

REPORT TITLE: QUARTER 1 – FINANCE AND PERFORMANCE MONITORING

9 SEPTEMBER 2019

REPORT OF CABINET

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

WARD(S): ALL

PURPOSE

This report provides a summary of the Council's performance and financial position during the first quarter of 2019/20.

This first report of 2019/20 includes progress updates against project delivery, 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 the Committee raises with the Leader or relevant Cabinet member any issues arising from the information in this report and considers whether there are any items of significance to be drawn to the attention of Cabinet..

## IMPLICATIONS:

### 1 COUNCIL STRATEGY OUTCOME

- 1.1 This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of 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 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 position as at 30 June 2019.

### 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 Service Leads have been consulted on the content of the report.

### 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Many activities detailed in this report actively protect or enhance our environment. A separate report will be brought forward in December detailing the council's approach to tackling the climate change emergency. .

### 8 EQUALITY IMPACT ASSESSEMENT

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

### 9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None from the content of the report, although each activity will consider the impact of data protection requirements.

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

## 11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the Council's performance during the first quarter of 2019/20 and financial position as at 30 June 2019.
- 11.2 Council adopted the refreshed Council Strategy for 2019/20 on 16 January 2019 (Report CAB3094 refers) which outlines key council ambitions and is a focus for resources required to deliver the outcomes which are:
- 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
- 11.3 The Strategy document sets out a number of measures across 24 aims to deliver the four outcomes by March 2020 and progress will continue to be presented quarterly during the year.
- 11.4 The Council Strategy was adopted before the district election was held on 2 May 2019 which saw a change in administration at the Council. Progress will continue to be reported against the measures included in the adopted Strategy while work has begun to develop the next Council Strategy for the period after 1 April 2020.
- 11.5 A draft of the next Council Strategy will be brought to this Committee at its meeting on 27 November for consideration as part of the wider consultation and engagement on the new priorities.
- 11.6 The new Council Strategy will then be presented to Council in January 2020 for adoption.
- 11.7 Work has also begun by the Administration on new priorities that were not included in the adopted Strategy back in January. These priorities include the declaration of a Climate Emergency and making the activities of the Council carbon neutral by 2024, and the district of Winchester being carbon neutral by 2030 (Report CAB3171, 5 June 2019 refers).
- 11.8 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.
- 11.9 Section three of the appendix 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.
- 11.10 Included for the first time in these quarterly performance reports are the Local Plan and response to the Climate Emergency. These are both significant projects for the Council with updates on progress included in future quarterly reports.

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

SC002 – Financial and Performance Monitoring – Q4 2018/19

Other Background Documents:-

None.

APPENDICES:

Appendix 1 – Q1 Finance and Performance Monitoring Report 2019/20



# FINANCE & PERFORMANCE MANAGEMENT REPORT FIRST QUARTER 2019/20



## Contents

### Introduction and Summary

#### Section 1: Financial Update – First Quarter 2019/20

- General Fund Revenue
- General Fund Capital
- Outcome Based Budgeting – progress update
- Housing Revenue Account

#### Section 2: Council Strategy 2017-20 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
- Climate Emergency response
- Environmental Services Contract
- Local Plan
- New Homes Delivery Programme
- Station Approach
- Winchester Sport and Leisure Park

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

### Introduction and Summary

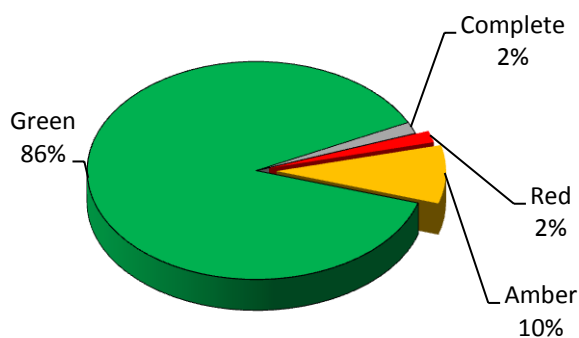
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims, objectives and outcomes in the Council Strategy, progress of the Council's projects, the financial position and corporate health performance indicators.

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

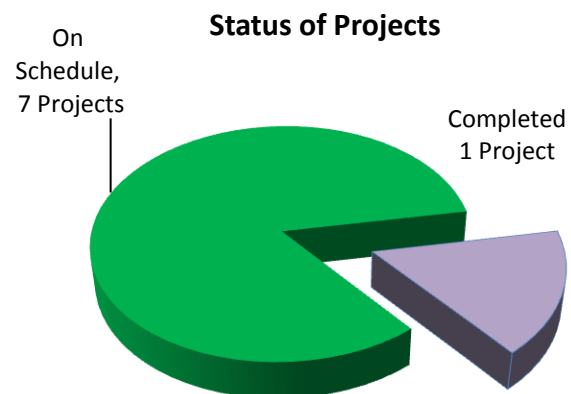
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 30 June 2019 (Quarter 1) across the key areas of performance. Further information is provided in the following appendices.

### Council Strategy Q1 2019/20



### Project Monitoring Q1 2019/20





## Section 1 – Financial Update as at 30 June 2019

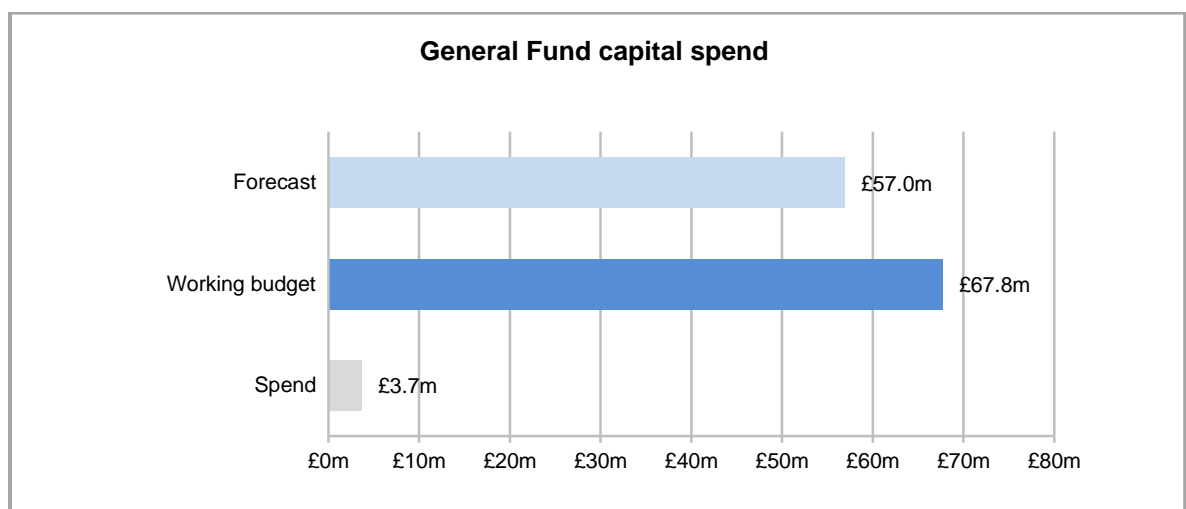
This section presents a summary of the Council's financial position as at 30 June 2019 with regard to the General Fund and Housing Revenue Account budgets.

### General Fund Revenue

1. An interrogation of the 2018/19 outturn has identified a number of favourable variances which are forecast as ongoing savings. As at the end of Quarter 1 there is a total forecast 2019/20 underspend of £1.025m. Much of this favourable variance flows through from Q4 in 2018/19, after the budget for the year was set, or is a result of one off income achieved.
2. Additional financing and treasury activity net income of £0.2m related to forecast higher net interest receivable due to higher cash balances.
3. Also included in this appendix is a report that shows the progress and status of the 2019/20 Outcome Based Budgeting proposals. The overall target status is green, meaning that overall we are on target to achieve the net savings target of £0.961m.
4. Quarter 1 key variances:
  - i) **Net Interest receivable** – (+£0.2m) higher than budgeted cash balances have been available for investment which has significantly increased the net interest receivable for the year.
  - ii) **Planning Fee Income** – (+£0.3m) higher than planned income for the year relating to major planning applications.
  - iii) **Car Parking Income** – (+£0.35m) additional full year income relating mainly to off street car parking and in particular strong usage of the park and ride sites.
  - iv) **Benefits** – (+£0.1m) higher than planned subsidy and overpayment recovery rates.
  - v) **HRA Recharges** – (+£0.15m) higher planned recharges to the HRA reflecting the 2018/19 outturn for example additional utilisation of the Special Maintenance team.
  - vi) **Guildhall** – (-£0.125m) a target saving of £0.15m was set commencing 2019/20. Whilst plans are progressing it is now expected that the planned savings will not commence until early 2020.

### General Fund Capital

1. General Fund capital expenditure to the end of June was £3.7m of which the single largest item was £2.3m on Winchester Sport & Leisure Park.
2. Capital budgets for 2019/20 were revised for brought forward balances and other changes as part of the 2018/19 outturn reported to July Cabinet.
3. Since approval, the forecast has been revised down by £10.8m with the largest single item (£2.8m) being the new Sport & Leisure Park re-profiled to reflect anticipated spend. Other significant items where it is anticipated that a significant element of the budgeted spend will now occur in 2020/21 include Station Approach Public Realm (£1.9m), the Replacement Surgery (£1.7m), and the car park at the Dean Alresford (£1.0m). There is also a budget of £18.0m in respect of the Strategic Asset Purchase Scheme which, although not re-profiled, may remain unspent if suitable assets are not identified for purchase or the economic environment is unfavourable.



4. Key items of expenditure in Q1 of 2019/20:

- **Winchester Sport & Leisure Park**      Total Budget: £42,861k  
Expenditure: Prior years £2,808k      2019/20 £2,337k      Total £5,145k

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: £1,468k  
Expenditure: recurring      2019/20 £231k

The amount of funding from central government has increased significantly in recent years. Spend is on generally on target and, in addition to expenditure incurred, over £300,000 in commitments have been made.

- **Partnered Home Purchase Scheme**    *Total Budget: £4,500k*

*Expenditure: Prior years £499k                      2019/20 £699k                      Total £1,198k*

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 a further 4 purchases completed in the first quarter of 2019/20 bringing the total to 7.

**General Fund 2019/20**

	General Fund Revenue					General Fund Capital	
	Budget		Forecast			Budget	Forecast
	Income	Expenditure	Net contribution / (spend)	Full Year Forecast	Variance		
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Total Housing	284	(2,337)	(2,053)	(2,053)		(2,043)	(2,043)
Total Environment	10,353	(16,909)	(6,556)	(5,906)	650	(3,481)	(2,635)
Total Health & Happiness	360	(2,502)	(2,142)	(2,142)		(28,035)	(23,405)
Total Business	213	(2,104)	(1,891)	(1,891)		(14,504)	(9,697)
Total Operational Delivery	2,239	(5,290)	(3,050)	(2,925)	125	(1,467)	(950)
Total Investment Activity	3,219	(882)	2,337	2,337		(18,009)	(18,009)
Total Organisational Management	466	(6,388)	(5,922)	(5,872)	50	(215)	(217)
	<u>17,135</u>	<u>(36,412)</u>	<u>(19,277)</u>	<u>(18,452)</u>	<u>825</u>	<u>(67,754)</u>	<u>(56,956)</u>
Total Tax and Grant Income			15,296	15,296			
Total Financing & Treasury Activity			(677)	(477)	200		
Total Reserve Related Movements			4,658	4,658			
Total Funding			<u>19,277</u>	<u>19,477</u>	<u>200</u>		
Transfer to Major Investment Reserve				1,025	1,025		

**Housing Revenue Account 2019/20**

	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>	27,688	0	27,688	27,688	
<b>Housing Management General</b>	164	(5,011)	(4,847)	(4,947)	(100)
<b>Housing Management Special</b>	1,155	(2,552)	(1,397)	(1,397)	
<b>Repairs (including Administration)</b>	101	(5,356)	(5,255)	(5,191)	64
<b>Interest</b>	0	(5,188)	(5,188)	(5,188)	
<b>Depreciation</b>	0	(6,904)	(6,904)	(8,349)	(1,445)
<b>Capital Expenditure Funded by HRA</b>	0	(8,622)	(8,622)	(8,622)	
<b>Other Income &amp; Expenditure</b>	21	(106)	(85)	(85)	
	<u>29,129</u>	<u>(33,739)</u>	<u>(4,610)</u>	<u>(6,091)</u>	<u>(1,481)</u>
<b>Working Balance at 1 April 2019</b>			9,116	11,627	2,511
<b>Add Surplus / (Deficit)</b>			(4,610)	(6,091)	(1,481)
<b>Projected Working Balance at 31 March 2020</b>			<u>4,506</u>	<u>5,535</u>	<u>1,030</u>

Housing Revenue Account Capital 2019/20	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(6,853)	(6,853)	0
Improvements and Conversions	(1,090)	(1,240)	(150)
Other Capital Spend	(1,103)	(196)	(58)
New Build Programme	(22,407)	(25,421)	(3,014)
	<b>(31,453)</b>	<b>(34,617)</b>	<b>(3,164)</b>

**Notes:**

1. All variances to forecast for both Revenue & Capital reflect the agreed carry forwards from 2018/19 identified in CAB3161 HRA Outturn 2018/19 presented to Cabinet on 17 July 2019.
2. Depreciation is forecast to increase by £1.45m. This is due to a change in the calculation method which assumes a reduced average property lifespan of 60 years. This method is recommended by our auditors (Ernst & Young) and has been reflected in the 2018/19 outturn result.
3. Other revenue forecast changes are due to late changes in the service review exercise at the end of 2018/19.
4. Improvements & Conversions are forecast to increase by £150k. This is recognising an increase in Estate Improvement projects from £250k to £400k. There a number of key projects needing to be carried out in 2019/20 requiring a increase in funding.
5. There are £3m of New Build carry forwards from 2018/19. This represents a number of projects where the start on site was delayed into 2019/20, including The Valley and Hookpit.

Outcome Based Budgeting – 2019/20 Progress Monitoring

The General Fund Budget 2019/20 report ([CAB3132](#), 14 February 2018 refers) included a number of budget proposals for 2019/20 that would achieve savings of £0.96m which would enable a balanced budget for 2019/20 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>						
Guildhall	150.0		25.0	25.0	Amber	Due to go out to the market shortly with a tenancy forecast from early 2020
Internal Catering	20.0	2.0	8.0	10.0	Green	Part-year savings in 19/20 with the full year targets to be met from 20/21
Employee Benefits	21.5	1.3	3.8	16.5	Amber	Savings depend on employee take up which will be monitored and a more representative estimate ready for Q2
Business Travel	50.0		50.0	50.0	Green	
Public Conveniences	25.0		25.0	25.0	Green	
Occupational Health	10.0	3.0	8.0	10.0	Green	
Training Hub	17.0			0.0	Amber	Plans are under development
Other minor efficiencies	20.0	5.0	15.0	20.0	Green	
Restructure	100.0	25.0	75.0	100.0	Green	
Energy Efficiency	20.0			0.0	Amber	Plans are under development
<b>Asset Management / Income Generation</b>						
Rent Reviews	200.0	50.0	150.0	200.0	Green	

Item	Budget £'000	Achieved £'000	On-target £'000	Total £'000	Status	Comments
Digitalisation of services	30.0			0.0	Amber	Plans are under development
Pest Control	35.0	5.0	30.0	35.0	Green	New fees proposals prepared for agreement
Concessions at car parks	50.0			0.0	Red	Preliminary work underway to identify which options to take forward; compensatory in year savings from additional usage
Street naming and numbering	12.0	3.0	9.0	12.0	Green	
Fees and Charges	50.0	12.0	38.0	50.0	Green	
Car parking income through volume increase	150.0	125.0	375.0	500.0	Green	Additional usage particularly at Park and Ride
<b>TOTAL</b>	<b>960.5</b>	<b>231.0</b>	<b>811.0</b>	<b>1,042.0</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 16 January 2019 (Report CAB3094 refers) as at the end of the first quarter of 2019/20 (30 June 2019).

The Council Strategy 2017-20 includes fifty nine performance measures supporting the delivery of the Council's four strategic outcomes.

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

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

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

Measures where actions have been completed are shown as complete.

As of 30 June 2019 there was one measure that had been completed and fifty one measures on schedule and to be delivered on time (Green).

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

There is one measure 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 1 – 2019/20)

### 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>Develop a long term strategy for the delivery and development of the Central Winchester Regeneration area. Whilst enabling improvements to the existing estate where appropriate in the short term to ensure the area's potential is realised as soon as possible.</i>	Mar 2020	Green	JLL have been appointed as strategic development advisors and are currently reviewing the CWR delivery roadmap with a view to providing advice in the autumn as to phasing and next steps to enable delivery of development. Work to plan the refurbishment of Coitbury House is ongoing, a paper is going to Cabinet in August to request funding to carry out early archaeological investigations across the site and work is continuing to develop concept designs to transform the lower section of the High Street and Broadway to reflect the aspirations of the CWR SPD.
		Project manage and support the regeneration of the Station Approach area of Winchester. <b>Measure:</b> <i>Office floor space on the Carfax/ Station Approach site of approximately 140,000ft<sup>2</sup></i>	Public Realm Mar 2021 Carfax 2023	Amber	The Administration has reviewed the project and will be taking decisions at cabinet on 28 August 2019 to progress the scheme. This will include the route to deliver the development, as well as to progress the public realm works with support from a grant of £5m from the EM3 Local Enterprise partnership” Amber status due to tight timescales.
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</i>	Mar 2020	Green	Strategy Framework has been presented to the Business and Housing Policy Committee. External engagements are now underway to develop the final

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>Plan and performance measures included in the Strategy</i>			strategy for consideration by Cabinet early in 2020
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme <b>Measure:</b> LEADER support for 70 businesses (WCC only)	Mar 2020	Green	<ul style="list-style-type: none"> <li>Allocated £739,974.94 of LEADER funds to local, rural businesses across WCC, East Hampshire and Eastleigh generating around 30 jobs</li> <li>Closed 26 projects with claims being paid in full.</li> <li>Eight projects which have been contracted and being project managed by WCC and two applications outstanding.</li> </ul> <p>The LEADER programme will end in March 2020</p>
3.	Utilise our environment to drive business growth and create employment opportunities across the district	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> additional floor space identified/ provided	Mar 2020-23	Green	Regular dialogue is undertaken with owners of key development sites, such as Bushfield Camp and Sir John Moore Barracks. The Local Plan review will consider appropriate employment land locations.
		Seek to secure partners for a public service hub to be based around the City Offices/West Wing/Guildhall buildings <b>Measure:</b> Fixed target not appropriate	Mar 2020	Green	Winchester Citizens Advice Bureau opened their new offices next to City Offices earlier this year.
		Use a Strategic Asset Purchase Scheme to generate financial and community returns <b>Measure:</b> Additional £200k net income generated from Strategic Asset Purchase Scheme.	Mar 2020	Amber	Potential purchases will be considered by the SAPS Board. There have been no purchases in 2019/20 to date.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Adopt and start to implement measures in a new Car Parking Strategy <b>Measure:</b> <i>Adoption of new Winchester Car Parking Strategy by Mar 2019</i>	Mar 2019	Red	The principles of the new Car Parking Strategy were presented to the Health and Environment Policy Committee in July 2019. A Parking Project Team has been established and an Action Plan is being developed in parallel with the study work for the City of Winchester Movement Strategy as this will inform the City Council's future approach to its parking strategy for the city and wider district.
		Develop a plan to deliver the measures needed to achieve the priorities set out in the City of Winchester Movement Strategy <b>Measure:</b> <i>Development of Plan</i>	Mar 2020	Green	Studies have now been commissioned to inform the detailed plan for the Winchester Movement Strategy. Stage 1 of these studies will be completed later in 2019 and early 2020
		Support new businesses set up in the District with advice to thrive and prosper <b>Measure:</b> <i>Number of new businesses supported, including with grants and advice</i>	Mar 2020	Green	New business support service now being delivered on behalf of the Council by IncuHive who provide a range of free business support and workshops, Since 1 July they have held sixteen one to one mentoring sessions, five 3hr workshops and three business networking events.
		Directly develop space to support Small, Medium Enterprises to grow <b>Measure:</b> <i>New net floor space provided for SME's</i>	Mar 2020	Green	The redevelopment of the old depot at Bishop's Waltham has received planning permission. The council is currently marketing the units aiming to achieve full pre-letting before initiating development. If full pre-let is not achieved we will need to consider whether to build speculatively.
4.	Work with strategic partners to deliver digital infrastructure	Improve the digital experience and accessibility for residents, businesses	Mar 2020	Green	Wi-Fi contract is in place; implementation actions are underway (obtaining

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	projects across the District	and visitors including Wi-Fi enablement of the city centre and development of a smart app. <b>Measure:</b> <i>Baseline assessment for 2019</i>			permissions for installation) Smart App contractor has been appointed.
6.	Be innovative by exploring opportunities to reduce revenue expenditure and maximise key revenue streams	Support the delivery of the ten actions as set out in the Digital Strategy including working with partners to ensure that all Council Services can be accessed online <b>Measure:</b> <i>100% availability of services online</i>	Dec 2019	Green	Since the original assessment, a further 40 services have been identified since the beginning of the year. Over 85% of council services are now available online. with the remainder due to be available by the end of 2019
		Deliver a programme of transformation that will provide an improved customer experience for residents and businesses when contacting the Council <b>Measure:</b> <i>Improved customer satisfaction</i>	Mar 2020	Green	Cohort 1a (Waste, Print and Office Support and Customer Services teams) at Test and Learn stage, Cohort 1b (housing tenancy, rents, income and allocations) at redesign stage to prepare for test and learn stage. Cohort 2a (Revenues and Benefits and Historic Environment) at gathering data stage covering customer demand and activity analysis.
		Explore the opportunities to establish joint-ventures to enable more efficient services <b>Measure:</b> <i>Number of joint venture opportunities explored, potential efficiency savings</i>	Mar 2020	Green	Ongoing. Opportunities reviewed as they present themselves. Shared Human Resources service lead with West Berkshire from Q2.
		Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation <b>Measure:</b> <i>Refurbishment completed</i>	Mar 2020	Green	Refurbishment to City Offices complete and next phases of work are to West Wing offices and some Guildhall areas. This work will commence in November and will include new lighting,

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>March 2019, Works and longer term study complete March 2020</i>			improvements to insulation/ draught proofing and redecoration. The refurbishment is expected to be completed in September 2020.

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. 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 <b>Measure:</b> <i>An additional 600 new homes delivered by 2020</i>	Mar 2020	Green	202 units completed with a further 88 on-site. 44 additional homes are expected to start on site in 19/20
		Bid for grant to support additional development <b>Measure:</b> <i>50% of New Homes Programme supported by grant</i>	Mar 2020	Green	Additional Homes England grant of £6.9M awarded to The Valley scheme. Further grants bids to Homes England are planned for 2 schemes
		Housing company be used to support the delivery of sub-market rented housing <b>Measure:</b> <i>Number of units delivered</i>	Mar 2020	Green	Report establishing the Winchester Housing Company to be considered by Cabinet at its meeting on 18 September 2019 (CAB3160 refers)
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	One instance when B&B accommodation was used in an emergency for a family during this quarter.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Support an increase in the provision of supported housing units/move on accommodation by establishing and leading multi agency Homelessness/ Social Inclusion forum <b>Measure:</b> <i>Provision of 10 supported/ move-on units</i>	Mar 2019	Green	12 units of additional accommodation at Sussex St to be ready to let in September 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.	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	Green	11 new affordable homes completed by Registered Providers in 1 <sup>st</sup> quarter 2019/20
		Develop an effective “shared ownership” programme <b>Measure:</b> <i>At least 30 affordable shared ownership homes developed by March 2020</i>	Mar 2020	Green	The Council has completed 19 shared ownership and sale homes, 30% of new build homes delivered by RP partners will be for shared ownership, although none completed in 1 <sup>st</sup> quarter.
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 with a particular emphasis on digital engagement <b>Measure:</b> <i>Number of involved tenants from 200 to 400 by March 2020</i>	Mar 2020	Green	STAR survey report finalised – meetings with Service Leads and DMT programmed for August to agree actions arising. Number of involved tenants increased to 300
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	Directions already made in Winnall and Stanmore. Currently insufficient evidence to justify further directions but this is being kept under review. The Strategic Housing Market Assessment will be form part of the new Local Plan



	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					baseline work and will include student accommodation requirements. Policy response, as required, will follow on from the assessment.
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 the Council</i>	Mar 2020	Green	See above comments in 4 above
		Provide access to custom build initiatives <b>Measure:</b> <i>2 custom build plots identified</i>	Mar 2020	Green	Target to release 2 further plots to custom build market during 19/20 –2 plots sold (subject to planning consent) in previous financial year
		Review the Partnered Home Purchase pilot scheme that enables residents to buy their own home in a shared equity scheme with the Council <b>Measure:</b> <i>20 households utilising the open-market shared ownership scheme (10 households in the pilot scheme)</i>	Mar 2020	Green	A further 4 completions in Q1 2019/20 bringing the total in the pilot to 7 properties. The remaining properties in the pilot are at an advanced stage of the process.

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> Maintain or increase level of grants and support using 2017/18 as base line	Mar 2020	Green	The Priority Outcomes Fund commenced in April 2019 and included physical inactivity as an outcome measure.  Small grants fund closing in September is also open for clubs to apply.
		Develop the Exercise Referral programme to include classes for adults with long term health conditions <b>Measure:</b> <i>Achieve 270 referrals and class attendance during 2019/20.</i>	Mar 2020	Green	<u>Exercise Referrals</u> Q1 – 56 referrals  <u>Highest referrals</u> Obesity High Blood Pressure Osteoarthritis Anxiety/ Depression  <u>Community Classes Attendance</u> Q1 – 774 throughput  <u>Breakdown</u> Nuero Fit - 146 Otago - 513 Assisted Circuits - 45 COPD - 38 Solent Mind - 24 ESCAPE-pain – 8

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Promote and encourage health walks across the District, helping everyone live longer, healthier and happier lives <b>Measure:</b> <i>Increase the number of health walks in the district to 6,000</i>	Mar 2020	Green	<u>Health Walks</u> Q1 – 1,666 throughput  <u>Breakdown</u> Winchester City Centre - 527 Sutton Scotney - 156 Alresford - 84 Friarsgate - 92 Bishops Waltham - 462 Weeke - 242 Colden Common - 103
		Target discretionary business rates relief towards sports clubs <b>Measure:</b> Maintain or increase rate relief using 2017/18 as base line	Mar 2020	Green	Discretionary business rates relief for 29 sport club and scout clubs as at July 2019
		Increase the number of adults participating in sport or physical activity <b>Measure:</b> <i>Number of adults participating in sport and physical activity per week.</i> <i>Inactive – target 19.5%</i> <i>Fairly active – target 11.2%</i> <i>Active – target 69.3%</i>	Mar 2020	Green	<u>Sport England Active Lives Survey</u> Winchester (Nov 17/18 survey) Inactive - 18.8% Fairly Active - 11.8% Active - 69.4%
		Invest annually in disabled facilities grants in line with Government funding to help people in their own home <b>Measure:</b> <i>100 residents given assistance to remain in their own home</i>	Mar 2020	Green	82 Referrals and 17 new cases, £520k committed to date.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<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>	<p>Mar 2020</p>	<p>Amber</p>	<p>Meeting with key partners are planned to develop the approach to health and wellbeing.</p> <p>Supporting meetings of Older Person Partnership and Dementia Friendly Winchester</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</p> <p><b>Measure:</b> <i>Start of construction in Spring 2019</i></p>	<p>Jan 2021</p>	<p>Green</p>	<p>Development started in March 2019. Construction of the new Sport and Leisure Centre is currently on programme due to open in Jan 2021. New operator is appointed following a procurement process.</p>
<p>3.</p>	<p>Encourage volunteering to support and extend local services</p>	<p>Promote and encourage adults to volunteer in community events and sporting activities</p> <p><b>Measure:</b> <i>Increase to 22% the number of adults volunteering in sport</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p><u>Sport England Active Lives Survey</u> Adults volunteering in sport – 24.7%</p> <p><u>Parkrun volunteers</u> Q1 – 1,074</p> <p><u>Health Walk volunteers</u> Q1 - 33</p>
<p>4.</p>	<p>Support the delivery of a programme of festivals and events across the District</p>	<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>Increase participation in each year (baseline 2017/18)</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>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</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		Develop the Winchester Criterium and Cyclefest to increase participation and spectators <b>Measure:</b> 13,000 spectators at the 2019 event	Jun 2019	Amber	Winchestival.  The Criterium and Cyclefest held on 9 June 2019 was attended by 12,000 spectators with 319 amateur and elite riders taking part.  The family cycle ride had 439 participants take part.
5.	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> To support 73 families (including 12 for intensive support) in Cohort 6 (17/18) and subsequent cohorts	Mar 2020	Complete	Programme expected to close in this financial year. Service now "embedded" within Housing team and reporting to Corporate Head.  Annual target already met for this year.

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:</b> Progress with Local Plan preparation	Mar 2020	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> ). Work on baseline studies now being commissioned or are underway. SHELAA approved for publication in June 2019 (CAB3157 refers).
		Explore the options open to the Council to redevelop the RPLC centre, working towards a more detailed strategic business case and feasibility <b>Measure:</b> <i>Presentation of a strategic business case and feasibility study</i>	Mar 2020	Green	Following a successful engagement session held in March in respect of North Walls, specification for engaging consultants to undertake stakeholder engagement, develop a vision for the site and identify preferred redevelopment options is 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 <b>Measure:</b> <i>To reduce the overall incidents of fly-tipping across the District, including fly tip hotspots</i>	Mar 2020	Green	During Q1:  <b>33</b> new reports of fly tip resulted in site visits being completed. <b>28</b> of those were closed due to lack of evidence. <b>1</b> case was later closed as unable to locate the offender, <b>3</b> investigations are still ongoing and <b>1</b> case was transferred to Environmental Protection Team due to the nature of the waste.  The enforcement officer also offers advice to ward members, parish councils and landowners.

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<p>Always evaluate prosecution as a deterrent to those who fly-tip within the District</p> <p><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>During this period <b>1</b> initial hearing was held and a trial date is set within Q2.  <b>2</b> £400 Fixed Penalty Notices were issued and paid  <b>2</b> Interview under Cautions were completed as part of ongoing investigations.</p> <p><b>1</b> out of court settlement was achieved for a case investigated during 2018/19 (the clear up cost and WCC costs were paid which exceeded the £400 FPN).</p>
		<p>Investigate introducing litter fines and other incentives/ penalties (new legislation and not rolled out within the Council yet).</p> <p><b>Measure:</b> <i>Fixed Penalty notices issued for low-level fly-tips</i></p>	<p>Mar 2020</p>	<p>Green</p>	<p>S34 of the Environmental Protection Act 1990 (Household Duty of Care) Fixed Penalty Notice - draft FPN being sent to WCC Legal for approval/sign off.</p> <p>The internal policy and procedure to be developed in the next quarter.</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><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 outcome was included within the O&amp;S Committee report.</p> <p>The ASB satisfaction survey will be delivered in the Autumn of 2019 as part of a wider consultation for the proposed extension of the current alcohol control zone (the Designated Public Protection Order became a Public Space Protection Order for two years which comes to fruition in 2020 unless the council applies for it to be renewed).</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<p>To undertake a thorough review of taxi licensing policy so as to introduce higher standards of public safety and air quality</p> <p><b>Measure:</b> <i>Positive change to the licensing regime to ensure taxi licensing provides a safer service for taxi users and to ensure a higher emissions standard for taxi's licensed by the City Council</i></p>	Jun 2020	Green	<p>Phase 1 - Consultation on amendments to Taxi Licensing policy completed and revised policy to be reported to Licensing and Regulation Committee for approval and adoption to follow at Cabinet.</p> <p>Phase 2 – Policy effecting vehicle sizes, types, ages and livery scoped and consultation planned for autumn 2019.</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><b>Measure:</b> <i>Number of interventions to reduce incidents of ASB</i></p>	Mar 2020	Green	<p>During Qtr 1:  <b>4</b> Community Protection Warning letters were served within the Winchester District.  <b>3</b> were linked to a hot spot location, which, in collaboration with high visibility patrols has seen a reduction in reports of anti social behaviour.  <b>1</b> CPW was served for allowing livestock to stray on the highway.</p> <p>During Qtr1:  <b>244</b> incidents of begging were recorded which shows an increase of 83.5 % when compared with the data captured for the same period last year (<b>133</b>).</p> <p>As a result of this increase in activity the Anti-Social Behaviour lead is working with WCC legal services and external partner organisations to agree other legal interventions that can be used to tackle the most persistent beggars within the city centre.</p>



	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
3.	Protect, enhance and increase the use of open spaces in both the towns and more rural areas of the District	<p>Deliver a rolling programme for estate improvements, including environmental and parking schemes</p> <p><b>Measure:</b> <i>Deliver £250k annually with a range of benefits for the local communities</i></p>	Mar 2020	Green	<p>Schemes for 2019/20 include: Canford Close, Shedfield (parking) - consultation complete &amp; awaiting detailed design Pound Cottages, Meonstoke (parking) - consultation complete &amp; awaiting detailed design Moors Close, Colden Common (parking) - planning approval obtained, progressing scheme Chiltern Court, Alresford (parking &amp; environmental) - preparing options information for consultation Trussell Crescent, Weeke (parking) – on hold awaiting budget increase confirmation</p>
		<p>Analyse and act upon a visitors user survey on key open spaces to ascertain current use and future demand for such space</p> <p><b>Measure:</b> <i>Visitor usage and satisfaction rates</i></p>	Mar 2020	Green	<p>Work on the analysis of the data has started but is delayed due to resourcing issues. However, these have now been resolved and the completion date is September 2019.</p>
		<p>Develop a Green Infrastructure Strategy to facilitate the enhancement of our public amenities and support the management of our environmental assets</p> <p><b>Measure:</b> <i>Identify opportunities to reinforce local assets to improve the environmental health of the Winchester District</i></p>	Mar 2020	Amber	<p>Initial phase of work underway to scope the project and decide best mechanism for delivery.</p>
4.	Work to change attitudes to waste, fly-tipping and littering	Support and encourage residents living in the District to recycle through	Mar 2020	Green	Waste Campaign letters delivered to all residents in July encouraging recycling

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
	and significantly improve recycling levels	<p>public awareness campaigns including a focus on reducing the rates of contaminations of materials collected for recycling</p> <p><b>Measure:</b> <i>Increase recycling from the 2016/17 baseline position</i></p>			while informing them of the new glass collection service. Included with the letters was a weatherproof sticker which could be stuck to the bin to help remind what can and cant be recycled
		<p>We will investigate options for additional income through increased recycling</p> <p><b>Measure:</b> <i>Income collected through additional channels</i></p>	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	<p>Support schemes that will protect residents' homes and property from the threat of flooding</p> <p><b>Measure:</b> <i>Flood scheme assessments on all completed schemes</i></p>	Mar 2020	Green	Cabinet approval given to progress 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. Planning applications being considered by Hampshire County Council and South Down's National Park Authority. Subject to timely approval being given works to commence March 2020 and 3 to 4 months to complete.
		<p>Undertake a Biodiversity Audit to ascertain areas of core concern to be tackled through a Biodiversity Action Plan.</p> <p>Produce a set of core priorities to be included in a refreshed Biodiversity Action Plan.</p> <p><b>Measure:</b> <i>Revision of the action points put forward in the previous Biodiversity Action Plan, and the</i></p>	Mar 2020	Green	<p>Project is underway and is currently in the early stages of planning. Two key areas of work have been identified – the production of a document/action plan to set out the current situation and priorities for action; and the production of an action plan coving both short and long term actions.</p> <p>As part of this HBIC have been commissioned to undertake a biodiversity</p>

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
		<i>identification of current priority areas of concern</i>			Audit, which will include recommendations for key species and habitats to be included in the project. This is due for completion late summer 2019.
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 on-going regarding the implementation of the nine core and nine complimentary measures in the Action Plan with an update report due in the autumn. Electric Vehicle Charging Strategy supported by Cabinet 23 January 2019 ( <a href="#">CAB3120</a> ) and options appraisal for delivery now underway.
		Review the Council approach to reducing the district's carbon emissions including 12 actions for a lower carbon Council <b>Measure:</b> Total emissions from the Winchester district  <i>This measure will be updated now that Climate Emergency has been declared.</i>	Mar 2020	Amber	The Council has determined that the measures included in the route map are not a sufficient response to the risks now identified regarding the impact of climate change. Cabinet on 5 June 2019 declared a 'Climate Emergency' (report <a href="#">CAB3171</a> 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 <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 in 2018) to cope with increasing passenger demand which continued to rise in 2018/19.this is really old news City of Winchester Movement Strategy adopted which includes park and ride expansion. Next phase of development work now progressing - see above for an up-date -

	Aim	How we will deliver our outcomes	Delivery Date	Current Status	Key Issues / comments
					<p>park and ride feasibility will be in the first phase of work for the Movement Strategy.</p> <p>P&amp;R light to be provided at Kings Barton</p> <p>Timing depends on the house building rate on site. It is currently envisaged that the facility will be delivered in 2023.</p>

### Section 3: Programme Management – Projects Update

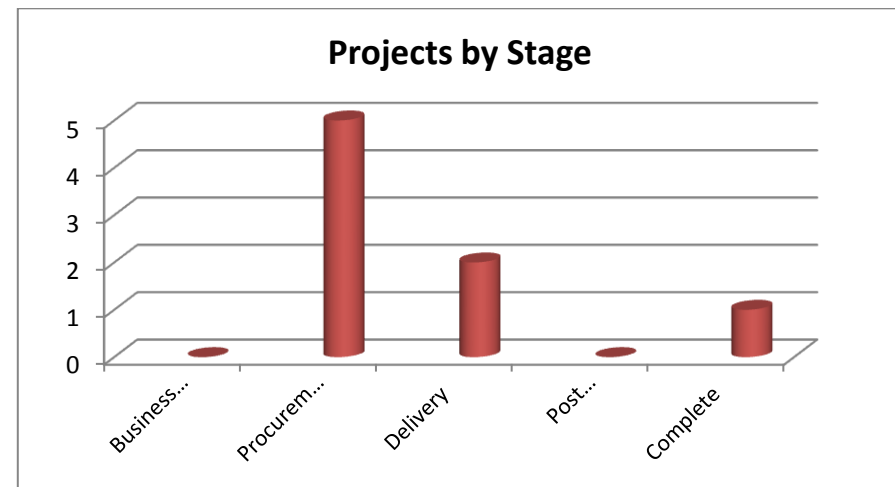
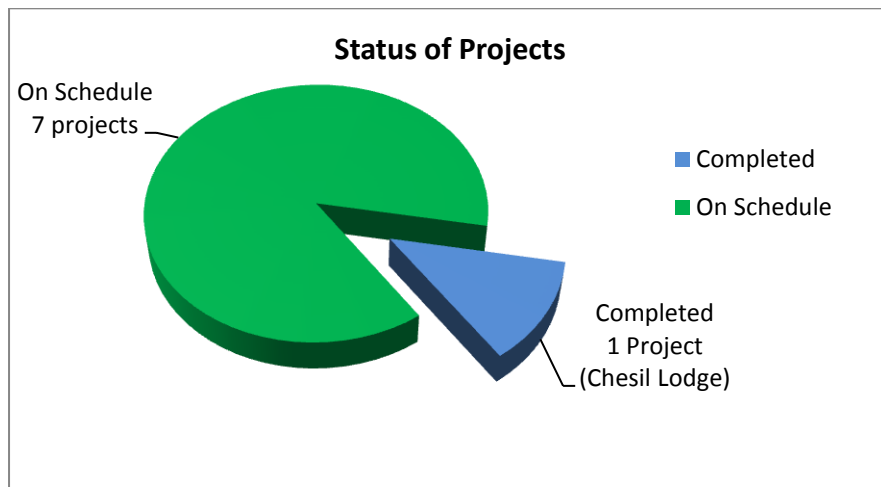
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number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

The Council’s Projects include:



- Central Winchester Regeneration
- Climate Emergency response
- Environmental Services contract
- New Local Plan 2036
- 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 –Projects


Summary		Status & Progress		Project Milestones
<u><a href="#">Central Winchester Regeneration</a></u>		<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 placemaking consultancy brief to Cabinet for approval to proceed</li> <li>• 18/12/18 – Friarsgate Medical Centre purchased</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>• 14/03/19 – Planning permission for Friarsgate Hoardings approved</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 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs</li> <li>• w/c 26/04/19 – Appoint Strategic Placemaking Consultancy</li> <li>• 12/07/19 – First Project Review meeting</li> <li>• 28/08/19 – Cabinet approval of recommended archaeology investigations and costs</li> <li>• 28/08/19 – Final Project Review meeting</li> <li>• 24/09/19 – Open Forum update of progress on each work stream and JLL review of CWR roadmap</li> <li>• 23/10/19 – Cabinet approval of RIBA stage 3 Developed Design for Coitbury House and to proceed with planning submission</li> </ul>
<b>Project Phase:</b> Develop strategy for the delivery and development of the area 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: £395,000	<b>Spend to date:</b> £388,060 (includes committed spend)			

### Project Update & Next Steps



- Next steps for work streams implemented following approval from Cabinet (CWR) Committee – commence feasibility study for meanwhile uses on the bus station, liaise with HCC to determine next steps for lower part of the High Street and Broadway and complete feasibility and concept design stage for Coitbury House
- Next steps regarding archaeology to be considered by Cabinet on 28 August 2019
- Coitbury House RIBA stage 2 concept designs approved
- Friarsgate hoardings installed
- Strategic Placemaking Consultancy appointed and project review underway
- Meanwhile uses feasibility study completed


### Next Steps



- Complete RIBA stage 3 developed design for Coitbury House
- Develop and implement stakeholder management plan
- Complete feasibility and concept design for Broadway and lower part of the High Street in liaison with HCC
- Implement next steps for archaeology
- Work with JLL to review roadmap and develop strategy for wider development
- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area



Summary		Status & Progress		Project Milestones
<b>Climate Emergency response</b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• 05/06/2019 - Declaration Climate Emergency, report CAB3171 refers</li> <li>• 18/09/2019 – WCC members Carbon Neutrality workshop</li> <li>• 09/10/2019 - Health &amp; Environment Policy Committee</li> <li>• 12/11/2019 - Leader’s Board</li> <li>• 11/12/2019 - Cabinet</li> <li>• Dec - PMG – to commence project</li> </ul>
<b>Project Phase:</b> Planning & Design			n/a	
<b>Project Start:</b> June 2019	<b>Project End:</b> Dec 2024 / 2030			
<b>Project Sponsor:</b> Richard Botham	<b>Project Executive:</b> Susan Robbins			
<b>Project Budget:</b> To be determined	<b>Spend to date:</b> Nil			
<b>Project Update &amp; Next Steps</b>				
<p><b>Engagement and communications activities</b></p> <p>1 August - Internal WCC officer services workshop            5 Sept - External Stakeholder event            18 Sept – Members briefing session            29 Sept – 6 Oct - Community Green Week and Green Harvest Festival</p> <p>Develop communication messages / channels and branding</p> <p><b>Action Plan</b></p> <ul style="list-style-type: none"> <li>• Ratify scope and definition of Climate Emergency</li> <li>• Create spreadsheet of projects with evaluation model</li> <li>• Develop project business case</li> </ul>				



Summary		Status & Progress		Project Milestones
<b>Environmental Services Contract</b>		<b>Current Month</b>	<b>Previous Month</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>• Feb/Mar 2019 - Member /Stakeholder workshops</li> <li>• Jun 19 - Cabinet to consider and approve procurement of <u>waste services</u></li> <li>• Aug 2019 – Invitation to Tender issued</li> <li>• Oct 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>• Feb 2020 - Cabinet approval of Preferred bidder</li> <li>• Mar 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 2020			
<b>Project Sponsor:</b> Laura Taylor	<b>Project Executive:</b> Steve Tilbury			
<b>Project Budget:</b> £225,000	<b>Spend to date:</b> £8,300			
<b>Project Update &amp; Next Steps</b>				
<b>Glass Collection and Date Change</b>				
<ul style="list-style-type: none"> <li>• Stage 1 letter delivered to all households advertising the glass collection service and advising them of a possible day change</li> <li>• From June to October 19 – Various social media, press, radio and digital campaigns to raise awareness of possible date change and glass collection.</li> <li>• Throughout August 19 – Glass collection boxes delivered to households along with new calendar, letter detailing change in service and recycling information leaflet.</li> <li>• Week before 1<sup>st</sup> 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.</li> </ul>				
<b>2020 Contract Renewal</b>				
<ul style="list-style-type: none"> <li>• Contract documents prepared.</li> <li>• WC 26<sup>th</sup> June – OJEU notice published</li> <li>• WC 24th June to 22nd July SQ Period</li> <li>• WC 29<sup>th</sup> July SQ Evaluation</li> </ul>				

Summary		Status & Progress		Project Milestones
<b>Local Plan 2036</b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• 18/07/2018 – Local Plan launch (CAB3026(LP))</li> <li>• 03/12/2018 – Local Plan Committee approval of SHELAA, SCI. LDS</li> <li>• 19/06/2019 - Update report to Cabinet</li> <li>• 19/06/2019 – Cabinet approval of Strategic Housing and Economic Land Availability Assessment (SHELAA)</li> <li>• Early 2020 - Production of a “prospectus” of issues arising from the technical evidence and options</li> <li>• Spring 2020 - Engagement and consultation on the prospectus</li> <li>• Summer 2020 - Draft local plan published for consultation</li> <li>• Autumn 2020 - Consultation responses assessed and updated</li> <li>• End of 2020 - Pre submission plan consultation</li> <li>• March 2021 - Draft plan submitted</li> <li>• Summer 2021 - Examination in public</li> <li>• Modifications</li> <li>• December 2021 - Local Plan 2036 adopted</li> </ul>
<b>Project Phase:</b> Planning			n/a	
<b>Project Start:</b> 2018	<b>Project End:</b> 2021			
<b>Project Sponsor:</b> Steve Tilbury	<b>Project Executive:</b> Jenny Nell			
<b>Project Budget:</b> £600,000	<b>Spend to date:</b> £38,000			
<b>Project Update &amp; Next Steps</b>				
<ul style="list-style-type: none"> <li>• July/August 2019 – commissioning of technical evidence.</li> <li>• Sept/Nov 19 – Completion of evidence base</li> <li>• Parish Council workshops held October 2018 and March 2019.</li> <li>• Update to WTF January 2019</li> <li>• Duty to Cooperate meetings July - September 2019</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Cabinet report prepared for September 2019 including proposals for “Prospectus” and updating the “Vision for Winchester”.</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 – work now started on site.</li> <li>• Mitford Rd – completed and new homes now occupied</li> <li>• Bailey Close – completed November 2018, fully let and official opening event held</li> <li>• Hillier Way – homes occupied.</li> <li>• Victoria House – rented units completed and now let. Awaiting LABC sign-off to enable Shared ownership properties to be sold</li> <li>• 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.</li> <li>• Rowlings Rd – Planning consent secured and tenders returned under budget</li> <li>• Dolphin Hill, Twyford – Tenders returned, September Cabinet for approval</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: £12,717,189 to 31 March 2019			
<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 January 2019, rented properties let and SO pre-sold.</li> <li>• Knowle – on-site, progressing well.</li> <li>• The Valley – Building contract signed and scheme has started on site – due for completion by March 2021. Homes England has confirmed additional grant has been approved to enable rented properties to be let at Social Rent levels.</li> <li>• Architect appointed to provide design options for Wykeham Place, Stanmore.</li> <li>• Further schemes planned at Micheldever, Abbots Barton, Withybed Lane, Winnall and Stanmore.</li> </ul>				

Summary		Status & Progress		Project Milestones
<a href="#"><u>Station Approach</u></a>		<b>Current Month</b>	<b>Previous Month</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 and consider options for delivery ,and for Public Realm to agree Gateway approval to RIBA Stage 3 (developed design),</li> <li>• <b>August 2019</b> – Cabinet decision on delivery option for Carfax site and Public Realm RIBA Stage 3 design works</li> <li>• <b>Autumn 2019</b> – Decision on outline planning application</li> <li>• Future milestones to be added following a Cabinet decision on the delivery option for Carfax site.</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 approved for expenditure Revenue: £1,550,000	<b>Carfax Budget Expenditure:</b> Revenue: £1,264,701 (current project) Capital: £321,234 <b>Planned or Committed:</b> Revenue:£235,930			
<b>Public Realm Budget:</b> Capital (Projected): £5,000,000 (LEP) Revenue: £225,000	<b>Public Realm Budget Expenditure:</b> Revenue: £179,805 <b>Planned or Committed:</b> Revenue: £89,445			

## Project Update & Next Steps

### Update:

- Developer/Investor Information Day held 7 June 2019. Feedback received to be fed into report for cabinet August 2019. JLL providing advice on potential process.
- Planning – outline application
  - Issues regarding height considered; response proposed – removal of height flexibility and part of screen to reduce height in outline application by 2m total. Car parking reduced to max of 95 spaces.
  - LPA decision to send outline proposal to Regional Design Panel – panel held on 2 August
  - Aiming to have planning application to be determined in September









### Next Steps:








- Cabinet confirmation that project review is complete 28 August
- Consideration of delivery route at August 28 Cabinet (scrutiny on 14 August 2019)
- Progress to RIBA Stage 4 for design development of Public Realm.
- Consultation with Network Rail /South West Railway
- Budget request for project to be made at Cabinet 28 August 2019. This is to proceed to a delivery phase on Carfax, and to proceed to RIBA Stage 4 for public realm.
- Cabinet recommendation to be considered on 28 August re the EM3 LEP £5m grant agreement approval

Summary		Status & Progress		Project Milestones
<b><u>Winchester Sport &amp; Leisure Park</u></b>		<b>Current Month</b>	<b>Previous Month</b>	<ul style="list-style-type: none"> <li>• Options appraisal – 2013 to 2015 - Completed</li> <li>• Feasibility assessment of preferred option – 2016 - Completed</li> <li>• Prepare Outline Business Case for preferred option - 2016/17 - Completed</li> <li>• Outline Business Case – 16 January 2018 - Completed</li> <li>• Prepare and seek planning permission – 2018 - Completed</li> <li>• Operator procurement process– January 2019 - Completed</li> <li>• Full Business Case – February 2019 - Completed</li> <li>• Sign contract with construction contractor and operator – March 2019 - Completed</li> <li>• Start on site – March 2019 – Completed</li> <li>• <b>Construction period – March 2019 to December 2020 – current stage</b></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> £42,900,000 <u>Revenue:</u> £759,402	<b>Total Actual Spend:</b> Total: £7,006,423.27			
<b>Project Update &amp; Next Steps</b>				
<b>Project Update</b> <ul style="list-style-type: none"> <li>• Works on site ongoing and progressing well</li> <li>• Utility diversion work commenced</li> <li>• Continuing progress on RIBA stage 5, including ongoing engagement with utilities and HCC</li> <li>• Continuing progress on offsite works for temporary and permanent access around the park</li> <li>• Site hoardings erected</li> <li>• Two panel review meetings held and review completed;; recommendations for improving sustainability in relation to additional roof mounted photovoltaic cells and grey water recycling at additional cost have been approved. Measures to improve access to the new centre are being developed.</li> </ul> <b>Next Steps</b> <ul style="list-style-type: none"> <li>• Start of the steel frame erection</li> <li>• Start of works to construct the access to the new Centre from Bar End Road including new pedestrian access and road crossing arrangements along Bar End Road.</li> <li>• Ongoing discharge of planning conditions</li> <li>• Continued delivery of offsite access works</li> <li>• First Open Forum to be held in September</li> <li>• Ongoing engagement with users of the centre and working meetings with operator</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				2019/20	Annual Target	Status
	Q4	Q1	Q2	Q3	Q4	Q1		
Average Sickness per member of staff ( <i>days</i> ) – rolling year	7.1	7.7	8.6	9.5	8.7	8.8	7.5	
Staff Turnover – quarterly (rolling 12 months)	19.80%	19.45%	18.20%	18.31%	21.25%	21.17%	No target set	No target set
Average processing time of new Housing Benefit claims ( <i>days</i> )	11.13	14.36	14.76	16.79	17.95	11.08	14.00	
Average processing time of new Council Tax Support claims ( <i>days</i> )						24.37	26.00	
Average processing time of changes circumstances for Housing Benefit claimants ( <i>days</i> )	3.21	4.22	4.87	5.05	4.26	3.17	5.00	
Average processing time of changes in circumstances for Council Tax Reduction claimants ( <i>days</i> )						3.48	5.00	
Number of overdue/ outstanding internal audit actions ( <i>end of quarter</i> )	15	14	15	15	12	13	10	
Number of High Priority Overdue Internal Audit Management Actions	0	0	0	0	0	0	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0	0	

Performance Indicator	2017/18	2018/19				2019/20	Annual Target	Status
	Q4	Q1	Q2	Q3	Q4	Q1		
Accounts Payable – invoices paid within 30 days	94%	96%	96%	94%	95%	96%	100%	
Invoices processed with a Purchase Order	100%	100%	100%	100%	99%	99%	100%	
Number of complaints recorded on corporate complaints system	129	136	167	125	167	171	No Target Set	Not Applicable
Percentage of FOI requests responded to within 20 working days	78.53%	72.19%	76.00%	90.00%	90.00%	91.60%	90.00%	
Number of Fly-Tipping Incidents reported	249	183	194	179	214	194	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	32.31%	38.98%	37.03%	34.89%	30.94%	38.70%	35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	100.00%	87.50%	100.00%	100.00%	100.00%	86.67%	60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	90.96%	96.91%	93.94%	95.08%	97.51%	95.96%	65.00%	
Number of Enforcement Cases Opened	90	76	81	58	80	107	No Target Set	Not Applicable
Number of Enforcement Cases Closed	108	73	80	59	84	100	No Target Set	Not Applicable
Voids – Average re-let time (general needs and sheltered)	12.63	13.80	14.99	16.43	14.86	14.13	13	
Arrears - Number of tenants owing more than 4 weeks rent	205	206	222	231	232	261	No Target Set	Not Applicable



Performance Indicator	2017/18	2018/19				2019/20	Annual Target	Status
	Q4	Q1	Q2	Q3	Q4	Q1		
Housing repairs – average number of days to complete responsive repairs	5.16	5.96	6.88	6.34	6.39	9.43	8.00	
Homelessness – numbers presenting to Council as being at risk of homelessness	460	360	385	378	496	490	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 remains above the target of an average of 7.5 days per member of staff, however has levelled out when compared to figures for the previous quarter. The average sickness figure is based on a rolling twelve months period, updated at the end of each quarter, which will take time to show improvement following the introduction of a range of increased staff benefits.

The average number of days sickness across a number of other Hampshire local authorities is 8 days per member of staff, with the highest being 10 days and the lowest 5.5 days.

The reason for the highest level of sickness is personal stress and depression, followed by infections such as colds and flu.

**Housing repairs – average number of days to complete responsive repairs**

The increase in the average number of days taken to complete responsive repairs is due to fewer “high priority” jobs when compared to the same time last year. In general because of their nature high priority jobs are completed much quicker than general repairs. The reduction in “High Priority” repair requests reflects the level of investment in “planned maintenance” programmes in recent years.

**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 1<sup>st</sup> quarter compared to the 2018/19 end of year performance. It is anticipated that this improvement will continue and the ambitious 13 day target will be achieved during this financial year.