

Appendix B

Havant Borough Council
Performance Report

Q2 2021-22

V1.14

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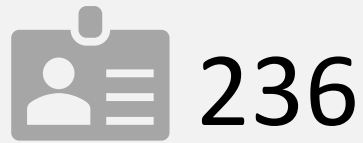
[Corporate Services](#)

[Regeneration & Place](#)

Headline achievements in Q2

- Our pioneering nitrate mitigation scheme at Warblington Farm was recognised at the national CIEEM awards. Developed by Havant Borough Council in partnership with Natural England and the Hampshire & IOW Wildlife Trust, the conversion of converting former agricultural land into a nature reserve has allowed development to continue in the borough at no additional cost to the taxpayer.
- A Climate Change and Environment Strategy to cover the next 5 years was approved by full Council in September, setting out how we will reach our aspiration of carbon net-zero for council operations by 2050.
- The Exploration phase of the Shaping our Future programme is progressing at pace with the workstream toolkit development nearing completion, development of the Performance Management Framework continuing, and the collation of Insight packs for Heads of Service to use when we move into the Delivery phase.

People – key statistics for Q2



Total FTE at end of quarter



Number of new starters



Number of leavers



Turnover rate

Reported sickness levels remain below the national average for the public and private sector and are slightly lower than Q1



Average number of sick days per FTE

Public sector average: 2.2 days
Private sector average: 1.8 days

Finance – revenue budget outturn in Q2

	Full Year Budget £'000	Q2 Year End Forecast £'000	Q2 Variation to Budget £'000
Net Cost of Services	13.593	13.702	0.109
Funding	(13.593)	(13.593)	0.000
Net (Surplus) / Deficit	0	0.109	0.109

Corporate governance – key statistics for Q2

Result of continuing delays with waste collection services in some areas of the borough

	Number of complaints received	% of complaints resolved within 10 working days Target: 85%
Waste	624 ↑	27% ↓
Revenues and Benefits	26 ↓	96% ↑
Environmental Health including Pest Control and Licensing	1 ↓	100% ↑
Planning	4 ↓	25% ↓
Parking and Traffic	4 ↓	100% ↑
Other	11 ↑	82% ↓

Number has now stayed roughly consistent for several quarters in a row



Number of information requests received

(Freedom of Information, Environmental Information Regulations and Subject Access Requests)



Number of internal audit management actions overdue by more than 60 days

Significant improvement since Q1 position (41)

Arrows indicate trend vs. Q1

Update: The overall number of Waste complaints has been reducing significantly, as service delivery, and the performance in answering all complaints, is improving month on month.

The recent trend in waste complaints is: August 216, September 194 and October 145. Complaints resolved within 10 days – August 31%, September 45% and October 84%.

Risks currently scoring above 16 on the corporate risk register

Risk ID	Risk Title	Type	Category	Identification of areas where there are significant risks	Date Added	Risk Owner	Original Assessment			Planned Mitigation Actions	Mitigation Success Factor	Control Assessment		
							┌	┐	▾			┌	┐	▾
HB6	Medium Term Financial Strategy	FINANCIAL	Economic	The ongoing viability of the authority being able to manage a balanced budget. Current MTFS highlights a shortfall of £12M over the course of the MTFS	28/11/16	Lydia Morrison	4	5	20	1. MTFS is reviewed each year as part of budget setting exercise. Budget challenge sessions held each year to scrutinise future business plans and income/savings. 2. Full MTFS review to take place in 2020/21 to alongside the Transformation programme 3. Identify and manage in-depth service budgets income/expenditure to rebalance budget 4. Consider the impact of Covid-19 on the MTFS	The authority has a balanced budget	4	4	16
HB10	Corporate Project Delivery	GOVERNANCE	Reputation	Failure to maintain control of corporate project delivery leading to lack of clarity on priorities, use of resources resulting in reputational damage and potential costs and potential adverse impact on performance.	07/05/18	Gill Kneller	4	5	20	1) Establishment of Strategic Project Board for oversight of key corporate projects 2) Clear review of project milestones to ensure on track and delivering as per budget 3) Dedicated project budget monitoring - in particular Capital budget monitoring 4) All corporate projects have appropriate governance in place and regularly produce highlight reports 5) Review of Corporate projects to ensure focus and resource is on the right project areas covering Corporate Strategy, transformation and Covid-19 recovery	Corporate projects will deliver on time or be replaced by others with greater importance	4	4	16
HB15	Cyber Attack – System failure	SERVICE	Technological	The Councils IT systems are brought down due to an external malicious attack leading to unavailability of information, case files, workflow and data required to run services resulting in delays and non-delivery; reputational impact; negative impact to customers requiring Council services and support, and a requirement on the Council to report an 'availability breach' to the ICO	30/01/19	Sue Parker	4	5	20	1) Capita to evaluate and implement data centre defences to reduce likelihood and impact – see Cyber Security Action Plan 2) Business Continuity Plans in place for all services which reflect complete loss of IT system (linked to IT provision: short term) 3) Corporate level review of BCDR plans in event of cyber attack	All actions in Cyber Security Action Plan completed and business continuity plans all updated and accessible. Corporate BCP updated with Cyber Attack scenario.	4	4	16
HB1	Contractual Arrangements	FINANCIAL	Organisational	Risk of our contractors failing to deliver all/part of the contract leading to non delivery of service(s) to our residents. Early termination of all or part of the Norse SE JV by one of the 3 parties due to performance and/ or financial issues. Failure of the Norse SE JV to improve performance and financial management due to inadequate support.	01/09/16	Trevor Pugh	5	5	25	Environmental Services Service and Delegation Agreement 1) NSE Board regularly meets to review current performance 2) Key performance indicators in place and being monitored for waste operation 3) Provision of expert financial and operational support to review accounts and co-develop a detailed Business Plan for 2022 and beyond. 4) Strengthened JV Liaison Team and recruitment to cover vacancies. 5) Risk based approach to JV Liaison. 6) Exit strategy 7) Review of Governance	Contract delivers as per cost and performance. Previous years accounts and current budget agreed; monthly budget monitoring and forecasting satisfactory. Business Plan produced in line with Service Agreement requirements. Governance actions completed Internal audit actions completed.	4	4	16

A residual score of 16 is the threshold which has been set to indicate the Council's risk appetite (as per the Risk Management Framework).

Corporate Services dashboards

Performance information for Q2

[Customer Services](#)

[Finance](#)

[Legal](#)

[Organisational Development](#)

[Programmes, Redesign & Quality](#)

[Strategic Commissioning](#)

Customer Services

Head of Service: Brian Wood

Incorporating:

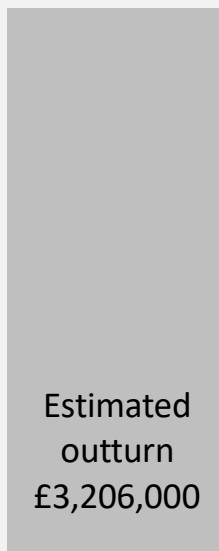
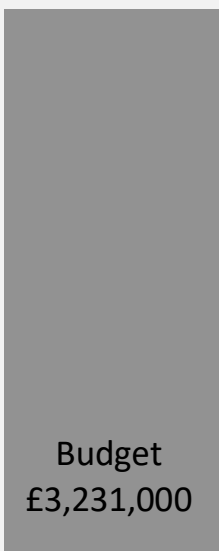
Corporate Support, Elections, Land Charges, GIS, Insight

Customer Services and Revenues and Benefits are provided by Capita



Budget variance in Q2

Variance of £21,000



Key Performance Indicators

Still being impacted by a huge increase in calls relating to waste collection, though now improving

Indicator	Target	Q1	Q2
Calls answered and completed by CSC - one and done (%)	above 95%	98.5%	99.0%
Calls answered within 20 seconds in the CSC (%)	above 75%	13.0%	45.7%
Council tax cash collection rate - cumulative (%)	above 98.9% (year end cumulative)	28.94%	56.32%
Non domestic rates cash collection rate - cumulative (%)	above 98.6% (year end cumulative)	18.21%	43.60%
Average processing time - housing benefit and council tax benefit change events (days)	below 7	9.1	8.2
Average processing time - housing benefit and council tax benefit - new claims (days)	below 17	10.9	9.8

Collection rates continue to be impacted by Covid-19

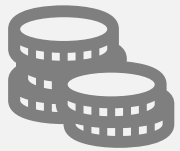


Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Discretionary Rate Relief Schemes	Review of schemes (yearly requirement)		HBC in need of a fundamental review. Additional information has been requested from Capita to understand how the scheme has been implemented in the past.	
CRM improvements	Development and implementation of customer portal		Business Case for Customer Portal at HBC to be included in full Business Case for Transformation - this will ensure that the requirements for the CRM / Portal match the overall IT design for Transformation.	

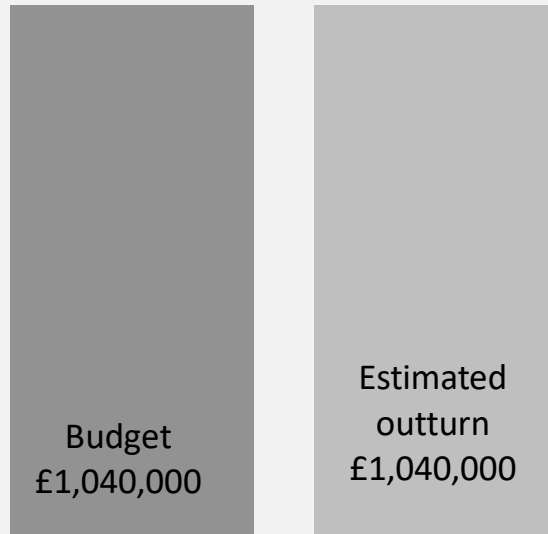
Finance

Head of Service: Matthew Tiller



Budget variance in Q2

No variance



Corporate Action Plan 2021-22

Project/ strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Finance service improvement	Service improvement work following return inhouse		Work successfully progressed over summer. Processes and procedures being updated for roll out. Finalising timescales.	

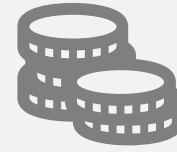
Legal

Head of Service: Daniel Toohey

Incorporating:

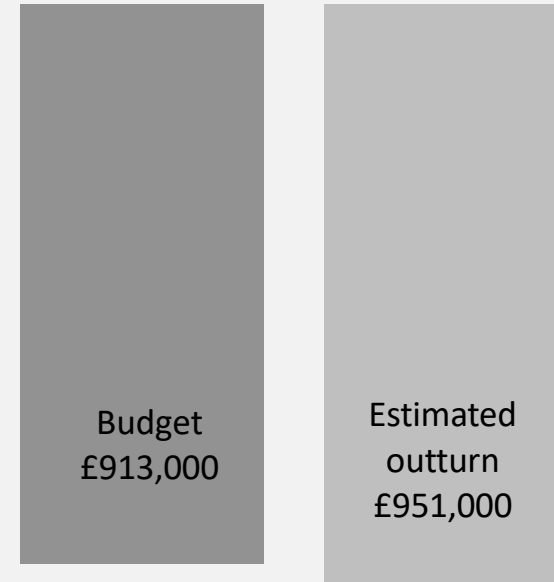
Legal Services, Democratic Services

Further Corporate Action items and Performance Indicators under development by Head of Service and their team. Will be reported from Q3



Budget variance in Q2

Variance of £38,000



Organisational Development

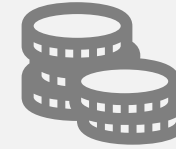
Head of Service: Caroline Tickner

Incorporating:

Human Resources, Communications & Marketing, Emergency Planning & Business Continuity, Health & Safety

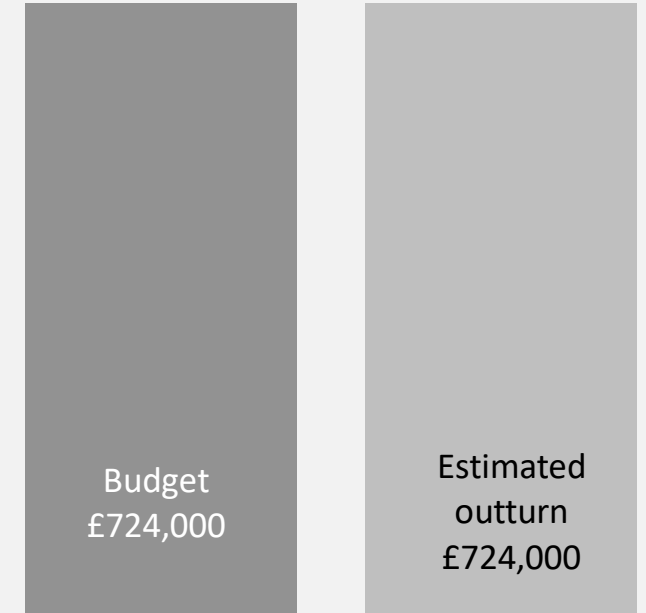


Corporate Action Plan 2021-22



Budget variance in Q2

No variance



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Interim workstyle solutions	Approach to co-ordinate next steps for new ways of working for reception and back office in Penns and Plaza	Green	Trial is extended until end of January 2022 so more data on office use can be obtained. 2nd wave of staff survey underway. Interim report will be submitted to EB early December for consideration of longer term position of working styles.	Green
Communications service review	Consideration of a business case as per budget challenge proposal	Yellow	Business case and proposals are now drafted for consideration by Executive Board taking into account the Shaping our Future programme.	Yellow

An unusually large decrease in Q2 – possibly linked to end of Covid restrictions and residents no longer needing to look up information or support



Key Performance Indicators

Indicator	Target	Q1	Q2
Number of unique website visitors	N/A	113,000	79,200

Programmes, Redesign & Quality

Head of Service: Sue Parker

Incorporating:

Business Solutions Unit, Digital Design, Information Governance, Governance Hub, Effective Working, Facilities Management



Key Performance Indicators

Indicator	Target	Q1	Q2
Freedom of Information - number of requests received	N/A	126	119
Freedom of Information - requests completed within 20 day statutory deadline (%)	above 95%	95%	96%
Environmental Information Regulations - number of requests received	N/A	26	37
Environmental Information Regulations - requests completed within 20 day statutory deadline (%)	above 95%	100%	84%
Subject Access Requests - number of requests received	N/A	4	3
Subject Access Requests - requests completed within statutory deadline of one month (%)	above 95%	75%	100%

A small number of complex EIRs have affected performance in Q2



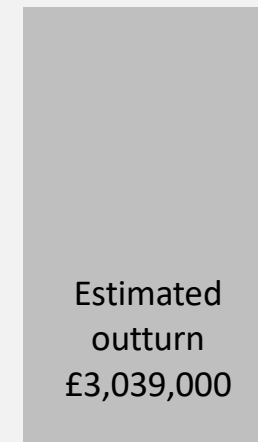
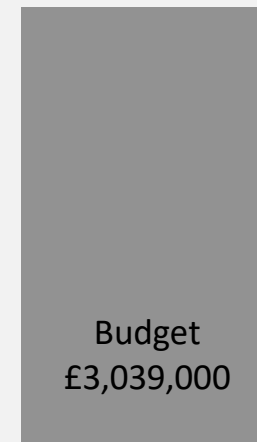
Corporate Action Plan 2021-22

Project/strategy	Outcome	Q1 RAG status	Q2 update	Q2 RAG status
Digital Strategy	Numerous projects to deliver the strategy including foundation initiatives such as Sharepoint and transformation related priorities as informed by Shaping our Future		Multi Factor Authentication now due Q3, will be with Havant and East Hants by Nov / Dec 2021. Tenancy split proposal due to JTB by end of Oct, going through final technical sign off. Sharepoint has been implemented as staff intranet. Move to Sharepoint for identified teams and network storage dependent on cluster order for Shaping our Future. Initial draft of High Level Design for Target Operating Model now completed.	
Review of Mayoral provision	Consideration of a business case as per budget challenge proposal		Review meeting has been held and benchmarking of support costs against other LAs to be carried out. Further review with the Leader confirming next steps to review support, which will also go via Cabinet and O&S as agreed with Leader and Mayor. No changes or saving now expected in existing Mayoral term. Any changes if agreed at O&S would be in next financial year after Mayor making in May 2022.	



Budget variance in Q2

No variance



Strategic Commissioning

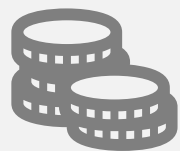


Corporate Action Plan 2021-22

Head of Service: Trevor Pugh (ES)

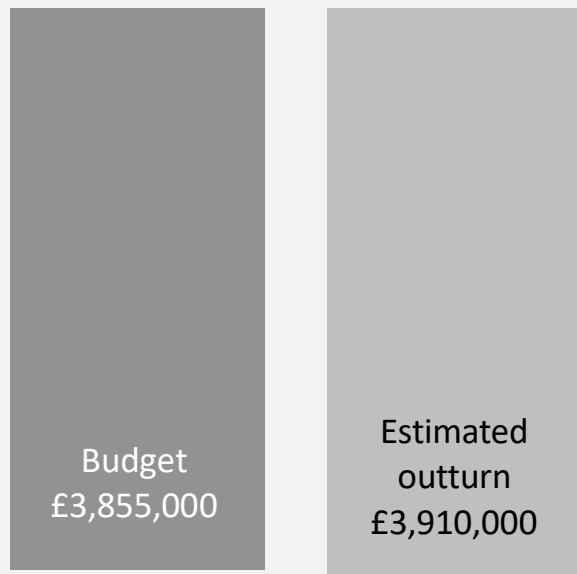
Incorporating:

Capita, Environmental Services (Norse), Leisure



Budget variance in Q2

Variance of £55,000



Fly tipping remains high, in line with national trend

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Future waste collection / HCC negotiations	Environment Bill and HCC efficiency savings implications	Yellow	Environment Bill passing from House of Lords back to Commons for final stage w/c 18/10/21. Draft Hants Waste Strategy (JMWMS) reviewed and being submitted to both Cabinets in October 2021. Review of Project Integra commenced.	Yellow
Review of leisure provision	Negotiations over Horizon and future leisure provision	Yellow	Business plan submitted to s151. On hold for implementation until agreed. This has implications in regards to the 'Shaping our Future' programme.	Yellow
NSE commercial strategy	Oversight of Norse commercial strategy	Red	Norse Business Plan 2022 onwards being prepared and to reference commercial strategy.	Yellow



Key Performance Indicators

Indicator	Target	Q1	Q2
Number of missed bins	Due to national staff shortages, figures are not currently available		
Percentage of household waste recycled and composted	Above 30%	25%	17%
Contamination of recycling (%)	Less than 10%	Not reported by Norse	16%
Number of fly tips reported	Less than 120	337	319

Regeneration & Place dashboards

Performance information for Q2

[Coastal Partners](#)

[Housing & Communities](#)

[Neighbourhood Support](#)

[Planning](#)

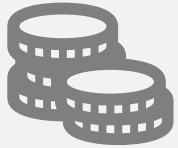
[Property](#)

[Regeneration & Economy](#)



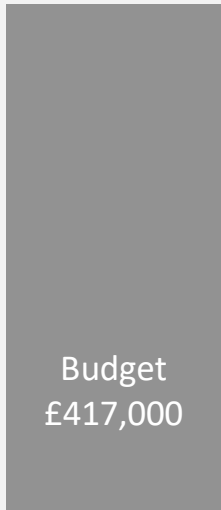
Coastal Partners

Head of Service:
Lyall Cairns



Budget variance in Q2

No variance



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Langstone Flood and Coastal Erosion Risk Management Scheme	Reduce flood risk to Langstone community and protect access to Hayling Island	Green	Detailed Design is advancing, the Structural and Ground Investigations have been scoped and undertaken. AECOM has also been working on concepts for optimising the outline design to better suit maintenance and operation requirements and community acceptance. The community have been provided with evening to hear about the design plans and feed into the process. The OBC has been submitted to NPAB for assurance on the GiA and Local Levy elements of the funding. An additional £0.5m has been secured from the Other Governments Department Fund for this financial year.	Green
Coastal Partners governance and business model review	Review of governance arrangements for partnership to ensure the service is fit for future	Green	No change - awaiting Legal to complete their review of the Service Agreement (SA). This is not a risk to the current service as the SA is fit for purpose as is. However the longer it takes to review the SA could impact on the 5th Partner joining the Partnership.	Green
Warblington new pedestrian bridge (CELT led project)	Protection of pedestrians when crossing Warblington train line	Green	Report went to EB 5 October, planned to go to Cabinet Briefing 1 Dec and Cabinet 15 Dec.	Green
Hayling Island beach management activities and supporting studies	Manage flood risk to 1700 homes at Eastoke	Green	October 2021 - autumn beach recycling campaign completed on programme and budget.	Green
Broadmarsh Coastal Park and coastal Landfill Protection Project	Understand and respond to erosion risk to the coastal landfill at Broadmarsh	Green	EB Briefing 19th October followed by HBC Capital Bid for Detailed Design Costs/Stage.	Green
Hayling Island Coastal Strategy	Understand the flood and erosion risk to the Hayling Island coastline and develop a long-term strategic approach to implement the shoreline management plan policies	Green	The shortlist of management options has been appraised and are now refining them to the draft leading options prior to public consultation.	Green
Coastal survey programme	Implement coastal survey programme in line with SLAs – topographic surveys carried out for the regional monitoring programme to monitor coastal change and processes	Green	All autumn surveys completed to programme and budget. Still awaiting regional monitoring SLA EB paper approval. RAG status changed from green to amber due to SLA over 6 months overdue, unable to invoice. Client raising concerns.	Amber

Housing & Communities

Head of Service: Tracey Wood

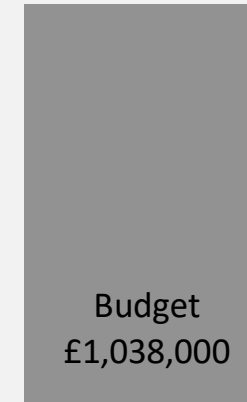


Corporate Action Plan 2021-22



Budget variance in Q2

No variance



Number in B&B has declined due to the team now using self-contained units as temporary accommodation

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Community Engagement Strategy	Developing a community engagement strategy	Green	A draft strategy is currently being worked on and will be developed alongside the relevant toolkits - will be brought to EB/CB for consultation in the Spring.	Green
Homelessness and Rough Sleeping Strategy	Implementation of Homelessness Strategy/Action Plan	Green	Considerable work has been done in both councils on B&B use - sourced self contained units at HBC. Numbers continue to be high.	Green
S106 contributions	Implementation of plan to ensure S106 contributions for community posts are allocated appropriately	Green	S106 contributions for live sites now received which has led to a request to allocate funds to recruit an additional New Developments post for Havant which will link with the existing East Hants team.	Green
Review of play park provision	Review the provision of play parks. Review ownership, maintenance and develop a forward refurbishment plan of play area provision	Green	Specialist play consultants on standby awaiting Norse SE to complete the annual inspections which needs to be carried out first. Once this has been completed The Play Inspection Company will complete the audit and provide an overview of every play site x 46. This will enable the Leisure Team to prioritise which sites will be refurbished in order of need using the CIL allocated budget.	Green
Communities service review	Consideration of a business case as per budget challenge proposal	Yellow	The Community Service is currently holding a number of vacancies whilst moving towards one service across both councils. There are currently a number of officers working across both councils on a trial basis. A business case will be worked up for consideration in the Spring	Yellow



Key Performance Indicators

Indicator	Target	Q1	Q2
Affordable homes delivered	above 130 (year end cumulative)	16	29
Number of homelessness acceptances	below 65 (year end cumulative)	3	0
Number of homelessness interventions	above 1050 (year end cumulative)	178	219
Number of households in B&B	below 65 (year end cumulative)	116 households spent time in B&B with 56 remaining at end of quarter	60 households spent time in B&B with 43 remaining at end of quarter
Number of weeks in B&B	Tracking	275	402

Neighbourhood Support

Head of Service: Natalie Meagher

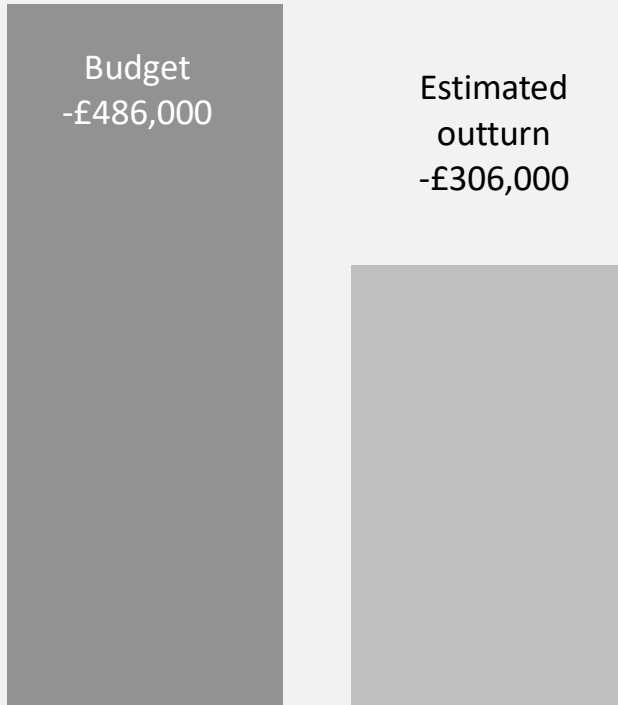
Incorporating:

Environmental Health, Neighbourhood Quality,
Parking & Traffic Management



Budget variance in Q2

Variance of £180,000



Key Performance Indicators

Parking revenue is starting to recover as national Covid restrictions have ended

Indicator	Target	Q1	Q2
Parking and traffic - income from pay and display machines - cumulative (£)	above £1,076,000 for Q2	£408,223	£942,300
Parking and traffic - income from Penalty Charge Notices - cumulative (£)	above £164,200 for Q2	£48,068	£214,694
Parking and traffic - PCN collection rate (%)	Tracking	59%	58%
Public health funerals – number of burials / cremations	N/A	4	1
Public health funerals – total costs (£)	N/A	£6,746	£1,599
Public health funerals – recovery of costs (%)	Tracking	24.78%	0%
Pest control – total income (£)	TBC	£4,643	£8,762
Private sector housing – total number of DFG cases approved and completed	N/A	In development	27
Private sector housing – DFG cases (minor adaptations) completed within time limit of 90 days from valid referral (%)	Tracking	In development	80%
Private sector housing – DFG cases (complex adaptations) completed within time limit of 120 days from valid referral (%)	Tracking	In development	58%
Private sector housing – total DFG spend (£)	N/A	£304,182	£459,478
Neighbourhood quality – number of fly tipping enforcement actions taken	Tracking	19	50

Neighbourhood Support



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Outbreak Control Plan	Development of plan for potential future Covid outbreaks		No further amendments to make at this time.	
Licensing service review	Resourcing review of service across both EHDC and HBC		No further progress made due to other work taking priority. As Covid restrictions have eased the workload for this service has increased, the result being no capacity to progress the service review.	
Designated Public Place Orders	Review in light of new legislation		Dog PSPO has been sealed and is due to commence in November.	

Planning

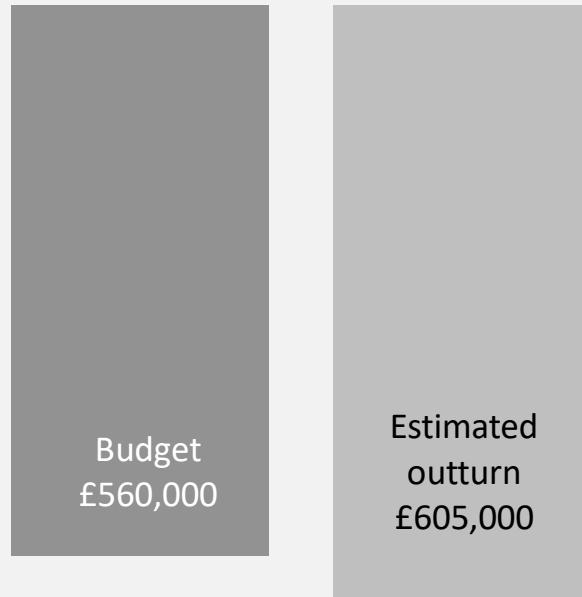
Interim Heads of Service: Julia Mansi and David Hayward

Incorporating:
Development Management, Planning Policy, Building Heritage, Building Control



Budget variance in Q2

Variance of £45,000



Non-compliance in previous quarter now resolved



Key Performance Indicators

Indicator	Target	Q1	Q2
Number of non-compliances found under the LABC Quality Management Scheme registered under ISO 9001:2015 (internal review)	0	1	0
Number of previous non-compliances under the LABC Quality Management Scheme reviewed and resolved	Number of non-compliances found in previous quarter	N/A (none found)	1
Number of claims submitted against the Council for Building Control negligence / non-compliance that the Council was unsuccessful in defending	0	0	0
Number of Building Regulations projects commenced under the Council's control	N/A	180	170
Number of Building Regulations projects completed under the Council's control	N/A	Not able to report due to back office system migration	931 Including Competent Persons Scheme registrations
Dangerous structures receiving an initial risk assessment within 24 hours of report being received (%)	100%	100%	100%
Full Plans applications decided within statutory time limit (%)	100%	Not able to report due to back office system migration	Not able to report due to back office system migration
Full Plans applications checked within 15 days (%)	above 90%	Not able to report due to back office system migration	Not able to report due to back office system migration

Continued on next slide

Planning



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
DSIP: Planning / Land Charges / Environmental Health system replacement	Procurement and implementation of replacement system (to replace Acolaid)	Yellow	Project still paused pending work on TOM	Yellow
Local Plan	Progress of production of Local Plan	Green	The Council has now received the Interim Findings Report into the Local Plan examination. This highlighted a number of soundness concerns, principally regarding deliverability, and a legal compliance concern. The inspectors recommend withdrawing the local plan, though the suspension of the examination is another option. This development adds considerably to the timeframe to get a local plan adopted (details TBC) and will have budgetary implications for 2021/22 and 2022/23	Red
CIL Spending Protocol	Comprehensive review of CIL Spending Protocol	Yellow	Protocol was considered, and approved by Planning Policy Committee. Following this, new approach was promoted by Leadership which is being developed. Encouraging discussions with Cabinet members and informal agreement on the framework. Currently delayed with resources needing to be pushed back to the Local Plan examination.	Yellow

Recently appointed Discharge of Conditions Officer is still dealing with backlog of applications



Key Performance Indicators

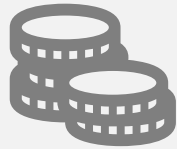
Indicator	Target	Q1	Q2
Major planning applications - number decided	N/A	4	3
Major planning applications - % decided within 13 weeks or agreed time extension	above 70%	50%	100%
Minor planning applications - number decided	N/A	35	30
Minor planning applications - % decided within 8 weeks or agreed extension	above 65%	77%	93%
Other planning applications - number decided	N/A	195	175
Other planning applications - % decided within 8 weeks or agreed extension	above 80%	93%	93%
All applications - % decided within 26 weeks	above 98%	99%	100%
Discharge of condition applications - % decided within 8 weeks	above 80%	39%	22.5%
Major planning applications - % of decisions allowed on appeal	below 20%	0%	2.5%
Minor and other planning applications - % of decisions allowed on appeal	below 30%	0.37%	0.29%
CIL and S106 agreements – monitoring fees collected	above £130,000 (year end cumulative)	£49,800	£30,745

Property

Head of Service: Clare Chester



Corporate Action Plan 2021-22



Budget variance in Q2

No variance



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Property management system	Procurement and implementation of new property management system		Draft specification approved. Tender process and timeframe agreed with procurement. Testing with IT re: data capabilities.	
Estates and Facilities team options including accommodation	Consideration of business case as per budget challenge proposal		Initial discussions underway and early consideration but limited progress made yet due to other priorities.	



Key Performance Indicators

Indicator	Target	Q1	Q2
Rent arrears for all tenanted commercial property – average across quarter (£)	Below 10% of gross annual income (£2.395M)	£52,000 (due in quarter only)	£29,500 As at 7 th Oct = 1.475% of annual rent
Rent arrears over 90 days (aged debts) for all tenanted commercial property – at end of quarter (£)	Below 5% of gross annual income (£2.395M)	£361,000 (as at 2 nd Sept)	£185,000 As at 7 th Oct = 9.25% of annual rent
Number of lease events (lease expiry, rent review or break clause) in previous 12 months	N/A	N/A (new KPI)	21
Number of lease events (lease expiry, rent review or break clause) expected in next 12 months	N/A	N/A (new KPI)	10

Regeneration & Economy

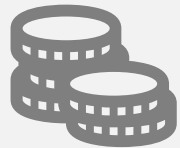
Head of Service: Clare Chester

Incorporating:

Regeneration and Placemaking, Economic Development

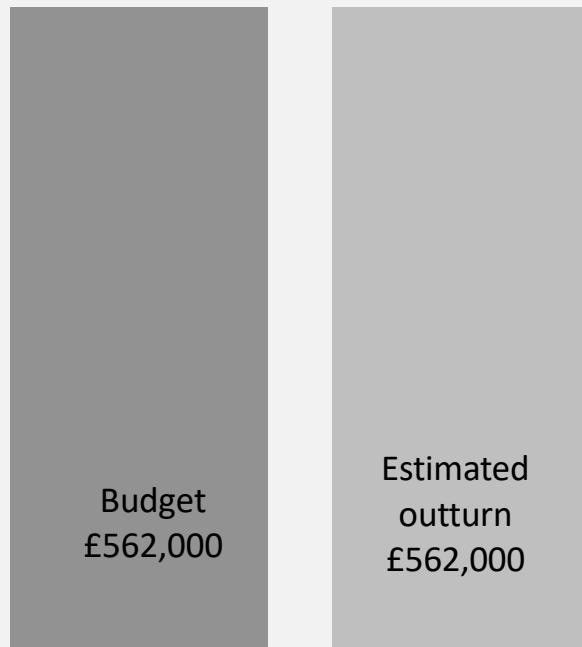


Corporate Action Plan 2021-22



Budget variance in Q2

No variance



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Review of shared Regeneration arrangements	Consideration of a business case as per budget challenge proposal	Yellow	Consultation with staff concluded and transition to new arrangements completed beginning Q2.	Green
Havant town centre redevelopment	Regeneration project	Yellow	Levelling Up Fund bid for the town centre was submitted in June, still awaiting the decision. Cabinet approved the Civic Plaza East outline business case to enable the next stage of the more detailed work to be carried out. Work now progressing on that outline business case	Yellow
Hayling Seafront Strategy	Regeneration project	Green	Vision agreed at Cabinet on the 8th September 2021. Work has been developed on draft ambition for Hayling Island Seafront engagement programme to launch late Oct.	Green
Regeneration Strategy	Review and refresh of Regeneration Strategy	Green	Following Cabinet in Sept, work has commenced on a refresh of the Havant Regeneration and Economy Strategy focussing on a number of key projects across the borough including Havant Town Centre, the Civic Plaza, Leigh Park and Waterlooville town centre.	Green