

REPORT TITLE: Q2 FINANCE AND PERFORMANCE MONITORING REPORT

23 DECEMBER 2019

REPORT OF CABINET MEMBER FOR SERVICE QUALITY AND  
TRANSFORMATION: CLLR MARTIN TOD

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WARD(S): ALL

PURPOSE

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

This second 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:

1. Notes the progress achieved during the second quarter of 2019/20 and endorses the contents of the report.
2. Approves capital expenditure of £350,000 in respect of capital works on Chesil Multi-Storey car park.
3. Approves a supplementary capital budget and authority to incur expenditure of £350,000 in respect of the Durngate Flood Relief Scheme.
4. Approves a supplementary capital budget and authority to incur expenditure of £135,000 in respect of Chilcomb Sports Ground Pavilion improvement.

## 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 September 2019.
- 2.3 Approval for £350,000 expenditure is recommended in relation to Chesil Multi-Storey car park capital works including waterproofing and resurfacing levels 9 and 10, refurbishing the ground floor toilet, and replacing fire doors. This will utilise a budget approved as part of the capital programme in February 2019 and is funded from the car parks property reserve.
- 2.4 This report recommends that the Durngate Flood Relief scheme budget and approved expenditure be increased by £350,000 (bringing the total approved to £1,600,000) and to be funded by additional grant-in-aid from the Environment Agency.
- 2.5 Following the allocation of Community Infrastructure Levy funding in CAB3194, a supplementary budget and expenditure of £135,000 is recommended for approval for Chilcomb Sports Ground Pavilion improvement.
- 2.6 Further information on the above projects is provided in Section 1 of Appendix 1.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 None directly in this report, though individual projects are subject to review by Legal Services and Procurement, and in particular will require consideration of the Council's Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015) and governance 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 this 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 2019 detailing the council's approach to tackling the climate 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 and Equality Impact Assessment will be undertaken as required.

## 10 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Property- none</i>		
<i>Community Support- Lack of consultation on for 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</i>	Regular monitoring of budgets and financial	Early notification of unplanned under/overspends through

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>unforeseen under or overspends.</i>	position including forecasting to year end to avoid unplanned over/underspends.	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.	
<i>Other</i>		

## 11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the Council's performance during the second quarter of 2019/20 and financial position as at 30 September 2019.
- 11.2 The Council Strategy 2017-20 runs until 31 March 2020 and forms a large part of this monitoring report.
- 11.3 A draft of the Council Plan 2020-2025 was approved for consultation by Cabinet at its meeting on 23 October 2019 (Report CAB3195 refers). Quarterly monitoring reports will continue to be presented to this Committee after the 1 April and will include progress updates against the priorities in the new Plan
- 11.4 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.
- 11.5 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.

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 None

### BACKGROUND DOCUMENTS:-

#### Previous Committee Reports:-

CAB3183 - Quarter 1 Finance and Performance Monitoring 18 September 2019

Other Background Documents:-

None

APPENDICES:

Appendix 1- Q2 Finance and Performance Monitoring Report 2019/20



# FINANCE & PERFORMANCE MANAGEMENT REPORT SECOND QUARTER 2019/20



## Contents

### Introduction and Summary

#### Section 1: Financial Update – Second 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

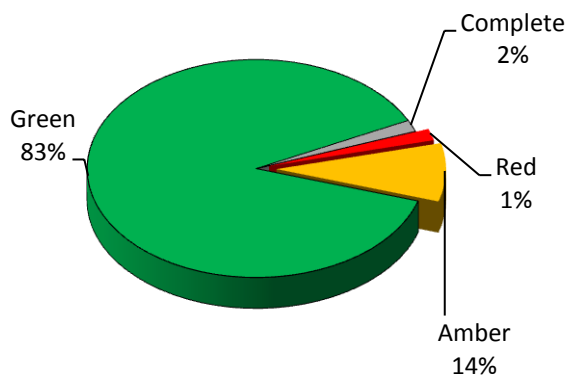
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims, objectives and outcomes in the Council Strategy, progress of the Council's projects, the financial position and corporate health performance indicators.

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.

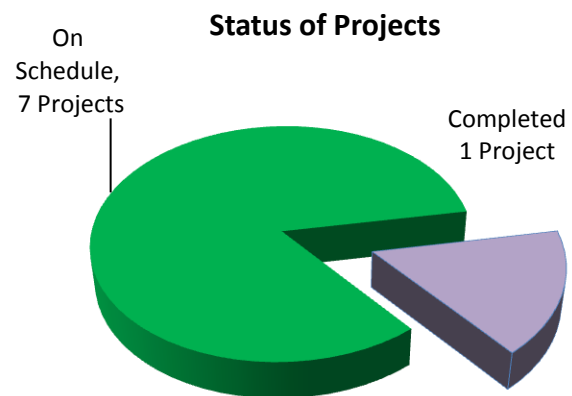
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 30 September 2019 (Quarter 2) across the key areas of performance. Further information is provided in the following appendices.

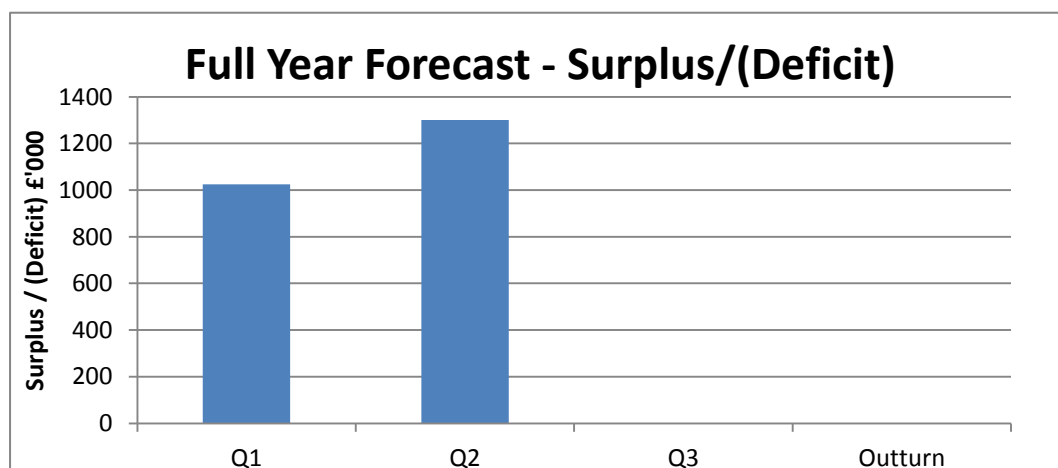
#### Council Strategy Q2 2019/20



#### Project Monitoring Q2 2019/20



### Summary General Fund Revenue Financial Service Forecast





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

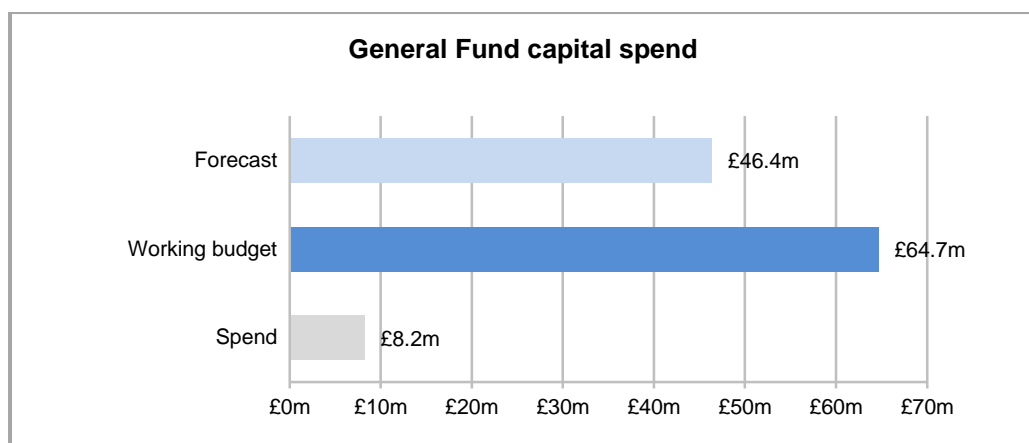
This section presents a summary of the Council's financial position as at 30 September 2019 with regard to the General Fund and Housing Revenue Account budgets.

### 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 2 there is a total forecast 2019/20 underspend of £1.3m. 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 £0.5m 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 2 key variances:
  - i) **Net Interest receivable** – (+£0.5m) 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** – (-£0.15m) 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 2020/21.

### General Fund Capital

1. General Fund capital expenditure to the end of September was £8.2m of which the single largest item was £5.8m 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 £18.3m 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 no longer occur in 2019/20 include
  - Replacement Surgery (£3.7m) – delayed due to ongoing negotiations with external parties to finalise the lease. Once finalised, the main works will be able to commence.
  - Coitbury House (£2.1m) – options for the overall Central Winchester Regeneration (CWR) site of which Coitbury is part are currently being considered.
  - Station Approach Public Realm (£1.9m) – these works were to be funded by a grant from the Enterprise M3 LEP which is no longer available to the Council.
  - Bishop's Waltham Depot (£1.2m) – the current approval was to proceed once units had been pre-let. However, multiple pre-lets are difficult to achieve for these unit types and a separate paper on this agenda (CAB3205) seeks approval to proceed without pre-letting the units to capitalise on the current interest in the site.
  - Car park at the Dean Alresford (£1.0m) – progress is dependent on developers.
  - 158-165 High Street (£0.7m) – the proposed refurbishment works have been delayed due to a lack of resource in the Estates team.
4. 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.



5. Key items of expenditure in Q1-2 of 2019/20:

- **Winchester Sport & Leisure Park** Total Budget: £42,861k

Expenditure: Prior years £2,808k      2019/20 £5,752k      Total £8,560k

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 £543k

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

- **Partnered Home Purchase Scheme** Total Budget: £3,300k

Expenditure: Prior years £499k      2019/20 £1,199k      Total £1,698k

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 8 purchases completed in the first and second quarter of 2019/20 bringing the total to 11.

6. Other General Fund capital budget changes:

**Chesil Multi-Storey Car Park**

There is an existing budget of £861,000 in 2019/20 to undertake capital works to the car park. Approval is now sought to incur expenditure of £350,000 for the following works:

- Waterproofing and re-surfacing, drainage works, and structural movement joint repairs to level 9 &10 - £250,000;
- Ground floor toilet refurbishment - £40,000; and
- Replacement fire doors throughout - £60,000.

It is anticipated these works will commence in early 2020, and the remaining levels of the car park will be completed later in 2020.

### ***Durngate flood relief scheme***

Due to increasing complexity as the scheme has developed, notably that it now qualifies as a reservoir under the Reservoirs Act, the overall estimated cost of the scheme has increased to up to £1.6m from the approved budget of £1.35m. However, additional grant-in-aid (GIA) funding has been secured from the Environment Agency which means the increase is fully funded. Approval is therefore sought to increase the budget and incur expenditure of £350,000. It should be noted that GIA is time-limited and there is a risk that delay may cause the funding to be withdrawn.

### ***Chilcomb Sports Ground Pavilion Improvement***

The Chilcomb Sports Ground Pavilion was acquired from Hampshire County Council early in 2019 and requires improvement. The facility will have wider as well as local benefits and supports Local Plan policies. It is anticipated works will begin early in the New Year. The £135,000 project will be fully funded by Community Infrastructure Levy which was approved by Cabinet in October (CAB3194). Ongoing maintenance costs are estimated to be the same or slightly less than currently and so no additional revenue budget is required as a consequence of the works.

**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	
<b>Total Housing</b>	284	(2,337)	(2,053)	(2,053)		(2,043)	(2,043)
<b>Total Environment</b>	10,353	(16,909)	(6,556)	(5,906)	650	(3,326)	(2,085)
<b>Total Health &amp; Happiness</b>	360	(2,502)	(2,142)	(2,142)		(25,098)	(18,778)
<b>Total Business</b>	213	(2,104)	(1,891)	(1,891)		(14,504)	(4,867)
<b>Total Operational Delivery</b>	2,239	(5,290)	(3,050)	(2,950)	100	(1,467)	(323)
<b>Total Investment Activity</b>	3,219	(882)	2,337	2,337		(18,009)	(18,009)
<b>Total Organisational Management</b>	466	(6,388)	(5,922)	(5,872)	50	(215)	(156)
	<u>17,135</u>	<u>(36,412)</u>	<u>(19,277)</u>	<u>(18,477)</u>	<u>800</u>	<u>(64,672)</u>	<u>(46,261)</u>
<b>Total Tax and Grant Income</b>			15,296	15,296			
<b>Total Financing &amp; Treasury Activity</b>			(677)	(177)	500		
<b>Total Reserve Related Movements</b>			4,658	4,658			
<b>Total Funding</b>			<u>19,277</u>	<u>19,777</u>	<u>500</u>		
<b>Transfer to Major Investment Reserve</b>				1,300	1,300		

**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	27,682	(6)
<b>Housing Management General</b>	164	(5,011)	(4,847)	(4,965)	(118)
<b>Housing Management Special</b>	1,155	(2,552)	(1,397)	(1,561)	(164)
<b>Repairs (including Administration)</b>	101	(5,356)	(5,255)	(5,404)	(149)
<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)	(81)	4
	<u>29,129</u>	<u>(33,739)</u>	<u>(4,610)</u>	<u>(6,488)</u>	<u>(1,878)</u>
<b>Working Balance at 1 April 2019</b>			10,666	11,627	961
<b>Add Surplus / (Deficit)</b>			(4,610)	(6,488)	(1,878)
<b>Projected Working Balance at 31 March 2020</b>			<u>6,056</u>	<u>5,139</u>	<u>917</u>

Housing Revenue Account Capital 2019/20	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(6,853)	(6,570)	283
Improvements and Conversions	(1,090)	(1,240)	(150)
Other Capital Spend	(1,103)	(1,103)	-
New Build Programme	(22,407)	(25,879)	(3,472)
	<b>(31,453)</b>	<b>(34,792)</b>	<b>(3,339)</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 an increase in funding.
5. There are £3.5m 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	Achieved	On-target	Total	Status		Comments
	£'000	£'000	£'000	£'000	Q1	Q2	
<b>Savings Proposals</b>							
Guildhall	150.0				<b>Red</b>	<b>Red</b>	Due to go out to the market shortly with a tenancy of the café forecast from early 2020. Target will not be achieved in 2019/20 but will be included in 2020/21 projections.
Internal Catering	20.0	8.5	5.0	13.5	<b>Green</b>	<b>Amber</b>	Part-year savings in 19/20 with the full year targets to be met from 20/21. Savings are to a certain extent reliant on number and type of meetings held during the year.
Salary Sacrifice Employee Benefits	21.5	4.2	4.2	8.4	<b>Amber</b>	<b>Amber</b>	Savings are based on estimated employee take up and subsequent reduction in Employers National Insurance. Benefits are being actively promoted and take up is expected to increase over the coming months generating higher full year savings for 2020/21.
Business Travel	50.0	18.0	32.0	50.0	<b>Green</b>	<b>Green</b>	
Public Conveniences – Business Rates	25.0		25.0	25.0	<b>Green</b>	<b>Green</b>	Central Government announced in December 2018 that stand alone public conveniences would be



Item	Budget	Achieved	On-target	Total	Status		Comments
	£'000	£'000	£'000	£'000	Q1	Q2	
							exempt from business rates. The savings forecast is based on this policy which is still progressing and it is expected refunds will be actioned before the end of 2019/20.
Occupational Health	10.0	5.0	5.0	10.0	Green	Green	New contract arrangements – budget saving achieved.
Training Hub	17.0		17.0	0.0	Amber	Green	A training hub is being explored, savings will be achieved in the budget for 2019/20 via interim arrangements and further efficiencies are expected when a new training hub is implemented.
Other minor efficiencies	20.0	10.0	10.0	20.0	Green	Green	
Restructure	100.0	50.0	50.0	100.0	Green	Green	Savings achieved under the revised staffing establishment.
Energy Efficiency	20.0			0.0	Amber	Amber	Plans are under development and potential savings will be assessed. The target relates to savings in energy usage in council owned buildings and a number of projects are in progress to achieve this.
<b>Asset Management / Income Generation</b>							
Rent Reviews	200.0	50.0	150.0	200.0	Green	Green	
Digitalisation of services – Customer Services / Cash Office	30.0	30.0		30.0	Amber	Green	Savings achieved through the installation of cash kiosks in reception from January 2019.

Item	Budget	Achieved	On-target	Total	Status		Comments
	£'000	£'000	£'000	£'000	Q1	Q2	
Pest Control	35.0	5.0	25.0	30.0	Green	Green	New fees proposals have been delayed but increased work volumes particularly for the HRA has kept the budget mostly on track for deliver.
Concessions at car parks	50.0				Red	Amber	The focus of car parks has been targeted at the operational support of significant increases in usage (and income) particularly at the park and ride sites. The potential use of concessions is being explored to balance what can be delivered against the primary focus of ensuring spaces are available and usage is encouraged at outer car parks such as the park and ride sites.
Street naming and numbering	12.0	6.0	6.0	12.0	Green	Green	
Fees and Charges	50.0	12.0	38.0	50.0	Green	Green	
Car parking income through volume increase	150.0	125.0	375.0	500.0	Green	Green	Additional usage particularly at Park and Ride
<b>TOTAL</b>	<b>960.5</b>	<b>323.7</b>	<b>742.2</b>	<b>1,065.7</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 September 2019 there was one measure that had been completed and fifty measures on schedule and to be delivered on time (Green).

A further eight 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 2 – 2019/20)**

Winchester will be a premier business location

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
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	Green	JLL are finalising the CWR delivery roadmap report and starting work on next steps to explore options on delivery and phasing. Existing work on Coitbury House and concept designs for the lower High Street and Broadway have been fed into the work JLL are doing on next steps. Cabinet approval has been given to progress the early archaeological investigations across the site.
		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 2024	Amber	Amber	The Administration has reviewed the project and approved at Cabinet on 28 August 2019 to progress the scheme through a sale of the leasehold, 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 Plan and performance measures included in the Strategy</i>	Mar 2020	Green	Green	Strategy Framework has been presented to the Business and Housing Policy Committee. External engagements are now underway to develop the final strategy for consideration by Cabinet early in 2020
		Sustain our rural economy by supporting existing businesses to grow and new enterprises to start	Mar 2020	Green	Green	Allocated £739,974.94 of LEADER funds to local, rural businesses across WCC, East Hampshire and Eastleigh

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
	including Fieldfare LEADER Programme <b>Measure:</b> <i>LEADER support for 70 businesses (WCC only)</i>				generating around 30 jobs Closed 28 projects with claims being paid in full. Six projects which have been contracted and being project managed by WCC. The LEADER programme will end in March 2020
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> <i>additional floor space identified/ provided</i>	Mar 2020-23	Green	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> <i>Fixed target not appropriate</i>	Mar 2020	Green	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> <i>Additional £200k net income generated from Strategic Asset Purchase Scheme.</i>	Mar 2020	Amber	Amber	Potential purchases will be considered by the SAPS Board. There have been no purchases in 2019/20 to date.
	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 2020</i>	Mar 2020	Green	Green	A draft parking strategy for consultation will be considered by Cabinet in December. 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

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
					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	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. Current studies underway are; freight/deliveries; cycling and walking improvement plan; park and ride expansion; public transport; one-way system and public realm. The Council's parking strategy update which will be considered by Cabinet in December is a key part of this work. A walking and cycling stakeholder workshop was held on 24 October,
	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	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	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

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
						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 projects across the district	Improve the digital experience and accessibility for residents, businesses 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>	Mar 2020	Green	Green	Contractor appointed for the city Wi-Fi with installation of Wi-Fi access points across the city underway. A Smart App contractor has been identified subject to appointment and authority to spend budget
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	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	Green	Cohort 1a (Waste, Print and Office Support and Customer Services teams) and Cohort 1b (housing tenancy, rents, income and allocations) are at the test and learn stage with the outcomes being completed. Cohort 2a (Revenues and Benefits and Historic Environment) are ready to start redesign and the test and learn stage.  This programme is overseen by the Transformation Board.
		Explore the opportunities to establish joint-ventures to enable more efficient services	Mar 2020	Green	Green	Ongoing with opportunities reviewed and considered as they present themselves. Initial proposal of shared head of HR with

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
	<p><b>Measure:</b> <i>Number of joint venture opportunities explored, potential efficiency savings</i></p>				West Berks Council from July 2019
	<p>Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation</p> <p><b>Measure:</b> <i>Refurbishment completed March 2019, Works and longer term study complete March 2020</i></p>	Mar 2020	Green	Green	<p>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, improvements to insulation/ draught proofing and redecoration.</p> <p>The refurbishment is expected to be completed in September 2020.</p>



Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
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	Green	Programme on track. 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	Green	207 units completed with a further 83 on-site. 44 additional homes are expected to start on site in Oct 19
		Bid for grant to support additional development <b>Measure:</b> <i>50% of New Homes Programme supported by grant</i>	Mar 2020	Green	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	Green	Report establishing the Winchester Housing Company was approved by Cabinet on 18 September 2019 (CAB3160 refers). The next phase is to set the company up during the autumn of 2019.
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	Green	No instances when B&B accommodation was used in an emergency for a family during this quarter.

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
		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	Green	12 units of additional accommodation at Sussex St to be ready to let in November 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	Green	34 new affordable homes completed by Registered Providers in 2nd quarter 2019/20 bringing total for the year to 45
		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	Green	The Council has completed 19 shared ownership and sale homes, with a further 23 under construction. 30% of new build homes delivered by RP partners will be for shared ownership
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	Green	Results discussed with TACT Support Group. Results included in About Winchester publication. Presentation of STAR survey results to Business & Housing Policy Committee 7 October 2019. Action plan drafted to take on board priorities identified by all stakeholders.  Number of involved tenants increased to 400+ through meetings and digital

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
						survey returns and broadly representative of customer base. 960 engaged through STAR
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	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 form part of the new Local Plan baseline work and will include student accommodation requirements. This report has now been commissioned. 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	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	Amber	Target to release 2 further plots to custom build market during 19/20 –2 plots sold (subject to planning consent) in previous financial year. No new sites identified to date
		Review the Partnered Home Purchase pilot scheme that enables residents to buy their own home in a shared equity scheme with the Council	Mar 2020	Green	Green	A further 8 completions in Q1-Q2 2019/20 bringing the total in the pilot to 11 properties.

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
		<b>Measure:</b> 20 households utilising the open-market shared ownership scheme (10 households in the pilot scheme)				

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
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	Green	The Priority Outcomes Fund commenced in April 2019 and included physical inactivity as an outcome measure.  First round of small grants in September 2019 included grants to four sports clubs.
		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	Green	114 exercise referrals to date  Total throughput of 2,013 at community classes to date
		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	Green	3,365 health walks to date and 800 registered walkers
		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	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	Mar 2020	Green	Green	<u>Sport England Active Lives Survey</u> Winchester (Nov 18/19 survey)

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments	
			Q1	Q2		
	<p>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></p>				<p>Inactive – 14.9%            Fairly Active – 12.5%            Active – 72.6%</p>	
	<p>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></p>	Mar 2020	Green	Green	35 residents living with disabilities supported to remain in their home.	
	<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.  <b>Measure:</b> <i>To achieve the targets as set out in the current action plan</i></p>	Mar 2020	Amber	Amber	<p>Meeting with key partners are planned to develop the approach to health and wellbeing and update the action plan.</p> <p>Older Person Partnership meetings re-established.</p>	
2.	<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  <b>Measure:</b> <i>Start of construction in Spring 2019</i></p>	Jan 2021	Green	Green	<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>

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
3.	Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in community events and sporting activities <b>Measure:</b> <i>Increase to 22% the number of adults volunteering in sport</i>	Mar 2020	Green	Green	<u>Sport England Active Lives Survey 2018/19 survey</u> Adults volunteering in sport – 27.8%  Notable is the number of Parkrun volunteers, which totals 2,107 in the year to date.
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 <b>Measure:</b> <i>Increase participation in each year (baseline 2017/18)</i>	Mar 2020	Green	Green	Ongoing support and promotion of over 30 festivals spanning the whole year including attendance at Festivals in Winchester meetings, co-ordinated by the BID.  Funding application for a new Design Festival for 2020 under consideration.  Refreshing festivals listing in visitor guide with more engaging image and editorial led content, offering a more effective showcase of the extensive Winchester Festivals Programme.  A festivals sub group has joined Discover Winchester to maximise PR coverage opportunities.

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments	
			Q1	Q2		
					<p>Considerations being given to the Heritage Open Days programme in terms of how WCC might support and or provide advice in terms of enabling a longer term sustainable business model.</p> <p>Website page views to <a href="http://www.festivalsinwinchester.co.uk">www.festivalsinwinchester.co.uk</a> up 19% on previous Q2 period (1 Jul – 30 Sept)</p>	
	<p>Develop the Winchester Criterium and Cyclefest to increase participation and spectators <b>Measure:</b> 13,000 spectators at the 2019 event</p>	Jun 2019	Amber	Amber	<p>The Criterium and Cyclefest held on 9 June 2019 were attended by 12,000 spectators with 319 amateur and elite riders taking part.</p> <p>The family cycle ride had 439 participants take part.</p>	
5.	<p>Work with partners to achieve significant and sustained change for vulnerable families with multiple, complex and persistent problems</p>	<p>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</p>	Mar 2020	Complete	Complete	<p>Programme expected to close in this financial year. Service now "embedded" within Housing team and reporting to Corporate Head.</p> <p>Annual target already met for this year.</p>



Improving the quality of the district's environment

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
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	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). The progression of the Local Plan will need to be reviewed when a new LDS is produced and any changes to the timetable will be approved as part of this process.
		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	Green	Following a successful engagement session held in March in respect of North Walls, a report will go to Winchester Town Forum in November 2019 considering options for the provision of toilets, showers and refreshments.
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	Green	<b>19</b> cases were investigated, of those <b>2</b> were on private land. <b>13</b> were closed due to lack of evidence, <b>3</b> of the remaining cases were later closed as witnesses were not prepared to make statements. <b>3</b> new cases were opened for investigation. <b>5</b> cases were carried over from the previous reporting period and of those <b>3</b> have been referred to enforcement panel (1of the 3 being

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
					<p>investigated is on behalf of a private landowner). During this reporting period <b>2</b> interviews under caution were undertaken and <b>1</b> case from June was closed after a witness withdrew their statement because they didn't want to attend court as a witness.</p> <p>The 'Hot Spot's' identified in this quarter are largely in the Southern Parishes, notably Southwick (Pigeon House Lane, Mill Lane, Ham Lane, Portchester Lane and Purbrook Heath Lane). Southwick will be flagged as a hot spot for Q3.</p>
	<p>Always evaluate prosecution as a deterrent to those who fly-tip within the district  <b>Measure:</b> <i>100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</i></p>	Mar 2020	Green	Green	<p>During this period <b>1</b> caution was accepted by the offender (legal will hold this and it will be logged with Hampshire Constabulary).</p> <p><b>1</b> absolute discharge issued by the courts who acknowledged that the offence took place but as the offender had spent a day in police custody it would remain on court file for 12 months.</p> <p><b>1</b> court case – failure to pay £400 FPN, this resulted in the perpetrator being ordered to pay £1K fine, £1K costs and £100 victim surcharge.</p> <p><b>1</b> out of court settlement was achieved</p>

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
					for a case investigated during 2018/19 (the clear up cost and WCC costs were paid which exceeded the £400 FPN).
	<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>	Mar 2020	Green	Green	<p>S34 of the Environmental Protection Act 1990 (Household Duty of Care) Fixed Penalty Notice - FPN approved by legal services and policy and procedure updated. The books have been amended and issued to officers for use, with immediate effect.</p> <p>Littering from vehicles – briefing paper written and awaiting confirmation of next steps.</p> <p>Opportunities around the delivery of new fines, incentives/penalties are being moved forward as part of the 2020 business plan delivery e.g. housing tenant recharge.</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>	Mar 2020	Green	Green	<p>The 2019 satisfaction survey is due to go live WHEN and will incorporate questions on alcohol related ASB.</p> <p>A survey of key partner agencies has already been undertaken to capture their views on the Public Space Protection Order as part of a wider review.</p>

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
	<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	Green	<p>Phase 1 - Taxi Licensing policy review completed and a revised policy was reported to Licensing and Regulation Committee and adopted by Cabinet October 2019.</p> <p>Phase 1 now completed.</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	Green	<p><b>1</b> Community Protection Warning letter was served for untidy garden and waste in communal areas.</p> <p><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.</p> <p><b>1</b> CPW was served for allowing livestock to stray on the highway. <b>163</b> incidents of begging were recorded which shows an increase of 63% when compared with the same period last year (100). <b>1</b> breach of Community Protection Notice is currently with legal services for further action.<b>4</b> individuals were identified as rough sleepers during the last operation helicon.</p> <p>Community Courts – are being reinstated within Winchester.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
						Partnership agreement in place with the Train Station – review in Q3.
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	Green	<p>Schemes for 2019/20 include:</p> <p>Canford Close, Shedfield (parking) – scheme to be tendered shortly</p> <p>Pound Cottages, Meonstoke (parking) – out to tender, anticipated start on site in November 19</p> <p>Moors Close, Colden Common (parking) – tender to go out in November 19, anticipated start on site in January 20</p> <p>Chiltern Court, Alresford (parking &amp; environmental) – consultation planned for November 19</p> <p>Trussell Crescent, Weeke (parking) – still 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	Green	<p>Resources to take this work forward have now identified and the data from the survey is being analysed. Once completed actions can be identified which will be used to inform decisions as to how these spaces are used in future.</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</i></p>	Mar 2020	Amber	Amber	<p>Producing a Strategy is complex piece of work and it has taken time to determine how best to take it forward to achieve the best outcomes. The scope of the project is currently being defined. Resources and funding to deliver it are being identified and it is likely to be</p>

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
		<i>environmental health of the Winchester district</i>				undertaken in two stages with an initial mapping exercise being commissioned to establish the Green and Blue assets of the district. The timetable for delivery is therefore being reviewed and will need to up-dated accordingly.
4.	Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels	Support and encourage residents living in the district to recycle through public awareness campaigns including a focus on reducing the rates of contaminations of materials collected for recycling <b>Measure:</b> <i>Increase recycling from the 2016/17 baseline position</i>	Mar 2020	Green	Green	Waste Campaign letters delivered to all residents in July encouraging recycling while informing them of the new glass collection service which has now commenced (October 2019). Included with the letters was a weatherproof sticker which could be stuck to the bin to help remind what can and cant be recycled
		We will investigate options for additional income through increased recycling <b>Measure:</b> <i>Income collected through additional channels</i>	Mar 2020	Green	Green	Cabinet approval given to introduce kerbside glass collection from 1 October 2019 (Report <a href="#">CAB3108</a> 18 December 2018 refers). Kerbside glass collection service now in operation.
5.	Work with strategic partners to continue to develop flood resilience measures to protect our communities	Support schemes that will protect residents' homes and property from the threat of flooding <b>Measure:</b> <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	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 still being considered by Hampshire County Council and South Down's National Park Authority. Subject to approval being given shortly works to commence March 2020 and 3 to 4 months to

	Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
				Q1	Q2	
						complete. Timetable will need to be reviewed if permissions are delayed.
		<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 identification of current priority areas of concern</i></p>	Mar 2020	Green	Green	<p>Project is progressing. Scope defined and work will consist of two key components;; i) the production of a document/action plan to set out the current situation and priorities for action ii) the production of an action plan coving both short and long term measures. .</p> <p>As part of this work HBIC were commissioned to undertake a biodiversity audit, which included recommendations for key species and habitats to be included in the project. This audit was completed and the results are being analysed which will enable the first phase of the project to be completed</p> <p>Also intended that the Plan will take into account the local nitrates issue. .</p>
6.	Improve the environment and reduce harmful emissions through holistic transport planning	<p>Delivery and implementation of the actions included in the Winchester Air Quality Action Plan 2017 – 2023</p> <p><b>Measure:</b> <i>Improved air quality in accordance with the Air Quality Action Plan</i></p>	Mar 2020	Green	Amber	<p>Work is continuing regarding the implementation of the nine core and nine complimentary measures in the Action Plan with an update report due winter 2019/20. This will provide details of progress against these actions as well as the latest air quality information for the town centre.</p>

Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
					Electric Vehicle Charging Strategy supported by Cabinet 23 January 2019 ( <a href="#">CAB3120</a> ) and an options appraisal has been completed. Cabinet report to agree the means to implement the strategy expected in December 2019.
	<p>Review the Council approach to reducing the district's carbon emissions including 12 actions for a lower carbon Council</p> <p><b>Measure:</b> Total emissions from the Winchester district</p> <p><i>This measure will be updated now that Climate Emergency has been declared.</i></p>	Mar 2020	Amber	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. The Climate Emergency Action Plan will be presented to Cabinet for approval on 11 December 2019.
	<p>We will increase the use of P&amp;R to support and encourage parking outside of the city centre</p> <p><b>Measure:</b> <i>An additional 200 Park &amp; Ride spaces created</i></p>	Mar 2019	Green	Green	<p>City of Winchester Movement Strategy includes an objective to extend park and ride for the City. This is now being looked at in more detail to determine the potential for new sites and/or services.</p> <p>The Vaultex site at Bar End is the stage of this work, demolition is underway and a planning application is being considered to provide further park and ride car parking on the site. P&amp;R light to be provided at Kings Barton.</p>



Aim	How we will deliver our outcomes	Delivery Date	Status		Key Issues / comments
			Q1	Q2	
					Timing depends on the house building rate on site. It is currently envisaged that the facility will be delivered in 2023.

### Section 3: Programme Management – Projects Update

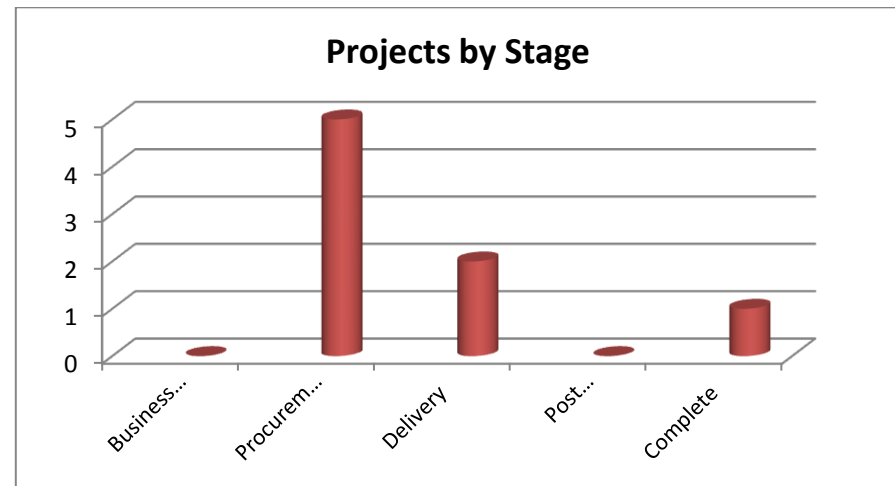
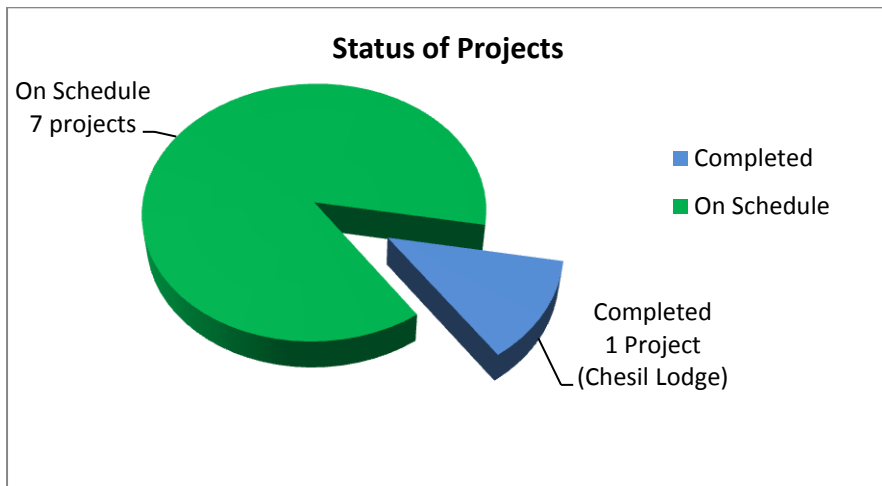
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number 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
<b><u>Central Winchester Regeneration</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</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> </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: £663,000	<b>Spend to date:</b> £393,373 (includes committed spend)			



## Project Update & Next Steps



### Update:

- Feasibility study for meanwhile uses on the bus station completed
- Feasibility study for lower section of the High Street and Broadway completed in liaison with HCC
- Coitbury House RIBA stage 2 concept designs approved
- Archaeology next steps approved by Cabinet
- Friarsgate hoardings installed
- Roadmap review underway
- Development and testing of scheme options / scenarios underway

### Next Steps

- Complete RIBA stage 3 developed design for Coitbury House
- Develop and implement stakeholder management plan
- Complete concept design for lower section of the High Street and Broadway in liaison with HCC
- Implement next steps for archaeology
- Complete roadmap review
- Complete scheme options / scenario testing
- Develop strategy for the 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 (rescheduled to 23/12/19)</li> <li>• Dec - PMG – to commence project</li> </ul>
<b>Project Phase:</b> Planning & Design				
<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> <i>Nil</i>			
Project Update & Next Steps				
<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            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 Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee</li> <li>• 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy</li> <li>• 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>• 26/09/2020 - 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> £170,000			
<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> </ul>				



- WC 29<sup>th</sup> July SQ Evaluation
- WC 14<sup>th</sup> October Quality Evaluation / Cost Evaluation
- WC 21<sup>st</sup> October Moderation
- Cabinet report prepared for November 2019

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) Production of a “prospectus” of issues arising from the technical evidence and options – early 2020</li> <li>• Engagement and consultation on the prospectus – Spring 2020</li> <li>• Draft local plan published for consultation – Summer 2020</li> <li>• Consultation responses assessed and updated – Autumn 2020</li> <li>• Pre submission plan consultation – end 2020</li> <li>• Draft plan submitted – March 2021</li> <li>• Examination in public – Summer 2021</li> <li>• Modifications</li> <li>• Local Plan 2036 adopted – December 2021</li> </ul>
<b>Project Phase:</b> Planning		✓	✓	
<b>Project Start:</b> 2018	<b>Project End:</b> 2021			
<b>Project Sponsor:</b>	<b>Project Executive:</b>			
<b>Project Budget:</b> £600,000	<b>Spend to date:</b> £146,000			
<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>• To implement the actions as set out in Cabinet report considered in September 2019 (CAB3191) relating to the means of engagement on the Local Plan, including producing a “Prospectus,” and updating the “Vision for Winchester.” Resources also agreed to fund the commissioning of the work for a new Vision for the city with a brief to be published for tender purposes before the end of 2019.</li> <li>• Review and agree any revisions to the Local Development Scheme which sets out the Local Plan timetable.</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 started on site. On time and on budget</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. All shared ownership units sold</li> <li>• Knowle - Started on site and works progressing in line with project plan, Shared ownership properties completed and reserved, 5 rented houses completed in August 19.</li> <li>• Rowlings Rd – started on site Oct 19</li> <li>• Dolphin Hill, Twyford – started on site Oct 19</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 sold.</li> <li>• Knowle – on-site, final 6 flats progressing well and scheduled for completion in Dec 19.</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		
<b><u>Station Approach</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<b>Approvals/ Milestones</b>	<b>Date of decision</b>	<b>Decision body</b>
<b>Project Phase:</b> Procurement and Design		✓	✓	- RIBA Stage 0-1- Carfax site	27 February 2018	CAB3021(SA)
<b>Project Start:</b> February 2015	<b>Project End Date:</b> Q3 2024			- Masterplan Framework		
<b>Project Sponsor:</b> Chas Bradfield	<b>Project Executive:</b> Ian Charie			- Public Realm Strategy		
				- RIBA Stage 2 (Concept Design) - Carfax site	25 March 2019	CAB3144(SA)
				- Outline Business Case		
				- Sale of site with leasehold, Public Realm RIBA Stage equivalent 3 design works	28 August 2019	CAB3172
				- Grant of Outline Planning Permission with conditions. 19/00601/OUT	12 September 2019	Planning Committee
				- Purchaser selection process (further information requested for 23 Oct Cabinet)	18 September 2019	CAB3188
				- Enter into LEP Agreement and £5m grant	25 September 2019	Full Council (CAB3172)
	<b>Budget</b>	<b>Expenditure</b>	<b>Planned and Committed</b>			
<b>Carfax</b>						
Capital	£1,800,000	£321,234	£0			
Revenue	£2,110,000	£1,675,898	£430,350			
<b>Public Realm</b>						
Capital	£5,000,000					
Revenue	£225,000	£225,000	Covered in Carfax budget			
<b>Project Update &amp; Next Steps</b>						
				<b>Start date</b>	<b>Due date</b>	
<b>Sales Process</b>						
Launch of formal marketing				31/10/2019	31/10/2019	
Bids returned				17/01/2020	17/01/2020	
Shortlisting				20/01/2020	30/01/2020	
Presentations with cross party members				04/02/2020	05/02/2020	
Cabinet Meeting update on process				11/03/2020	11/03/2020	
<b>New stage - Purchaser led development</b>						
Reserve Matters Application, Site Preparation Works, Site Construction				July 2020	End 2024	


Summary		Status & Progress		Project Milestones
<b><u>Winchester Sport &amp; Leisure Park</u></b>		<b>Current Quarter</b>	<b>Previous Quarter</b>	<ul style="list-style-type: none"> <li>• <i>Options appraisal – 2013 to 2015 - Completed</i></li> <li>• <i>Feasibility assessment of preferred option – 2016 - Completed</i></li> <li>• <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i></li> <li>• <i>Outline Business Case – 16 January 2018 - Completed</i></li> <li>• <i>Prepare and seek planning permission – 2018 - Completed</i></li> <li>• <i>Operator procurement process– January 2019 - Completed</i></li> <li>• <i>Full Business Case – February 2019 - Completed</i></li> <li>• <i>Sign contract with construction contractor and operator – March 2019 - Completed</i></li> <li>• <i>Start on site – March 2019 – Completed</i></li> <li>• <b>Construction period – March 2019 to December 2020 – current stage</b></li> <li>• <i>Completion – Spring 2021</i></li> </ul>
<b>Project Phase:</b> Construction				
<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: £9,239,506.58			
Project Update & Next Steps				
<b>Project Update</b>				
<ul style="list-style-type: none"> <li>• Works on site ongoing and progressing well - along with steel frame being started and progressed works are also being done to the swimming pool and car park</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>• Start of works to construct the access to the new Centre from Bar End Road including new pedestrian access and a temporary pedestrian crossing on Bar End Road</li> <li>• Some utility diversion work completed; temporary adjustments to Park and Ride bus route were needed for this to happen. These arrangements will be reviewed and adjusted where necessary/possible in advance of the main tranche of work taking place in Summer 2020</li> <li>• First Open Forum held 13/09/19 with very positive feedback</li> <li>• Additional sustainability measures identified and agreed subject to planning and design</li> </ul>				
<b>Next Steps</b>				
<ul style="list-style-type: none"> <li>• Ongoing discharge of planning conditions</li> <li>• Continued delivery of offsite access works</li> <li>• Ongoing engagement with users of the centre</li> <li>• Ongoing working meetings with operator</li> <li>• Next Open Forum taking place late November/early December</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	2018/19				2019/20		Annual Target	Current Status
	Q1	Q2	Q3	Q4	Q1	Q2		
Average Sickness per member of staff ( <i>days</i> ) – (Figures for Q1 and Q2 2019/20 are calculated for each quarter only)	7.7	8.6	9.5	8.7	5.43	5.46	7.5	
Staff Turnover – quarterly	4.44%	5.26%	4.76%	5.38%	5.19%	3.65%	No target set	No target set
Average processing time of new Housing Benefit claims ( <i>days</i> )	14.36	14.76	16.79	17.95	11.08	11.73	14.00	
Average processing time of new Council Tax Support claims ( <i>days</i> )					24.37	24.52	26.00	
Average processing time of changes circumstances for Housing Benefit claimants ( <i>days</i> )	4.22	4.87	5.05	4.26	3.17	3.35	5.00	
Average processing time of changes in circumstances for Council Tax Reduction claimants ( <i>days</i> )					3.48	3.82	5.00	
Number of overdue/ outstanding internal audit actions ( <i>end of quarter</i> )	14	15	15	12	13	21	10	
Number of High Priority Overdue Internal Audit Management Actions	0	0	0	0	0	2	0	
Number Internal Audit Reports issued with ‘No Assurance’	0	0	0	0	0	0	0	

Performance Indicator	2018/19				2019/20		Annual Target	Current Status
	Q1	Q2	Q3	Q4	Q1	Q2		
opinion								
Accounts Payable – invoices paid within 30 days	96%	96%	94%	95%	96%	96%	100%	
Invoices processed with a Purchase Order	100%	100%	100%	99%	99%	100%	100%	
Number of complaints recorded on corporate complaints system	136	167	125	167	171	189	No Target Set	Not Applicable
Percentage of FOI requests responded to within 20 working days	72.19%	76.00%	90.00%	90.00%	91.60%	86.80%	90.00%	
Number of Fly-Tipping Incidents reported	183	194	179	214	194	165	No Target Set	Not Applicable
Percentage of household waste sent for reuse, recycling and composting - quarterly	38.98%	37.03%	34.89%	30.94%	38.70%	38.60%	35.87%	
Percentage of Major applications determined within 13 weeks or Agreed Extension of Time	87.50%	100.00%	100.00%	100.00%	86.67%	80.00%	60.00%	
Percentage of Non Major applications determined with 8 weeks or Agreed Extension of Time	96.91%	93.94%	95.08%	97.51%	96.96%	96.32%	65.00%	
Number of Enforcement Cases Opened	76	81	58	80	107	94	No Target Set	Not Applicable
Number of Enforcement Cases Closed	73	80	59	84	100	105	No Target Set	Not Applicable
Voids – Average re-let time (general needs and sheltered)	13.80	14.99	16.43	14.86	14.13	13.55	13	

Performance Indicator	2018/19				2019/20		Annual Target	Current Status
	Q1	Q2	Q3	Q4	Q1	Q2		
Arrears - Number of tenants owing more than 4 weeks rent	206	222	231	232	261	254	No Target Set	Not Applicable
Housing repairs – average number of days to complete responsive repairs	5.96	6.88	6.34	6.39	9.43	8.47	8.00	
Homelessness – numbers presenting to Council as being at risk of homelessness	360	385	378	496	490	521	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**

A review of the staff sickness absence figures has been completed and it was identified that where the figures previously reported covered a rolling twelve month period, this would include staff absence of up to a year ago and included staff who no longer work for the Council or where attendance has improved. To present sickness figures that are relevant to each of the quarters included in this report, from the 1 April 2019 the figures now refer to the average number of days sickness taken in each quarter.

**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.