

REPORT TITLE: QUARTER 3 FINANCE AND PERFORMANCE MONITORING

12 FEBRUARY 2020

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

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

WARD(S): ALL

PURPOSE

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

This third report of 2019/20 includes progress updates against project delivery, the previous Council Strategy outcomes and key performance measures covering the period October to December 2019.

A financial summary for the nine month period to 31 December 2019 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 third quarter of 2019/20 and endorses the contents of the report

IMPLICATIONS:

1 COUNCIL STRATEGY OUTCOME

- 1.1 This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the outcomes included in the now out of date Council Strategy. More specifically, this report supports the council in being open and transparent to the public, partners, stakeholders and residents and covers the period October to December 2019.

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in Appendix 1. Almost all the projects included in the former Council Strategy will 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 31 December 2019.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The Council is under a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." s 3 Local Government Act 1999. This report is for noting and therefore correctly forms part of the Council's transparency of such arrangements.

- 3.2 No legal and procurement implications arise 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 resources 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, Corporate Heads of Service 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 and the carbon impact will be considered as part of each detailed business justification case.

8 EQUALITY IMPACT ASSESSEMENT

8.1 None required arising from the content of the report, although officers will have regard to the considerations within the Equalities Act 2010 and whether an Equality Impact Assessment will be required to be undertaken as required on any specific recommendations or decisions made. This report is for noting only.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<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 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</i>	Legal resources are discussed with project leads.	Opportunity for the use of in house resources able to input to through the life of the project with local Winchester

Risk	Mitigation	Opportunities
		and cross Council knowledge.
<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.	Work with Communications Team on press releases to promote or celebrate success.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 This report provides the final update covering the progress achieved against the priorities included in the now out of date Council Strategy 2018-20 during the third quarter of 2019/20.
- 11.2 Council at its meeting on 15 January 2020 adopted the Council Plan 2020 – 25 which supersedes the previous strategy with immediate effect.
- 11.3 Quarterly financial and performance monitoring reports will continue to be presented to future Scrutiny Committee and Cabinet meetings and will provide details of the progress achieved against the priorities included in the new Council 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. A summary of the council's financial position as at 31 December 2019 is also provided.
- 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:-

CAB3199 – Q2 Finance and Performance Report, 23 December 2019

Other Background Documents:-

None.

APPENDICES:

Appendix 1 – Q3 Finance and Performance Monitoring Report 2019/20



FINANCE & PERFORMANCE MANAGEMENT REPORT THIRD QUARTER 2019/20



Contents

Introduction and Summary

Section 1: Financial Update – Third 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

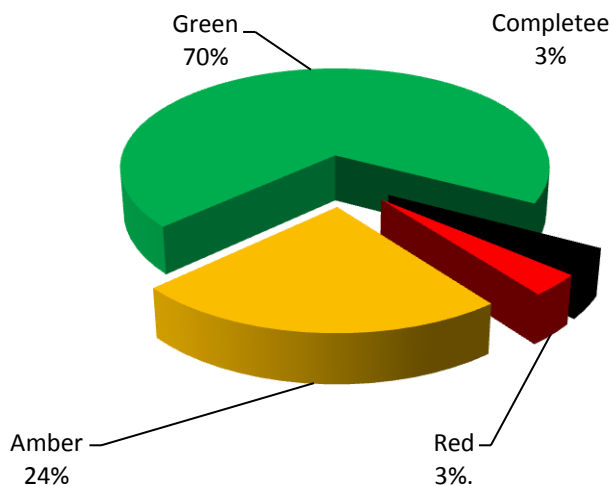
The purpose of this report is to demonstrate the performance of the Council at the end of each quarter throughout the financial year in relation to the aims, objectives and outcomes in the Council Strategy, progress of the Council's projects, the financial position and corporate health performance indicators.

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.

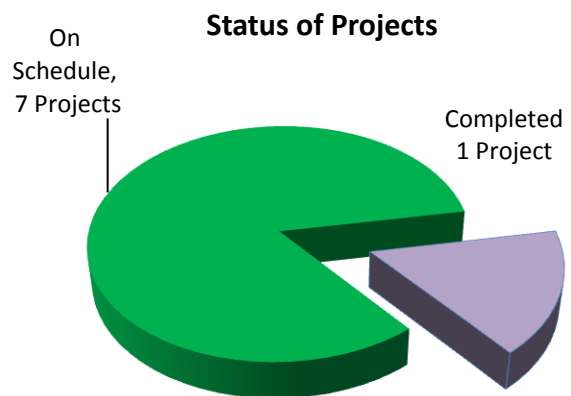
Similarly there are performance measures that are not reported here but support the business of that team and managed by each Corporate Head of Service.

The following diagrams provide a summary of the position of the Council as at the 31 December 2019 (Quarter 3) across the key areas of performance. Further information is provided in the following appendices.

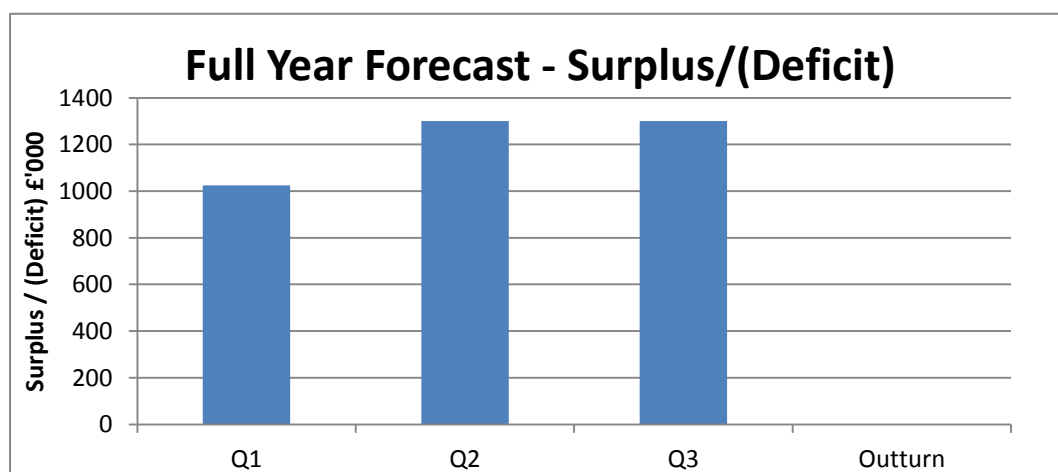
Council Strategy Q3 2019/20



Project Monitoring Q3 2019/20



Summary General Fund Revenue Financial Service Forecast



Section 1 – Financial Update as at 31 December 2019

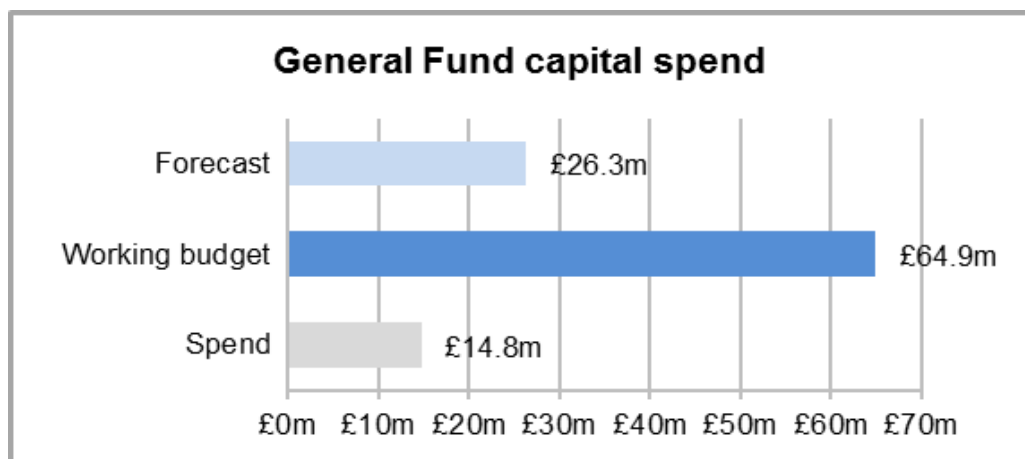
This section presents a summary of the Council's financial position as at 31 December 2019 with regard to the General Fund and Housing Revenue Account budgets.

General Fund Revenue

1. As at the end of Quarter 3 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 £0.75m 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 3 key variances:
 - i) **Net Interest receivable** – (+£0.75m) 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** – (+£0.10m) 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.
 - vii) **Estates Property Income** – (-£0.20m) there are currently a high number of voids within the property portfolio causing an adverse budget forecast for the year. This mainly relates to voids at 72-74 St Georges Street, 11 – 13 Upper Brook Street, 59 Colebrook Street, 9a Parchment Street, 68 St Georges Street, and higher than budgeted garage voids of c17.5%.

General Fund Capital

1. General Fund capital expenditure to the end of December was £14.8m of which the single largest item was £11.2m 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, and as part of the 2020/21 budget setting process, the forecast has been revised down in total by £38.6m with the largest item (£18.0m) being the Strategic Asset Purchase Scheme (SAPS) budget re-profiled to reflect the unlikelihood of a significant new asset purchase completing before the end of the financial year. Other significant items where it is anticipated that a significant element of the budgeted spend will no longer occur in 2019/20 include:
 - Winchester Sports & Leisure Centre (£2.9m) – to reflect revised profile of expenditure;
 - 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;
 - Station Approach Carfax (£1.4m) – no further capital expenditure on this project is currently anticipated;
 - 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;
 - King George V Pavilion (£1.0m) – options are currently being considered and works are now expected in 2020/21; and
 - 158-165 High Street (£0.7m) – the proposed refurbishment works have been delayed due to a lack of resource in the Estates team.



4. Key items of expenditure in Q1-3 of 2019/20:

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

Expenditure: Prior years £2,808k 2019/20 £11,231k Total £19,791k

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 £890k

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 £340,000 in commitments have been made.

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

Expenditure: Prior years £499k 2019/20 £1,350k Total £1,849k

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.

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)	(1,543)
Total Environment	10,353	(16,909)	(6,556)	(5,906)	650	(3,296)	(1,370)
Total Health & Happiness	360	(2,502)	(2,142)	(2,142)		(25,283)	(19,042)
Total Business	213	(2,104)	(1,891)	(1,891)		(14,504)	(3,786)
Total Operational Delivery	2,239	(5,290)	(3,050)	(2,950)	100	(1,560)	(584)
Total Investment Activity	3,219	(882)	2,337	2,337		(18,009)	0
Total Organisational Management	466	(6,388)	(5,922)	(5,872)	50	(215)	(108)
	<u>17,135</u>	<u>(36,412)</u>	<u>(19,277)</u>	<u>(18,477)</u>	<u>800</u>	<u>(64,910)</u>	<u>(26,433)</u>
Total Tax and Grant Income			15,296	15,296			
Total Financing & Treasury Activity			(677)	(177)	500		
Total Reserve Related Movements			4,658	4,658			
Total Funding			<u>19,277</u>	<u>19,777</u>	<u>500</u>		
Transfer to Major Investment Reserve				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	
Rent Service Charges & Other Income	27,688	0	27,688	27,903	215
Housing Management General	164	(5,011)	(4,847)	(4,598)	249
Housing Management Special	1,155	(2,552)	(1,397)	(1,656)	(259)
Repairs (including Administration)	101	(5,356)	(5,255)	(5,233)	22
Interest	0	(5,188)	(5,188)	(5,188)	-
Depreciation	0	(6,904)	(6,904)	(8,349)	(1,445)
Capital Expenditure Funded by HRA	0	(8,622)	(8,622)	(2,680)	5,942
Other Income & Expenditure	21	(85)	(64)	(60)	4
	<u>29,129</u>	<u>(33,718)</u>	<u>(4,589)</u>	139	4,728
Working Balance at 1 April 2019			10,666	11,627	961
Add Surplus / (Deficit)			(4,589)	139	4,728
Projected Working Balance at 31 March 2020			<u>6,077</u>	<u>11,766</u>	<u>5,689</u>

Housing Revenue Account Capital 2019/20	HRA Capital Programme		
	Budget	Forecast	Variance
	£'000	£'000	£'000
Housing Major Works	(6,853)	(5,960)	893
Improvements and Conversions	(1,090)	(1,240)	(150)
Other Capital Spend	(1,103)	(1,118)	(15)
New Build Programme	(22,407)	(21,576)	831
	(31,453)	(29,894)	1,559

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	Forecast	Total	Status			Comments
	£'000	£'000	to year end £'000	£'000	Q1	Q2	Q3	
Savings Proposals								
Guildhall	150.0	0.0	0.0	0.0	Red	Red	Red	Cabinet on 23 December approved procurement of a new catering contract for the café. Target will not be achieved in 2019/20 but will be included in 2020/21 projections.
Internal Catering	20.0	6.2	5.0	11.2	Green	Amber	Amber	Part-year savings in 19/20 with the full year targets to be met from 2020/21. Savings are to a large extent reliant on number and type of meetings held during the year.
Salary Sacrifice Employee Benefits	21.5	7.7	2.6	10.3	Amber	Amber	Amber	Savings are based on estimated employee take up and subsequent reduction in Employers National Insurance contributions. 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	26.5	23.5	50.0	Green	Green	Green	
Public Conveniences – Business Rates	25.0	0.0	25.0	25.0	Green	Green	Green	Central Government announced in December 2018 that stand alone

Item	Budget	Achieved	Forecast	Total	Status			Comments
	£'000	£'000	to year end £'000	£'000	Q1	Q2	Q3	
								public conveniences would be exempt from business rates. The savings forecast are 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	7.5	2.5	10.0	Green	Green	Green	New contract arrangements – budget saving achieved.
Training Hub	17.0	12.8	4.3	17.0	Amber	Green	Green	The £17k savings have been achieved within the Learning and Development budget in 2019/20. Further efficiencies, with a training hub based in Winchester, will be explored. In addition a robust and new approach to learning and development planning is work being undertaken by the new service lead in HR.
Other minor efficiencies	20.0	15.0	5.0	20.0	Green	Green	Green	
Restructure	100.0	75.0	25.0	100.0	Green	Green	Green	Savings achieved under the revised staffing establishment.
Energy Efficiency	20.0			0.0	Amber	Amber	Red	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.7.5

Item	Budget £'000	Achieved £'000	Forecast to year end £'000	Total £'000	Status			Comments
					Q1	Q2	Q3	
Asset Management / Income Generation								
Rent Reviews	200.0	50.0	150.0	200.0	Green	Green	Green	
Digitalisation of services – Customer Services / Cash Office	30.0	30.0	0.0	30.0	Amber	Green	Green	Savings achieved through the installation of cash kiosks in reception from January 2019.
Pest Control	35.0	5.0	25.0	30.0	Green	Green	Amber	New fees proposals have been proposed from April 2020. In 2019/20 increased work volumes particularly for the HRA has kept the budget mostly on track for delivery.
Concessions at car parks	50.0	0.0	0.0	0.0	Red	Amber	Red	The focus of car parks has been targeted to support 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	23.4	3.0	26.4	Green	Green	Green	
Fees and Charges	50.0	12.0	38.0	50.0	Green	Green	Green	
Car parking income through volume increase	150.0	125.0	375.0	500.0	Green	Green	Green	Additional usage particularly at park and ride sites
TOTAL	960.5	396.1	683.9	1,080.0				

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 third quarter of 2019/20 (31 December 2019).

The Council Strategy 2018-20 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 31 December 2019 there were two measures that had been completed and forty one measures on schedule and to be delivered on time (Green).

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

There are two 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 3 – 2019/20)

Winchester will be a premier business location

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
1.	Promote a sustainable economy by enabling major regeneration schemes	Support the regeneration of the Central Winchester area. Measure: <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>	July 2020	Green	Green	Green	JLL finalising the delivery roadmap review and now looking at the next steps re scheme options. This involves investigating and testing different options for the site against the SPD objectives and use ranges with a view to developing a scheme option for summer 2020.
		Project manage and support the regeneration of the Station Approach area of Winchester. Measure: <i>Office floor space on the Carfax/ Station Approach site of approximately 140,000ft²</i>	Carfax 2025	Amber	Amber	Amber	The Administration approved to progress the scheme (CAB 28/8/19) through a leasehold sale. Planning consent (Application number 19/000601/OUT) was quashed with agreement by the Council following identification of technical issue. Options for taking application forward being considered.
2.	Prioritise support for the knowledge-based, creative and tourism sectors	Development of an Economic Strategy Measure: <i>adoption of updated Economic Strategy, including Action Plan and performance measures included in the Strategy</i>	Mar 2020	Green	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

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments	
			Q1	Q2	Q3		
	Sustain our rural economy by supporting existing businesses to grow and new enterprises to start including Fieldfare LEADER Programme Measure: LEADER support for 70 businesses (WCC only)	Mar 2020	Green	Green	Green	Allocated £739,974.94 of LEADER funds to local, rural businesses across WCC, East Hampshire and Eastleigh 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. Measure: additional floor space identified/ provided	Mar 2020-23	Green	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 Measure: Fixed target not appropriate	Mar 2020	Green	Green	Green	Winchester Citizens Advice Bureau opened their new offices next to City Offices early in 2019.
		Use a Strategic Asset Purchase Scheme to generate financial and community returns Measure: Additional £200k net income generated from Strategic Asset Purchase Scheme.	Mar 2020	Amber	Amber	Amber	Potential purchases will be considered by the SAPS Board. There have been no recommendations from the SAPS Board to make further property acquisitions.

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
	<p>Adopt and start to implement measures in a new Car Parking Strategy Measure: <i>Adoption of new Winchester Car Parking Strategy by Mar 2020</i></p>	Mar 2020	Green	Green	Green	The draft Winchester Parking and Access Strategy was approved by Cabinet for consultation at its meeting on 23 December 2019. (Report 3201 refers) The public consultation is now live until 6 February 2020. An update will be provided at the March cabinet.
	<p>Develop a plan to deliver the measures needed to achieve the priorities set out in the City of Winchester Movement Strategy Measure: <i>Development of Plan</i></p>	Mar 2020	Green	Green	Green	<p>Update provided to Health and Environment Policy Committee on 13 January 2020. Six individual Phase 1 studies currently underway with draft reports expected early Spring. To be followed by Phase 2 assessment studies, identification / implementation of quick wins and funding opportunities.</p> <p>Second walking and cycling stakeholder workshop to be held 23 January.</p>
	<p>Support new businesses set up in the district with advice to thrive and prosper Measure: <i>Number of new businesses supported, including with grants and advice</i></p>	Mar 2020	Green	Green	Green	During the first six months of the contract to 31 December 2019 with Incuhive, commissioned to provide business support to new businesses, they have conducted 63 one to one mentoring sessions, 23

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments	
			Q1	Q2	Q3		
						workshops (with a range of topics delivered) and 12 business networking events. The activity totals 278 hours of support delivered directly to Winchester businesses.	
	Directly develop space to support Small, Medium Enterprises to grow Measure: <i>New net floor space provided for SMEs</i>	Mar 2020	Green	Green	Amber	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 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. Measure: <i>Baseline assessment for 2019</i>	Mar 2020	Green	Green	Green	Completion of city centre Wi-Fi scheduled to be completed and available by early February. Review of smart app completed at the end of 2019 and decision taken not to proceed with this project.
5.	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 Measure: <i>100% availability of services online</i>	Dec 2019	Green	Green	Amber	96% of council services were available online by the 31 December 2019. The four remaining online forms will be completed by the end of January.

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
	<p>Deliver a programme of transformation that will provide an improved customer experience for residents and businesses when contacting the Council</p> <p>Measure: <i>Improved customer satisfaction</i></p>	Mar 2020	Green	Green	Green	<p>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 benefits being calculated. Cohort 2a (Revenues and Benefits and Historic Environment) are at the test and learn stage and outcomes being completed.</p> <p>Cohort 2b (Tourism, TIC and Land Charges) are ready to start redesign.</p> <p>This programme is overseen by the Transformation Board.</p>
	<p>Explore the opportunities to establish joint-ventures to enable more efficient services</p> <p>Measure: <i>Number of joint venture opportunities explored, potential efficiency savings</i></p>	Mar 2020	Green	Green	Green	<p>Opportunities reviewed and considered as they present themselves. Initial proposal of a shared head of HR with West Berks Council has not been pursued. Other avenues of joint or supply of services are being explored with West Berks.</p>
	<p>Carry out improvements to the current City Offices while reviewing the long term options for staff office accommodation</p>	Mar 2020	Green	Green	Amber	<p>Refurbishment to City Offices complete and next phases of work are to West Wing offices and some Guildhall areas. This</p>

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
	Measure: <i>Refurbishment completed March 2019, Works and longer term study complete March 2020</i>					work will commence early in 2020 and will include new lighting, improvements to insulation/ draught proofing and redecoration. The refurbishment is expected to be completed later in 2020. As part of the council's Asset Management Plan, consideration will be given to the future office accommodation needs of the council.

Delivering quality housing options

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
1	Deliver good housing stock condition and energy performance for Council owned dwellings that meet the Decent homes standard	Carry out repairs and maintenance improvements as per the capital repairs programme Measure: 100% of housing stock meets the Decent Homes Standard with and energy performance ratings	Mar 2020	Green	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 Measure: An additional 600 new homes delivered by 2020	Mar 2020	Green	Green	Red	207 units completed with a further 83 on-site. 44 additional homes are expected to start on site in Oct 19. Schemes in Wickham and Winnall will not be on site by March 2019 although are subject to planning approval.
		Bid for grant to support additional development Measure: 50% of New Homes Programme supported by grant	Mar 2020	Green	Green	Amber	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 Measure: Number of units delivered	Mar 2020	Green	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 April 2020.
3.	Drive down homelessness across the district and support	Avoiding reliance on B&B as a housing option by focussing on	Mar 2020	Green	Green	Green	One household currently accommodated in B&B

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
	partner agencies in the drive for an improved life for those in need	preventing homelessness and effective use of temporary accommodation Measure: <i>No use of B&B accommodation (other than in exceptional circumstances)</i>					following a WCC eviction for Anti Social Behaviour. A statutory duty to temporarily accommodate applies with priority to secure alternative move on options.
		Support an increase in the provision of supported housing units/move on accommodation by establishing and leading multi-agency Homelessness/ Social Inclusion forum Measure: <i>Provision of 10 supported/ move-on units</i>	Mar 2019	Green	Green	Green	9 additional supported housing units (Housing First model) ready to let at Sussex Street (council asset) as from 7 January 2020. Project delivered in partnership with HCC and Registered Provider - Two Saints.
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 Measure: <i>Number of affordable homes developed by other organisations in the district</i>	Mar 2020	Green	Green	Green	34 new affordable homes completed by Registered Providers in 2nd quarter 2019/20 bringing total for the year to 45. Further 24 affordable rented homes completed by RPs in Q3
		Develop an effective “shared ownership” programme Measure: <i>At least 30 affordable shared ownership homes developed by March 2020</i>	Mar 2020	Green	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	Making a more effective use of the Survey of Tenants and Residents through better use of data and wider engagement with a particular	Mar 2020	Green	Green	Complete	Tenant Annual Report presented at TACT AGM – 13.11.19 set out the profile of involved tenants and

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
	customer groups	emphasis on digital engagement Measure: <i>Number of involved tenants from 200 to 400 by March 2020</i>					outcome achieved through the introduction of digital surveys and follow up Focus Groups.
6.	Restrict permitted development rights in Winchester so that new Houses of Multiple Occupation (HMOs) require planning permission	Make an Article 4 Direction(s) where evidence shows the proliferation of HMOs is unbalancing housing stock in Winchester, or parts of the city. Measure: <i>Number of Article 4 Directions approved.</i>	Mar 2020	Green	Green	Green	Directions already made in Winnall and Stanmore. Numbers remain too low in other areas of the city to support a formal direction, although increases in numbers are being kept under review. The Strategic Housing Market Assessment is being finalised and will form part of the new Local Plan baseline work. It will include estimated student accommodation requirements. Survey of Winnall HMOs to be carried in first half of 2020 to improve baseline data.
7.	Support residents to buy their own home.	Develop an effective 'shared ownership' programme (shared target with aim to "Provide good access to affordable housing options") Measure: <i>At least 30 affordable shared ownership homes developed by the Council</i>	Mar 2020	Green	Green	Green	See above comments in 4 above
		Provide access to custom build initiatives Measure: <i>2 custom build plots identified</i>	Mar 2020	Green	Amber	Red	Target to release 2 further plots to custom build market during 19/20 –2 plots sold (subject to planning consent)

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						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 Measure: <i>20 households utilising the open-market shared ownership scheme (10 households in the pilot scheme)</i>	Mar 2020	Green	Green	Green	By the end of 2019 a total of 11 purchases had been completed.

Improve the health and happiness of our community

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
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 Measure: Maintain or increase level of grants and support using 2017/18 as base line	Mar 2020	Green	Green	Green	Grants priorities related to physical inactivity, isolation and mental health established for the Priority Outcomes Fund and new Crowdfunding Platform. 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 Measure: <i>Achieve 270 referrals and class attendance during 2019/20.</i>	Mar 2020	Green	Green	Amber	185 exercise referrals to date and total throughput of 2,594 at community classes.
		Promote and encourage health walks across the district, helping everyone live longer, healthier and happier lives Measure: <i>Increase the number of health walks in the district to 6,000</i>	Mar 2020	Green	Green	Green	5,023 health walks to date and 800 registered walkers
		Target discretionary business rates relief towards sports clubs Measure: Maintain or increase rate relief using 2017/18 as base line	Mar 2020	Green	Green	Green	Discretionary business rates relief for 29 sport club and scout clubs as at October 2019

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments	
			Q1	Q2	Q3		
	<p>Increase the number of adults participating in sport or physical activity</p> <p>Measure: <i>Number of adults participating in sport and physical activity per week.</i></p> <p><i>Inactive – target 19.5%</i></p> <p><i>Fairly active – target 11.2%</i></p> <p><i>Active – target 69.3%</i></p>	Mar 2020	Green	Green	Green	<p><u>Sport England Active Lives Survey</u></p> <p>Winchester (May 18/19 survey)</p> <p>Inactive – 14.9%</p> <p>Fairly Active – 12.5%</p> <p>Active – 72.6%</p>	
	<p>Invest annually in disabled facilities grants in line with Government funding to help people in their own home</p> <p>Measure: <i>100 residents given assistance to remain in their own home</i></p>	Mar 2020	Green	Green	Green	64 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.</p> <p>Measure: <i>To achieve the targets as set out in the current action plan</i></p>	Mar 2020	Amber	Amber	Amber	<p>New Community & Wellbeing Strategy to be developed during Q1/Q2 of 2020.</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</p> <p>Measure: <i>Start of construction in Spring 2019</i></p>	Jan 2021	Green	Green	Green	Development started in March 2019. Construction of the new Sport and Leisure Centre is currently on programme due to open in

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
							Jan 2021. New operator is appointed following a procurement process.
3.	Encourage volunteering to support and extend local services	Promote and encourage adults to volunteer in community events and sporting activities Measure: <i>Increase to 22% the number of adults volunteering in sport</i>	Mar 2020	Green	Green	Green	<u>Sport England Active Lives Survey</u> May 2018/19 survey Adults volunteering in sport – 27.8% Notable is the number of Parkrun volunteers, which totals 3,150 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 Measure: <i>Increase participation in each year (baseline 2017/18)</i>	Mar 2020	Green	Green	Green	Winchester Design Festival BID has received support from ELB and will be considered at the upcoming Decision Day (13/1/20). Approach by potential organisers of a Children's Literary Festival in Winchester and exploratory meeting arranged for January. Festivals listing in 2020 visitor guide has been refreshed and 2020 festivals details are being inputted into

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						<p>visitwinchester.co.uk / festivalsinwinchester.co.uk</p> <p>Meetings have taken place with co-ordinators of WHOD regarding the 2020 programme, as co-ordinators have confirmed they are stepping back from their current role but will remain involved in the programme. WCC has outlined its commitment and supporting activities for the 2020 programme to all key partners involved. Co-ordinators are setting up a meeting with key partners in January to confirm operational arrangements for the 2020 programme.</p> <p>Ongoing support and promotion of over 30 festivals spanning the whole year including attendance at Festivals in Winchester meetings, co-ordinated by the BID.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
		Develop the Winchester Criterium and Cyclefest to increase participation and spectators Measure: 13,000 <i>spectators at the 2019 event</i>	Jun 2019	Amber	Amber	Amber	The Criterium and Cyclefest held on 9 June 2019 were 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 Measure: <i>To support 73 families (including 12 for intensive support) in Cohort 6 (17/18) and subsequent cohorts</i>	Mar 2020	Complete	Complete	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	Status			Key Issues / comments
				Q1	Q2	Q3	
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	<p>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</p> <p>Measure: Progress with Local Plan preparation</p>	Mar 2020	Green	Green	Amber	Preparation of Local Plan 2036 to be carried out in accordance with approved timescales in the Local Development Scheme (agreed December 2018 - CAB3087(LP)). Work on key evidence studies is well advanced. Some slippage in the programme due to staff vacancies, evidence study delays and election uncertainty. A revised programme for the Local Plan will need to be included in an updated LDS when the new Strategic Planning Manager is in post.
		<p>Explore the options open to the Council to redevelop the RPLC site with feasibility studies and development options. Currently focusing on two major work streams,</p> <ol style="list-style-type: none"> 1. North Walls / Pavilion Project 2. River park Leisure Centre building and associated sports facilities <p>Measure: RPLC: Produce a detailed project plan outlining next steps and present to</p>	<p>Pavilion: Mar 2020</p> <p>RPLC: Mar 2020</p>	<p>Pavilion : Amber</p> <p>RPLC: Green</p>	<p>Pavilion : Amber</p> <p>RPLC: Green</p>	<p>Pavilion : Amber</p> <p>RPLC: Green</p>	<p>North Walls/Pavilion Project: Following a successful engagement session held in March in respect of North Walls, a report was presented to Winchester Town Forum on 23 January 2020 considering options for the provision of a new pavilion.</p> <p>A detailed project plan has been produced outlining the</p>

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
		board.					necessary steps to either safely retain the existing Leisure Centre or demolish it after it closes following the new Sport and Leisure Park opening in early 2021. The potential re-provision of toilets will be considered.
2.	By working with our partners and by using powers available to us, make Winchester a safer and more pleasant place to live, work and visit	Be proactive in tackling incidents reported of fly-tipping within the district Measure: <i>To reduce the overall incidents of fly-tipping across the district, including fly tip hotspots</i>	Mar 2020	Green	Green	Green	<p>21 cases were investigated and of those 19 were closed due to lack of evidence. 1 case was closed because the named person was deceased and no other leads were identified, 1 case is still open for further investigation.</p> <p>3 cases were carried over from the previous reporting period and 2 of those were referred to enforcement panel. Both cases were accepted for prosecution and are now with legal.</p> <p>Hot Spot Locations - are largely within the Southern Parishes and include:</p> <ul style="list-style-type: none"> • Southwick – Pigeon House Lane, Mill Lane, Ham Lane, Portchester Lane and

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						<p>Purbrook Heath Lane.</p> <ul style="list-style-type: none"> • Denmead – White Horse Lane and Sawyers Lane • Hambledon – Cams Hill area <p>Hot spot location activity includes – actively investigating reports for those areas, face to face contact with Southwick Estate Management, Denmead Parish Council and attendance at the County cross authority intelligence group.</p> <p>Overall the hotspots in Southwick have seen a reduction of 20% (25 in 2018 compared with 20 for the same period in 2019). We have also seen reductions in 4 other areas compared to the same period last year.</p> <p>Q4 plans include – further data gathering for the above hot spot locations from Environmental Services Contracts Team and a meeting with the managers of</p>

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						an independent fly tip reporting App to encourage collaborative working.
	<p>Always evaluate prosecution as a deterrent to those who fly-tip within the district</p> <p>Measure: <i>100% success rate for all fly-tips that have been moved forward as application to the court for prosecution</i></p>	Mar 2020	Green	Green	Green	<p>1 written warning issued and accepted by the offender, this is held by Legal.</p> <p>2 cases with Legal, prosecution case in preparation</p> <p>1 case from Q2 has been withdrawn from the prosecution process because the witness is refusing to attend court.</p>
	<p>Investigate introducing litter fines and other incentives/ penalties (new legislation and not rolled out within the Council yet).</p> <p>Measure: <i>Fixed Penalty notices issued for low-level fly-tips</i></p>	Mar 2020	Green	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>New fines, incentives – will be incorporated as a target in the 2020/21 Team Business Plan.</p> <p>Littering from Vehicles Pro's and Con's report - Complete.</p>

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
	<p>Conduct the area specific satisfaction survey to take action to reduce incidents or concerns of Anti-Social Behaviour in priority locations, the first being in 2017</p> <p>Measure: <i>Satisfaction levels recorded via the survey</i></p>	Mar 2020	Green	Green	Green	<p>Survey was launched in November with a closing date of 24 December 2019. 44 members of the public who had previously reported ASB and 40 TACT members were invited to participate.</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. The results of both surveys will be available to be included in the next report.</p>
	<p>To undertake a thorough review of taxi licensing policy so as to introduce higher standards of public safety and air quality</p> <p>Measure: <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	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. Phase 1 now completed. Phase 2 – Policy effecting vehicle sizes, types, ages and livery scoped and consultation to commence in January 2020 for six weeks before presented to Licensing and Regulation Committee in March.</p>

	Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
				Q1	Q2	Q3	
		<p>Utilise the tools and powers provided within the ASB, Police and Crime Act 2014 to tackle and reduce crime in the district</p> <p>Measure: <i>Number of interventions to reduce incidents of ASB</i></p>	Mar 2020	Green	Green	Green	<p>2 Community Protection Warnings served (1 for begging and 1 for leaving waste in a communal area (both were breached and resulted in Community Protection Warning Notices being served).</p> <p>1 breach of CPN presented at Magistrates Court, the offender pleaded not guilty so it goes to trial during Q4.</p> <p>1 evening Begging Operation undertaken in partnership with the Police.</p> <p>Begging stat's within this period showed more than a 50% reduction in incidents against the same period last year (12 as opposed to 28).</p> <p>The Community Courts have been reinstated after a 4month break. To date there have been 9 hearings.</p>
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>Measure: <i>Deliver £250k annually with</i></p>	Mar 2020	Green	Green	Green	<p>Schemes for 2019/20 include: Canford Close, Shedfield (parking) – scheme to be</p>

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
	<i>a range of benefits for the local communities</i>					tendered shortly, works to be completed by the end of March 20 Pound Cottages, Meonstoke (parking) – works completed Dec 19 Moors Close, Colden Common (parking) – tender awarded, works to commence on 13 January 20 Chiltern Court, Alresford (parking & environmental) – resident survey sent on 6 Dec 19 and closed on 31 December 19 Trussell Crescent, Weeke (parking) – revisiting plans and to go out for consultation before March 20 Woodman Close, Sparsholt (parking) – drawing up plans to go out to consultation in Jan 20
	Analyse and act upon a visitors user survey on key open spaces to ascertain current use and future demand for such space Measure: <i>Visitor usage and satisfaction rates</i>	Mar 2020	Green	Green	Green	Analysis completed. The data is now being used to inform future planning and decision making in relation to play areas and open space.
	Develop a Green Infrastructure Strategy to facilitate the enhancement of our public amenities and support the management of our environmental	Mar 2020	Amber	Amber	Amber	Following a short delay, discussions underway with the Project Team to identify a temporary resource to

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments	
			Q1	Q2	Q3		
	assets Measure: <i>Identify opportunities to reinforce local assets to improve the environmental health of the Winchester district</i>					progress delivery of the Strategy.	
4.	Work to change attitudes to waste, fly-tipping and littering and significantly improve recycling levels	Support and encourage residents living in the district to recycle through public awareness campaigns including a focus on reducing the rates of contaminations of materials collected for recycling Measure: <i>Increase recycling from the 2016/17 baseline position</i>	Mar 2020	Green	Green	Green	Initial data following the introduction of kerbside collections indicates a significant increase in the volume of glass being collected.
	We will investigate options for additional income through increased recycling Measure: <i>Income collected through additional channels</i>	Mar 2020	Green	Green	Green	Kerbside glass collection service now in operation since 1 October 2019.	
5.	Work with strategic partners to continue to develop flood resilience measures to protect our communities	Support schemes that will protect residents' homes and property from the threat of flooding Measure: <i>Flood scheme assessments on all completed schemes</i>	Mar 2020	Green	Green	Green	Cabinet approval given to progress Phase II of the flood relief scheme at Durngate (report CAB3072 , 12 December 2018 refers) with funding approved by Council on 16 January 2019. Planning permissions now granted by Hampshire County Council and South Down's National Park Authority. Access issues with land owners being resolved. Scheme going out to tender. Tree clearance underway on

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments	
			Q1	Q2	Q3		
						site. Engineering works on track to commence spring 2020 and should take 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>Measure: <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 2021	Green	Green	Green	Additional work undertaken on scoping and timeframe. A Business Case is currently being developed. The timeframe is to have approval Spring 2020 with the document completed Spring 2021.	
6.	<p>Improve the environment and reduce harmful emissions through holistic transport planning</p>	<p>Delivery and implementation of the actions included in the Winchester Air Quality Action Plan 2017 – 2023</p> <p>Measure: <i>Improved air quality in accordance with the Air Quality Action Plan</i></p>	Mar 2020	Green	Amber	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. CAB 3217 to provide details of progress against these actions as well as the latest air quality information for the town centre.</p> <p>Electric Vehicle Charging Strategy supported by</p>

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						Cabinet 23 January 2019 (CAB3120) and an options appraisal has been completed. February Cabinet to consider report (CAB 3206) to agree the means to implement the strategy.
	<p>Review the Council approach to reducing the district's carbon emissions including 12 actions for a lower carbon Council</p> <p>Measure: 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	Amber	<p>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 CAB3171 refers) and committed to making the activities of the Council carbon neutral by 2024, and the district of Winchester carbon neutral by 2030.</p> <p>The Climate Emergency Action Plan was approved at Cabinet on 23 December 2019.</p>
	<p>We will increase the use of P&R to support and encourage parking outside of the city centre</p> <p>Measure: <i>An additional 200 Park & Ride spaces created</i></p>	Mar 2019	Green	Green	Green	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

Aim	How we will deliver our outcomes	Delivery Date	Status			Key Issues / comments
			Q1	Q2	Q3	
						<p>new sites and/or services. The Vaultex site at Bar End is being brought forward to provide additional P&R spaces. The existing building has been demolished and the site is ready for redevelopment. A planning application for an approx. 130 spaces is being progressed. P&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

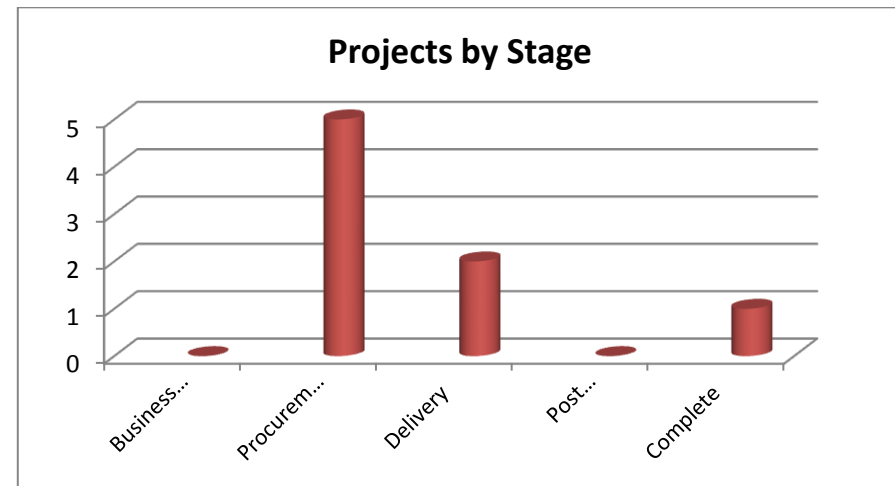
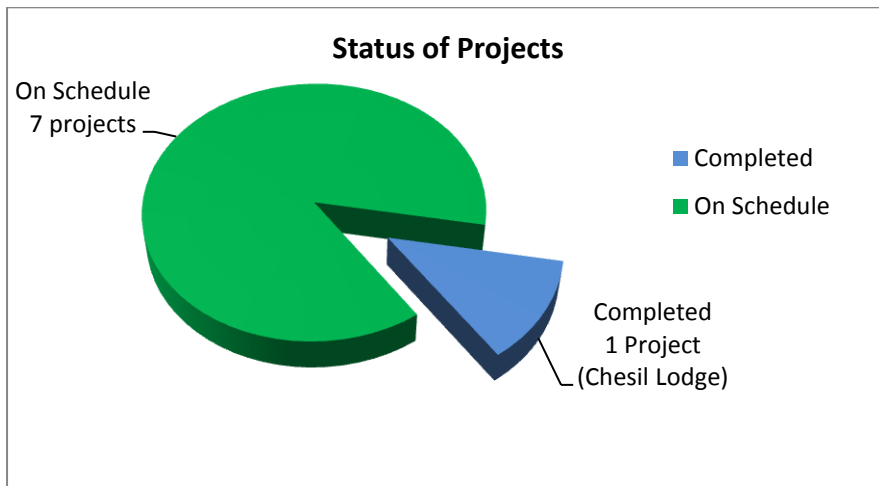
This report provides an update on the progress made against the Council’s significant programmes and projects which are being or will be undertaken during the next five years. These programmes and projects have been selected for inclusion in this report following an exercise to evaluate against a number 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>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses • 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee • 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed • 11/12/18 – Archaeology event • 12/12/18 – Present strategic placemaking consultancy brief to Cabinet for approval to proceed • 18/12/18 – Friarsgate Medical Centre purchased • 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed • 14/03/19 – Planning permission for Friarsgate Hoardings approved • 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage • 19/03/19 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs • w/c 26/04/19 – Appoint Strategic Placemaking Consultancy • 12/07/19 – First Project Review meeting • 28/08/19 – Cabinet approval of recommended archaeology investigations and costs • 28/08/19 – Final Project Review meeting • 24/09/19 – Open Forum update of progress on each work stream and JLL review of CWR roadmap • End of December– JLL Roadmap Review completed • 07/01/20 – Cabinet workshop to review CWR scheme options • 17/02/20 – Open Forum
Project Phase: Develop strategy for the delivery and development of the area and improvements to the existing estate				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chas Bradfield	Project Executive: Veryan Lyons			
Project Budget: Revenue: £663,000	Spend to date: £397,843 (includes committed spend)			



Project Update & Next Steps



Update:

- Roadmap review completed
- Scheme options for the CWR area presented to Cabinet and feedback received
- Further development and testing of scheme options underway
- Feasibility study and concept design for lower section of the High Street and Broadway completed in liaison with HCC
- Next steps for archaeology investigations underway



Next Steps



- Agree way forward for Coitbury House / Kingswalk
- Develop and implement stakeholder management plan
- Develop and agree communications plan
- Procure consultant to carry out archaeology investigations
- Complete scheme options testing and seek approval of preferred option
- 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
Climate Emergency response		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 05/06/2019 - Declaration Climate Emergency, report CAB3171 refers 18/09/2019 – WCC members Carbon Neutrality workshop 09/10/2019 - Health & Environment Policy Committee 12/11/2019 - Leader’s Board 11/12/2019 - Cabinet (rescheduled to 23/12/19) Dec - PMG – to commence project <p>23 December 2019 – Cabinet Approval of Winchester Carbon Neutrality Action Plan 2020-2030 (CAB3203)</p>
Project Phase: Delivery				
Project Start: June 2019	Project End: Dec 2024 / 2030			
Project Sponsor: Richard Botham	Project Executive: Susan Robbins			
Project Budget: To be determined	Spend to date: <i>Nil</i>			
Project Update & Next Steps				
<p>Q4 2019/20</p> <p>Establish governance arrangements for the delivery of the Action Plan across council services to include an internal officer group, an implementation plan, resource plan and key performance indicators.</p> <p>Hold a public open forum to up-date and inform on district measures.</p> <p>Engagement and communications activities</p> <p>1 August - Internal WCC officer services workshop</p> <p>5 Sept - External Stakeholder event</p> <p>18 Sept – Members briefing session</p> <p>29 Sept – 6 Oct - Community Green Week and Green Harvest Festival</p> <p>Develop communication messages / channels and branding</p> <p>Action Plan</p> <ul style="list-style-type: none"> Ratify scope and definition of Climate Emergency Create spreadsheet of projects with evaluation model Develop project business case 				

Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • Aug 2019 – Invitation to Tender issued • Oct 2019 – Deadline for return of completed Tenders • 01/10/19 – Start of 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal (extension) • 01/10/19 - Environmental Services contract start • Nov/Dec 2019 – New Waste Collection Service contract awarded • Mar 2020 - Contract mobilisation • 26/09/2020 – Start of new Waste Collection Services contract
Project Phase: Design				
Project Start: January 2018	Project End: December 2020			
Project Sponsor: Laura Taylor	Project Executive: Steve Tilbury			
Project Budget: £225,000	Spend to date: £170,000			
Project Update & Next Steps				
Glass Collection and Date Change				
<ul style="list-style-type: none"> • Kerbside glass collection now operating, with significant increase in volume of glass collected before first glass collection • One year waste contract extension with Biffa in effect from 30/9/2019 • Extra resources were provided to CSC to manage the high volume of incoming queries over bin collection dates 				
2020 Contract Renewal				
<ul style="list-style-type: none"> • Return of completed Tenders • WC 14 October 2019 - Quality and Cost Evaluation • WC 21 October 2019 - Moderation • Cabinet report prepared for November 2019 • Standstill letters issued, with standstill period ending midnight 16th December 2019 • Award of new 8 year contract to the preferred bidder 				

Summary		Status & Progress		Project Milestones
Local Plan 2036		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 18/09/2019 – Cabinet approval of proposals for Local Plan ‘Prospectus’ and commissioning of ‘Vision for Winchester’ update (CAB3191) • Commissioning of key evidence studies (e.g. Housing requirements, SHLA, Employment, Transport) • Reporting of evidence base – Feb/March 2020 • Production of a “prospectus” of issues and options arising from the technical evidence and options – Spring 2020 • Engagement and consultation on the prospectus – Spring/Summer 2020 • Draft Local Plan published for consultation – Spring 2021 • Consultation responses assessed and updated – Summer 2021 • Pre submission plan consultation – Late 2021 • Draft plan submitted – Spring 2022 • Examination in public – Summer 2022 • Modifications – Summer 2022 • Local Plan 2036 adopted – December 2022
Project Phase: Planning		✓	✓	
Project Start: 2018	Project End: 2021			
Project Sponsor:	Project Executive:			
Project Budget: £600,000	Spend to date: £146,000			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Update to WTF January 2019 • July/August 2019 – commissioning of technical evidence. • Parish Council workshops held October 2018 and March 2019. • Duty to Cooperate meetings July - December 2019 • Completion of key evidence studies – Jan 2020 • Production of a “Prospectus” of issues and options arising from the technical evidence and options – Spring 2020 <p>Next Steps:</p> <ul style="list-style-type: none"> • 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 and a brief for tender purposes was published in December 2019. • Hold workshops with Members and Parishes leading to production of the ‘Prospectus’ in Spring 2020. • Review and agree a revised Local Plan programme to reflect recent slippage and future resources and revise the Local Development Scheme accordingly. 				

Summary		Status & Progress		Project Milestones
<u>New Homes Programme</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • The Valley – work started on site. On time and on budget • Mitford Rd – completed and new homes now occupied • Bailey Close – completed November 2018, fully let and official opening event held • Hillier Way – homes occupied. • Victoria House – rented units completed and now let. All shared ownership units sold • 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. • Rowlings Rd – started on site Oct 19 • Dolphin Hill, Twyford – started on site Oct 19
Project Phase: Delivery				
Project Start: December 2012	Project End: December 2022			
Project Sponsor: Richard Botham	Project Executive: Andrew Palmer			
Project Budget: Capital: £43,942,000	Spend to date: Capital: £22,550,189 to 31 December 2019			
Project Update & Next Steps				
<ul style="list-style-type: none"> • Mitford Rd – Flats handed over on 28th August 2018. • Bailey Close – completed November 2018 • Hillier Way – completed (November 2017) • Victoria House – Completed January 2019, rented properties let and SO sold. • Knowle – on-site, final 6 flats progressing well and scheduled for completion in Dec 19. • 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. • Architect appointed to provide design options for Wykeham Place, Stanmore. • Further schemes planned at Micheldever, Abbots Barton, Withybed Lane, Winnall and Stanmore. 				

Summary		Status & Progress		Project Milestones		
<u>Station Approach</u>		Current Quarter	Previous Quarter	Approvals/ Milestones	Date of decision	Decision body
Project Phase: Procurement and Design				- RIBA Stage 0-1- Carfax site	27 February 2018	CAB3021(SA)
Project Start: February 2015	Project End Date: Q3 2025			- Masterplan Framework		
Project Sponsor: Chas Bradfield	Project Executive: 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)
				- Carfax : Project on hold following application for judicial review High Court agreement to quash planning application. Route to progress planning to be considered by project board on 19 December 2019.	19 December 2019	Project Board
				- Public Realm: On hold pending future funding becoming identified/secured		
		Budget	Expenditure	Planned and Committed		
Carfax						
Capital	£1,800,000	£321,234	£0			
Revenue	£2,110,000	£1,774,781	£181,875			
Public Realm						
Revenue	£225,000	£225,000	Covered in Carfax budget			

Project Update & Next Steps

Milestones	Start date	Due date	Risks	Risk Summary
Planning				
Planning permission	1/4/19	12/9/19	ISSUE	Risk 80: Planning application decision challenge has become an issue. There has been a legal challenge to the Council's award of outline planning permission for the redevelopment of the Station Approach scheme. With the agreement of the Council, the High Court has now quashed the planning consent, and marketing of the site to potential developers has been paused while the board consider the options for moving forward with the planning stage.
Decision on how to proceed with project	1/10/19	tbc	High	There are high risks around further legal challenge to the process and the Council's reputation (risks 73 and 80) and the longer term economic impact for the City and District (risk 26). There is also significant financial risk to the Council (risks 76 and 80). These risks will need to be considered and managed as part of the consideration on how to proceed with the project.

Next steps:








The project board will consider how to proceed with the planning stage. A plan for a resubmission option has been drawn up and resource requirements identified. If this option is taken forward, it is considered that no additional revenue budget will be needed to resubmit the application and undertake a future marketing stage. Risks linked to a new resubmission stage are being identified for consideration by the project board.

Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Options appraisal – 2013 to 2015 - Completed</i> • <i>Feasibility assessment of preferred option – 2016 - Completed</i> • <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i> • <i>Outline Business Case – 16 January 2018 - Completed</i> • <i>Prepare and seek planning permission – 2018 - Completed</i> • <i>Operator procurement process– January 2019 - Completed</i> • <i>Full Business Case – February 2019 - Completed</i> • <i>Sign contract with construction contractor and operator – March 2019 - Completed</i> • <i>Start on site – March 2019 – Completed</i> • Construction period – March 2019 to December 2020 – current stage • <i>Completion – Spring 2021</i>
Project Phase: Construction		✓	✓	
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: <u>Capital:</u> £42,900,000 <u>Revenue:</u> £759,402	Total Actual Spend: Total: £14,202,279.46			
Project Update & Next Steps				
Project Update				
<ul style="list-style-type: none"> • Works on site ongoing and progressing well –steel frame nearing completion, works to external walls commenced and hydrotherapy and learner pool walls complete. Roof sheeting over the sports hall has commenced and ground floor slab being prepared for the first concrete pour. Car park works continuing to progress with kerbs in place, drainage well progressed and access routes set out • Continuing progress on RIBA stage 5, including ongoing engagement with utilities and HCC • Continuing progress on offsite works for temporary and permanent access around the park 				
Next Steps				
<ul style="list-style-type: none"> • Completion of erection of steel frame, continuation of ground floor slab, continuation of roof deck installation, preparation to the hydrotherapy pool to allow the filling of water to test it • Utility diversions are required and there will be roadworks on Bar End Road between January and March 2020 to enable these to happen, with traffic being signal controlled during off peak periods. Barfield Close will become a Park and Stride facility for this time and Bar End Road will become one lane only inwards • Ongoing discharge of planning conditions • Continued delivery of offsite access works • Ongoing engagement with users of the centre • Ongoing working meetings with operator • Next Open Forum taking place 17th January2020 				

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	Q3		
Average Sickness per member of staff (<i>days</i>) – (Figures for Q1, Q2 and Q3 2019/20 are calculated for each quarter only)	7.7	8.6	9.5	8.7	5.70	5.12	6.19	7.50	
Staff Turnover – quarterly	4.44%	5.26%	4.76%	5.38%	5.19%	3.65%	3.61%	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	12.08	14.00	
Average processing time of new Council Tax Reduction claims (<i>days</i>)					24.37	24.52	24.80	26.00	
Average processing time of changes in circumstances for Housing Benefit claimants (<i>days</i>)	4.22	4.87	5.05	4.26	3.17	3.35	3.61	5.00	
Average processing time of changes in circumstances for Council Tax Reduction claimants (<i>days</i>)					3.48	3.82	4.05	5.00	
Number of overdue/ outstanding internal audit actions (<i>end of quarter</i>)	14	15	15	12	13	21	22	10	
Number of High Priority Overdue Internal Audit Management Actions	0	0	0	0	0	2	6	0	
Number Internal Audit Reports issued with ‘No Assurance’ opinion	0	0	0	0	0	0	0	0	
Accounts Payable – invoices paid within 30 days	96%	96%	94%	95%	96%	96%	96%	100%	

Performance Indicator	2018/19				2019/20			Annual Target	Current Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3		
Invoices processed with a Purchase Order	100%	100%	100%	99%	99%	100%	100%	100%	
Number of complaints recorded on corporate complaints system	136	167	125	167	171	189	139	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%	89.02%	90.00%	
Number of Fly-Tipping Incidents reported	183	194	179	214	194	165	260	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%	37.09%	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%	77.78%	100.00%	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%	96.98%	65.00%	
Number of Enforcement Cases Opened	76	81	58	80	107	94	61	No Target Set	Not Applicable
Number of Enforcement Cases Closed	73	80	59	84	100	105	46	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	13.24	13	
Arrears - Number of tenants owing more than 4 weeks rent	206	222	231	232	261	254	312	No Target Set	Not Applicable
Housing repairs – average number of w/days to complete responsive repairs (reported to completed)	5.96	6.88	6.34	6.39	9.43	8.47	7.50	8.00	

Performance Indicator	2018/19				2019/20			Annual Target	Current Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3		
Homelessness – numbers presenting to Council as being at risk of homelessness	360	385	378	496	490	521	453	No Target Set	Not Applicable

Key to symbols:



performance indicator is on target

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

performance indicator is more than 5% of the target

Key Variances:

Number of overdue/ outstanding internal audit actions

The increase in the number of overdue actions is largely due to the significant number of internal audit reports issued since the beginning of the year. There have been 18 audit reports issued since 1 January 2019 that included a total of 92 management actions of which 56 actions have been completed. There are 22 management actions that are pending and not reached their due date, however there are 14 actions that are showing as passed their due date. Regular monitoring of the progress of these actions takes place and action owners receive reminders once the due date has passed.

Number of High Priority Overdue Internal Audit Management Actions

The number of high priority overdue internal audit management actions reflects the number of internal audits that have been issued since the beginning of the year. Progress against the management actions that are included in the internal audit reports are reviewed regularly by managers and reported to Audit and Governance Committee. A new approach to the management of actions included in internal audit reports has been introduced with increased Executive Leadership Board (ELB) visibility.

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.