

REPORT TITLE: QUARTER 4 2018/19 FINANCIAL AND PERFORMANCE
MONITORING

17 JULY 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 fourth and final quarter of 2018/19.

This fourth report of 2018/19 includes progress updates against major projects, the Council Strategy outcomes and key performance measures.

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

RECOMMENDATIONS:

1. Notes the progress achieved during the final quarter of 2018/19 and endorses the contents of the report.
2. Agree the transfers to/from the Major Investment Reserve and other earmarked reserves and note the closing balances at 31 March 2019 (as set out in Appendix 2);

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

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

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the Portfolio Plans have financial implications, some significant and these are agreed and reported separately before the commencement of the project.
- 2.2 This report details the Council's financial outturn position for 2018/19.

3 LEGAL AND PROCUREMENT IMPLICATIONS

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

4 WORKFORCE IMPLICATIONS

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

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 Cabinet members, Executive Leadership Board and Heads of Team have been consulted on the content of the report.
- 6.2 The content of the report has also been considered by The Scrutiny Committee at its meeting on 4 July 2019 (Report [SC002](#) 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.

10 RISK MANAGEMENT

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

11 SUPPORTING INFORMATION:

11.1 This report provides an update on the Council's performance during the fourth and final quarter of 2018/19 and financial position as at 31 March 2019.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3127 – Q3 Finance and Performance Report, 13 February 2019

Other Background Documents:-

None.

APPENDICES:

Appendix 1 Q4 Finance and Performance Management Report 2018/19

Appendix 2 General Fund Reserves 2018/19

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Appendix 4 Reforecast 2019/20 General Fund Capital Budget



FINANCE & PERFORMANCE MANAGEMENT REPORT FOURTH QUARTER 2018/19



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- Delivering quality **housing** options
- Improve the **health and happiness** of our community
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Introduction and Summary

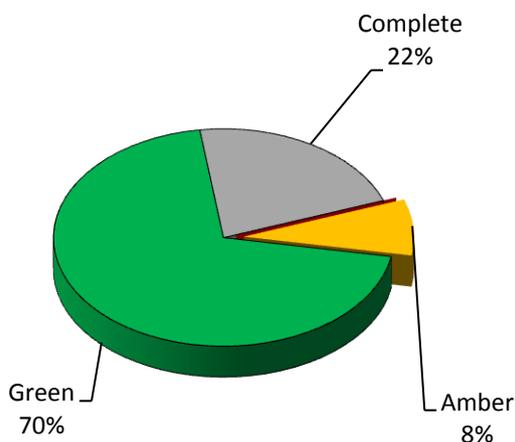
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims and objectives in the Council Strategy, progress of the Council's major projects, the financial position and corporate health performance indicators.

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.

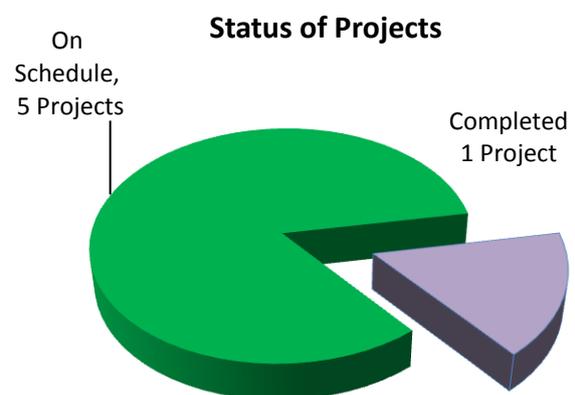
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 31 March 2019 (Quarter 4) across the key areas of performance. Further information is provided in the following appendices.

Council Strategy Q4 2018/19



Project Monitoring Q4 2018/19



Section 1 – Financial Update as at 31 March 2019

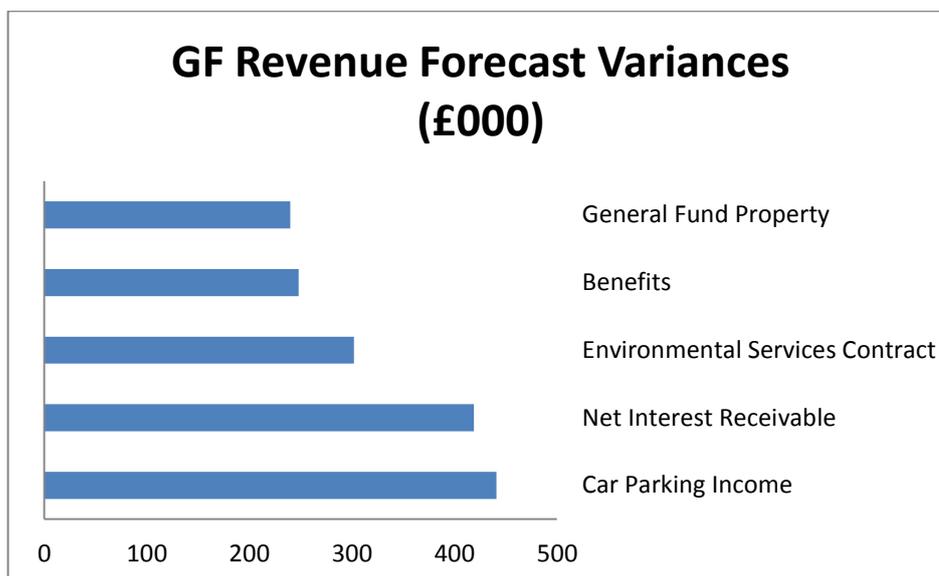
This section presents a summary of the Council's financial position as at 31 March 2019 with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

1. The final 2018/19 outturn shows a service underspend of £1m when adjusting for the profiling of one-off expenditure budgets funded by reserves.
2. Additional tax and grant income of £1.2m was received in relation to an increase in business rates retention and additional one-off government grants such as new burdens.
3. Additional financing and treasury activity net income of £0.9m related to forecast higher net interest receivable due to higher cash balances and additional net general fund property income.
4. 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.
5. Quarter 4 full year forecast key variances:
 - i) **Net Interest receivable** – (+£0.4m) higher than budgeted cash balances have been available for investment which has significantly increased the net interest receivable for the year.
 - ii) **Non-investment Property Income** – (+£0.2m) higher than planned income for the year, for example income in relation to the Vaultex site (Coventry House) which was unplanned.
 - iii) **Environmental Services Contract** – (+£0.3m) caused by additional recycling income (materials recycling facility and glass income) and a lower than budgeted contract inflation uplift in October 2018.
 - iv) **Car Parking Income** – (+£0.4m) additional full year income relating mainly to off street car parking and in particular strong usage of the park and ride sites.
 - v) **Benefits** – (+£0.2m) higher than planned subsidy and overpayment recovery rates.
6. The following additional transfers to earmarked reserves are proposed in line with existing policies including the transfer of any final underspend to the Major Investment Reserve:
 - i) **Major Investment Reserve** – (+£1m) representing the final underspend after all other transfers.

- ii) **Car Parks Property** – (+£0.44m) representing additional car parking income received during the year to contribute to future maintenance works.
- iii) **New Burdens Grants** – (+£0.34m) representing additional government grants received during and to be spend in accordance with future spending plan submissions.

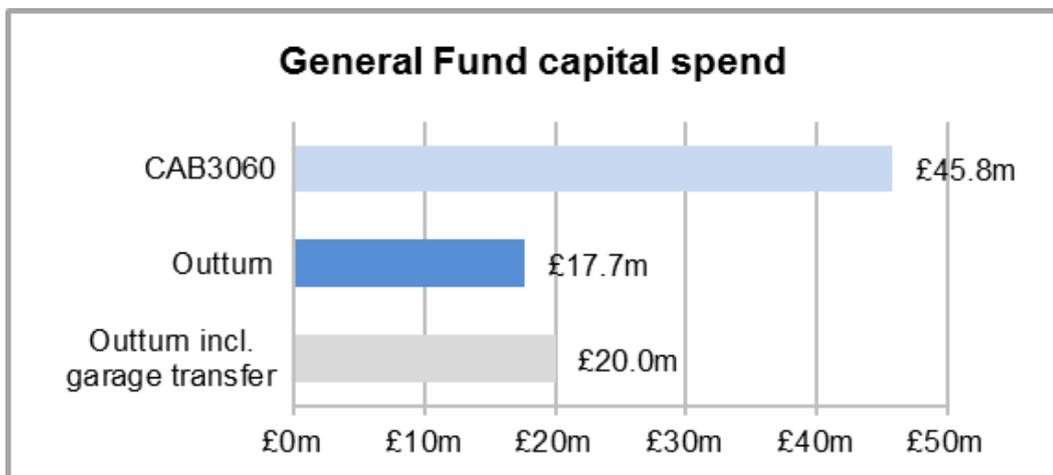
Table 1 – General Fund Key Variances 2018/19



General Fund Capital

1. Total capital expenditure in year was £31.8m of which £14.1m relates to the Housing Revenue Account (HRA). The detailed HRA outturn is reported separately to Cabinet (CAB3161); summary details are provided below.
2. General Fund capital expenditure amounted to £17.7m. This compares to an original budget of £44.3m set in February 2018 (CAB3014) and a revised budget of £45.8m including brought forwards set in July 2018 (CAB3060). Following subsequent approvals and reprogramming, the forecast expenditure was amended to £25.8m in February 2019. Further details by project are provided in Appendix 3.
3. An estimate of £3.1m was included in the General Fund capital budget for the transfer of approximately 25% of garages from the Housing Revenue Account. However, as there is no third party transaction the “acquisition” by the General Fund is not treated as expenditure; instead the transaction is accounted for by a reduction in the HRA's borrowing need (Capital Financing Requirement) and a corresponding increase in the General Fund's borrowing need. In effect this has the same consequence as a capital purchase and

receipt in that the GF will need to finance the transfer and the HRA will be able to use the reduction to finance new capital spend. The actual value of the transfer was £2.3m.



4. The following key projects were undertaken in 2018/19:

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

Expenditure: Prior years £57k 2018/19 £11,194k Total £11,251k

The purchase of Coventry House was completed in May 2018. The Council is leased the property for 12 months generating an income of £95,000. During this period, the Council has been 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: £42,861k*

Expenditure: Prior years £888k 2018/19 £1,920k Total £2,808k

The Full Business Case was approved by Cabinet in February 2019 and work is underway on site. The centre is due to open in January 2021.

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

Expenditure: recurring 2018/19 £932k

The amount of funding from central government has increased significantly in recent years. Although expenditure is less than total grant received, over £300,000 in commitments have been made for adaptations to be carried out in

2019/20 including a significant grant to enable an individual with long term immobility to return to their own home

- **Partnered Home Purchase Scheme** *Total Budget: £2,000k*

Expenditure: Prior years £0k 2018/19 £499k Total £499k

The Partnered Home Purchase Scheme is an innovative open market shared ownership scheme. It provides the Council an ongoing index-linked rental income stream from the share the Council owns whilst enabling homebuyers to enter into a shared ownership arrangement without the restrictions of traditional schemes.

In total 3 purchases completed in 2018/19 and it is anticipated that the remaining 7 of the 10 property pilot scheme will complete in the first half of 2019/20.

- **City offices refurbishment** *Total Budget: £1,110k*

Expenditure: Prior years £624k 2018/19 £446k Total £1,070k

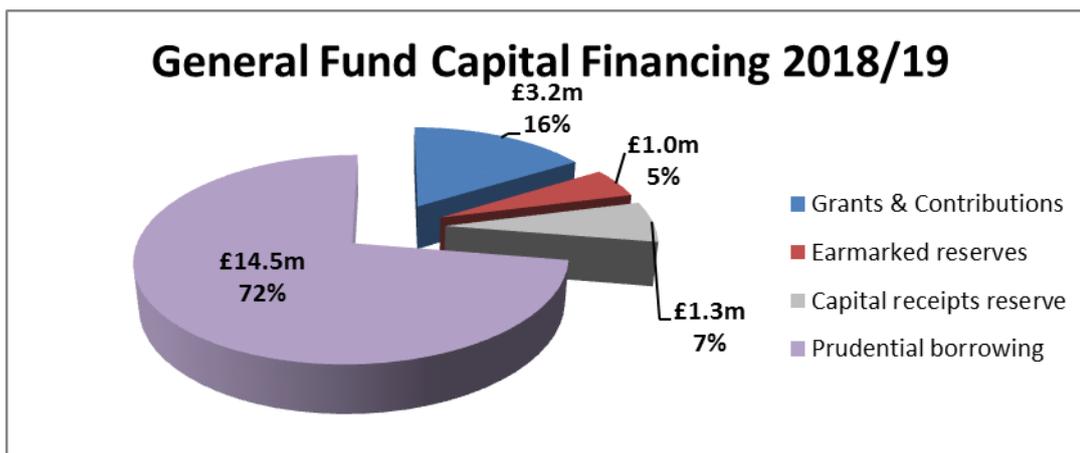
The refurbishment of City Offices has continued in 2018/19 and in addition to making significant improvements to the working environment, the Council's main reception has had a major facelift improving the customer experience. Self service kiosks have been installed which allow Winchester's residents to make payments in person at the Council following closure of the cash office.

The budget also includes the refurbishment of part of the ground floor of City Offices to allow the Citizen's Advice Bureau to relocate. These works were completed in the first quarter of 2019/20.

The works have also provided the opportunity to make energy savings by installing LED lighting as well as daylight sensors which dim the lights when ambient lights increases. £45,000 has been spent on installing solar panels on the roof of City Offices and this investment is forecast to payback in 7 to 8 years and to reduce carbon emissions by 7 tonnes per annum.

5. **Capital Financing**

The sources of finance available for capital projects include capital receipts, grants and contributions, reserves, revenue contributions, and prudential borrowing or "Capital Financing Requirement" (unfinanced capital expenditure met by future revenue provision). Under the Prudential Code, the Council can invest in a capital programme so long as its capital spending plans are "affordable, prudent and sustainable". The financing of the 2018/19 General Fund capital expenditure including the transfer of garages from the Housing Revenue Account was as follows:



Where capital expenditure is to be financed in future years by charges to revenue, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the Council that has yet to be financed. While the Council has sufficient cash and investment balances, it is able to internally borrow but as CFR increases in the future it will need to borrow externally in addition to the £156.7m the Council has already borrowed as a result of the HRA self-financing settlement. In the General Fund an annual charge is required (Minimum Revenue Provision) to finance prior year unfinanced expenditure; this reduces the CFR.

Capital Financing Requirement	General Fund £000	Housing Revenue Account £000	Total £000
Capital Financing Requirement at 1 April 2018	13,192	164,022	177,214
Unfinanced Capital Expenditure - in year	12,192	2,275	14,467
Provision for the Financing of Capital Investment	(514)	(1,163)	(1,677)
Transfer of Garages from the HRA to the General Fund	2,275	(2,275)	0
Capital Financing Requirement at 31 March 2019	27,145	162,859	190,004

6. Commercial activities: Property

The Council owns an investment property portfolio (assets held solely for rental income or capital appreciation) which was valued at £53.8m as at 31 March 2019 (£47.7m as at 31 March 2018) and generated gross income of £2.9m and net income after costs of £2.4m in 2018/19. This income helps contribute to the Council Strategy outcomes. This represents an average net yield of 5.1%.

In 2019/20 the Council spend a small amount on enhancing existing assets and £0.5m on new acquisitions all of which related to the Council's share in Partnered Home Purchase scheme properties. In addition 435 garages were transferred from the HRA to the General Fund where they will be held as investment properties.

Property held for investment purposes in £000s

31 March 2018	47,714
Acquisitions	499
Enhancements	28
Gains/(losses) in fair value	3,278
Transfer from PPE (operational assets)*	2,275
31 March 2019	53,794

*an investment property is held for rental income and/or capital appreciation; when the continued purpose of holding the asset changes to meeting a service objective it is transferred to Property Plant & Equipment or vice versa

7. Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans, MRP, and any revenue funded reductions in the borrowing need are charged to the General Fund (GF) or Housing Revenue Account (HRA) income and expenditure statements as appropriate, offset by investment income receivable. The net annual charge is known as financing costs - this is compared to the net revenue stream: Council Tax, Business rates, and general government grants in the case of the GF; and rents and other charges in the case of the HRA.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2017/18 actual	2018/19 forecast	2018/19 actual	2019/20 budget
GF financing costs (£m)	-0.1	0.02	-0.1	0.8
GF proportion of net revenue stream	-0.8%*	0.1%	-0.5%*	5.8%
HRA financing costs (£m)	6.1	5.1	5.1	5.2
HRA proportion of net revenue stream	21.2%**	17.9%	17.7%	17.8%

* in 2017/18 and 2018/19 investment income exceeded interest payable and MRP

** in 2017/18 the HRA elected to reduce its borrowing need by £1m from revenue

8. Other General Fund capital budget changes

The following supplementary estimates have been approved by the Capital Strategy Board and S151 officer following the approval of February budget (Financial Procedure Rule 8.2) and both have been approved for expenditure by the S151 officer (Financial Procedure Rule 7.4):

Car parks – Colebrook resurfacing

An estimate of £95,000 was allowed in the budget for the resurfacing of Colebrook Street car park. Following a tender exercise it was identified that actual costs would be higher. Additional expenditure of £25,000 has been approved. In addition, the original budget was allocated to revenue but given its scale the works are capital in nature and the budget has therefore been moved to capital from revenue in 2019/20.

Digital Signage

A budget of £35,000 has been approved to pilot the installation of digital signs on a small scale to assess the potential for interest and their future deployment on a wider scale. If the pilot is a success it has the potential to provide a significant income stream once rolled out to other sites in the District. For the pilot it is proposed to install three signs: one freestanding sign at the entrance to the Guildhall; one wall mounted sign on the wall at the TIC entrances; and one internal screen on the Boardroom windows.

In February a total budget of £61.2m General Fund capital was approved for 2019/20. The revised forecast for 2019/20 is £67.8m following the revisions above and after adjusting for unspent budget brought forward from 2018/19. Further details are provided in Appendix 4

General Fund 2018/19

	General Fund Revenue					General Fund Capital	
	Budget		Outturn			Budget	Outturn
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Variance		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Total Housing	209	(2,104)	(1,895)	(1,520)	374	(1,200)	(932)
Total Environment	10,081	(14,607)	(4,525)	(3,313)	1,213	(2,260)	(171)
Total Health & Happiness	372	(2,592)	(2,220)	(2,786)	(566)	(14,123)	(4,096)
Total Business	215	(1,916)	(1,701)	(1,597)	104	(11,657)	(11,889)
Total Operational Delivery	28,478	(32,690)	(4,211)	(3,556)	655	(1,272)	(396)
Total Investment Activity	2,789	(737)	2,052	2,533	481	(13,681)	
Total Organisational Management	452	(4,786)	(4,334)	(3,989)	345	(153)	(216)
	<u>42,597</u>	<u>(59,431)</u>	<u>(16,835)</u>	<u>(14,229)</u>	<u>2,606</u>	<u>(44,346)</u>	<u>(17,700)</u>
Total Tax and Grant Income			<u>14,511</u>	<u>15,746</u>	<u>1,235</u>		
Total Financing & Treasury Activity				<u>911</u>	<u>911</u>		
Total Reserve Related Movements			<u>2,325</u>	<u>(1,433)</u>	<u>(3,758)</u>		
Total Funding			<u>16,835</u>	<u>15,224</u>	<u>(1,611)</u>		
Transfer to Major Investment Reserve				<u>995</u>	<u>995</u>		

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	27,530	0	27,530	27,387	(143)
Housing Management General	0	(4,512)	(4,512)	(4,578)	(66)
Housing Management Special	0	(1,416)	(1,416)	(1,763)	(347)
Repairs (including Administration)	0	(5,031)	(5,031)	(5,468)	(437)
Interest	0	(5,200)	(5,200)	(5,182)	18
Depreciation	0	(6,044)	(6,044)	(8,358)	(2,314)
Capital Expenditure Funded by HRA	0	(5,575)	(5,575)	0	5,575
Other Income & Expenditure	0	0	0	474	474
	<u>27,530</u>	<u>(27,778)</u>	<u>(248)</u>	2,512	2,760
Working Balance at 1 April 2018			5,928	9,116	0
Add Surplus / (Deficit)			(248)	2,512	2,760
Projected Working Balance at 31 March 2019			<u>5,680</u>	<u>11,628</u>	<u>2,760</u>

Housing Revenue Account Capital 2018/19	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(6,083)	(6,200)	(117)
Improvements and Conversions	(1,180)	(1,467)	(287)
Other Capital Spend	(138)	(196)	(58)
New Build Programme	(14,632)	(6,241)	8,391
	(22,033)	(14,104)	7,929

Notes:

1. The £143k reduction in rental income is due to delays in the handover of completed properties during the year.
2. The £66k overspend on Housing Management General is due to increased expenditure on new build site feasibilities to support the increased delivery programme.
3. The £347k overspend on Housing Management Special is mainly due to bringing forward the much needed replacement of furniture and equipment in sheltered schemes to improve common room facilities for tenants. There was also an increase in the maintenance cost of owned sewerage systems, a situation that is being monitored during 2019/20.
4. The £437k overspend on repairs is mainly due to an increase in void repairs, including the works at 84-86 Sussex Street to provide more temporary accommodation.
5. Depreciation is significantly higher than budget by £2.3m. This is due to a change in the calculation basis to assume an average property life of 60 years, whereas before this was between 70-80 years. The 60 year property lifespan is supported by our external auditors who have recommended a change in the calculation method.

6. The budgeted transfer to capital of £5.58m was not required due to a combination of reduced spend on the new build programme, due to later start on sites, and being able to fund capital works from external sales and right to buy income.
7. The £474k other income is due to year end accounting adjustments including property revaluations and transfers to balance sheet reserves.
8. The £117k overspend on major works is due to a slight increase on programmed repairs, including kitchens & bathrooms and internal structures.
9. The £287k overspend on improvements and conversions is mainly due to increased expenditure on estate improvements at Trussell Crescent. The scheme works were modified following tenant consultation and a review of the required works. The works have improved the look of the estate and has been well received by residents.
10. The £58k overspend on other capital works is due to an increase in disabled adaptation works which is demand led.
11. The underspend of £8.39m on the new build programme is mainly due to timing delays for the commencement of new schemes, including The Valley and Hookpit. Both of these schemes will commence on site in early 2019/20.

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
Savings Proposals						
Removal of ISDN line	45			0	Amber	Project delayed until 2019/20
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	105		105	Green	
Print Room Structure changes	20			0	Amber	Part of Service Review implemented 1 st April 2019
IT – GIS Support Technician	18	18		18	Green	
HRA/ GF Asset transfer	100	88		88	Green	
Customer Services/ Digitalisation Review	50	30		30	Amber	Customer Services review in progress as part of CustomerSmart transformation programme
Re-investment of car parking charges	100	440		440	Green	

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Review of grants and commissioning	140	140		140	Green	
New trading opportunities	25			0	Amber	Other income increases have enabled this saving
Increased planning fees	160	160		160	Green	
TOTAL	1,093	1,311		1,311		

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 fourth quarter of 2018/19 (31 March 2019).

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 March 2019 there were thirteen measures that had been completed and forty 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 having a Red status 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 4 – 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	<p>Support the regeneration of the Central Winchester area. Measure: <i>Adoption of Central Winchester SPD by summer 2018.</i></p> <p>[new measures will be considered as part of delivery road map review]</p>	Sept 2018	SPD Complete	Central Winchester Regeneration SPD adopted at Cabinet on 20 June 2018 Report CAB3034 refers). Work undertaken on the feasibility of meanwhile uses, refurbishment of Coitbury House, planning of the Broadway public realm and review of the delivery road map. JLL appointed as Strategic Placemaking Consultants
		<p>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 approximately 140,000ft²</i></p>	Public Realm Mar 2021 Carfax 2023	Green	Cabinet decision in March 2019 to approve outline business case and submit an outline planning application. Application submitted. A Business Case was submitted to the EM3 LEP for a £5m grant being sought for public realm and other works to support the Carfax development scheme. This has been approved in march 2019 subject to conditions relating to satisfactory project delivery
2.	Prioritise support for the knowledge-based, creative and tourism sectors	<p>Development of an Economic Strategy Measure: <i>adoption of updated Economic Strategy, including Action Plan and performance measures included in the Strategy</i></p>	Dec 2019	Green	Work has commenced on the drafting of a new strategy. Meetings with key people and organisations are being arranged to gather insight as to the direction and focus of the new strategy. and was considered at Business and Housing Policy Committee June 2019.

	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 Measure: <i>LEADER support for 70 businesses (WCC only)</i>	Mar 2020	Green	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. Measure: <i>additional floor space identified/ provided</i>	Mar 2020-23	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	Winchester Citizens Advice Bureau (CAB) opened their new offices on 10 June after relocating to the Council offices.
		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	Complete	The gross income received for 2018/19 was £523,000.
		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 scoping options for a new strategy. It was 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
		Measure: <i>Adoption of new Winchester Car Parking Strategy by Dec 2018</i>			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 Measure: <i>Adoption of the Movement Strategy by December 2018</i>	Dec 2018	Complete	City Of Winchester Movement Strategy was endorsed by Cabinet in March 2019 and subsequently adopted by Hampshire County Council in April. Officers are now working with colleagues at the County Council on the brief to take forward the next phase of work relating to the actions identified in the Strategy.
		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	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. A new contract to deliver business support has been awarded to IncuHive
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	Complete	Hampshire County Council led project has achieved 95% access to SuperFast Broadband across Hampshire and 91% across the Winchester district.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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 Measure: <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. Funding has just been approved.
		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. 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 Measure: <i>Refurbishment completed March 2018, Works and longer term study complete March 2019</i>	Mar 2019	Complete	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 Measure: 100% of housing stock meets the Decent Homes Standard with and energy performance ratings	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. Reached the year-end target of zero Decent Homes failures.
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: An additional 600 new homes delivered by 2020	Mar 2020	Green	201 units completed with a further 88 on-site. Subject to planning consent and tenders 44 additional homes are expected to start on site in 19/20. Chesil Lodge now open. Victoria Court completed in January 2019.
		Bid for grant to support additional development Measure: 50% of New Homes Programme supported by grant	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: Housing company established	May 2018	Amber	Work ongoing to identify appropriate vehicle to support Council programme. Final details will be reported to Cabinet/Council in Sept 19.
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: No use of B&B accommodation (other than in exceptional circumstances)	Mar 2020	Green	Only 1 circumstance of using B&B in quarter 4 due to an emergency situation for 1 night.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<p>Support an increase in the provision of supported housing units/move on accommodation by establishing and leading multi agency Homelessness/ Social Inclusion forum</p> <p>Measure: <i>Provision of 10 supported/ move-on units</i></p>	Mar 2019	Green	<p>Social Inclusion Forum now well established with all relevant agencies represented.</p> <p>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.</p> <p>New supported housing units will be available with a Registered Provider by August 2019.</p> <p>Further 8 units will be available in September 2019.</p>
4.	<p>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.</p>	<p>Work with private landlords through “City Lets” initiative offering effective management and lettings service</p> <p>Measure: <i>Increase of 30 to 50 homes by March 2019</i></p>	Mar 2019	Complete	<p>46 private rent units now managed through City Lets scheme.</p>
		<p>Support and enable development partners/ Registered Social Landlords (RSLs) to develop more affordable housing</p> <p>Measure: <i>Number of affordable homes developed by other organisations in the District</i></p>	Mar 2020	Green	<p>Positive discussions with providers re 106 sites, rural exception sites.</p> <p>£400k Grant made available to Wickham CLT for new homes.</p>
		<p>Develop an effective “shared ownership” programme</p> <p>Measure: <i>At least 30 affordable shared ownership homes developed by March 2020</i></p>	Mar 2020	Green	<p>Shared Ownership units at Chesil Lodge and Mitford Rd, Alresford, all sold and Victoria Court progressing well.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
5.	Be proactive in our Tenant engagement, achieving effective representation and insight across all tenant and customer groups	<p>Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement</p> <p>Measure: <i>Increase the number of 'involved' tenants to 200</i></p>	Mar 2019	Green	<p>Survey of Tenants and Residents (STAR) undertaken during March and April 2019. The results of the survey to be published shortly. A programme of digital surveys introduced is successfully engaging younger households and achieving representative responses in terms of district area as well as age. The surveys achieve regular responses in excess of 300 tenants and are statistically robust. The surveys supplemented by qualitative measures such as focus groups have successfully engaged tenants previously not involved'</p>
6.	Restrict permitted development rights in Winchester so that new Houses of Multiple Occupation (HMOs) require planning permission	<p>Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city.</p> <p>Measure: <i>Number of Article 4 Directions approved.</i></p>	Mar 2020	Green	<p>Article 4 Direction (A4) now active in Stanmore and Winnall.</p> <p>Survey of HMOs in Winnall to be undertaken later in 2019 to provide more accurate baseline data.</p> <p>Data regarding other areas (Fulflood 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.</p> <p>New HMO Licensing scheme implemented in October 2018 which will provide improved data for all areas as</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					well as additional controls re condition. Total of 76 HMO licenses issued under the new legislations for Qtr 4.
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	Three purchases completed in 2018/19 with the remaining seven in the pilot expected to complete in the first half of 2019/20.

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	<p>Council grants programme to prioritise sport and physical activity programmes</p> <p>Measure: <i>Number of grants and the total financial amount approved for sports groups</i></p>	Mar 2019	Green	Sport and physical activity grants being considered as part of the wider review of the Council's grants programme.
		<p>Develop the Exercise Referral programme to include classes for adults with long term health conditions</p> <p>Measure: <i>Achieve 265 referrals and class attendance during 2018/19.</i></p> <p><i>Achieve 2,300 throughput of attendees at community classes</i></p>	Mar 2019	Complete	<p><u>Exercise Referrals</u></p> <p>Q1 - 71 Referrals Q2 - 56 Referrals Q3 - 54 Referrals Q4 - 101 Referrals Total - 271 Referrals</p> <p>Most common referrals - Obesity 23%, Depression 13.5% & Anxiety 12%</p> <p><u>Class Attendance</u></p> <p>Q1 - 690 throughput Q2 - 691 throughput Q3 - 704 throughput Q4 - 749 throughput Total - 2,834 throughput</p> <p>Most popular classes are for falls prevention and for patients with neurological conditions.</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 Measure: <i>Achieve 5,900 participants taking part in health walks during 2018/19</i></p>	<p>Mar 2019</p>	<p>Complete</p>	<p>Q1 – 1,540 throughput Q2 – 1,609 throughput Q3 – 1,498 throughput Q4 – 1,593 throughput Total – 6,240 throughput</p> <p>Most popular walks are Bishops Waltham, Weeke and Winchester</p>
	<p>Target discretionary business rates relief towards sports clubs Measure: <i>Number of sports clubs receiving rate relief</i></p>	<p>Mar 2019</p>	<p>Complete</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. 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 sport and physical activity per week.</i> <i>Inactive – target 21.2%</i> <i>Fairly active – target 14.5%</i> <i>Active – target 66.5%</i></p>	<p>Mar 2019</p>	<p>Complete</p>	<p>Sport England – Active Lives Data 2018</p> <p>(May 2018) Inactive – 20.6% Fairly Active – 11.7% Active – 67.8%</p> <p>(Nov 2018) – latest survey Inactive – 18.8% Fairly Active – 11.8% Active – 69.4%</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 Measure: <i>5,000 junior participants in 2018/19</i>	Mar 2020	Green	Q1 – 1,017 junior participants (Winchester) Q2 – 779 junior participants (Winchester) Q3 – 704 junior participants (Winchester) Q3 – 743 junior participants (Whiteley) Q4 – 1004 junior participants (Winchester) Q4 – 1104 junior participants (Whiteley) Total – 5,351 throughout *Whiteley junior parkrun launched 14/10/18
	Support and promote the Winchester adult parkrun Measure: <i>13,500 adult participants in 2018</i>	Mar 2019	Complete	Q1 - 3,860 adult participants Q2 - 4,853 adult participants Q3 - 3,802 adult participants Q4 – 5,050 adult participants Total – 17,995 adult participants
	Support and promote the Whiteley adult parkrun Measure: <i>10,000 participants in 2018/19</i>	Mar 2019	Complete	Q1 – 2,925 adult participants Q2 – 2,480 adult participants Q3 – 2,726 adult participants Q4 – 3,486 adult participants Total – 11,815 adult participants
	Support the delivery of the Golden Mile event involving primary schools across the Winchester District Measure: <i>Participation of 20 schools and 4,000 pupils who have collectively walked 50,000 miles.</i>	Mar 2020	Green	2,545 pupils at 19 schools in the District – May 2018 data The Golden Mile is launching a new software platform which has resulted in no further data being recorded.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>This whole school programme aims to tackle childhood obesity in Primary Schools across the District.</p> <p>In the interim our aim is to encourage schools and provide opportunities for pupils to take part in 15 minutes of physical activity every day in addition to their P.E lessons.</p>
		<p>Invest annually in disabled facilities grants in line with Government funding to help people in their own home Measure: <i>100 residents given assistance to remain in their own home</i></p>	<p>Mar 2020</p>	<p>Green</p>	<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. 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. Measure: <i>To achieve the targets as set out in the current action plan</i></p>	<p>Mar 2020</p>	<p>Amber</p>	<p>Meetings have been held with Hampshire Public Health to map the support needed and how best to deliver an effective plan, including the necessary governance arrangements.</p> <p>Work continues to support key partnerships such as Dementia Friendly Winchester and the Older Peoples Partnership.</p>
<p>2.</p>	<p>Provide new leisure facilities in Winchester that meet the needs of a broad cross section of our communities for now and the future</p>	<p>Build a new Sport and Leisure Centre at Bar End Measure: <i>Start of construction in Spring 2019</i></p>	<p>Spring 2019 start on site</p>	<p>Green</p>	<p>Planning permission for the new Sport and Leisure Centre granted on 1 November 2018 and construction started in March 2019.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
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	Sport England – Active Lives Data 17/18 (May 17/18) Adult volunteers – 21.7% (Nov 17/18) – latest survey Adult volunteers – 24.7% Local data : - Parkrun – 3,616 volunteer throughput - Health Walks – 32 volunteers - Para Personal Bests – 41 volunteers - Tri Golf Festival – 57 volunteers
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	Continue to support the promotion of over 30 festivals spanning the whole year. Considering ways to support new festivals including Winchester Design Festival and grow existing festivals including Heritage Open Days and Winchestival.
		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 where residents were affected by the welfare reforms or Universal Credit (UC) changes and required support in the second quarter of this

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>year. 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. Despite this change in government policy the Benefits & 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>
6.	Work with partners to achieve significant and sustained change for vulnerable families with multiple, complex and persistent problems	<p>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></p>	Mar 2020	Amber	<p>Temporary management and support was put in place from within the Troubled Families network of agencies and WCC Housing staff to ensure service was maintained. WCC lead member of staff has not returned to resume management of the programme.</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>	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 - CAB3087(LP)). Work on baseline studies now being commissioned or are underway.
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	<p>The hot spot locations are identified as being those that repeatedly show up as being a preferred area for dumping of waste within a given period. We are currently reviewing location hot spots on a quarterly basis.</p> <p>50% of locations shown in the previous update ceased to be a problem, the other 50% showed significant reductions within the reporting period which meant they were removed as hot spot locations.</p> <p>There were no repeat locations identified within this reporting period so the enforcement officer will undertake proactive patrols throughout the district to help identify those that may be emerging as hot spots.</p> <p><u>Action taken:</u> 66 investigations undertaken during</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>quarter 4 and of those, 58 were closed, X2 are still ongoing and pending panel decision for prosecution. X3 FPNs given for low level fly tip. (£400 each) These were paid immediately. X1 case handed over to the Environment Agency for investigation. X2 investigations discontinued after initial enquiries when it became apparent that the police were dealing with both cases as theft by organised criminals. X1 case ongoing from quarter 3 2018 (the perpetrator was offered the opportunity to pay an FPN, it was not paid so will be progressed to prosecution.</p>
		<p>Always evaluate prosecution as a deterrent to those who fly-tip within the District Measure: <i>100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</i></p>	Mar 2020	Green	<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). Measure: <i>Fixed Penalty notices</i></p>	Mar 2020	Green	<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 - S33 of Environment Protection Act (EPA) 1990.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>issued for low-level fly-tips</i>			<p>There were no FPN's issued for litter within this reporting period and this is largely due to the fact that when asked, the perpetrator will as a general rule pick the litter back up and dispose of it correctly, in view of the officer.</p> <p>In addition new guidance suggests that officers also have the power to issue FPNs using S34 of the EPA 1990 for low level fly tipping (householder duty of care). The Neighbourhood Services Enforcement Officer is currently in the process of researching its usage.</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: <i>Satisfaction levels recorded via the survey</i></p>	Mar 2020	Green	<p>ASB Survey: The survey outcome was included within the O&S Committee report.</p> <p>Another survey is due to commence in the autumn 2019. However the uptake over the last 2two years has increased by 9%.</p>
		<p>Utilise the tools and powers provided within the ASB, Police and Crime Act 2014 to tackle and reduce crime in the District</p> <p>Measure: <i>Number of interventions to reduce incidents of ASB</i></p>	Mar 2020	Green	<p>Begging: During February and March 2019 there was a spike in reported incidents as below: Feb 2019 (79) – Feb 2018 (49) Mar 2019 (125) – Mar 2018 (24)</p> <p>ASB Intervention: This reporting period shows a</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>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 = 4 Community Protection Notice = 3 Section 35 dispersal notices = 1 High Vis Patrols = 75 scheduled visits through Abbey Gardens and other more ad-hoc patrols. Delivery of 'Report It' educational flyers around hot spot locations. Increased patrols by multi-agencies in relation to hot spot locations.</p> <p>Undertook a Begging Operation in partnership with Winchester Neighbourhood Policing Team during the early to mid evening during early March 2019. Other planned activity will take place throughout the year.</p> <p>The partnership Operation Helicon was planned for the start of the new financial</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>year.</p> <p>The number of Winchester App Reports coming into the team during this period showed there were 10 and of those we progressed 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 4 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 Measure: <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 & Fromond Rd, Weeke (environmental) Somerville Rd, Kingsworthy (environmental) St Peters Close, Curdrige (parking) Penton Place, Highcliffe (parking)</p> <p>Schemes to progress in 2019/20 include: Canford Close, Shedfield (parking) Pound Cottages, Meonstoke (parking) Moors Close, Colden Common (parking) Chiltern Court, Alresford (parking & environmental), Trussell Crescent, Weeke (parking)</p>
		To undertake and act upon a visitors user survey on key open spaces to ascertain current use and future	Mar 2020	Green	Twelve months Survey looking at visitors to the parks and open space across the District.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		demand for such space Measure: <i>Visitor usage and satisfaction rates</i>			The next phase is to analyse the data and to identify key actions and future direction in relation to key open spaces. Data analysis is underway and due to be completed July 2019.
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	Kerbside glass collection to be introduced from 1 October 2019.
		We will investigate options for additional income through increased recycling Measure: <i>Income collected through additional channels</i>	Mar 2020	Green	Cabinet approval given to introduce kerbside glass collection from 1 October 2019 (Report CAB3108 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 Measure: <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	Cabinet approval given to progress Phase II of the flood relief scheme at Durngate (report CAB3072 , 12 December 2018 refers) with funding approved by Council on 16 January 2019. Technical work continuing and planning applications now submitted to Hampshire County Council and South Down's National Park Authority.

	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 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 considered by Cabinet in September 2018 (Report CAB3074 refers). Electric Vehicle Charging Strategy considered by Cabinet 23 January 2019 (CAB3120).
		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> <i>This measure will be updated now that Climate Emergency has been declared.</i>	Mar 2020	Amber	Cabinet on 5 June 2019 declared a 'Climate Emergency' (report CAB3171 refers) and committed to making the activities of the Council carbon neutral by 2024, and the district of Winchester carbon neutral by 2030.
		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 in 2018) to cope with increasing passenger demand which has continued to rise in 2018/19. City of Winchester Movement Strategy now in place which includes park and ride expansion. Next phase of development work now progressing.

Section 3: Programme Management – Projects Update

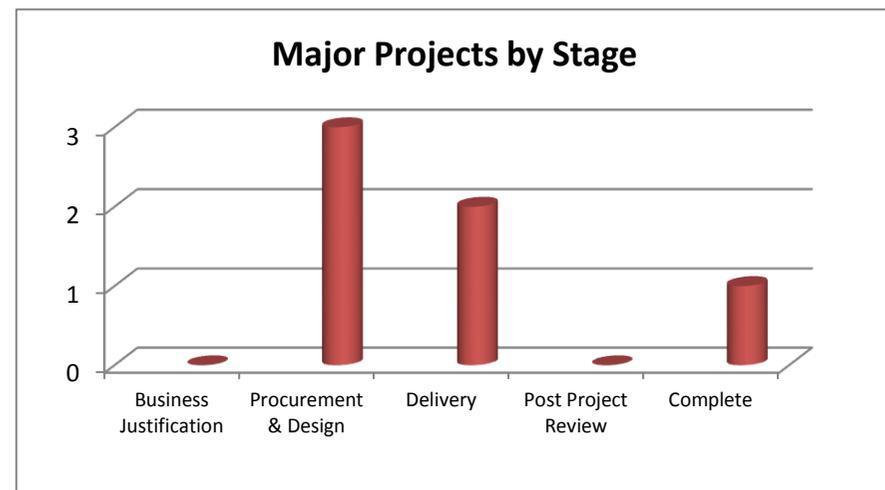
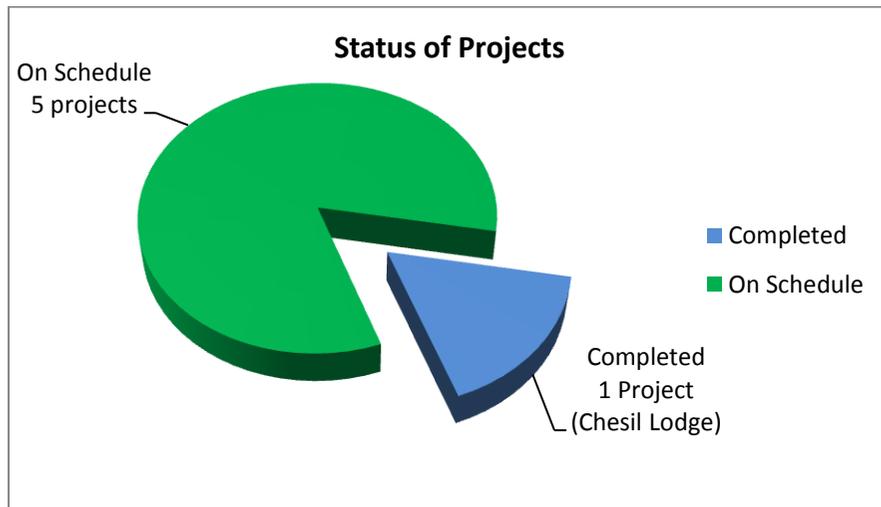
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number 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
- 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"> • Options appraisal – 2013 to 2015 - Completed • Feasibility assessment of preferred option – 2016 - Completed • Prepare Outline Business Case for preferred option - 2016/17 - Completed • Outline Business Case – 16 January 2018 - Completed • Prepare and seek planning permission – 2018 - Completed • Operator procurement process– January 2019 - Completed • Full Business Case – February 2019 - Completed • Sign contract with construction contractor and operator – March 2019 - Completed • Started on site – March 2019 – current stage • Completion – Early 2021
Project Phase: Delivery		✓	✓	
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: <u>Capital:</u> £42,860,000 <u>Revenue:</u> £760,000	Total Actual Spend: Capital: £2,808,000 Revenue: £602,000			
Project Update & Next Steps				
<p>Project Update</p> <ul style="list-style-type: none"> • Completion of full business case and sign off from Leisure Centre Cabinet Committee and Full Council • Finalisation of construction and operation contracts • Full start on site • Progress RIBA stage 5 pre construction, including ongoing engagement with utilities and HCC • Offsite works for temporary and permanent access around the park <p>Next Steps</p> <ul style="list-style-type: none"> • Ongoing discharge of planning conditions • Continued delivery of offsite access works • Ongoing engagement with users of the centre • Setting initial working meetings with operator and key stakeholder/ sports groups • On going communications and residents liaison 				

Summary		Status & Progress		Project Milestones
<u>Station Approach</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 15/12/16 - Procurement of RIBA Competitions Office - Completed 20/03/17 - Cabinet to agree start of procurement – Completed 14/08/17 - Cabinet (SA) to approve appointment of architects - Completed 27/02/18 – Cabinet (SA) approve content of the Public Realm Strategy and Masterplan Framework - Completed 12/07/18 – Cabinet (SA) to approve: Procurement route for Public Realm Strategy design work – Completed 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 March 2019 - Cabinet (SA) to approve RIBA Stage 2 (Concept Design) for the Carfax site, consider the outline business case and consider options for delivery ,and for Public Realm to agree Gateway approval to RIBA Stage 3 (developed design), Summer / autumn 2019 – Decision on outline planning application Summer 2019 – Cabinet decision on delivery option for Carfax site and Public Realm RIBA Stage 3 design works . Future milestones to be added following a Cabinet decision on the delivery option for Carfax site.
Project Phase: Procurement and Design		✓	✓	
Project Start: February 2015	Project End Date: Q3 2024 (longest option - JV route)			
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			
Carfax Project Budget: Capital: £1,800,000 of Revenue: £1,500,000	Carfax spend to date: Revenue: £1,253,972 (current project) Capital: £321,234			
Public Realm Budget: Capital (Projected): £5m (LEP) Revenue: £225,000.00	Public Realm spend to date: Revenue: £160,805			
Project Update & Next Steps				
<ul style="list-style-type: none"> Outline Business Case taken to O&S 20 Mar and approved by Cabinet (SA) Committee on 25 Mar 2019 alongside RIBA Stage 2 design. Outline Planning Application submitted March 2019. Further investigation into income strip and sale options with soft market testing to feed into delivery decision. S278 pre app HCC <p>Next Steps:</p> <ul style="list-style-type: none"> Consideration of delivery route Progress to RIBA Stage 3 for design development of Public Realm. Consultation with Network Rail /South West Railway 				

Summary		Status & Progress		Project Milestones
<u>Saxon Gate</u>		Current Month	Previous Month	<ul style="list-style-type: none"> • 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, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses • 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee • 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed • 11/12/18 – Archaeology event • 12/12/18 – Present strategic placemaking consultancy brief to Cabinet for approval to proceed • 18/12/18 – Friarsgate Medical Centre purchased • 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed • 14/03/19 – Planning permission for Friarsgate Hoardings approved • 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage • 19/03/19 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs • 26/04/19 – Appoint Strategic Placemaking Consultancy
Project Phase: Meanwhile Uses and Improvements to the Existing Estate				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £395,000	Spend to date: £369,177 (includes committed spend)			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Consultant appointed to carry out meanwhile uses feasibility study, report received • Brief for design works to lower High Street and Broadway agreed by Cabinet (CWR) Committee • Planning permission for Friarsgate hoardings advertised and approved, hoardings installed • Next steps regarding archaeology agreed • Procured Strategic Place-making Consultancy - JLL • Name for the CWR area agreed – Saxon Gate 				

Next Steps

- Commence RIBA stage 3 developed design for Coitbury House
- Develop stakeholder management plan
- Refine brief for Broadway and lower part of the High Street in liaison with HCC and further investigate funding options
- Implement next steps for archaeology
- Evaluate meanwhile uses feasibility study and create options paper for next steps
- 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.

Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee • 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy • Feb/Mar 2019 - Member /Stakeholder workshops • Jun 19 - Cabinet to consider and approve procurement of <u>waste services</u> • Aug 2019 – Invitation to Tender issued • Oct 2019 – Deadline for return of completed Tenders • 01/10/19 - 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal start • 1/10/19 - Environmental Services contract start • Feb 2020 - Cabinet approval of Preferred bidder • Mar 2020 - Contract mobilisation • 01/10/20 - New Waste Collection Services contract start
Project Phase: Design				
Project Start: January 2018	Project End: December 2019			
Project Sponsor: Laura Taylor	Project Executive: Steve Tilbury			
Project Budget: £225,000	Spend to date: £ nil but WYG appointed as advisors			
Project Update & Next Steps				
<p>Glass Collection and Date Change</p> <ul style="list-style-type: none"> • WC17/05/19 – Stage 1 letter delivered to all households advertising the glass collection service and advising them of a possible day change • From June to October 19 – Various social media, press, radio and digital campaigns to raise awareness of possible date change and glass collection. • Throughout August 19 – Glass collection boxes delivered to households along with new calendar, letter detailing change in service and recycling information leaflet. • Week before 1st glass collection – Bin hanger placed on bins as a final reminder for residents to check their calendars/letter and put out their collection bin for the following week. <p>2020 Contract Renewal</p> <ul style="list-style-type: none"> • May 19 – Contract documents being prepared. • WC 26th June – OJEU notice published 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – work now started on site. • Mitford Rd – completed and new homes now occupied • Bailey Close – completed November 2018, fully let and official opening event held • Hillier Way – homes occupied. • Victoria House – rented units completed and now let. Awaiting LABC sign-off to enable Shared ownership properties to be sold • Knowle - Started on site and works progressing in line with project plan, Shared ownership properties completed and reserved, 5 rented houses due for completion in August 19. • Rowlings Rd – Planning consent secured and tenders returned under budget • Dolphin Hill, Twyford – out 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: £12,717,189 to 31 March 2019			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats handed over on 28th August 2018. • Bailey Close – completed November 2018 • Hillier Way – completed (November 2017) • Victoria House – Completed December 2018, rented properties let and SO pre-sold. • Knowle – on-site, progressing well. • The Valley – Building contract signed and scheme has started on site – due for completion by March 2021. Homes England have confirmed additional grant has been approved to enable rented properties to be let at Social Rent levels. • Architect appointed to provide design options for Wykeham Place, Stanmore. 				

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				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Average Sickness per member of staff (<i>days</i>) – rolling year	6.9	6.4	6.8	7.7	8.5	8.1	7.5	
Staff Turnover - quarterly	4.22%	3.25%	4.44%	5.26%	4.76%	5.38%	No target set	No target set
Speed of processing new Housing Benefit/ Council Tax Support Claims (<i>days</i>)	10.41	11.13	14.36	14.76	16.79	17.95	14.00	
Speed of processing changes in circumstances Housing Benefit/ Council Tax Support Claims (<i>days</i>)	3.37	3.21	4.22	4.87	5.05	4.25	7.00	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	25	15	14	15	15	12	10	
Number of High Priority Overdue Internal Audit Management Actions	3	0	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	94%	94%	96%	96%	94%	95%	100%	
Invoices processed with a Purchase Order	99%	100%	100%	100%	100%	99%	100%	

Performance Indicator	2017/18		2018/19				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Number of complaints recorded on corporate complaints system	76	129	136	167	125	167	No Target Set	Not Applicable
Percentage of FOI requests responded to within 20 working days	79.88%	78.53%	72.19%	76.00%	90.00%	90.00%	90.00%	
Number of Fly-Tipping Incidents reported	193	249	183	194	179	214	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	35.30%	32.31%	38.98%	37.03%	34.89%	30.94%	35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	83.33%	100.00%	87.50%	100.00%	100.00%	100.00%	60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	88.74%	90.96%	96.91%	93.94%	95.08%	97.51%	65.00%	
Number of Enforcement Cases Opened	83	90	76	81	58	80	No Target Set	Not Applicable
Number of Enforcement Cases Closed	103	108	73	80	59	84	No Target Set	Not Applicable
Voids – Average re-let time (general needs and sheltered)	12.32	12.63	13.80	14.99	16.43	14.86	13	
Arrears - Number of tenants owing more than 4 weeks rent	206	205	206	222	231	232	No Target Set	Not Applicable
Repairs – Average number of days to complete responsive repairs	5.0	5.16	5.96	6.88	6.34	6.39	8	

Performance Indicator	2017/18		2018/19				Annual Target	End of Year Status
	Q3	Q4	Q1	Q2	Q3	Q4		
Homelessness – Numbers presenting to Council as being at risk of homelessness	334	460	360	385	378	496	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 is monitored closely with absence 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. Ongoing support is provided by HR to managers where staff in their teams are absent due to sickness. The Q4 average of 8.1 days per member of staff is below the public sector average of 8.5 days.

The Council has recently launched the Optimise Health Plan from Simply Health which provides a range of benefits designed to help employees look after their health and provide access to counselling services.

Other benefits for staff that the Council has introduced have been increasing the annual leave entitlement, support for mental health awareness week and launching an employee benefits platform that provides access for staff to retail and shopping discounts.

Work is also underway to develop a new employee wellbeing strategy.

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.

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

There has been an improvement in the time taken to re-let general needs and sheltered accommodation properties in the 4th quarter although figure remains marginally above the target of 13 days. The target is ambitious to reflect the importance of re-letting properties quickly to address housing need. Actual performance is affected by a number of factors, such as an increased number of “refusals” and properties requiring more work to bring back to a “lettable” standard, overall performance remains in top 25% of all social landlords.