetable extended to reflect further testing of Carfax options and strengthen viability and outline business case to inform decisions on delivery options and design approach, and to include the submission of an outline planning application in March 2019.</li> <li>Consultants working with WCC officers to produce documentation required for outline planning application.</li> <li>Communications and project teams preparing for pre-application public information events in Feb 2019</li> </ul>				

- Outline business case being drafted.
- Further delivery workshops held with officers and members.

#### **Next Steps**

- Public engagement in Feb 2019; report of Stage 2 and outline business case to Cab Committee in March 2019, and submission of outline planning application in March 2019.

#### **Key Risks**

The risk highlighted in previous reports regarding accelerated timetable and lack of contingency in programme is now being managed as an issue with a revised programme being agreed. There is a consequential risk that delays in programme result in additional consultancy fees and impact on the Medium Term Financial Strategy. Alternatively accelerating the programme again has the risk of incurring greater costs and delays in the long-term, and risk of the Council's reputation in delivering the project.

#### **Other key risks remain that:**

The bid for Local Enterprise Partnership (LEP) funding is unsuccessful.



Changes in the financial market result in significantly increased cost of borrowing.

Targeted rental levels may not be realised

Construction costs change significantly as a result of BREXIT or other wider circumstances

If the Council sell with planning permission, there is a risk of a loss on the initial investment.

If the Council accept a profit lower than a commercial rate, there is a risk that the Council could not sell the site if an issue arises during the construction phase.

Summary		Status & Progress		Project Milestones
<b><u>Central Winchester Regeneration</u></b>		<b>Current Month</b>	<b>Previous Month</b>	<ul style="list-style-type: none"> <li>• 20/06/18 – Cabinet resolution to adopt SPD</li> <li>• 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses</li> <li>• 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee</li> <li>• 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed</li> <li>• 11/12/18 – Archaeology event</li> <li>• 12/12/18 – Present strategic advisor brief to Cabinet for approval to proceed</li> <li>• 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed</li> <li>• 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage</li> <li>• 19/03/19 – Cabinet (CWR) Committee approve winning architect for lower High Street and Broadway*</li> </ul> <p>*Providing the brief is approved on 22/01/19</p>
<b>Project Phase:</b> Meanwhile Uses and Improvements to the Existing Estate				
<b>Project Start:</b> March 2016	<b>Project End:</b> Ongoing			
<b>Project Sponsor:</b> Chas Bradfield	<b>Project Executive:</b> Veryan Lyons			
<b>Project Budget:</b> Revenue: £335,000	<b>Spend to date:</b> £305,097 (includes committed spend)			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate – 10 July 2018</li> <li>• Advisory Panels for Coitbury House, Lower High Street and Broadway, and Meanwhile Uses set up</li> <li>• Outline delivery strategy developed and approved</li> <li>• Archaeology events complete</li> <li>• Stakeholder mapping exercise completed</li> <li>• Meeting with M&amp;S around Woolstaplers Hall</li> <li>• Cabinet (CWR) Committee approval for Strategic Advisor</li> <li>• Findings and feedback from first Advisory Panel meetings presented to Cabinet (CWR) Committee and approval given to implement next</li> </ul>				



steps



- Architect for Coitbury House appointed
- Process for finding a name for the CWR area agreed

**Next Steps**

- Implement next steps for work streams following approval from Cabinet (CWR) Committee – commence feasibility study for meanwhile uses on the bus station, produce brief for design works to lower High Street and Broadway and complete feasibility stage for Coitbury House
- Develop stakeholder management plan
- Agree actions following archaeology event.
- Procure Strategic Advisor
- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area
- Progress the conversation with M&S following HCT's commitment to explore next steps re museum on site.
- Implement process for finding a name for the CWR area

















Summary		Status & Progress		Project Milestones
<b><u>Chesil Lodge – Extra Care Scheme</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• 05/02/15 – Planning permission granted at Planning Committee</li> <li>• 11/04/16 – Construction started on site</li> <li>• 10/03/17 – ‘Topping Out’ ceremony held</li> <li>• 22/03/17 – Award of contract for catering service at Chesil Lodge (report <a href="#">CAB2912(HSG)</a> refers)</li> <li>• Completion / handover by contractor</li> <li>• Phased moving in of residents</li> </ul>
<b>Project Phase:</b> Delivery		Completed	Completed	
<b>Project Start:</b> January 2013	<b>Project End:</b> 2018			
<b>Project Sponsor:</b> Richard Botham	<b>Project Executive:</b> Andrew Palmer			
<b>Project Budget:</b> £16,800,000	<b>Total Spend</b> £17,600,000			
<b>Post Project Review</b>				
<u>Lessons Learned</u>				
<p>The post project review was split into three themes, Governance, Design and Operational. Main findings were,</p> <ul style="list-style-type: none"> <li>• Project delivered the objectives set out in PID</li> <li>• Project Board governance approach was successful but requires consistency of Officer attendance</li> <li>• If adopting a Design &amp; Build contractual route the client needs to control contractor build quality regularly throughout build.</li> <li>• Project Board should robustly challenge budget spend</li> <li>• Early involvement of operational staff would lead to fewer design changes later</li> <li>• Time delays have significant cost implications to client (and contractor)</li> <li>• Changes to specification after award of contract have significant cost implications to client</li> <li>• Decisions at the early stage of the project were quick and clear, this slowed as the project progressed and more stakeholders became involved</li> <li>• Project Team underestimated the amount of staff resource required, especially in the final phases, as the project progressed towards completion.</li> </ul>				

Summary		Status & Progress		Project Milestones
<b>Environmental Services Contract</b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee</li> <li>• 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy</li> <li>• Jan/Feb 2019 - Member /Stakeholder workshops</li> <li>• 13/03/19 - Cabinet to consider and approve contract options</li> <li>• Jun 2019 - Cabinet to consider and approve procurement of waste services</li> <li>• July 2019 – Invitation to Tender issued</li> <li>• Sept 2019 – Deadline for return of completed Tenders</li> <li>• 01/10/19 - 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal start</li> <li>• 1/10/19 - Environmental Services contract start</li> <li>• Dec 2019 - Cabinet approval of Preferred bidder</li> <li>• Jan-Sept 2020 - Contract mobilisation</li> <li>• 01/10/20 - New Waste Collection Services contract start</li> </ul>
<b>Project Phase:</b> Design				
<b>Project Start:</b> January 2018	<b>Project End:</b> December 2019			
<b>Project Sponsor:</b> Laura Taylor	<b>Project Executive:</b> Steve Tilbury			
<b>Project Budget:</b> £225,000	<b>Spend to date:</b> £ nil but WYG appointed as advisors			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• Cabinet approved recommendation to issue 1 year renewal to Biffa for Waste Collection Services including the introduction of kerbside glass collection</li> <li>• Client team disaggregation process continues</li> <li>• Legal discussions with EHDC reference the contract extensions have commenced</li> <li>• Interim Environmental Services Manager appointed</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Members workshop on Waste Services scheduled for 12<sup>th</sup> February</li> <li>• Workshops to be held with Environmental services stakeholders and idVerde</li> <li>• Communication/survey on Environmental Services to be sent to Parish councils</li> <li>• Obtain quotes for Glass recycling boxes (framework agreement in place with HCC)</li> <li>• Joint Project / Legal meeting to be held with EHDC</li> </ul>				

Summary		Status & Progress		Project Milestones
<b><u>New Homes Programme</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• The Valley – tender process completed</li> <li>• Mitford Rd – flat completion August 2018</li> <li>• Bailey Close – completed November 2018</li> <li>• Hillier Way – completed in November 2017</li> <li>• Victoria House – completed Dec 18</li> <li>• Knowle - Started on site</li> <li>• Rowlings Rd – Planning consent secured Tender documents issued</li> </ul>
<b>Project Phase:</b> Delivery				
<b>Project Start:</b> December 2012	<b>Project End:</b> December 2022			
<b>Project Sponsor:</b> Richard Botham	<b>Project Executive:</b> Andrew Palmer			
<b>Project Budget:</b> Capital: £43,942,000	<b>Spend to date:</b> Capital: £12,328,000 to 31 Dec 2018			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• Mitford Rd – Flats handed over on 28<sup>th</sup> August 2018.</li> <li>• Bailey Close – completed November 2018</li> <li>• Hillier Way – completed (November 2017)</li> <li>• Victoria House – Completed December 2018</li> <li>• Knowle -Commenced, progressing well.</li> <li>• The Valley – Homes England grant awarded of £3.2m, 2<sup>nd</sup> stage of tender process completed. Tender returned, significantly over budget, options being considered including Value Engineering (VE) and reducing scale of development. Report to March Cabinet (Housing) with options.</li> </ul>				













**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	2017/18			2018/19			Current Status	Annual Target	Expected Outturn
	Q2	Q3	Q4	Q1	Q2	Q3			
Average Sickness per member of staff ( <i>days</i> ) – rolling year	6.5	6.9	6.4	6.8	7.7	8.5		7.5	
Staff Turnover - quarterly	5.69%	4.22%	3.25%	4.44%	5.26%	4.76%	No target set	No target set	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims ( <i>days</i> )	9.75	10.41	11.13	14.36	14.76	16.79		14.00	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims ( <i>days</i> )	3.22	3.37	3.21	4.22	4.87	5.05		7.00	
Number of overdue/ outstanding internal audit actions ( <i>end of quarter</i> )	23	25	15	14	15	15		10	
Number of High Priority Overdue Internal Audit Management Actions	0	3	0	0	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	93%	94%	94%	96%	96%	94%		100%	
Invoices processed with a Purchase Order	100%	99%	100%	100%	100%	100%		100%	
Number of complaints recorded on corporate complaints system	67	76	129	136	167	125	Not Applicable	No Target Set	Not Applicable



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Performance Indicator	2017/18			2018/19			Current Status	Annual Target	Expected Outturn
	Q2	Q3	Q4	Q1	Q2	Q3			
Percentage of FOI requests responded to within 20 working days	78.70%	79.88%	78.53%	72.19%	76.00%	90.00%		90.00%	
Number of Fly-Tipping Incidents reported	200	193	249	183	194	199	No Target Set	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	38.31%	35.30%	32.31%	38.84%	37.13%	36.99%		35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	71.43%	83.33%	100.00 %	87.50%	100.00%	100.00%		60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	81.03%	88.74%	90.96%	96.91%	93.94%	100.00%		65.00%	
Number of Enforcement Cases Opened	91	83	90	76	81	58	No Target Set	No Target Set	Not Applicable
Number of Enforcement Cases Closed	108	103	108	73	80	59	No Target Set	No Target Set	Not Applicable
Voids – Average re-let time (general needs and sheltered)	12.27	12.32	12.63	13.80	14.99	16.43		13	
Arrears - Number of tenants owing more than 4 weeks rent	327	206	205	206	222	231	Not Applicable	No Target Set	Not Applicable
Repairs – Average number of days to complete responsive repairs	5.3	5.0	5.16	5.96	6.88	6.34		8	
Homelessness – Numbers presenting to Council as being at risk of homelessness	404	334	460	360	385	378	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 Variances:**

**Staff Sickness Absence**

Staff sickness continues to be monitored closely with detailed reports made available to managers after the end of each month. Detailed data shows that the main reason for sickness in the reporting period is stress related and the Council provides a number of services including occupational health and counselling to support staff who are absent from work. Increased annual leave allowances and a review of salary scales have recently been approved which support an improvement in the overall employment offer to all staff who work at the Council.

**Speed of processing new Housing Benefit/ Council Tax Support Claims (days)**

Processing of claims for Council Tax Reduction (CTR) is currently showing as having a red status and is due to the introduction of Universal Credit (UC). When a claim for UC is made we use the notification from the DWP as a claim for CTR which ensures this is not lost. We are unable to process CTR until the claimant receives notification of their UC award but, due to the assessment rules, this notification is not received until a month has passed.

However, the processing of Housing Benefit, which is not reliant on UC processing, is happening much quicker. In October the processing time was down to 12.38 days.

**Voids – Average re-let time (general needs and sheltered)**

The increase in void re-let times has been due to a staffing vacancy within the Voids team and also a high number of refusals for properties. We are hopeful that the re-let times will improve between January and year end.