



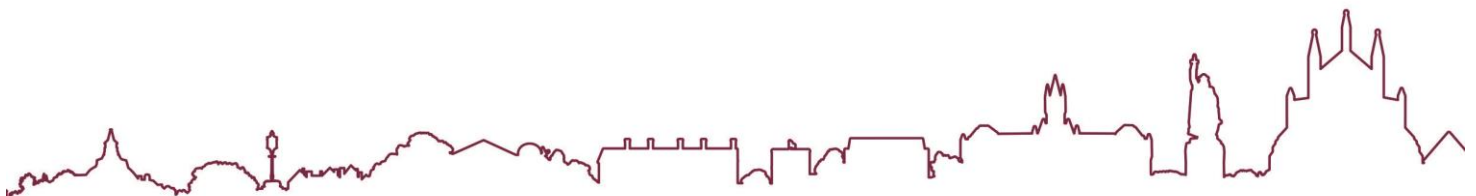
Meeting	Cabinet
Date and Time	Thursday, 21st May, 2020 at 5.00 pm.
Venue	This meeting will be held virtually and a live audio stream can be listened to via www.winchester.gov.uk .

Note: *Owing to the ongoing Covid-19 pandemic and government guidance, it will not be possible to hold this meeting in person. The Council has therefore made arrangements under the Coronavirus Act 2020, and subsequent Regulations permitting remote meetings, to hold the meeting virtually. If you are a member of the public and would like to listen to the audio stream of the meeting you may do so via www.winchester.gov.uk*

AGENDA

PROCEDURAL ITEMS

- 1. Apologies**
To record the names of apologies given.
- 2. Disclosure of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.
Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.
- 3. To note any request from Councillors to make representations on an agenda item.**
Note: Councillors wishing to speak about a particular agenda item are required to register with Democratic Services three clear working days before the meeting (see below for further details). Councillors will normally be invited by the Chairperson to speak during the appropriate item (after the Cabinet Member's introduction and questions from other Cabinet Members).



BUSINESS ITEMS

4. **Minutes of the previous meeting held on 11 March 2020** (Pages 5 - 12)
5. **Public Participation**
– to note the names of members of the public wishing to speak on general matters affecting the District or on agenda items.
NB members of the public are required to register with Democratic Services three clear working days before the meeting (see below for further details).

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Friday 15 May 2020** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. **The Leader to appoint Cabinet Members and allocate responsibilities for 2020/21**
7. **Leader and Cabinet Members' Announcements**
8. Responding to the Coronavirus outbreak (Pages 13 - 58)
Key Decision (CAB3244)
9. Strategic Service Plans 2020 – 25 and Performance Reporting (Pages 59 - 100)
Key Decision (CAB3230)
10. Annual Appointments to Cabinet Fora and Informal Groups 2020/21 (Pages 101 - 110)
Non Key (CAB3232)
11. Annual Appointments to External Bodies 2020/21 (Pages 111 - 120)
Non Key (CAB3233)
12. To note the future items for consideration by Cabinet as shown on the June 2020 Forward Plan. (Pages 121 - 126)

Lisa Kirkman

Strategic Director: Resources and Monitoring Officer

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers



on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.

13 May 2020

Agenda Contact: Nancy Graham, Senior Democratic Services Officer
Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

**With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website www.winchester.gov.uk*

CABINET – Membership 2020/21

Membership to be advised following Annual Council on 20 May 2020

Quorum = 3 Members

Corporate Priorities:

As Cabinet is responsible for most operational decisions of the Council, its work embraces virtually all elements of the Council Strategy.

Public Participation at virtual meetings

Representations will be limited to a maximum of 3 minutes, subject to a maximum 15 minutes set aside for all questions and answers.-

To reserve your place to speak, you are asked to **register with Democratic Services three clear working days prior to the meeting** – please see public participation agenda item below for further details. People will be invited to speak in the order that they have registered, subject to the maximum time period allowed for speaking not being exceeded. Public Participation is at the Chairperson's discretion.

Filming and Broadcast Notification

This meeting may be recorded and broadcast live on the Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#).

Terms Of Reference

Included within the Council's Constitution (Part 3, Section 2) which is available [here](#)

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CABINET

Wednesday, 11 March 2020

Attendance:

Councillor Thompson (Chairperson)	– Leader and Cabinet Member for Communications
Councillor Cutler (Vice-Chair)	– Deputy Leader and Cabinet Member for Finance and Risk
Councillor Learney	– Cabinet Member for Housing and Asset Management
Councillor Prince	– Cabinet Member for Sport, Leisure and Communities
Councillor Tod	– Cabinet Member for Service Quality and Transformation
Councillor Weir	– Cabinet Member for Local Economy

Others in attendance who addressed the meeting:

Councillors Horrill and Lumby

Michael Fawcitt (TACT)

Audio recording of the meeting

A full audio recording of this meeting is available via this link:

[Full audio recording](#)

1. **APOLOGIES**

Apologies were received from Councillor Porter.

2. **MEMBERSHIP OF CABINET BODIES ETC.**

Cabinet agreed to the following for the reasons set out on the agenda.

RESOLVED:

1. That the membership of the Local Plan Advisory Group be confirmed as follows:

Councillors Porter (Chairperson), Brook, Evans, Horrill, Rutter, Thompson and Weir

2. That the terms of reference be confirmed at the first meeting of the Group, scheduled for 16 March 2020.

3. **DISCLOSURE OF INTERESTS**

Councillors Tod declared a personal (but not prejudicial) interest in respect of agenda item 8 (report CAB3224) due to his role as a County Councillor.

4. **TO NOTE ANY REQUEST FROM COUNCILLORS TO MAKE REPRESENTATIONS ON AN AGENDA ITEM.**

Councillors Horrill and Lumby were invited to make their representations under the relevant agenda item(s).

5. **MINUTES OF THE PREVIOUS MEETING HELD ON 12 FEBRUARY 2020.**

RESOLVED:

That the minutes of the previous meeting held 12 February 2020 be approved and adopted.

6. **PUBLIC PARTICIPATION**

Dave Walker Nix (Winchester Friends of the Earth) addressed Cabinet regarding agenda item 8 (report CAB3224) and in summary expressed the view that comments submitted by Winchester Friends of the Earth during consultation had not been taken into account. In general, he considered the Strategy did not go far enough or act quickly enough to reduce traffic levels in order to address the declared climate emergency.

7. **LEADER AND CABINET MEMBERS' ANNOUNCEMENTS**

The Leader and Cabinet members made a number of announcements as summarised briefly below.

Councillor Thompson

The external structure of new Winchester Sport & Leisure Park had been completed and marked by a "topping out" celebration.

Councillor Learney

Provided an update on her decision regarding the Central Winchester area redevelopment made at the [Cabinet Member Decision Day on 10 March 2020](#).

8. **PARKING & ACCESS STRATEGY**
(CAB3224)

Councillor Tod introduced the report which set out results of the consultation on the Strategy and provided recommendations on the next steps. He emphasised that individual Parking and Access Plans would be developed for the market towns to address particular local requirements in collaboration with local groups, parish and town councils and ward members.

Phil Gagg (WinACC) spoke during public participation as summarised briefly below.

Believed that the Strategy was a major advance on the previous Strategy and was explicitly linked to the climate emergency declaration. However, in general considered that the Council should take further action without delay, such as closure of central car parks and introduction of a work place levy.

At the invitation of the Leader, Councillor Lumby addressed the meeting as summarised briefly below.

Emphasised the opposition to the proposals from market towns because residents had limited access to public transport and were consequently reliant on travel by car. Requested that the options for market towns be reconsidered.

Councillor Tod responded to the comments made above and also by Mr Walker Nix (Winchester Friends of the Earth) during public participation. He offered to meet Mr Walker Nix to discuss further his concerns.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the consultation responses to the draft Winchester Parking and Access Strategy 2020 – 2025 be considered and noted.

2. That local meetings be held in the parished and Market Town areas to develop a local parking and access plan as required.

3. That the Winchester Parking and Access Strategy 2020 - 2030 as attached to the report be approved.

4. That the Council implement the next steps to finalise the Winchester Parking and Access Strategy and develop an action plan to feed into the annual car park improvement works and the Winchester Movement Strategy (WMS).

5. That authority be delegated to the Head of Programme to make any minor amendments to the Strategy.

6. That authority be delegated to the Head of Programme in consultation with the Cabinet Member for Environment to liaise with Hampshire County Council and bus operators and to agree funding to support bus service improvements in support of the parking and access strategy.

9. **REVISED LOCAL DEVELOPMENT SCHEME**

(CAB3226)

In the absence of Councillor Porter, the Leader introduced the report. The Strategic Planning Manager highlighted the importance of the document both as a legal requirement and in terms of transparency in detailing the engagement process.

At the invitation of the Leader, Councillor Horrill addressed the meeting as summarised briefly below.

Comments regarding the potential impact of delays to the production of the District Development Framework and request that performance monitoring reports be considered by the Scrutiny Committee. Welcomed the establishment of the Local Plan Advisory Group and requested circulation of the proposed terms of reference prior to the first meeting.

The Leader and the Strategic Planning Manager responded to comments made. It was agreed that the terms of reference of the Advisory Group would be circulated prior to the first meeting.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the revised Winchester District Local Development Scheme 2020, as set out in Appendix 1 to the Report, be approved and brought into immediate effect; and

2. That authority be delegated to the Strategic Planning Manager, in consultation with the Portfolio Holder for Built Environment, to undertake minor updating and drafting of any amendments required to the revised Winchester District Local Development Scheme 2020 prior to publication and to publish the revised Winchester District Local Development Scheme 2020.

10. **HOUSING REVENUE ACCOUNT (HRA) PROPERTY ACQUISITIONS**
(CAB3231)

Councillor Learney introduced the report which provided an update on proposals agreed in report CAB3216.

At the invitation of the Leader, Councillor Horrill and Michael Fawcitt (TACT) addressed the meeting as summarised briefly below.

Councillor Horrill

Supported the recommendations but queried the reasons for the current situation and also the lack of comments from TACT.

Michael Fawcitt

Confirmed that officers had briefed TACT on the proposals. Requested that future Housing Revenue Account reports include information regarding new acquisitions in that year.

Councillor Learney and the Strategic Director: Services (Interim) responded to comments made.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That, in addition to the approval to acquire properties set out in CAB3216, that approval be given to allow the substitution of alternative properties, subject to consultation with the Cabinet Member for Housing and Asset Management, that any alternative properties meet the Council's viability tests and that the overall value of purchases by the end of March 2020 does not exceed the £3m allocated for this purpose.

2. That authority be delegated to the Service Lead Legal to negotiate, prepare documentation and complete the necessary transactions in accordance within the agreed Heads of Terms for the purchase of the properties identified in CAB3216 and for any substituted properties.

11. **PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY**
(CAB3193)

Councillor Cutler introduced the report.

At the invitation of the Leader, Councillor Lumby addressed the meeting as summarised briefly below.

The proposals had been previously considered by the Business and Housing Policy Committee where it had been broadly supported.

Requested that the contract management policy review should be undertaken without delay and clarity should be given on the meaning of "social value".

Councillors Cutler and Tod responded to comments made and indicated Winchester Fairtrade network had circulated a letter to Cabinet that morning.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

That the Procurement and Contract Management Strategy 2020-2025 be approved.

12. **REVISION AND UPDATE OF DISCRETIONARY HOUSING PAYMENTS**

POLICY
(CAB3225)

Councillor Cutler introduced the report.

At the invitation of the Leader, Councillor Horrill addressed the meeting as summarised briefly below.

Generally supported the proposed update to the policy and requested assurances that the Council was taking all measures available to help any individuals experiencing financial difficulties.

Councillor Cutler and the Service Lead: Revenues and Benefits responded to comments made, noting that the matter had also been discussed at the Business and Housing Policy Committee on 11 February 2020.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

That the proposed Discretionary Housing Payment policy (2020) be approved as set out in Appendix A.

13. **AQUIND INTERCONNECTOR RESPONSE TO EXAMINATION STAGE**
(CAB3229)

In the absence of Councillor Porter, the Leader introduced the report. In addition, Councillor Cutler noted that the Public Inquiry would commence on 20 April 2020.

At the invitation of the Leader, Councillor Lumby addressed the meeting as summarised briefly below.

Endorsed the approach to maintain the local contact group. Queried the impact of the recent challenge to the Government on the Heathrow airport expansion proposals.

The Service Lead: Legal responded to comments made.

Cabinet agreed the following for the reasons set out above and outlined in the report.

RESOLVED:

1. That the contents of this report be noted and it be agreed that the points set out in the report will form the basis of the Councils response to the application.

2. That authority be delegated to the Service Lead Built Environment after consultation with the Cabinet Member for Built Environment and Wellbeing, to make representations, submissions and decisions and respond to questions and issues raised by the Examining

Authority to the Planning Inspectorate and Aquind during the Pre-Examination and Examination Stage.

3. That the contact group established with Denmead Parish Council, Hambledon Parish Council, Newlands Parish Council and Ward Councillors in respect of the Aquind application for a Development Consent Order be maintained until the end of the Examination process.

14. **FUTURE ITEMS FOR CONSIDERATION**

RESOLVED:

That the list of future items, as set out in the Forward Plan for April 2020, be noted.

The meeting commenced at 9.30 am and concluded at 11.00 am

Chairperson

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REPORT TITLE: RESPONDING TO THE CORONAVIRUS OUTBREAK

21 MAY 2020

REPORT OF CABINET MEMBER: COUNCILLOR LUCILLE THOMPSON, LEADER

Contact Officer: Laura Taylor, Chief Executive Tel No: 01962 848313 Email:
LTaylor@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides an overview of the council's work to support the district during the outbreak of Coronavirus (COVID-19) and also provides the council's emerging plan to support the district in the coming months as peak infection passes.

RECOMMENDATIONS:

1. That the council's response to the outbreak of coronavirus is noted.
2. That the emerging financial impacts on the city council budget are noted and a further report be prepared for the June Cabinet meeting.
3. That the Discretionary Business Support policy be developed in line with national guidance and the award of discretionary business support be delegated to the Section 151 officer following recommendation from the Discretionary Business Support Panel comprising the Cabinet Member; Finance and Cabinet Member Local Economy, Strategic Director: Place and Corporate Head of Resources.
4. That the policy to write off qualifying commercial rents from March to June 2020 on application from premises with a valid tenancy arrangement in the council's portfolio is agreed. The decision to write off any rent be delegated to the Section 151 officer following recommendation by the Rent Abatement Panel comprising the Cabinet Member: Housing & Assets, Cabinet Member: Finance, Strategic Director Place and Corporate Head Asset Management.
5. That the outline Restoration and Recovery Plan be agreed but updated as required in the light of emerging information and local circumstances.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 The global pandemic of coronavirus has resulted in unprecedented challenge to the nation on a scale not experienced since the outbreak of WWII. Families and communities have suffered heart breaking personal loss and financial crisis. The council responded to this outbreak by maintaining council services, providing support to local businesses, supporting the most vulnerable in our communities and delivering national funding packages. The themes of the Council Plan could not be more relevant as we look forward how to best support our district to recover over the coming months.

2 FINANCIAL IMPLICATIONS

- 2.1 This report sets out the potential financial impacts of COVID-19 and the social distancing measures on the 2020/21 budget and medium term financial strategy (see section 13 and Appendix 1).
- 2.2 The council has already experienced a major downturn in projected income and is likely to also experience difficulties in collecting payments in relation to council tax and business rates. Initial forecasting indicates potential year end deficits of between £6 and £12m, subject to a range of assumptions resulting in the “optimistic” and “pessimistic” scenarios as set out in the report. With a net revenue budget of £18.5m, some significant decisions will need to be taken in the next two months to ensure the council is able to mitigate against the potential deficits.
- 2.3 The council has received Government funding of £1,281,000 as a contribution towards covering additional costs and reduced income.
- 2.4 Work is currently underway to review options for reducing spend in the current year. Consideration will also need to be given to the potential to use/redirect reserves and/or refinance the capital programme. It will be necessary for council to approve a revised budget at its meeting in July.
- 2.5 The report seeks approval for the process to determine abatements of rent in relation to the council’s commercial property, as set out in in the report and appendix 3. The abatements will need to be formally treated as “write offs” in the council’s accounts and have been included in the financial forecasting set out in the report.
- 2.6 The proposal to offer rent abatement to a number of the council’s commercial tenants will see a significant reduction in the council’s commercial income. Currently 35 tenants have approached the estates team requesting help with their current quarters rent, the total amount of rent this represents is £180,000 write off and just under £60,000 deferrals to be paid at a later date. This equates to 21.5% of the total rent due in a normal quarter. Most of the tenants are in the retail or hospitality sectors with only six being office tenants.

- 2.7 The largest of the office occupiers that have approached has a quarterly rent commitment of £50,000. For this case, it is recommended that rather than a concession, this rent is deferred for payment until the end of the current financial year.
- 2.8 The Council may have to consider further requests over the coming months. It is therefore recommended that delegated authority is given to the Section 151 officer following recommendation by the Rent Abatement Panel comprising the Cabinet Member: Housing and Assets, Cabinet Member: Finance, Strategic Director Place, Corporate Head of Assets.
- 2.9 In addition to rent concessions, there are rent arrears outstanding on a number of properties. It is difficult to pursue many of these at the current time but where a three month rent abatement is granted and where there are rent arrears outstanding, it will be made clear that the abatement is 'without prejudice' to our right to recover the existing arrears. For the March 2020 quarter the council has collected 57% of rent due, with £360,000 still outstanding. Taking into account the abatement and deferment applications totalling £240,000 means that there is still £120,000 rent outstanding.
- 2.10 As described in section 13.12 below, the council has also made a small number of advance payments to its contractors in accordance with the "Procurement Policy Note - Supplier relief due to COVID-19" issued in March 2020. All such requests are considered by an officer panel. The advanced payments have assisted contractors with cash flow pressures without a significant impact on the council's own cash flow. None have resulted in additional costs to the council.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The council is a Category One responder under the Civil Contingencies Act 2004 and is therefore required to initiate and take action as necessary to respond to any emergency. The council is part of the Local Resilience Forum which brings together partners and national advisors if required to support response and recovery in relation to major emergencies which require cross agency cooperation.
- 3.2 In addition, the council has wide ranging authority under the 'general competence' provision of s1 of the Localism Act 2011 which enables it to take actions to the benefit of its area which are commonly available to other private sector bodies.
- 3.3 During the outbreak, new primary and secondary legislation was passed by Central Government in order to amend established ways living and working that required social distancing, home working, school closures, protection of key workers and the vulnerable. This framework enabled councils to assist to combat the economic and health effects of the outbreak, through additional public protection enforcement and social care responsibilities.
- 3.4 The Cabinet Office issued three Procurement Policy Notes (PPNs) during the outbreak. The most relevant to the Council was PPN 02/20 – Supplier

Relief due to COVID-19. A corporate group was established to review requests that were made by suppliers under PPN 02/20 and also identified potential at risk strategic suppliers and worked with them to minimise the impact of COVID-19 and to ensure continuity of service both during and after the outbreak.

4 WORKFORCE IMPLICATIONS

- 4.1 As is set out in the report, a main priority was to maintain council services at usual delivery standards for as long as possible. Staff were relocated to work at home at with some staff required in the office on a rota basis to support front line response.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 The social distancing requirements significantly affected the ability for businesses to trade including those in the in the council's property portfolio. The paper sets out the impact upon those businesses and a proposal to support them through rent abatement if qualifying criteria are met.
- 5.2 The Coronavirus Act 2020 protects a business tenant from a landlord taking forfeiture action until June 30 2020 in circumstances where rent is unable to be paid. On 23 April 2020 Central Government announced that measures should protect the High Street. The Coronavirus Act 2020 does not negate the remaining terms of a lease or tenancy at will.
- 5.3 The decision to respond to an application from a commercial tenant of the council and to offer the council's commercial tenants, paying commercial rent, an abatement, being a write off of the March quarter rent must be "without prejudice" to the remainder of a tenants lease obligations. A current and valid tenancy agreement, preferably a lease rather than a tenancy at will, is required in order to enact the recommendations.
- 5.4 All of the council's commercial tenants, who apply and are granted a rent abatement, are required to comply with the remaining terms of their lease. The decision to offer tenants an abatement of the March quarter is a one off concession in circumstances where payment relief is required for economic reasons due to the extraordinary current circumstances as in recommendation 5 of this report.
- 5.5 If agreed, a 'write off' of the March quarter may be readily implemented through a side letter and no variation to the existing lease is required. It is recommended that where possible, if rent abatement is to be provided to a tenant who occupies a property subject to a tenancy at will, that such a tenant is placed on leasehold arrangements to secure the rent write off of the March quarter.

6 CONSULTATION AND COMMUNICATION

- 6.1 The information available to public bodies was subject to rapid development and change to adapt to progress of the outbreak and as set out in the report,

a key strand of the council's work was to provide a constant and reliable set of public information

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The outbreak was classified as a major emergency and urgent but proportionate measures were put in place to protect the health, safety and welfare of our communities. The impact of the loss of life and heartbreak to families can not be compensated by any environmental gain but with opportunity for reflection it can be seen that some changes to how we live and work, although a consequence of the pandemic, have led to emerging, positive environmental benefits. For example, during the period of enforced social distancing, traffic decreased leading to lower levels of pollutants from cars, people walked for their hour of exercise and our open spaces rested from large numbers of visitors. As a nation we became more proficient in remote working, businesses operated differently and communities supported each other. The Restoration and Recovery Plan seeks to capture some of these benefits.
- 7.2 With council teams working from home, the council introduced virtual internal and public meetings which will continue to be used, where possible, to avoid unnecessary travel and increase the range of engagement with communities in the district unable to easily travel.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 One of the main principles adopted during the outbreak was to provide services for as long as possible at usual service levels. However, restrictions on social distancing did mean that some services, such as routine internal repairs to council houses, for example, had to be rescheduled.
- 8.2 However, other services continued with amended ways of working, for example the Planning service continued and site visits were undertaken where social distancing could be observed.
- 8.3 Other services to support our most vulnerable and isolated residents were increased. Our elderly housing tenants were all telephoned, homeless were supported into accommodation and those in sheltered accommodation were regularly visited. As part of the Local Response Centre, colleagues supported shielded residents with shopping or collection of prescriptions.
- 8.4 Some services did not change significantly during the outbreak, even though demand decreased. The Park & Ride buses were largely unused and although minor timetabling changes were made, those who needed to travel could do so.
- 8.5 During the outbreak, changes were made to support the health, safety and welfare of the community within the national context of social distancing. Should the Recovery and Restoration Plan consider alternative delivery methods on a semi-permanent arrangement; an Equality Impact Assessment will be undertaken.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 The council operated a Local Response Centre and received referrals for assistance from the county council. All information received within the referral centre has been held on council servers. A considerable number of community groups supported the effort to assist 'shielded residents' but contact details were only passed on with the consent of the resident. Information on data handling was provided to all community groups by Community First and to the parish and town councils by the city council.

10 RISK MANAGEMENT

- 10.1 The risks in dealing with the effects of the pandemic are far reaching and this report starts to set them out from the council's perspective in the subsequent sections below. The aims of the council's Gold Command provided the framework to mitigate and minimise risk for the district as a whole during the outbreak.

Risk	Mitigation	Opportunities
<i>Property Significant risk of loss of income from businesses unable to trade and therefore pay rent</i>	Some use of existing reserves, proposals to defer or cease projects and/or refinancing of the capital programme will be considered to achieve a balanced budget by March 2021	
<i>Community Support That organisations 'willing to help' are not fully engaged</i>	Support given to voluntary organisations to maintain capacity throughout the outbreak.	Improved engagement of community organisations after the outbreak passes
<i>That residents that need help 'slip through the net'</i>	The county wide and local response centres support shielded residents Regular communication to encourage communities to look out for those in need	Improved community spirit after the outbreak passes captured through the community wellbeing strategy
<i>Economic impacts Significant risk to local economy due to enforced</i>	Implementation of national funding packages Close working with	The opportunity to reconsider the strengths and gaps in local economy once the outbreak passes

<i>social distancing requirements</i>	Chamber and BID Regular communication and advice line	through the economic development strategy
<i>Financial / VfM – Significant risk to maintaining a balanced budget as a result of reduced income and forecast budget deficits</i>	Some use of existing reserves, proposals to defer or cease projects and/or refinancing of the capital programme will be considered to achieve a balanced budget by March 2020	
<i>Legal</i> <i>The Coronavirus Act 2020 and subsequent regulations introduced requirements from central government on local authorities mandating enforcement, care for the vulnerable and new ways of working which the Council needed to rise to the challenge and meet</i>	Collaborative working across the Council to assist with additional obligations from central government: such as virtual meetings, social housing and care, homelessness, contract variations, residential and commercial debt rebates, grants, major project implications, contractual claims, and traveller and public protection enforcement.	Efficient, integrated delivery across the Council
<i>Innovation</i> <i>That the opportunity to use technology to carry out work of the council be missed</i>	Virtual meeting technology introduced New weekly e-mailed updates to 15,000 residents introduced	That virtual meeting technology be used to engage a broader group of citizens in the future. Ensure essential service updates and public health messages reach the greatest possible number of residents, whilst supporting our commitment to embrace low carbon activity.
<i>Reputation</i> <i>That the council be seen</i>	This report sets out the range of advice, support	Maintain regular communication with

<i>not to show local leadership</i>	and direct action provided by the council to support our communities.	residents and businesses through a range of approaches. Ensure activities are aligned with partners.
<i>Other</i>		

11. BACKGROUND

11.1 Coronavirus disease (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and spread globally, resulting in the ongoing 2019–20 coronavirus pandemic. Common symptoms include fever, cough, and shortness of breath.

The World Health Organization (WHO) declared the 2019–20 Coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. Local transmission of the disease has been recorded in many countries across all six WHO regions. On 31 January the first confirmed cases of COVID-19 were recorded in the UK.

11.2 The virus that causes COVID-19 disease is present and spread in the community. Through the Local Resilience Forum (LRF) and local emergency command centres, Hampshire and Isle of Wight enacted the measures from Government to delay the spread of infection, including school closures and cessation of non-critical services.

11.3 On 20 March 2020, measures to close entertainment, hospitality and indoor leisure premises, as well as certain outdoor recreational facilities, were put in place from the end of trading to limit spread of coronavirus and the public were urged to stay at home and limit all but essential travel. People who could work at home were asked to do so.

11.4 A county wide multi-agency Strategic Co-ordination Group and supporting response structures was stood up to formalise and better support the partnership working that has already been occurring between local councils, health partners and emergency services.

11.5 The council is a Category One responder under the Civil Contingencies Act and is therefore required to initiate and take action as necessary to respond to any emergency. The council is part of the Local Resilience Forum which brings together partners and national advisors if required to support response and recovery. There are two distinct but overlapping phases in emergency management.

Response Phase – Encompasses the actions taken to deal with the immediate effects of the pandemic. At this point rapid implementation of arrangements for collaboration, coordination and communication are vital. Response encompasses the effort to deal with the direct effects of the emergency itself and the indirect effects.

In this response the Local Authority Directors of Public Health in Hampshire, Portsmouth and Southampton jointly chaired the SCG. Following this, the collective decision was made to hand this over to Chief Fire Officer, Hampshire Fire and Rescue Service. This enabled the Directors of Public Health to give their full attention to the public health issues arising.

Recovery Phase – The recovery phase begins at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency itself. It continues until the disruption has been rectified, demands on services have returned to normal levels and the needs of those directly and indirectly affected have been met. In sharp contrast to the response phase, the recovery phase may endure for months, years or even decades.

The LRF started preparations for recovery in mid-April 2020 under chairmanship of the Chief Executive of Portsmouth and Gosport councils.

12. SUPPORTING INFORMATION:

Managing the response

- 12.1 The Gold (Strategic), Silver (Tactical) and Bronze (Operational) tiered command structure used by Category One responders is nationally recognised and accepted. The terms Gold, Silver and Bronze are used to describe *individual* agency levels of command. The terms Strategic, Tactical and Operational are used when describing multi-agency command levels.
- 12.2 The Chief Executive is a member of the LRF Strategic Co-ordination Group and stood up the council's Gold Command on 2 March 2020. Early implementation of Winchester Gold Command enabled significant preparation to be made to maintain council services at usual levels even when working remotely well in advance of enforced social distancing from 20 March 2020.
- 12.3 The terms of reference for Winchester Gold Command were:
- To continue to offer council services at full functionality for as long as possible;
 - To transfer staff to remote working to deliver full functionality for as long as possible;
 - To support the most vulnerable in our community working with other partners as required;
 - To deliver Government funding and support packages as required;

- To provide up to date advice and information to residents and signpost to relevant agency as required.

12.4 The Gold Command team consisted of the Chief Executive, Strategic Directors, Corporate Head of Strategic Support, Service Lead: HR and the Senior Policy Manager. Gold Command meetings were held on a planned schedule, peaking at week 3 with daily meetings. Seven priority work-streams were established:

- Community support
- Supporting business
- Financial impacts
- Communications
- Internal business continuity
- Contractor business continuity
- Restoration and Recovery

Corporate Heads of Service were Silver Commanders, responsible for maintaining service delivery and providing a dynamic response team.

Hourly weekly meetings were held with Cabinet, followed by an hourly weekly meeting with Cabinet and Shadow Cabinet.

This report is structured using the Gold Command work-stream headings.

WORKSTREAM: COMMUNITY SUPPORT

Engaging local community groups

12.5 The pattern for the response on behalf of the local community was established early across Hampshire whilst final details on roles and responsibilities for shielding and food distribution were being established centrally.

12.6 The county council established a central hub for enquiries and requests for support with a single phone number. The HantsHelp4vulnerable call centre is open seven days a week and each district council set up a 'local response centre' (LRC) to which the county council referred requests for assistance which require local intervention. Both tiers have established links with voluntary sector organisations which can provide some of the services required and others are provided directly by the district council.

The setting up and operation of this network has been swift and well organised and seems, so far, to have demonstrated the value of simplicity and clarity in the delivery of a new and previously untested approach. City council staff from a number of teams joined together to set up the

Winchester LRC on 30 March 2020 with an effective system of call handling and triage supported by mobile staff who have delivered food parcels, prescriptions and other supplies.

- 12.7 Many members of the public across the district mobilised as community volunteers, either as part of a network or simply to assist friends and neighbours. These efforts have maintained the number of people needing local authority assistance at a low level and demonstrates how people local communities have cared for each other when the need has arisen.

The council took on the role of mapping this community network of support and continues to maintain an online directory of contacts for communities across the district. This informs members of the public seeking support in the local area and also the LRC staff when identifying the most appropriate way to provide support to callers. Information was quickly gathered on the availability of other key services for vulnerable people, such as the food banks and Citizens Advice.

- 12.8 In collaboration with Community First, advice and guidance from national and regional sources has been supplemented by locally developed information and shared regularly with this extensive community network. This has addressed issues such as safeguarding, personal safety and handling payments – issues that are new to many of the volunteers and informal groups that have emerged in response to the pandemic.

- 12.9 The important role of the food banks was identified in the very early stages of the lockdown, as were the challenges they might face as a result of unprecedented increases in demand for their services. The council has supported Winchester Basics Bank and Meon Valley Food Bank through managing a delivery service to those people unable to collect their food parcels and also by seeking to increase the supply of food to them through its contacts in the food production and supply industry.

- 12.10 LRCs continue to operate seven days a week between 9.00am and 5.00pm and will do so until the national guidance is to stand them down. The Winchester LRC has handled 331 requests for assistance up to May 3rd 2020

‘Shielding’ support

- 12.11 Shielding is a measure to protect those individuals categorised as clinically extremely vulnerable - individuals with specific medical conditions which put them at higher risk of severe illness should they contract the COVID-19 virus. 1618 people in the district were originally identified although a second wave of assessment was undertaken by GPs which identified additional residents for shielding. The personal details of those shielded is held securely by the county council.
- 12.12 Local authorities are not involved in the regular delivery of food parcels to those people considered ‘extremely vulnerable’ who were asked to shield from everyday life for at least 12 weeks from the end of March. These households receive their delivery direct from government suppliers.

- 12.13 The Government asked all councils to put in place a phone line that shielding individuals can use if they have urgent needs, for instance not having enough food for the next 7 days and instances such as this are dealt with through the LRC.

Supporting our tenants

Services to tenants have been maintained with minimum disruption. All duty telephone rotas and the housing hub service continue to be fully manned and operating as normal.

Providing support

- 12.14 Support letters were sent to all Extra Care and Sheltered Housing tenants to offer advice, provide support. Daily 'keeping in touch' telephone calls were made to the most vulnerable tenants with limited personal support networks. Our sheltered housing team continue to offer support and help with emergency shopping and prescription collection for our over 70's tenants self-isolating when no other support network is in place.
- 12.15 Health and welfare calls were made to over 900 general need tenants identified as vulnerable and potentially in need of extra support during the lockdown. Those tenants identified as vulnerable receive a daily welfare call with the more independent tenants receiving a monthly keeping in touch telephone call. Advice and support was provided directly by housing teams or by sign posting to more appropriate support agencies including the HantsHelp4Vulnerable call centre.
- 12.16 The work of neighbourhood services is business as usual with the team carrying out inspections across the district. Health and safety and fire alarm checks at general need blocks of flats and temporary accommodation sites continue with a good supply of PPE. The team took on additional daily cleaning duties at Winnall flats to support increased cleaning of all communal touch points.
- 12.17 The tenancy support team have received 53 reports of anti-social behaviour since end of March with tenants struggling to contact the Police and as such reporting cases of cannabis use, concerns regarding drug dealing and people not self-isolating.
- 12.18 There has been no reported increase in cases of domestic violence but for those that have suffered over recent weeks the team offered a safe meeting place in the city offices to meet in person with the victims.
- 12.19 The Tenant and Council Together (TACT) and tenant involvement meetings are currently paused due to many tenants self-isolating and concerned about gathering in numbers. However, the team are in regular contact with TACT members through email and telephone contact to ensure scrutiny of service delivery continues.

Maintaining Tenancies

- 12.20 Allocations and lettings through the Hampshire Home Choice scheme were paused in line with government recommendations that as far as possible people should not be moving to a new home while the national emergency is in place.
- 12.21 The pause in allocations helped the council to stock pile a number of void properties to use in emergency situations arising through COVID-19 related issues and normal homelessness situations, such as:
- Those fleeing domestic violence
 - Those in shared accommodation demonstrating coronavirus symptoms
 - Those sofa surfing through friends and family goodwill
 - New rough sleepers arriving on the streets; and
 - Other new health and welfare issues arising through self-isolating constraints – overcrowding, family breakdowns.
- 12.22 At the end of March, nine lettings were put on hold for 3 weeks, reviewed on a case to case basis following the enforced social distancing period. Moves were later granted in line with the social distancing rules and to the applicant's original allocated property. Allocations and lettings continue to be reviewed on a case to case basis and we currently hold 27 void properties as at end of April.
- 12.23 The notice to quit process is dealt with on a case to case basis with the notice period increased to 3 months rather than the usual 28 day notice following emergency legislation introduced by the government to protect renters from eviction which also include:
- Suspension of new evictions from social or private rented accommodation whilst the national emergency is taking place.
 - No new possession proceedings through applications to the court to start during the crisis.
- 12.24 A decision had already been taken before the introduction of new legislation to suspend three scheduled evictions at bailiff stage. The tenants received a letter explaining the suspension is in place to prevent homelessness during the national emergency.

Repairs service

- 12.25 Contractors Osbornes and PH Jones are currently responding to "Emergency Works" to prevent the spread of COVID-19 and to comply with movement restrictions.

Council - Emergency Works definition:

'Incidents that require an immediate response to either prevent danger to life or extensive damage to the property, if the incident/problem will have a serious and unavoidable adverse effect on someone's medical needs or personal health and/or safety or if there is an infant under 1 year old living in the property'.

- 12.26 Whilst contractors will make every effort to meet repair targets the availability of materials, resources, and staff may mean that some works will take a little longer to resolve. Should a tenant report a non-urgent repair the job will be acknowledged, logged and scheduled for a later date. The same applies to property surveyor inspections with the log of works regularly reviewed.

Emerging financial impacts on the Housing Revenue Account

- 12.27 The income team continue to follow business as usual processes to collect rental payments and rent arrears with softened recovery letters sent to tenants. Support is offered on a case to case to basis with all first contacts made by text and telephone rather than the usual generic rent arrear letters.
- 12.28 A decision was made to not offer tenants a holiday rental period short term fix as this would increase rent arrears placing tenants in further debt. Other more suitable financial support is available through the normal welfare benefits system and the government's COVID-19 furlough scheme.

Predicted Rent Arrears for 2020/21 (worst case scenario)

- Rent Arrears as at 30.03.20 = £420k.
- Rent Arrears as at 01.04.21 = £670k

Rent arrears over the past two months have significantly increased with the local roll out of universal credit and the 5 week delay period before the first payment is made contributing to a high proportion of the current rent arrears.

New Build programme

- 12.29 All new homes building work was suspended by contractors during the last week of March. However, design and development work continues with coordination and collation of information and design, ensuring architects meet the design brief and viability levels. External appointments are continuing including ecologists, liaising with structural engineers and energy surveyors. Consultants and designers continue to work as do the new homes team with schemes steadily progressing towards planning applications. The team are also exploring virtual consultation opportunities to engage with local residents and community groups.
- 12.30 Contractors returned to work at the Valley in Stanmore and Hookpit Farm in Kings Worthy on 27 April 2020. The team are also revisiting potential garage sites ready to help kick start the economy.

Supporting homeless households

- 12.31 All local and known rough sleepers were accommodated within a week of the social distancing announcement and the situation is monitored daily to ensure any new rough sleepers arriving in Winchester are either safely returned to their home area or accommodated locally.
- 12.32 The council entered in to a temporary lease with A2 Dominion making use of an empty hostel at City Road, to accommodate rough sleepers. This was achieved within a 48 hour period including the drawing up of a temporary lease between both the council and A2 Dominion legal teams. Due to demand the council placed additional homelessness households and some needing to self-isolate in other local accommodation.

Additional homelessness provision costs include:

- City Road lease with A2 Dominion of £2,300 per month, Council Tax and utilities charged as an additional cost.
- Room rate of £40.00 per day in other accommodation.

A proportion of charges will be recovered through housing benefit claims.

- 12.33 The daily homelessness outreach service continues as usual with staff resources reallocated to support 10 rough sleepers accommodated at the City Road Project and 9 homeless households in other accommodation (as at 1.5.20)

Council Tax and Hardship Policy

- 12.34 The significant majority of council tax payments are paid by direct debit over 10 months. In early April, the option of switching payments from April 2020 to January 2021 to June 2020 to March 2021 was offered by the team and on social media. Take up of this option has been low to date.
- 12.35 As part of its response to COVID-19, the Government announced in the Budget on 11 March that it would provide local authorities in England with £500m of new grant funding to support economically vulnerable people and households in their local area.
- 12.36 The Government's expectation is that the majority of the hardship fund will be used to provide council tax relief, alongside existing local Council Tax Reduction (CTR) schemes. The council's allocation of the funding is £659,680. The proposed policy was considered at Council on 20 May 2020 but an overview is given here for completeness.

The Government's guidance sets out a "strong expectation" that council's will provide all recipients of working age CTR with a further reduction in their annual council tax bill of £150 during the financial year 2020-21, regardless of whether they have been directly impacted by COVID-19. Where a taxpayer's liability for this year is less than £150 after the application of CTS,

then their liability would be reduced to nil. Where a taxpayer's liability is already nil, no reduction to the Council Tax bill will be available.

After allocating this reduction the Government expects billing authorities to establish their own local approach to using any remaining grant to assist those in need through measures such as:

- Increasing the £150 initial award to a higher amount
- A hardship fund to review individual circumstances on a case-by-case basis
- An allocation to provide support to other schemes outside of the CTR framework which are in existence as a result of COVID-19 or aid support to residents regardless of COVID-19

12.37 At the meeting on 20 May 2020, Council considered a proposal that rather than provide a £150 reduction on the annual bill, that the reduction be £300. It was also proposed to establish:

- An additional "Hardship Fund" to be used to reduce Council Tax arrears of those households that are eligible for a Discretionary Housing Payments or are otherwise suffering financial hardship as a result of the COVID-19 outbreak. For many households, it is likely that we would only identify hardship at the time that recovery action begins
- A Local Welfare Fund, (suggested at £25k), to be administered through the Local Resource Centre and based on guidance from the Housing team on tenancy sustainment issues, e.g. more funding for hot meals, emergency support outside of housing costs (i.e. to ensure separation from existing DHP fund).
- The approved scheme will be reviewed after 6 months.

WORKSTREAM: SUPPORTING BUSINESS

Delivering business support packages

12.38 The council moved quickly to support local business following government announcing the business grant scheme in March, and the allocation of government funding of £29m to Winchester district on 1st April. A key element of this was to set up an easy online application process, rapidly contact nearly 2,300 local businesses and to mobilise payment of grants to those eligible that responded. By early May, over 1,700 grant payments, totalling £22m had been made to smaller businesses and the retail, leisure and hospitality sector across the district.

12.39 Distribution of the spend was monitored on a weekly basis by the Ministry of Housing, Communities, and Local Government with the council ranked in the top third on performance getting grants to local companies. The council has received very positive feedback from the local business community for the speed and efficiency of the grant process.

12.40 The council has also followed up those businesses that did not respond to the initial notification about grant eligibility to ensure all those who should get a grant do so. There has been considerable publicity about the scheme nationally, locally through the council's entrepreneur e-news, social media and with local business partners, such as the Winchester BID and Chamber of Commerce.

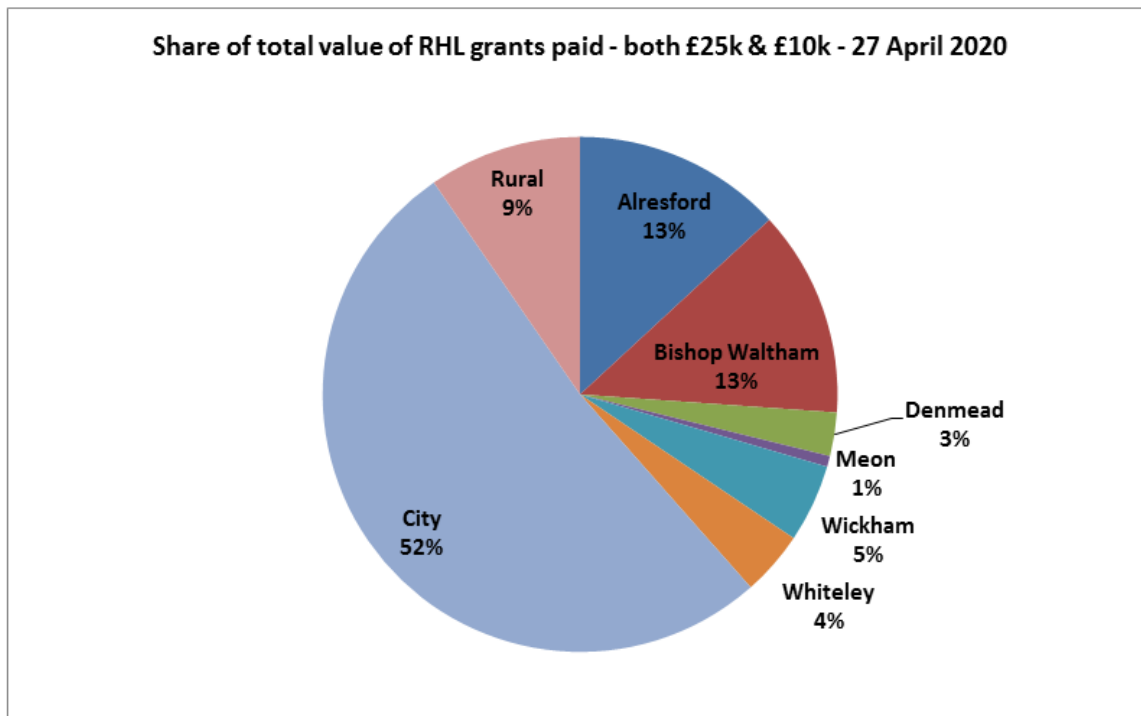
Distribution of grants

The support administered by the council is for small businesses, and businesses in the retail, hospitality and leisure sectors which were currently liable for Business Rates. The scheme is defined in government guidance.

This support takes the form of two grant funding schemes – in summary:

- the Small Business Grant Fund (SBGF) for businesses which are eligible for relief of business rates under the Small Business rate Relief scheme and the Rural Rate Relief scheme. Grant value - £10,000; and
- the Retail, Hospitality and Leisure Grant (RHLG) for businesses with a rateable value less than £51,000 and which would have been eligible for a discount under the business rates Expanded Retail Discount Scheme. Eligible businesses with a property rateable value up to £15,000 receive a grant of £10,000; those with property with rateable value from £15,000 to £51,000 receive a grant of £25,000.

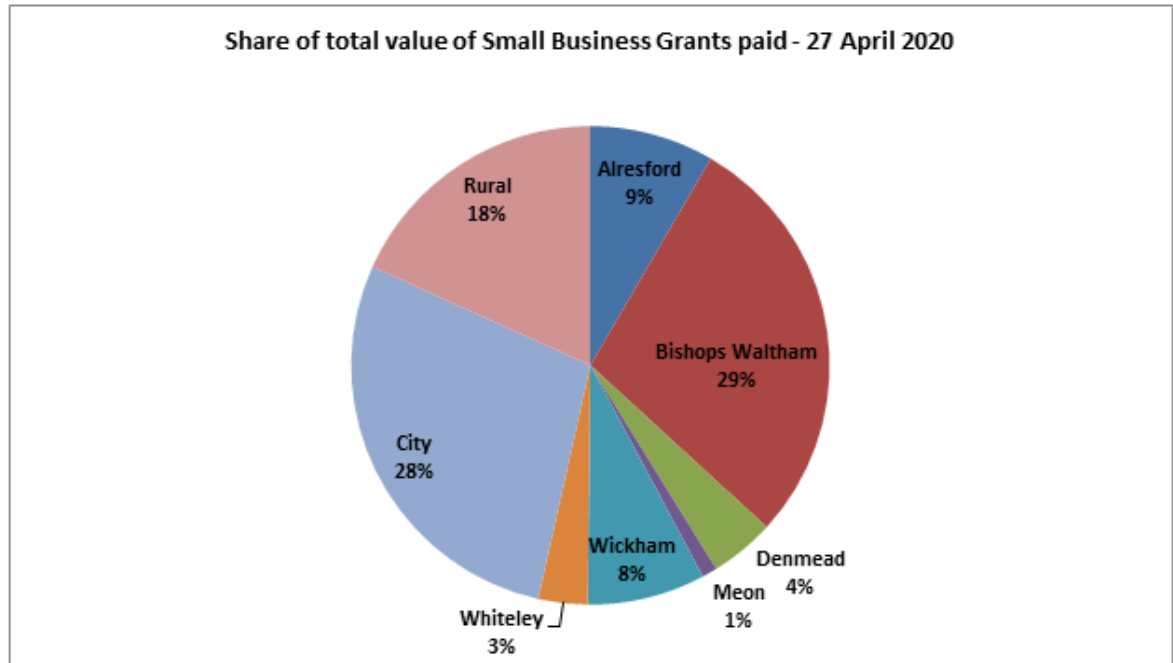
The charts below show funding distribution of these grants to businesses throughout the district



Locations

Place name	Post Code	Place name	Post code
Alresford	SO24	Wickham	PO17
Bishops Waltham	SO32	Whiteley	PO15
Denmead (&Waterlooville)	PO7, PO8	City	SO22 & SO23
Meon (East & West)	GU32	Rural	SO21, SO30/31, SO50/51

Small Business Grants - £10K as at 27 April 2020
- paid to businesses in receipt of small business rate relief and rural rate relief



12.41 On 6 May, the council received a letter from the government outlining proposals for a Local Authority Discretionary Grant Fund for small businesses that did not qualify for the grant scheme based on a business rates assessment. At the time of writing confirmation of funding and guidance are yet to be received. The letter indicates that Local Authorities should prioritise the following types of businesses for grants from within this funding pot:

- Small businesses in shared offices or other flexible workspaces. Examples could include units in industrial parks, science parks and incubators which do not have their own business rates assessment;
- Regular market traders who do not have their own business rates assessment;
- Bed & Breakfasts which pay Council Tax instead of business rates; and
- Charity properties in receipt of charitable business rates relief which would otherwise have been eligible for Small Business Rates Relief or Rural Rate Relief.

The list set out above is not intended to be exhaustive, but is intended to guide Local Authorities as to the types of business that the Government considers should be a priority for the scheme. The letter states that authorities should determine for themselves whether particular situations not listed are broadly similar in nature to those above and, if so, whether they should be eligible for grants from this discretionary fund. The precise design of the discretionary fund will be up to each Local Authority.

The Government has set out some national criteria for the funds which must apply to all grants made from this Fund. These grants can only go to:

- Businesses with ongoing fixed building-related costs
- Businesses which can demonstrate that they have suffered a significant fall in income due to the Covid-19 crisis
- Business with fewer than 50 employees
- Businesses that were trading on 11th March.

In addition, businesses which are eligible for the existing grant schemes or self-employed Income Support Scheme are not eligible and all monies from that scheme must be allocated before this additional scheme funding is allocated.

Grants are capped at £25,000. The next level of grants is £10,000 with discretion to make payments of any amount under £10,000. It will be for Local Authorities to adapt this approach to local circumstances. The Government would expect decisions on the appropriate level of funding to reflect the relative costs borne by businesses and to align with the Small Business Grants and Retail, Hospitality and Leisure Grants Funds.

12.42 As this is a discretionary fund, Local Authorities are expected to use an application process and this is yet to be developed pending receipt of the further guidance. It is proposed that a panel is established to advise and administer these grants within government guidance using appropriate discretion within that framework it is proposed that the Section 151 officer has delegated authority to determine grant applications following recommendation from the panel. The panel to consist of the Cabinet Member; Finance and Cabinet Member Local Economy, Strategic Director: Place and Corporate Head: Resources

12.43 In addition to the Small Business Grant and the Retail, Hospitality and Leisure Grants, the Business Rates Retail Relief was extended to a 100% for 2020/21. This relief will apply to occupied retail, leisure and hospitality properties in accordance with the guidance provided by the Government and there is no rateable value limit on the relief. More than 900 businesses have received the relief to date and have nothing / NIL to pay for 2020/2021.

The council as commercial landlord has also been working closely with its tenants and dealing with requests for rent abatement or deferral as noted elsewhere in this report. The process for determining those requests is outlined in appendix 3.

Keeping business informed

- 12.44 An information gateway for business on the council website has provided a clear point of access to information on all the Government support and advice available. Three special editions of the council's business e-news bulletin Entrepreneur have been issued taking the latest information direct to the local business community. Regular liaison with key support organisations including Enterprise M3 Local Enterprise Partnership and its Growth Hub, Hampshire Chamber of Commerce, and Winchester Business Improvement District has ensured up to date information on support is directed to those who have needed it.
- 12.45 Local sports clubs have been contacted about the Sport England £195 million package of support, heritage organisations about the £50m Heritage Emergency Fund and art organisations with news of the Arts Council England £160 million of emergency funding available for those organisations and individuals.
- 12.46 With the enforced closure of the hospitality sector on Friday 20 March, the council provided advice and support to business to transfer to take-away.
- 12.47 IncuHive a local business support organisation funded to deliver the council's business support service moved its help to online. This service includes free 1:1 video mentoring and training workshops.
- 12.48 A dedicated COVID-19 Business Information Helpline was established so businesses could make direct contact with officers about business issues, concerns and support that might be available. Winchester Visitor Information Centre continued to respond to enquiries from people planning future visits to the city as well as helping people who need to make essential journeys here and advising them about local transport services etc.
- 12.49 The Visit Winchester team worked with our heritage and cultural organisations and visitor attractions such Hampshire Cultural trust and Marwell Zoo to create virtual tours. Over Easter they created an Instagram virtual Easter Egg Hunt using pictures of district attractions. Many of Visit Winchester's planned campaigns including Mayflower 400 have been transferred to an online platform – bringing Winchester's history and heritage onto the screens in people's homes.
- 12.50 Information and data about the extent of the economic impact of the business closures is being collected in order to inform the restoration plans in development for when measures are relaxed. As appropriate this will include:
- how to re-start sectors of the economy and comply with continuing, if relaxed, social distancing measures;
 - marketing campaigns to relaunch the city and market towns to bring people back;

- festivals and events to re-connect people with their interests and communities;
- business support to help businesses to rebuild.

The council will work with partners including Winchester Business Improvement District, Hampshire Chamber of Commerce, Enterprise M3 Local Enterprise Partnership and Hampshire County Council to develop and implement the restoration plans.

WORKSTREAM: COMMUNICATIONS

Keeping the district informed

- 12.51 The amount of information available for the general public was complex and, by necessity to keep pace with the developing outbreak, subject to frequent updates. By 20 March 2020 the council had updated its website to create COVID-19 landing pages where all essential information was held.

Enforced social distancing was announced on 23 March and by 24 March the corporate website had further evolved to organise a comprehensive information store comprising the latest help for businesses.

- 12.52 The communications approach was one of reassurance and signposting to key information sources. Website updates were re-scripted in direct and informal, accessible language and the information was managed into customer friendly clear cut areas for example COVID-19 – Get Help; Support and advice for businesses; Support and advice for residents; Financial support; Support groups; etc. All this information was then forensically cross referenced back through the main corporate website to help people reach it from any search route.
- 12.53 A wide range of socially distanced images of essential support services in action were source to include in publications and on social media to offer a reassuring message to the public around business continuity and support availability.
- 12.54 Social media updates were regularly uploaded to relay messages around service changes and available support. The council also regularly retweeted national updates and Hampshire County Council service information. A 24-hour response service was offered seven days a week to ensure residents queries were continuously responded to.
- 12.55 The Chief Executive sent weekly updates to all Members and all staff on Fridays throughout the outbreak, summarising the developments of the week, the attendance rates of teams, performance of council services and updates.

The Democratic Service Update also continued to be circulated on Fridays – summarising updated information on governance update including the move to virtual meetings.

- 12.56 Parish councils were sent specific updates including the Government information on virtual meetings. In w/c 6 April 2017 the Local Response Centre contacted all Parish Clerks by telephone to ensure they felt connected with the council and retrieved information on local support groups. The setting up of the HantsHelp4Vulnerable helpline, of our own Local Response Centre and a comprehensive database of the considerable efforts of local support groups was share on Friday 17 April. This information was tested and published on the corporate website under a 'COVID-19 – get help' section.

As the volume of information continued to change and grow daily, a 12 page pdf version of Parish Connect was created to achieve this and sent on Friday 17 April. This was also circulated to MPs.

- 12.57 A special edition of the About Winchester newsletter was created to house this essential information in a form tailored to an audience of households living within the limitations of social distancing. This was circulated on Friday 24 April in electronic format and formed an "optional extra" as part of a new e-shot to 15,000 customers who had registered their email addresses and agreed to our privacy policy via our My Council Services App. These weekly e-shots were launched on our existing Mailchimp software.

City Voice, the council's weekly internal update on Fridays, continued to go to all staff through the outbreak, including information on the building, working through COVID-19 in isolation, and updates on what various services were achieving both in relation to the outbreak and in terms of business as usual.

WORKSTREAM: INTERNAL BUSINESS CONTINUITY

Daily service review

- 12.58 Gold Command was established on 2 March, with the two initial aims of preparing for any necessary emergency response and preparing the organisation to work remotely. Enhanced cleaning was carried out during the day, sanitising gel and wipes provided and social distancing put in place across the office.
- 12.59 Following the establishment of enforced social distancing on 20 March 2020, council staff moved to working at home on a phased approach. At that time staff were in the office delivering front line services such as waste collection, car parking, reception, communications and a member of each service's management team was expected to be in every day. This enabled the council to transition the majority of staff to home working whilst ensuring critical front line services continued to be delivered.

As the period of social distancing continued, with more time to adjust to running front line services remotely, more staff were encouraged to work at home and by mid-April around 50 staff were in the office and 350 at home.

With more staff working at home and the continuing risk of infection in the community, each manager was asked to complete a daily register setting out team attendance and any capacity issues. With the closure of schools, some colleagues had childcare responsibilities to manage in addition to their own work which meant that council work was being delivered over a flexible working day. A 'key worker' letter was made available for staff to secure school places, if this enabled them to provide front line outbreak support.

- 12.60 As increased homeworking bedded in, the performance of critical services in relation to answering calls, and call wait times was tested daily, with Corporate Heads being informed of issues and Service Leads then tasked to work through them with IT. A weekly report on the demand upon services in terms of call volume was also created. The Union were engaged on any significant issues. Close management of the staff team available enabled Gold Command to redeploy staff as required in response to service demands. However through the outbreak, staffing levels remained at +80% for the vast majority of time.
- 12.61 It was important to fully support staff at this time in all respects, and weekly virtual meetings were held between Corporate Heads (Silver Command) and Gold Command. This regular meeting allowed sharing of issues across the organisation. Managers were expected to hold a weekly virtual meeting, scheduled one to ones and appraisals as required. Guidance was issued on working from home and information was emailed to all staff on how to work from home well.
- 12.62 Any service changes were listed on the website and as far as possible all services ran as usual with full online and telephone contact but site visits which were deemed necessary continued but only where social distancing could be maintained. The only areas of significant change were housing repairs where all but emergency repairs were deferred, bulky waste collections, which were paused to maintain capacity in front line collections and the cessation of pest control, as additional capacity was required in the routine special maintenance work. Government guidance also restricted delivery of some activities such as house exchanges and new tenancy agreements.
- 12.63 It became clear that following enforced social distancing, the numbers of people visiting the city council in person reduced. The Visitor Information Centre closed its doors on Monday 23 March. On Wednesday 25 March at close of day, main reception and Guildhall reception were also closed. In order to provide easy access to services, a phone and point of contact numbers for each service were provided in the front lobby with information posters showing how to reach individual services. Although the phone received light use throughout the period, with 73 people calling over the time it was in use, the people presenting at the closed reception and using the facility were in many cases our more vulnerable residents.

Service Demands

- 12.64 A summary of service performance, including additional demands, such as the changes to business rate relief and business grants and the work of the Local Resource Centre and supporting vulnerable residents is set out in Appendix 2. Also included are indicators in relation to key services.

Public Protection & Fly-Tipping

- 12.65 There was an increase in service requests for fly tipping with the council gaining national media coverage due to its prompt clearance response.

Cases of bonfires more than quadrupled in the first 3.5 weeks of enforced social distancing compared to the same period in 2019. It was encouraging to note however, that towards the end of April the number of reported incidents relating to residents burning waste had reduced in line with last year's data suggesting that the strong messaging put out by the council may have had the desired effect along with more inclement weather.

The planned re-opening of the county council's facilities on 11 May should also help to reduce fly-tipping and bonfire complaints.

- 12.66 With respect to noise related issues, there were a total of 48 cases reported between 23rd March and 1st May compared with 41 for the same period in 2019. Initially, after enforced social distancing began, there were very few noise complaints with only 3 cases recorded in the first 2 weeks. However, thereafter, there was a rise in reported cases.

- 12.67 The nature of noise complaints has changed since April last year with a number being attributable to the effects of COVID-19 and people spending far more time at home. Some examples include noise from people singing on a microphone in the street (which some residents appreciated and others objected to), a newly purchased spa pool and building works being carried out during the day. In normal circumstances this might not be an issue, because the affected party might have been at work or have left their property to escape the noise, but were unable to do so under the current restrictions.

- 12.68 The council has taken a proportionate and sensitive approach to noise complaints given the current circumstances, working hard to negotiate the resolution of noise issues between parties where possible, in order to conclude matters quickly, notwithstanding whether the complaint meets the criteria for formal action.

The team continue to see dog fouling and rodent cases at comparable levels to 2019.

Waste & Grounds maintenance/street cleansing:

- 12.69 The council's waste contractor, BIFFA, has been impacted by the pandemic which has resulted in some staff being absent from the workplace because they were ill or self-isolating. However, they have managed the situation

well, drawing on agency staff when needed, and this has enabled a full waste collection service throughout the crisis with strong performance within contract requirements. Collection times were staggered, commencing earlier in the morning from the Bar End depot, to enable greater social distancing to be maintained, thereby helping to protect the workforce. Only bulky goods collection ceased due to limitations of ongoing processing capacity. Waste collections, recycling collections, garden waste and glass collections offered by the city council have continued as normal. Bottle banks have been serviced according to need but the Salvation Army stopped textile collections.

- 12.70 One of the impacts of residents spending much of their time at home, and the closure of the county council HWRCs, is an increase in waste. There was a 5% overall increase in the total amount of waste collected from residual, recycling, garden and glass collections during March. Fortunately, the maintenance of the waste operation by BIFFA has meant that the service has coped effectively in terms of clearing waste from domestic properties but side waste (waste left outside bins on collection days) has increased and it was not possible for this to be taken for capacity and safety reasons. This has always been the case with black bag side waste, but was extended to include recycling side waste. However by early May, additional bins were sourced and residents could request an additional recycling bin free of charge.
- 12.71 Options for increased glass collection from certain bring sites continues to be evaluated as demand remains high which means some sites experience capacity issues. We have been able to respond to demands for increased green waste bags, and during March and April, distributed over 1500 new green waste bags to residents to support the ongoing collection of this waste stream. BIFFA were, as planned, able to introduce a 4th green waste round to manage the seasonal increase.
- 12.72 The Council's grounds maintenance and street cleansing contractor, IDVerde, has also been affected by staff absence caused by the virus but has continued to undertake most services as normal although there has been a reduction in some grass cutting and borders work which is a lower priority in the current situation. There is some evidence that domestic waste is finding its way into public bins and so IDVerde has increased collections in response to avoid bins overflowing. They are also supporting the Special Maintenance team in relation to sewage treatment plants.

Parking

- 12.73 The demand for off-street parking has substantially reduced as most workers, including many whom are employed by some of the largest organisations in Winchester like the County Council, are operating from home meaning they are not driving into town and using Council car parks. Furthermore, people accessing the shops and services, tourists and other visitors are not travelling to the city. The council has supported key workers by making parking available free of charge.

At the end of March the number of vehicles parked in the park and ride sites was around 100 (capacity c1860) and by the second half of April this had fallen further to between c40-60 cars a day (weekdays). Weekend use was very small too. The car parks normally operate near or at capacity. P&R Bus services operated by Stagecoach were reduced to reflect low levels of demand.

- 12.74 The reduction in off-street parking demand across the board is reflected in the parking income figures produced below which show that in April the council received just 1% of the income for the same month last year. This illustrates that all the council's car parks are hardly being used by workers, tourists or other visitors.
- 12.75 The demand for on-street parking, particularly in residential areas, has generally increased with many people working at home. However, for most part, this has not resulted in significant issues in terms of access or dangerous parking. During the pandemic the council's approach to enforcement has been proportionate and measured and has focussed on contraventions which are prejudicial to highway safety such as vehicles left on double yellow lines.

Planning ahead for decisions

- 12.76 Despite the disruption to business as usual, the importance of delivering the Council Plan and establishment of service plans continued. Directors and Corporate Heads of Service held virtual meeting with relevant Cabinet Members to prepare the report elsewhere on this agenda

Enhanced information technology to support virtual working

- 12.77 Through out the outbreak there were no local interruptions in system availability and no system related adverse impact on productivity or delivery of statutory services.

Considerable large volume load tests were undertaken to provide the assurance that the infrastructure was capable of handling substantial increases in remote access workloads. All council staff were successfully migrated to the remote working model either by using their personal equipment or by providing them suitable hardware from IT stock. Documentation and training was also provided for users ensuring that they could be productive from day one of homeworking.

Telephony system capacity was also validated and phones were deployed where they were required allowing teams like CSU and Housing Hub to carry on their normal duties from home without interruptions.

The new solutions introduced during this incident include the deployment of videoconferencing and collaboration platform initially an interim solution

called Star Leaf before moving to a permanent solution called Microsoft Teams which is also being used for the council virtual meetings.

13 FINANCIAL IMPACT (a Gold workstream)

- 13.1 The enforced social distancing measures have had an immediate impact on council finances, with income losses in April for parking alone amounting to £425,000. The table below summarises income losses in April.

Income (£000)	April 19	April 20
Car Parking	430	5
Commercial Property	272	159
Guildhall	64	0
Planning	129	111
Other		
Total	895	275

- 13.2 All councils are facing additional costs in responding to COVID-19 but a far more significant impact is the loss of revenue through reduced income and from arrears of council tax and business rates. The general fund budget and medium term financial strategy relies heavily on income from fees and charges and commercial property and the impact of the current measures will be very significant on the 2020/21 budget and potentially future years. The council is facing a potential deficit in excess of £12m (on an £18.5m net budget) and decisions on how to mitigate this are required within the next two months.
- 13.3 In March, the Government awarded £39,000 to the Council towards meeting the costs of additional services needed in response to COVID-19. This has been used to fund the cost of establishing the Local Resource Centre and towards meeting the cost of leasing a building to house rough sleepers.
- 13.4 In April, the Government awarded a further £1.24m to the Council to assist with covering the impacts on Council finances. Whilst this is in no way sufficient to cover projected deficits, it will make a very positive contribution to the mitigation measures under consideration. Currently there is no indication of further Government support, although all councils are submitting monthly data returns and will continue to lobby for further assistance.
- 13.5 Whilst it is difficult to predict the potential impact of an extended period of social distancing, initial forecasts have been prepared based on two scenarios:
- **OPTIMISTIC scenario:** This has been based on the “coronavirus reference scenario” used by the Office for Budget Responsibility (OBR). In this scenario, the OBR assumes a 3-month lockdown (April-June) followed

by a 3-month period where restrictions are partially lifted (July-September).
https://cdn.obr.uk/Coronavirus_reference_scenario_commentary.pdf

- PESSIMISTIC scenario. This assumes an extended lockdown (beyond the end of June 2020) and only a limited opening-up of the economy over the next 12 months
- 13.6 Forecast income losses based on these scenarios would indicate a potential deficit on the 2020/21 budget of between £6m and £12m. Further details on the forecast is provided in the tables in Appendix 1
- 13.7 In addition to the £1,281,000 Government grant set out above, additional options currently under consideration to address the potential deficits include:
- Use of reserves – There is currently £9.5 million of available earmarked reserves that could be redirected to support achieving a balanced budget. Whilst this would not impact on current approved projects, it is currently held to support future spend on maintaining council property, car parks and grants as well as supporting climate emergency and transformation programmes. Any use of reserves would have an immediate impact on the medium term financial strategy. Some retention of earmarked reserves will be required to support future years and to ensure there is adequate provision to support the asset management strategy and Council Plan.
 - Reducing spend on existing projects/services – Whilst the council has worked hard to maintain services and deliver business as usual, there has been a reduction in demand for some services and this may continue for some time. It will also be necessary to review all proposed projects and developments in light of the current financial position.
 - Refinancing the Capital Programme – There will be some scope to review the financing of existing projects and proposals for borrowing that could release revenue funding to support services, at least in the short term. The lower cost of borrowing for Housing Revenue Account development will also be considered as this could release existing funds used as loans to the HRA.
- 13.8 It is proposed to review the above options and update Cabinet with a further report in June on this matter. This work will inform recommendations for addressing the projected deficits and support the preparation of a revised budget for consideration by Cabinet and Council in July 2020.

Specific issues for consideration

Council property portfolio

- 13.9 The council has 546 property assets, 219 of which are income producing commercial properties. Annual income from leases and ‘tenancies at will’ is £4.46 million. There are 48 retail assets in the portfolio and these account for

approximately 50% of rental income. The current rent forecast shows a potential deficit for the full year of £2.7m due to the impact of COVID 19 on rental receipts.

As landlord the council has to balance the need to maintain rental income with support for tenants, many of whom have had to close their business premises due to Covid-19. There is also the need for the council to use its discretion as landlord to help tenant businesses survive so that when the economy starts up again they are ready to trade.

It is proposed that the over-riding principle is that the council aims to support its tenants through the current economic pressures to enable them to survive and return to fully rent paying tenants in the near future, and to continue their contribution to the local economy.

However the council as landlord needs to be robust in its approach and also take a fair and considered view of all requests for deferral of rent or rent abatement.

- 13.10 As set out in Appendix 3, the following principles will be considered in general in decision making but each case will be considered on its merits:
- A. The current operating position of the business, impact of Covid-19 and cash-flow situation
 - B. Sector the business operates in
 - C. Size of the business, number of employees
 - D. Business model - independent, national chain, franchise, international, charity
 - E. Mitigation action to continue some cash flow – e.g. increased online sales
 - F. Track record of tenant to date
 - G. Ability of the business to withstand the current crisis pressures
 - H. Other support given, for example business rate waiver, business grants

It is proposed that the section 151 officer is given delegated authority to determine rent abatements and write offs, following recommendation by a review panel consisting of Cabinet members for Finances and Housing & Assets, Strategic Director – Place and Corporate Head of Asset Management..

Community Infrastructure Levy Payments and Planning Obligations

- 13.11 It is clear that construction industry has been heavily impacted by the pandemic which has seen some developers close sites, at least for a period of time since lockdown was introduced, whilst others remained open albeit the rate of build slowed down. This will have financial implications for these businesses.

This has resulted in some developers approaching the council regarding the timing of Community Infrastructure Levy (CIL) payments and requirements covered by planning obligations (s106 agreements). In order to support the construction sector the council will consider requests to delay CIL payments and financial contributions, or other actions due under planning obligations, on a case by case basis. Where circumstances justify it these payments or other requirements will be deferred for 3 months initially and reviewed, if necessary, after that.

Supplier relief due to COVID-19

- 13.12 In March, the Government issued guidance for public bodies on payment of their suppliers to ensure service continuity during and after the current coronavirus, COVID-19, outbreak, urging authorities to take positive action to ensure suppliers at risk are in a position to resume/continue normal contract delivery once the outbreak is over.

The guidance encouraged authorities to put in place the most appropriate payment measures to support supplier cash flow, including a range of approaches such as forward ordering, payment in advance/prepayment, interim payments and payment on order (not receipt).

In response to this, an officer panel has been established to review applications for support from the Council's contractors. Clearly, the Council needs to take account of its own financial pressures in deciding how it can best support its contractors. However, all applications are being considered positively and to date, some advance payments to contractors to assist with cash flow pressures have been agreed. No agreements to date have added additional cost to Council operations and could be made within the terms of the contracts and without a significant impact on the Council's own cash flow requirements.

14 **RESTORATION AND RECOVERY**

- 14.1 As part of established emergency planning protocols, the LRF has established a recovery group to oversee this complex and long running process. Recovery is defined as the process of **rebuilding, restoring and rehabilitating** the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The broad, interlinked categories of impact that individuals and communities will need to recover from include humanitarian (including health); economic; environment and infrastructure.
- 14.2 Although the LRF recovery plan will provide a framework, it is important that a local recovery plan is established. The way recovery processes are undertaken is critical to their success. Recovery is best achieved when the plan is created with the affected community and this is somewhat easier to achieve in response to a physical emergency such as flooding as there are physical assets to repair. Recovery from a global pandemic has international, national and local impacts and as such the plan will change

over time with the pace of recovery being particularly linked to national announcements. On 11 May the government published its recovery plan which also would have to respond to any second wave of infection, when recovery may pause and the response phase resume.

14.3 Therefore, the local plan must be evidence based but intuitive and responsive to changing situations. The pandemic and the ongoing effects have potential to fundamentally change how we live and work in that activities or projects the council or communities intended to undertake may now not be viable or no longer relevant. The scope of the Winchester Restoration and Recovery Plan requires further development but some emerging guiding principles are set out below, and an initial plan is included as Appendix 3. The council will be required to address major challenges in three main areas:

- Our local economy – helping local business recover from the loss of income and ongoing disruption
- Local people and community – affected by loss and bereavement and the impacts of lockdown
- Its own finances – requiring difficult choices to return to a balanced budget after the income losses and extra costs of COVID-19

The crisis has shown that our local community is strong and resilient – and we will all need to work together behind a clear and focused plan to help our district recover. Addressing these challenges will fall into three main areas – ***recover, rebuild and reimagine***:

- Recovery – where COVID-19 has caused damage or delay that we need to address
- Rebuild - retaining and building – where COVID-19 has driven change that we wish to accelerate and develop
- Reimagining – where COVID-19 requires us to rethink the way we do things in the future

14.4 Any actions implemented build on learning and improvements made through the outbreak. The Restoration and Recovery Plan expresses key initiatives and outcomes in a simple framework formed around the Council Plan priorities and are in addition to the plan and 20/21 Strategic Service Plans. These will be further developed and actioned by our teams and monitored as part of the performance management process, including the Quarterly Report.

15 LOCAL PLAN AND VISION FOR THE CITY.

15.1 The strategic planning team has been able to continue work on the emerging Local Plan without any impact on the timetable so far. This is in large part because the current phase of work is largely evidence preparation, analysis and the preparation of reports to be presented at a July meeting of the Cabinet for consideration. To confirm with the timetable set out in the local development strategy, it will be necessary to move into a

phase of public consultation in the autumn and the techniques to be used for this will have to conform with whatever rules are in force at the time for public events and meetings.

- 15.2 So far the government has issued no guidance or otherwise indicated that any of the regulations around local plan preparation are to be modified. Provided there is some acceptance that the processes for public engagement may have to be somewhat different from those previously used, there should be no reason why the city council cannot meet its target of having a new local plan approved by 2023.
- 15.3 Work on the new Vision for Winchester being undertaken by Boyle and Summers has also continued. Much of the early stages of work were always designed to be undertaken on-line or by phone and these elements have not therefore been affected by COVID-19, but it is undoubtedly the case that it has been more difficult to draw attention and publicise the work against the background of an all consuming national news story. The latter phases of work were intended to include a face to face element, and this will have to be modified in consultation with the Town Forum planning group.

16 DEVELOPMENT PROJECTS

- 16.1 The council has a portfolio of significant developments underway and in the planning phase but to ensure developments lead by the city council meet the needs of a post outbreak economy, market impacts of the crisis need to be taken into account in various ways. In part bringing the economy back into a more healthy state can be helped by council sponsored development, which has positive impacts during the construction phase, and also once the development is operational. Conversely the economic recession has an adverse influence on market conditions, investor confidence and may well change the way we work in the future, and these impacts will take time to understand fully.
- 16.2 The table below is a status report project by project.

Ref.	Project	Comment
1	Central Winchester Regeneration	This is a key project for the city centre economy and public realm and is a priority to move ahead to support economic recovery. Following consultation earlier in the year, the drafting of the development framework to implement the 2018 SPD is well underway, and consultation to finalise this plan will start later in the year. The consultation may need to be undertaken in an innovative way to meet any social distancing requirements, but should not delay project implementation. Progressing the reinvigoration of King's Walk area is a priority.
2	Winchester Leisure park	The construction of the Leisure Park is underway, remains a priority and has continued, with reduced numbers of site staff, during the crisis. The council has worked closely with the build contractor, Wilmot Dixon, to minimise delays to the opening of the new centre in early 2021.

3	Station Approach (Carfax site and Cattlemarket site)	The future demand for office accommodation and new ways of working mean that it is appropriate to pause the development of these employment / mixed use sites whilst the impact of the crisis is better understood. The economy, property market, investor confidence and occupier demand may all be significantly affected.
4	River Park Leisure Centre	When the new leisure centre at Bar End opens, RPLC will close. The building will then be redundant and the site will firstly need to be secured and then redevelopment plans agreed and implemented. Cabinet will consider options to secure the site before any development plans progress at the June Cabinet meeting.
5	Bishop's Waltham depot	Planning permission has been granted for the redevelopment of the old depot site. Demolition can progress once utilities work has been undertaken – this was delayed in the lockdown – and the development will be undertaken to form three commercial units. The agreement for Heads of Terms for two pre-lets is work in progress with prospective tenants.
6	Housing developments	The Valley (70 units) was interrupted by the lockdown but has since restarted on site. Planning for Winnall Flats (77 units) is progressing, and there will be other affordable housing sites the council will progress as a matter of priority to meet housing need.
7	Park and ride	To implement the movement strategy a new park and ride site at Bar End – the Vaultex site – is being progressed for 130 spaces, and bid for funding for a smart transport multi-story facility being made. This increases out of city park and ride space enabling a reduction in parking space in the city centre, which could then be freed up for housing or other development. This is subject to a report at the June Cabinet meeting
8	Old depot, Bar End	Once the Leisure park has been completed this site will be surplus to requirements and the site will be sold. A planning brief is currently being drawn up for approval by Cabinet in June, and the site will be marketed when conditions are right.
9	New Surgery, City Centre	This is a development needed by the city, and the council is working with the St Clements GP practice and other stakeholders to bring it forward as soon as possible. This is subject to a Cabinet report in June.
10	Goods Shed, Barfield Close and Casson Block, St Georges St	The council will work to bring these sites back into active use. Business cases will be considered during 2020.

17 OTHER OPTIONS CONSIDERED AND REJECTED

- 17.1 This report sets out the council's response to the coronavirus outbreak and starts to set out the emerging plan for recovery. As such there are no alternatives to consider other to confirm the recovery plan will develop over time and respond to the needs of the district.
- 17.2 The report sets out that a report is required in June to establish the financial impact of the coronavirus outbreak on the city council finances and this is an essential step to ensure financial stability and as such there is no alternative to consider
- 17.3 The report also sets out a series of measure to support the economy through targeted rent abatement and temporary relaxation of CIL requirements. The alternative is not to offer these support packages but this is not recommended.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:- none

Other Background Documents:- the council website provides a number of background documents referenced in this report

APPENDICES: NUMBERING TO BE CLARIFIED

Appendix 1: initial summary of financial impacts

Appendix 2: service performance: metrics

Appendix 3: coronavirus rent abatement policy

Appendix 4: recovery and restoration plan

Initial predictions of income reductions due to COVID-19 pandemic (£000)

Description	20/21 Budget	OPTIMISTIC - Loss of Income						PESSIMISTIC - Loss of Income					
		April	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Full Year	April	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Full Year
High Risk													
+ Car Parking and Enforcement	(8,122)	605	1,814	1,814	573	477	4,678	605	1,814	1,814	1,384	1,384	6,396
+ General Fund Property	(3,688)	132	396	396	231	231	1,254	220	661	661	661	661	2,643
+ Guildhall	(735)	55	164	137	82	82	465	55	164	164	164	164	657
+ Grounds Maintenance	(106)	9	26	14	8	8	57	9	26	26	26	26	106
+ Tourist Information Centre	(81)												
+ Marketing	(58)												
	(12,791)	800	2,401	2,361	893	798	6,454	888	2,665	2,665	2,236	2,236	9,802
Medium Risk													
GF Garages	(751)	13	38	38	38	38	150	13	38	38	38	38	152
+ Development Control	(1,394)		79	118	118	118	432	49	147	147	147	147	589
+ South Downs National Park	(450)	10	30	30	30	30	120	13	38	38	38	38	150
+ Building Control	(547)	27	66	34	34	34	169	23	68	68	68	68	273
+ Materials Recycling	(592)	12	37	37	37	37	148	12	37	37	37	37	148
+ Local Land Charges	(381)	17	30	19	19	19	87	17	51	51	51	51	204
+ Licencing	(153)	13	38				38	13	38	38	38	38	153
+ Legal Business Unit	(114)	9	28				28			14	16	16	45
+ Pest Control	(93)	8	23	15			39	5	16	16	16	16	65
+ Taxi and Private Hire	(91)	8	23				23	3	9	9	9	9	36
	(4,564)	117	391	291	276	276	1,234	148	443	457	458	458	1,817
Low Risk													
+ New Homes Delivery (HS&E)	(80)												
+ Private Sector Housing	(200)												
+ Cemeteries	(169)												
+ Office Accommodation	(62)												
	(511)												
TOTAL	(18,254)	917	2,793	2,652	1,169	1,073	7,687	1,036	3,108	3,122	2,694	2,694	11,619

Appendix 2

SERVICE PERFORMANCE - COVID 19 IMPACTS

Service Area & Measure		April 2019	April 2020	Comments
Business Rate Relief and Grants	Retail, Hospitality & Leisure Relief (RHL)	£1.38m*	£26.02m	*relates to original 'Retail Relief' for 2019/20
	Small Business Rate Relief	£4.73m*	£4.84m	* for 2019/20
	Other Reliefs	£5.13m*	£5.39m	* for 2019/20, exc. Transition and exemptions
	RHL - £10k grants		£1.24m	124 grants in total
	RHL - £25k grants		£8.15m	326 grants in total
	Small Business Grants - £10k		£12.44m	1244 grants in total
Local Resource Centre / Community Support	Total Referrals		347	Started on 30 th March
	Referrals passed to Voluntary Support Groups		125	Started on 30 th March
	Prescriptions delivered		49	
	Food parcels delivered		22	
	Shopping purchased / delivered		15	
	Council tenants contacted by phone to offer support		1650	All sheltered and over 70s in contacted by phone
Housing	Total Arrears	£341,001	£500,000	Arrears have reduced in first week of May to £478k
	% of Housing tenants in arrears	21.74%	31%	
	% claiming Universal credit	6.2%	14.5%	
	% claiming UC in arrears	48%	64%	
	% current debt due to UC claimants	34%	58%	
	Residents in B&B	0	13	Local hotels remains open to support this work
	Rough Sleepers in Council units	0	12	City Rd premises leased from A2.
	Tenancy Support team Caseload		58	New service commenced Oct 19
Waste / Environment	Planning – Decisions issued (inc. SDNP)	263	225	2019: WCC – 208; SDNP 55 2020: WCC – 178; SDNP 47
	Bonfires reported	15	30	Social media messaging now "boosted" to wider audience
	Fly-tipping reported	121	139	7 contained evidence to support investigation
	Waste Collection – Missed Bin reports	414	260	Inclusive of bins, glass & garden waste
	Garden Waste bags – New or replacement	724*	1068	April 2019 is WCC only - also covering EHDC (650)

Commercial Lettings - Rent abatement process

1. Introduction

The council is commercial landlord to a number of tenants, mainly, but not exclusively, in the city of Winchester. In the current crisis a number of tenants have approach the council asking pro-actively for consideration of rent abatement. Others have not paid rent for the current quarter.

This process outlines the approach and principles the council will use to consider and determine requests for rent abatement during the crisis.

2. Process

The flow chart attached outlines the process that will be used, managed by the Corporate Head of Asset Management (Interim).

3. Decision making

Decisions relating to rent abatement will be made by the Section 151 officer, following recommendation by a panel consisting of the Cabinet Member for Housing and Assets, Cabinet Member Finance, CHoS Asset Management, and the Strategic Director – Place, advised by members of the asset management, economic development and finance services.

Clear records of the information provided to the panel, panel meetings, and decisions will be kept.

Write off of rent will be a decision by the S151 Officer (Strategic Director – Services (Interim)) and / or the cabinet depending on value.

4. Principles

The over-riding principle is that the council wishes to support its tenants through the current economic pressures to enable them to survive and return to fully rent paying tenants in the near future, and to contribute to the local economy.

The following principles will be considered in general in decision making but each case will be considered on its merits:

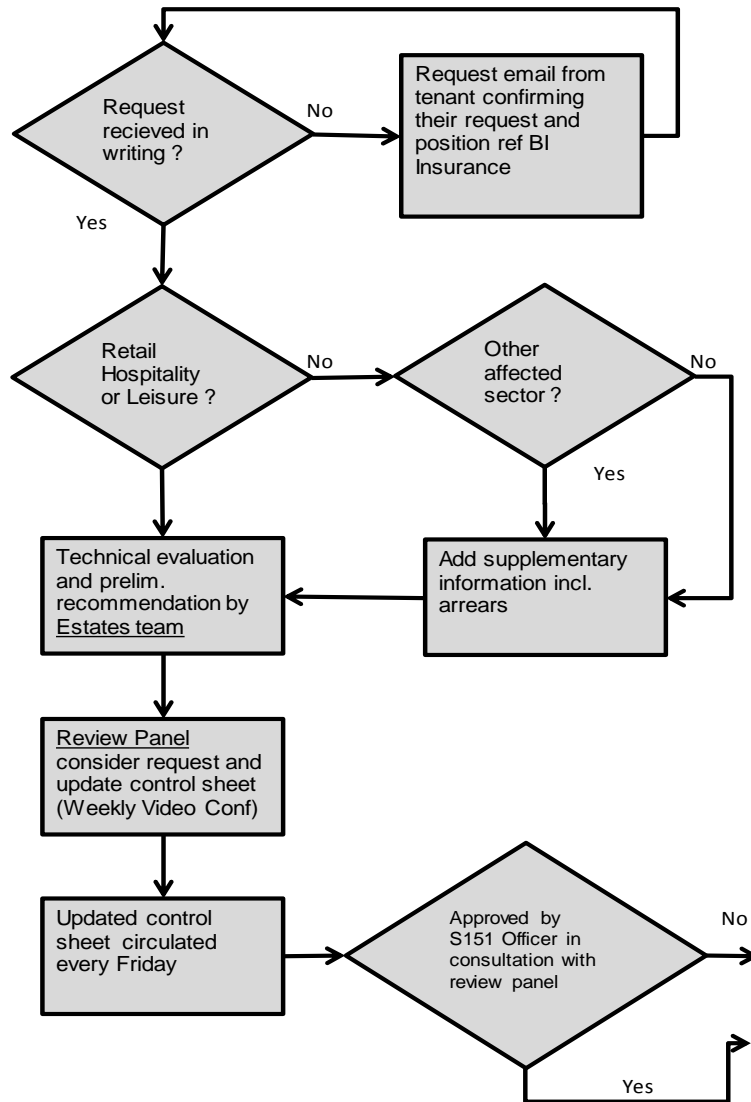
- A. The current operating position of the business, cash-flow situation
- B. Sector the business operates in
- C. Size of the business, number of employees
- D. Business model - independent, national chain, franchise, international, charity
- E. Mitigation action to continue some cash flow – e.g. increased online sales

- F. Track record of tenant to date
- G. Ability of the business to withstand the current crisis pressures
- H. Other support given, for example business rate waiver, business grants

5. Review

This process implementation and practice will be reviewed by end July 2020.

Rent Abatement - Process Flow Chart



Reference/Notes and Actions

Written request for audit purposes, incl. BI insurance.

Asset Manager confirms receipt of application by email

Business Rates : Properties that will benefit from the relief will be occupied hereditaments as shops, restaurants, cafes, drinking establishments, cinemas and live music venues for assembly and leisure, as hotels, guest & boarding premises and self-catering accom
See tab for detailed list

Estates Team

Corporate Head of Asset Management (Interim)
 Service Lead Estates
 Estates Surveyor
 Send acknowledgement letter to tenant (Comms version)

Review Panel

Corporate Head of Asset Management (Interim)
 Strategic Director - Place
 Portfolio holder - Assets and Housing
 Portfolio Holder - Finance

Send letter 2 'rejected'

Send letter 2A 'approved'
 Advise Finance ref invoicing
 Advise Estates Invoicing (ref rent arrears)

3 months rent abatement from 25th march 2020, does not need to be paid back

Winchester City Council Priorities: COVID-19 – recover, rebuild, reimagine

Few of us could have foreseen a few months ago the circumstances that we now find ourselves in, dealing with the fallout from a world-wide pandemic. All of us have faced uncertainty. Many of us are facing financial difficulty. Others have endured severe sickness or suffered bereavement.

It is also clear that simply returning to how things were before will not be acceptable. We must take this opportunity to build back better - creating the low-carbon, healthy and vibrant district aspired to in the Council Plan.

This will require innovative thinking and actions to enable the city council to support and work with our residents and businesses – and will have to do so when the council, local businesses and many local people face difficult financial challenges as part of the recovery.

How the council will approach this task

The council will be required to address major challenges in three main areas:

- Our local economy – helping local business recover from the loss of income and ongoing disruption
- Local people and community – affected by loss and bereavement and the impacts of lockdown
- Its own finances – requiring difficult choices to return to a balanced budget after the income losses and extra costs of COVID-19

The crisis has shown that our local community is strong and resilient – and we will all need to work together behind a clear and focused plan to help our district recover. Addressing these challenges will fall into three main areas:

- Recovery – where COVID-19 has caused damage or delay that we need to address
- Rebuilding - retaining and building on where COVID-19 has driven change that we wish to accelerate and develop
- Reimagining – where COVID-19 requires us to rethink the way we do things in the future

Our plan focuses on three areas – what we are doing during this first part of recovery, what we have started doing differently that we want to carry on doing and build on in the future, and what we will be looking to do additionally or differently in the future.

Council plan priority	Recover	Rebuild - retain & build on	Reimagine
Tackling the climate emergency and creating a greener district	<ul style="list-style-type: none"> • Restart investment in low carbon energy production and carbon reduction • Restart our recycling improvement programme – including the roll out of new garden waste & glass routes and communal glass bins 	<ul style="list-style-type: none"> • Maintain and improve staff, councillor and public access to remote working and meetings • Continue to encourage low carbon travel and working practices 	<ul style="list-style-type: none"> • Work with HCC to redesign streets to enable continued high levels of walking and cycling in place of car driving • Re-establish the Youth Conference and Climate Change Conference to focus on new ways to achieve green recovery
Your services. Your voice.	<ul style="list-style-type: none"> • Focus council services to support those worst affected by COVID-19, working with members and partners • Accelerate plans to improve service reliability and quality • Support our staff who have been directly affected by COVID-19 • In the light of income losses, adjust the council's Medium Term Financial Strategy in response to the financial pressures of the outbreak 	<ul style="list-style-type: none"> • Build on/retain new local voluntary networks to build resilience for the future with community support, in close collaboration with voluntary bodies, Citizens Advice Bureau, Mutual Aid groups, Community First, NHS, HCC, Parishes & Members • Continue to monitor impact of Covid-19 and our response to it with specific set of KPIs • Expand on the reach of the new weekly resident emailer 	<ul style="list-style-type: none"> • Use new methods of participation to enhance public involvement in service redesign • Use new contactless and remote methods to accelerate improvements to service quality

Council plan priority	Recover	Rebuild - retain & build on	Reimagine
Living well	<ul style="list-style-type: none"> • Strong programme to recognise our community's key workers and volunteers and the huge efforts they have made • Enable leisure facilities, parks and playgrounds to come quickly back into operation as appropriate • Work closely with Citizens Advice Bureau and other agencies such as The Basics Bank, faith groups and others to support those in financial hardship • Reschedule council facilitated sporting events 	<ul style="list-style-type: none"> • Safe use of parks and open spaces for informal physical activity • Develop a post-COVID Health and Wellbeing Strategy, including services online and for different age groups 	<ul style="list-style-type: none"> • Accelerate implementation of the City of Winchester Movement Strategy to cut car traffic and maintain, as far as possible, recent improvements to air quality. • Develop an ethos of 'hours exercise' approach for individuals; including health walks, park and stride, outdoor shared exercise, volunteering, using available sports facilities and green spaces
Homes for all	<ul style="list-style-type: none"> • Ongoing housing benefit, money advice & tenancy support • Work with TACT to support tenants where needed • Re-establish housing maintenance programme promptly • Continue to plan for and develop new affordable homes • Be prepared for upturn in private housing issues • Address nitrogen neutrality barriers to enable development of new homes 	<ul style="list-style-type: none"> • Work with other agencies, Trinity, Night Shelter to support the homeless in finding permanent accommodation; minimise evictions from homes 	<ul style="list-style-type: none"> • Look for opportunities to extend the new homes programme and enable others to build affordable housing

Council plan priority	Recover	Rebuild - retain & build on	Reimagine
Vibrant local economy	<ul style="list-style-type: none"> • Work with HCC to make our centres safe and welcoming to visit and use while enabling social distancing • Work with partners to deliver a “welcome back” marketing campaign and re-establish tourism • Continue to provide advice and signpost business to help and support in restarting operations • Work directly with our commercial tenants to maintain their businesses • Market towns – work with parishes, Chambers of Commerce and others and others on marketing campaigns • Close collaboration with BID, Chambers of Commerce, Federation of Small Business, EM3 LEP to optimise access to recovery funding and support • Monitor and analyse local economic health and trends to drive recovery priorities • Feedback to government on local situation; lobby for more support; bid for funding • Continue council direct development of projects – housing and regeneration 	<ul style="list-style-type: none"> • Help the new Winchester Design Festival to go ahead and be successful • Look for other opportunities to rebuild local business strengths • Identify sole traders in need whom the council could assist • Work closely with Winchester BID, market towns and Whiteley to create the best possible environment in which to welcome back visitors, shoppers and working people • Relaunch the festivals and arts programme taking account of continuing social distancing constraints • Recognise and promote the social enterprise sector as a pillar of the local economy • Reorganise markets to increase vibrancy of high street and neighbouring areas while enabling social distancing 	<ul style="list-style-type: none"> • Take a leading part in convening agencies and business organisations to create a new post-COVID economic strategy for our district • Step up guidance on building low carbon businesses and support new green business enterprise • Explore the potential for digital transformation of businesses needing new operating models • Support the accelerated roll out of high capacity digital networks (fibre optic & 5G)

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CAB3230
CABINET

REPORT TITLE: STRATEGIC SERVICE PLANS 2020 – 2025 AND
PERFORMANCE REPORTING

21 MAY 2020

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

Contact Officer: Lisa Kirkman Tel No: 01962 848 501

Email lkirkman@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides an overview of the Strategic Service Plans and new performance reporting against the Council Plan for 2020 – 2025.

RECOMMENDATIONS:

1. That Cabinet endorses the contents of the Strategic Service Plans which will monitor and evidence progress against the Council Plan 2020 -2025 priorities and drive service improvements and transformation.
2. That Cabinet agree the Strategic Key Performance indicators that will be reported on a quarterly basis.

IMPLICATIONS:

1 COUNCIL PLAN PRIORITIES

- 1.1 The Council Plan 2020 – 2025 was adopted by Council in January 2020. Each Corporate Head of Service has since developed a corresponding five year service plan to deliver the corporate planning objectives. The new performance reporting format has clear and demonstrable links to ALL of the Council Plan priorities.

2 FINANCIAL IMPLICATIONS

- 2.1 The Council Plan is a key component of the policy framework and supports development of the medium term financial strategy and annual budget. Service plan priorities must be brought forward in the light of budgetary availability or be subject to a formal request for additional funding. The quarterly performance report provides clear links in the new reporting format to achieving a balanced budget and stable council finances.
- 2.2 Each of the service plans include the relevant savings targets that were included in the Medium Term Financial Strategy that was approved by Council on 26 February. Since this time there has been the COVID-19 pandemic and the budget savings figures will be subject to further review during the year.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Key performance indicators, risks registers and progress reporting must be fit for purpose, monitored and managed to enable council governance. Key Performance indicators enable evidence based quantitative management reporting and where necessary remedial actions to be taken.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None directly.

6 CONSULTATION AND COMMUNICATION

- 6.1 Management Forum has been involved in working with Corporate Heads of Service to develop the Strategic Plans and key performance indicators (KPIs). Cabinet members have also been consulted on the contents on each of the Service Plans
- 6.2 A briefing session open to all Members will be arranged prior to Scrutiny Committee on 2 July 2020 to introduce the new approach to performance reporting and walk through the new style quarterly report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None required arising from the content of the report.

8 EQUALITY IMPACT ASSESSEMENT

8.1 There are no direct equalities implications arising from the content of this report, although officers will have regard to the considerations as set out in 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.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

Risk	Mitigation	Opportunities
<i>Property – good management of the Council’s property portfolio</i>	A set of robust KPIs will ensure our property portfolio is well managed	KPIs will highlight areas for improvement
<i>Community Support - none</i>		
<i>Timescales - none</i>		
<i>Project capacity – projects run overtime and over budget</i>	A set of robust KPIs and consistent highlight reports for tier 1 projects will ensure our projects are well managed.	KPIs will highlight areas for improvement.
<i>Financial / VfM – savings targets not realised</i>	Quarterly financial reporting and the introduction of savings targets in CHOS Strategic Plans will ensure accountability and transparency	
<i>Legal – Statutory governance reporting to central governance is not evidence based mainly in relation to governance and financial ombudsman.</i>	The Council will be able to evidence and monitor statutory governance responses with increased appropriate responses that illustrate proactive reporting.	Better tailored responses to statutory ombudsman requests and legal mandatory and regulatory compliance.
<i>Innovation - none</i>		
<i>Reputation</i>	The Council will be able to evidence and monitor progress against the	Pro-active good news stories and service improvements

	Council Plan priorities.	
Other		

10 SUPPORTING INFORMATION:

- 10.1 A performance management framework has been developed to embed and evidence delivery against the priorities included in the Council Plan 2020-2025 and also help drive service improvements and transformation.
- 10.2 In early February, Management Forum met and worked collaboratively as service teams to draft Strategic Plans and associated key performance indicators (KPIs). These Strategic Plans and KPIs form the basis of the new approach to quarterly reporting.

Strategic Service Plans

- 10.3 These are the high-level plans that set out an overview of each Corporate Head of Service (CHoS) and Heads of Programme (HoP) functional area, including key priorities, how activity is tackling the Climate Emergency, how it contributes to balancing the budget and how it contributes towards efficient service delivery and CustomerSmart thinking in all that we do.
- 10.4 In addition to the strategic plans, each CHoS and HoP will have an operational plan which is much more about the daily delivery of the five year plan. This forms the basis of staff appraisals to clarify expectations of personal delivery targets across the year.
- 10.5 The council intends to streamline the way we use information to help us to manage our own performance well and let others see how we are performing. This more transparent way of working will only help us to improve by highlighting what's working and what isn't and identifying the 'blockages' that are stopping us progress. We can then adapt our own processes and plans accordingly to allow us to move forward against our targets more effectively.
- 10.6 There is a formal update of Service Plans towards the end of each financial year but the documents are dynamic and an addendum is likely to be added earlier than this in order to include business recovery and restorative activities in response to the COVID-19 pandemic.

Key Performance Indicators (KPIs) - Strategic and Operational

- 10.7 Strategic KPIs will demonstrate progress against the priorities in the Council Plan. These will be reported quarterly to Scrutiny Committee before being presented to Cabinet. Monitoring and reporting frequency of each KPI varies between monthly, quarterly and annual depending on the availability of data.
- 10.8 Each CHoS and HoP will also have a set of Operational KPIs. These reflect a much more detailed analysis of the service areas and will be monitored by the responsible CHoS / HoP alongside their operational plans. Progress and

performance against these operational plans will be discussed at CHoS and Cabinet Member monthly meetings. .

Updated quarterly report format

- 10.9 A new format for the quarterly performance report has been developed which is easier to read and has clear links to the priorities of the new Council Plan. The quarterly update will include the Strategic KPIs and also a narrative against each priority.
- 10.10 The narrative approach will allow a story to be told quarter by quarter and for context to be given to KPI data. Some activities don't lend themselves to a measurable KPI and the introduction of a narrative allows for progress to be captured and reported on. This could also be relevant where the City Council are not the 'owners' of an outcome but can influence delivery.
- 10.11 In addition to service delivery the report will also include highlight reports for each of the Council's tier 1 projects and a summary of the Council's financial position with regard to the General Fund and Housing Revenue Account budgets.
- 10.12 The first new quarterly report will cover the period January to March (Q4) and will be considered by Scrutiny Committee on 2 July prior to receipt at Cabinet on 22 July.
- 10.13 The outline timetable for future performance monitoring reports is that the Q1 report (April to June) is considered in September, the Q2 report in November and the Q3 report in February.
- 10.14 The service plans will be published on the council's website alongside the Council Plan. The quarterly monitoring reports as well as a dashboard covering the data against the strategic KPIs will be published within a new performance management area of the website.

11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 Given the adoption of a new Council Plan in January 2020, it was appropriate to review the KPI framework, therefore no other options were considered.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:- None

Other Background Documents:-None.

APPENDICES:

Appendix 1 - Strategic Plans x 8

Appendix 2 - KPIs (Strategic)

Strategic Plans

Corporate Head of Asset Management (Geoff Coe)

Strategic Plan 2020 – 2025

April 2020

Overview of service area

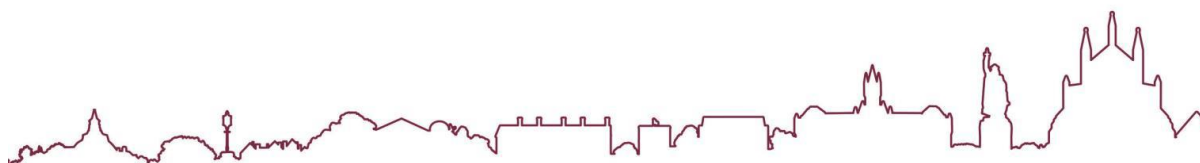
The Asset Management Team is responsible for:

Asset Management:

1. Protecting and Growing Rental Income
2. Supporting the Council's Budget Strategy for income and expenditure
3. Managing real estate acquisitions and disposals
4. Producing annual property asset valuations
5. Executing all lease events
6. Maintaining property asset data

Building and Facilities Management:

1. Maintaining fit for purpose Council-owned (non-housing) buildings and meeting statutory compliance and other legal obligations
2. The construction of Council owned developments
3. Operation and maintenance of services to civic buildings
4. Corporate Health and Safety



Key priorities for the service area and which Council Plan priorities they will deliver:

Homes for All:

- Delivery of Corporate construction and refurbishment projects including new homes

Living Well:

- Delivery of new leisure centre construction project.
- Delivery of new City Centre primary care surgery

Vibrant Local Economy:

- Provide professional and technical support to the Central Winchester Regeneration and the Station Approach Development
- Action rent reviews and lease renewals
- Minimise void property costs and rent arrears

Your Services, Your Voice:

- Maintain appropriate KPI's for measuring property activity and performance

Tackling the Climate Emergency:

- Review Energy Performance Certificates for each building
- Contribute and lead on Energy Improvement Works including the following initiatives:
 - Building Insulation
 - Solar panels
 - Window replacement
 - Energy saving lighting
 - Green Roofs

Balancing the budget:

	20/21	21/22	22/23	23/24
Asset management – rent reviews	£15,000	£150,000	£200,000	£20,000
Asset management – additional income	-	£50,000	£100,000	£600,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented). Rental income is negatively affected due to COVID 19 and this will impact on a balanced budget.

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

Your services. Your voice – efficient service delivery

We shall undertake the following to deliver efficient services:

1. Ensure appropriate professional resources are employed in the Property Team
2. Use specialist external advisers where necessary
3. Engage with the Council's consultation processes and with Members
4. Engage with business, third sector and community groups to understand local needs and where feasible, help support joint objectives
5. Monitor the local property market

Corporate Head of Engagement (Susan Robbins)

Strategic Plan 2020 – 2025

April 2020

Overview of service area:

Economy and Tourism:

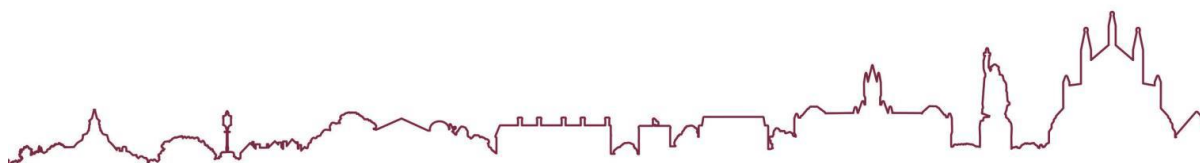
Business engagement, support and development.
Economic data and intelligence.
Inward investment, sector development and rural economy.
Employment and skills.
Visitor Information Centre.
Destination marketing and campaigns and tourism intelligence.
Arts and culture engagement and support.

Community and Wellbeing:

Sport, physical activity and healthy lifestyles.
Community development and engagement.
Community and voluntary sector grants.
Market towns.
Sustainability.

Guildhall:

Events, shows, exhibitions and conferences, room hire and weddings.
Civic ceremony and silver and Council meetings.



Key priorities for the service area and which Council Plan priorities they will deliver:

Main areas / activities / projects that your service areas will be focussed on delivering over the coming year

2020

Living Well

1. Ensure the programme of delivery for the new Winchester Sport & Leisure Park meets people's needs and a greater range of users from across our communities, and especially those who have not done so before, are encouraged to participate in healthy activities.
 - To design and implement sport development and health & wellbeing plans for the new Winchester Sport & Leisure Park:
 - To support those with long term health conditions, offering a range of community classes.
 - To increase participation in sport and physical activity, offering a range of recreational activities.
 - Utilise the flagship facility in visitor promotions (health tourism)
2. Criterium & Cyclefest:
 - To increase participation and the number of spectators.
 - To promote cycling as active travel.

Homes for all

3. Create a stronger sense of community and cohesion:
 - Community and Wellbeing strategy.
 - Community Development at Kings Barton.
 - Sustained programme of engagement with parish councils.

Vibrant local economy

4. Develop a strategic business focused growth prospectus and build the commercial / investment brand for Winchester to rival (and counterbalance) the heritage visitor brand.
 - Attract new business investment through a programme of promotion, marketing and targeted business visits etc.
 - Champion major employment sites and the council's development programme and need for new commercial space.
5. Provide access to business support programmes that improve the productivity of business, building resilience and adaptability to challenges and emerging opportunities.
 - Provide tailored and targeted support to key sectors for low carbon, digital and

creative businesses, young entrepreneurs and the visitor economy.

6. Deliver initiatives that sustain, grown and improve the productivity of businesses in rural areas:
 - Securing future funding for land based industries to support the diversification and improved performance of the districts producers, growers and farmers recognising the important role they play in the visitor economy and our food and drink sector.
 - Support employment / commercial development in market town, villages and rural locations to provide workspace in sustainable locations and within communities to support the economic health of local commercial centres.
 - Champion quality/equality of broadband speeds and access across the district to enable businesses to work from home, market towns, villages and rural locations.
7. Vibrant Urban Centres:
 - Develop a programme of support and partnership across the city and in market towns.
 - Promote, support and take forward the Town Vision outcomes and recommendations.
8. Business Forums and visits:
 - Develop strategic partnerships for key sectors and priorities including for visitor economy, digital and creative and city centre place making.
 - Facilitate and participate in key Business Forums and visits to gain an understanding of business issues, to influence and collaborate on outcomes, such as supporting businesses in meeting the challenges of carbon neutrality, and to inform the business community of our economic vision.
9. Develop Winchester Brand and growth of visitor economy:
 - Refresh and create a new five year Destination Management Strategy, in collaboration with major attractions, tourism business and key sectors.
 - Formulate an overarching plan for festivals, arts and culture that maximise the benefit of our assets across the district under the Visit Winchester brand.
 - Develop our strategic role in supporting the Festivals in Winchester partnership and its sustainable development across the district and investigate the potential to establish a Festivals Hub.
 - Improve the promotion of visitor assets locally engaging more effectively with the resident population.

2021 - 2025

1. Repositioning Winchester economy towards a sustainable green economy, support by a sustainable growth proposition and brand.
2. Place-shaping and attracting new investment in priority sectors ensure the city and wider district's competitive position and productivity is sustained and

enhanced.

3. Provide the opportunity for young people to live and work in the district, through creating accommodation, workspace and vibrant culture that is accessible, affordable and attractive.
4. Review Winchester's brand perception and influence decision makers and stakeholders to take action in order to reinforce immediacy of visit whilst better enabling Winchester to position itself as an overnight / short break visitor destination, reinforce our market advantage and widen appeal to new audiences.
5. Community development in new developments – West of Waterlooville, North Whiteley and Kings Barton.
6. Empower parish councils to take a more prominent role in shaping the future of their communities.

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

Carbon Neutrality Action Plan

- Oversight and management the delivery of the Carbon Neutrality Action Plan – governance, assessment and project management, reporting and performance frameworks.

Service Projects

Economy & Commerce

- Help business exploit local carbon economy opportunities
- Work with festivals to reduce carbon impact
- Provide local business improvement programme
- Projects to facilitate a sharing economy in local communities
- Create a sustainability / low carbon grant fund on the Crowd Funding Platform
- Work with business on circular economy initiatives that use waste as a resource.

Energy

- Engage major businesses on projects to reduce or generate energy

Property & Housing

- Provide information and advice and signposting through the council's website
- Provide and share information and sustainable living and on support in local

communities

- Provide information, support and promotion of carbon reduction measure in council's developments and major sites.

Recycling & Waste

- Digital transformation projects to enable online access and reduce printing

Service Activities

1. Climate Emergency Conference
2. Solar PV on major businesses
3. All print for tourism will be on carbon neutral / online services and access to information
4. Sustained behaviour change campaigns – businesses, visitors and residents
5. Guildhall is flagship facility for green services and events
6. Work with businesses and adopt marketing and promotional activities which better position Winchester as a sustainable visitor destination

Balancing the budget:

Your service areas budget savings for the coming year

Cumulative	20/21	21/22	22/23	23/24
Hampshire Cultural Trust	£17,000	£32,000	£47,000	£57,000
Community Support service	-	-	£32,000	£32,000
Guildhall	£100,000	£140,000	£140,000	£140,000
Community Grants programme	£25,000	£25,000	£25,000	£70,000
HCC archives –reduced storage fees	£10,000	£10,000	£10,000	£10,000
Employment and Skills	-	£20,000	£50,000	£100,000

Service year on year budget targets by savings and income.

Year on Year savings	20/21	21/22	22/23	23/24	Total
Hampshire Cultural Trust	£16,500	£15,700	£14,900	£10,000	£57,200
Community Support service	-	-	£30,000	-	£30,000
Guildhall	£140,000	-	-	-	£140,000
Community Grants programme	£25,000	-	-	£45,000	£70,000
Year on Year Income	20/21	21/22	22/23	23/24	
Community events sponsorship	£500	£500	£500	£500	£2,000
Employment and Skills	-	£20,000	£30,000	£50,000	£100,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

Your services. Your voice – efficient service delivery

How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

1. Engagement and transparency - Increasing the participation and involvement in and support of projects and widen collective voice. Ensure a balanced and representative view is given that recognises the business and commercial benefits to future generations as well as current ones.
2. Position Winchester as a visitor destination – reinforce our position and widen appeal to new audiences – through insight and market intelligence, responding to needs.
3. Crowdfunding new programme of support adopted using an on line platform.
4. Increased voice community development and activities through improved / increased resident / community collaborative consultation and co-design.
5. Support the development and production of a 'Winchester Vision'.

Heads of Programme (Andy Hickman, Veryan Lyons, Ian Charie)

Strategic Plan 2020 – 2025

April 2020

Overview of major programme areas:

Winchester Sport & Leisure Park

- Build and fit out the new Leisure Centre at Bar End, Winchester
- Open new centre & close down existing River Park Leisure Centre
- Meadowside Leisure Centre, Whiteley

Station Approach

- Carfax site
- Public realm around station
- Cattlemarket site

Central Winchester Regeneration

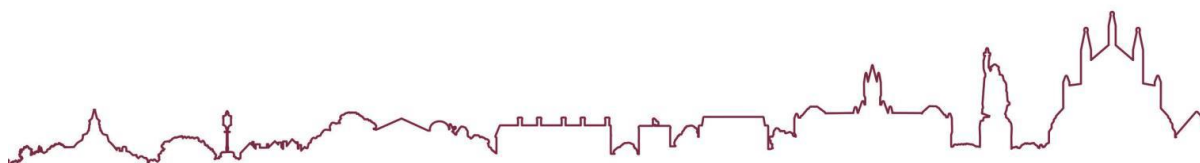
- Mixed use regeneration in central Winchester
- Future use of RPLC site once closed

City of Winchester Movement Strategy

- Jointly with Hampshire County Council
- Park and ride, walking and cycling, freight, buses, public realm, parking and access, local plan

Engineering and Transport service

- Delivery of agreed Traffic Regulation Order Programme
- Park and Ride service contract management
- Community transport, shopmobility and Dial-a-ride management
- Delivery of engineering projects to support projects, WMS and the Council's Housing improvement programme.



Key priorities for the programme area and which Council Plan priorities they will deliver:

2020 – 2025

Living well

- Sport and Leisure Park opening spring 2021, and Meadowside Leisure Centre improvement in 2020 / 2021
 - Reducing health inequalities
 - Increasing physical and cultural activities
- Movement strategy planning and delivery
 - Increasing active travel
 - Creating safe cycleways and pathways to encourage cycling and walking
 - Delivering a minimum of 100 more park and ride spaces by 2020
 - Reinvesting in the transport network

Homes for all

- Central Winchester Regeneration planning and delivery – housing element
 - More young people and families living in the district
 - All homes energy efficient and affordable to run
 - Innovation in moving towards net zero carbon housing

Vibrant local economy

- Central Winchester Regeneration & Station Approach
 - Growing opportunities for a range of new employment types
 - New offices and workspace located in areas with sustainable transport links
 - Enabling more younger people choosing to live and work here
 - Businesses grasping opportunities for net zero carbon growth
 - Being a catalyst for economic growth in the city
- City of Winchester Movement Strategy
 - Working with residents and businesses to improve sustainable access and freight delivery to the city centre, reducing congestion and improving air quality through less traffic in the city centre

Tackling the Climate Emergency:

Sport and Leisure Park

- BREAM excellent building – a very high sustainable standard for energy efficiency
- Photovoltaic electricity generation
- Encouraging walking, bus and cycling access

Central Winchester and Station Approach

- Working with innovative developers and incorporating best practice to move towards net carbon zero construction and operation

- Considering the carbon impact of the development process as a whole
- Positioning Winchester as a centre of innovation and excellence for net carbon zero development

City of Winchester Movement Strategy

- Encouraging more active transport in the city through increasing bus use, cycling and walking
- Reducing traffic in the city centre by providing increased park and ride space
- Reducing freight deliveries and vehicle movements in the city centre
- Developing improved bus partnerships to increase bus usage
- Bidding for Local Enterprise Partnership and Government funding for investment in innovative smart low carbon transport

Balancing the budget:

No savings have been earmarked for the service areas within the responsibility of the Heads of Programme.

Your services. Your voice – efficient service delivery

How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

- Creating better places for Winchester residents, businesses and visitors as part of enhancing the fabric and facilities of the city and District
- Sports and Leisure Park delivering a high quality, value for money service
- Movement Strategy Investment Plan to improve sustainable access to the city for residents, businesses, and visitors
- Providing local jobs for local people to reduce commuting
- Providing new housing to meet local need
- Delivering major construction projects in partnership
- Ensuring commercially viable projects are delivered that do not over burden the council budget
- Developing the innovative “Open Fora” consultative approach to enable local people and businesses to have conversations, influence and involvement in the development and delivery of major developments
- Clear transparent decision making through Cabinet Member Decision Days, Cabinet and Council decisions

Corporate Head of Housing (Gilly Knight)
Strategic Plan 2020 – 2025
April 2020

Overview of service area:

Housing Landlord Services

New Homes Delivery - Programme to build 1000 new Council homes over the next 10 years and to support partners to develop affordable housing.

Property Services - Responsible for all housing maintenance/improvement programmes and ensuring all homes meet the national “Decent Homes” standard.

Housing Operations and Community Safety - Responsible for lettings, enforcing tenancy conditions, managing rent arrears, management and maintenance of communal housing and land. Leading the Winchester Community Safety Partnership, specialist neighbourhood advice and support (anti-social behaviour, fly tipping enforcement, Homes in Multiple Occupation and City Centre trade waste, begging issues etc.)

Sheltered Housing – Management of over 1,000 units of older persons housing in sheltered, Extra Care schemes and linked bungalow schemes

Housing Rent Collection – Responsible for all rent accounts and collecting £28m of rental income annually.

Housing Policy & Projects – cross team project work/monitoring. Responsible for promoting tenant involvement, training programmes and for ensuring compliance with the regulatory responsibility to involve tenants in policy development and decision making.

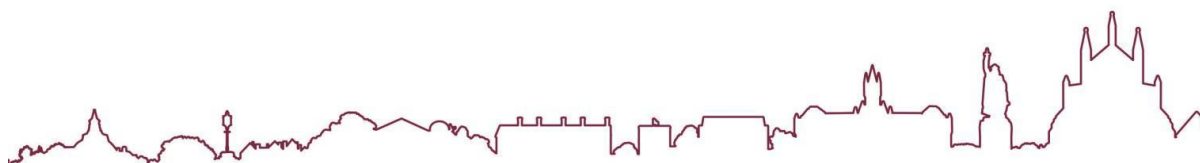
Strategic Housing Service

Housing Options and Homelessness Prevention – Focus on ensuring appropriate housing options and support exist for all residents not in a position to easily access local housing markets, including tenancy advice and support to prevent homelessness. Management of the council’s temporary accommodation provision.

Housing Needs/Allocations – Administration of the council’s scheme of allocation and the sub regional Hampshire Home Choice register.

Community Tenancy Sustainment Service. Providing tenancy sustainment and homelessness support to prevent homelessness.

Private Sector Housing – Enforcing private sector housing conditions, addressing long term empty homes, licensing of Houses in multiple occupation and working with landlords to increase access to the private rented sector. Responsible for administering Disabled Facilities grants in accordance with the national Better Care Fund.



Key priorities for the service area and which Council Plan priorities they will deliver:

Main areas / activities / projects that your service areas will be focussed on delivering over the coming year

Tackling the Climate Emergency – creating a greener district

- All new council homes built to the highest energy standards making use of renewable energy resources.
- Council housing stock to be net carbon neutral by 2030.
- Invest £1m annually in energy and water efficiencies measures in housing stock.
- Good quality contractors and renewed contracts procured with green contract commitments (energy efficient / low carbon technologies and materials)
- To explore financial incentives/grant opportunities for energy efficiency work within the Private Housing Sector.

Homes for All

- 1,000 new Council homes by 2030.
- Programme to focus on delivering at least 50% social rented housing, delivering a range of tenures.
- Housing Company established to deliver range of tenures of market and sub market housing for young people and families.
- Improve temporary accommodation provision to include green features and space for relaxation and play.
- To eradicate rough sleeping by 2023 (except by choice)

Vibrant Local Economy

- Housing offer for low income residents, keyworkers to attract and retain local employees and remain competitive in the local economy.

Living Well

- Investing £400k annually to improve housing estates and neighbourhoods.
- Support local residents in fuel poverty through the LEAP programme and through campaigns on energy reduction and supplies for tenants and homeowners.
- Ensure council housing developments include creation of green spaces, green roofs and green corridors to support good mental and physical health.

Your Services. Your Voice

- Digital by Default Housing Services to improve the customer service offer.
- Working with TACT to ensure tenants have a direct say in service priorities and delivery to include tenant led “scrutiny reviews” of Housing services.
- A Lessons Learnt structure established for customer complaints with digital surveys to capture customer feedback and improve service delivery.

Fire Safety

- To respond directly to all recommendations emerging from the Hackett review and further government announcements.
- Working with tenants to deliver on the fire policy by strengthening the resident's voice and raising concerns.

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

- New pilot high efficiency 'passive house' development scheme at Micheldever to test and deploy new green design and technologies
- A retrofit review/programme to be introduced for existing council homes by October 2020, focussing on lowest EPC properties first
- All existing stock to meet SAP rating C by 2030
- Develop a strategy for replacing gas heating by 2024.
- Electric Vehicle Charging Network across council estates
- Utilising modern technologies e.g. monitoring sensors reducing running costs, carbon emissions by reducing return visits.
- Install energy efficiencies measures in sheltered and temporary accommodation communal areas - scheme utilities on green tariffs.
- Climate change/green agenda tenant engagement & educational briefings

Balancing the budget:

Your service areas budget savings for the coming year

	20/21	21/22	22/23	23/24
HRA recharges	£150,000	£150,000	£150,000	£150,000
Disabled Facilities Grant	-	£30,000	£30,000	£30,000
HRA staff recharges to General Fund	£27,000	£27,000	£27,000	£27,000
Reduced staff recharges to HRA	(£51,000)	(£51,000)	(£51,000)	(£51,000)
Staffing Reviews- GF (proposed)	-	£32,000	£32,000	£32,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

Your services. Your voice – efficient service delivery

How will your service area contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

The Council has a well established partnership with its tenants through TACT, which undertakes independent scrutiny of services and mystery shopping, as well as helping review service priorities.

Services are annually benchmarked in detail against other housing providers through Housemark, (a national agency supported by the National Housing Federation and Chartered Institute of Housing).

Priorities in relation to increasing the availability of services through digital channels (building on the existing “Tenant Portal”) and to implement greater learning from complaints are included within this plan.

Corporate Head of IT (Jussi Vuorela)

Strategic Plan 2020 – 2025

April 2020

Overview of service area:

IT Shared Service is a team providing corporate IT and telecommunications services and support for both Winchester City and Test Valley Borough councils. The service has been operational for 10 years.

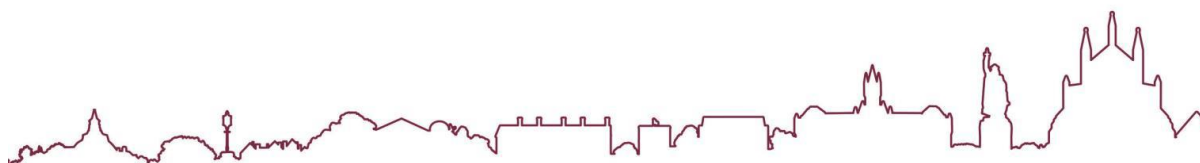
The Service is located at each of the council's sites and provides the services from shared, virtualised infrastructure. Currently we have 3 main service teams:

- IT Infrastructure Operations and Service Support;
- Business Applications; and
- Business Support.

We provide day-to-day support for the business applications, telephony, printing and infrastructure. Our end user Service Desk is based in Andover from where we resolve majority of cases remotely, but we have support team members available on both sites.

In addition to our day to day operations we also provide strategic support and technology advice for digital transformation activities, the CustomerSMART program and other key programs running within the council's.

We ensure that council has all the required IT support and technology capabilities in place to respond to COVID-19 throughout the different phases of incident.



Key priorities for the service area and which Council Plan priorities they will deliver:

Our priorities are strongly linked to the all 5 themes of Winchester City Councils Council Plan, by default they will create the foundations and backbone for delivery of services and strategic priorities. We classify our priorities under the following headers:

Efficiency and Support:

- Our first priority is always to ensure that all IT services and systems are available to our end users enabling the delivery of council services.
- Delivery of new IT platforms enabling seamless access to information
- Maintain and develop cost effective services focusing to the return on investment and optimising value for money.
- We will drive the continuous development and quality of our processes

Secure and Protect:

- We will relentlessly work to ensure that our Information Security and Cybersecurity defences and processes are always tested and audited
- Drive and develop strong, positive culture of cyber security through training and awareness
- Ensure that all systems have robust and “invisible” security inbuilt by default
- We will ensure and demonstrate that the council can have full confidence to our Disaster Recovery and Business Continuity solutions

Transform and Engage:

- We will work closely aligned and in partnership with services to understand and support their requirements relating to new technologies
- To support and drive digital innovation internally and in cooperation with CustomerSMART initiatives
- To simplify and develop IT Architecture which will support and enable council to deliver its Digital/Customer First vision and transformation projects under the CustomerSMART program
- Continue to look at developing service further by exploring the opportunities for IT Shared Service Commercialisation

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

- Ensure that our supply chain can demonstrate their commitment to green values and actions helping to battle climate emergency
- Provide solutions to enable flexible and remote working to reduce the

unnecessary travel and carbon footprint

- Promote and drive green behaviour through e.g. print usage reports and low power consumption devices where possible
- Drive technology with green credentials, supporting and enabling borderless collaboration e.g. video conferencing
- Transition to cloud services – promote the Crown Commercial Services (CCS) partners who are committed to green or renewable energy sources

Balancing the budget:

Your service areas budget savings for the coming year

	20/21	21/22	22/23	23/24
Review of software licences	£56,000	£56,000	£56,000	£56,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

Your services. Your voice – efficient service delivery

How will your service contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

- We will be an enabler for the wider council to deliver their services, whether digital or traditional frontline
- Promote and introduce new technologies to help services develop their offering on ongoing basis
- Develop solutions which are easy and delightful to engage with, no matter who you are
- Be a proactive partner – we understand business, processes and the demand not just technology and code

Corporate Head of Regulatory (Simon Finch)

Strategic Plan 2020 – 2025

April 2020

Overview of service area:

Built Environment (Development Management, Building Control & Strategic Planning)

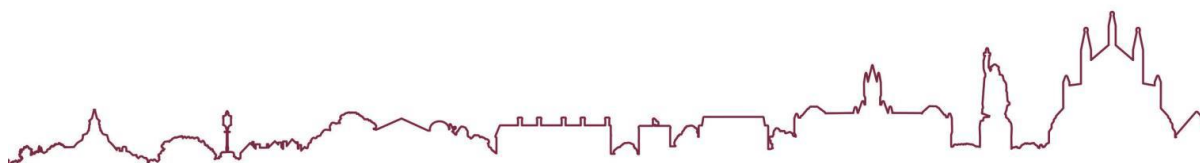
- Supporting high quality sustainable residential and commercial development across the district in accordance with the Local Plan.
- Maintaining an up-to-date Local Plan and other planning policies.
- Managing the climate change impact of new development.
- Protecting and enhancing the natural environment and biodiversity.
- Conserving the district's rich built heritage.
- Enforcing against unacceptable unauthorised development.
- Collection of Community Infrastructure Levy.(CIL).
- Development of rolling 3 year programme of CIL funded schemes which deliver public infrastructure and facilities across the district.

Public Protection (Licensing & Environmental & Health Protection)

- Licensing premises, special events and taxis.
- Addressing statutory nuisance.
- Animal welfare.
- Promoting and managing food and health and safety.
- Improving air quality and mitigating climate change impacts.

Environmental Services (Special Maintenance, Natural Environment and Recreation, Client Team (Environmental Services contract) Parking & CCTV:

- Managing waste collection and recycling.
- Protecting and enhancing the public realm through street cleansing and grounds maintenance.
- Promoting and managing the use of open spaces and recreation facilities.
- Enhancing biodiversity and green infrastructure.
- Managing car parking on and off-street to support residents, businesses and visitors in line with the Parking & Access Strategy.
- Improving public safety through CCTV.
- Implementing flood alleviation and drainage works to protect the public and environment.



Key priorities for the service area and which Council Plan priorities they will deliver:

Main areas / activities / projects that your service areas will be focussed on delivering over the coming year

Programme support for Major projects – Development Management will provide pre-application advice to support the submission of planning applications and will make planning decisions in a timely fashion

Tackling the Climate Emergency

New Local Plan (maintain up-to-date planning policies)

- Progress the development of the new Local Plan in accordance with the Local Development Scheme to ensure the future delivery of sustainable housing and commercial development which minimises its environmental impact, including opportunities for carbon reduction beyond that currently required under Policy CP11 in the adopted plan (subject to Government policy), whilst promoting biodiversity and modal switch for transport (emphasis on walking, cycling and public transport). Timescale may be affected by the Covid-19 national emergency which could impact on consultation process.
- The Plan will be informed by other key strategies including the City of Winchester Movement Strategy, Vision for Winchester, and Parking and Access Strategy which form part of the evidence base but will be grounded in national planning policy.

Waste & Public Realm

- Introduce actions aimed at increasing recycling and reducing contamination and residual waste through targeted campaigns to increase public awareness and understanding of these issues and by monitoring different waste streams to establish whether behaviour is changing. This action will be linked into the emerging National Strategy which will cover increasing national consistency, such as the introduction of food waste, extended producer responsibility (EPR) and deposit return scheme (DRS).
- Introduce actions to improve the standard of cleanliness of the district in terms of litter clearance from highways, town centre cleaning and grounds maintenance by working with the Council's contractors and partners including parish councils and Winchester Business Improvement District. Implement environmental improvement schemes such as works to St. Maurice's Covert in 2020.

Parking & Access Strategy, infrastructure and charges

- The new Parking and Access Strategy will inform the future management of the Council's parking offer in order to promote modes of transport other than the private car (walking, cycling and public transport), as well as ensuring the Council's parking infrastructure remains high quality whilst

encouraging the use of facilities outside the town centre to reduce emissions and improve air quality. Use of cleaner vehicles will be encouraged by introducing more EV charging points into Council car parks across the district and differential charging based on emissions.

- These actions will be underpinned by the expansion of the park and ride operation and reinforced by the new car parking charges to be introduced in July 2020. Timescale for delivery of these actions may be affected by Covid-19 national emergency as this may delay construction works.

Biodiversity

- Develop a new Biodiversity Action Plan
- Undertaken a tree survey of Council stock to identify new maintenance regime.

Living Well

Better use of open spaces

- Improve the attraction of our open spaces for all informed by feedback obtained from the user survey to inform future investment and enhance sports facilities, including improving infrastructure at Chilcomb and King George V playing fields, to enable increased use of these pitches.

Improve Air Quality

- Implement Air Quality Action Plan to improve air quality in and around Winchester town centre in terms of reducing Nitrogen oxide levels and enabling compliance with national standards. The extent of the AQMA will be reviewed and reduced where standards are met.

Homes for All

New Local Plan

- Develop new housing policies which seek to deliver the right housing mix which responds to the local needs identified, including provision of affordable housing, which will be determined by the baseline work. This will include a policy to address the issue of houses in multiple occupation and student accommodation in Winchester as well as the needs of the gypsy and traveller population.
- Develop a strategy with partners to address the nitrate neutrality issue in the Solent area to ensure planning permissions for housing schemes can be granted and new homes built.

Vibrant Economy

New Local Plan

- Develop policies that focus development of new employment accommodation in the more sustainable locations well served by public transport, including sites within Winchester town centre, whilst allowing development needed to

support the rural economy.

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

Embedded in actions above.

Waste Management

- New waste contract commences in October 2020 with Euro 6 fleet which will reduce vehicle emissions.

Taxi Licensing policy

- Introduce a new Taxi Licensing policy, which will change specifications, so that vehicles can be smaller, with tighter restrictions on the maximum age of vehicles, which will reduce emissions in the taxi fleet.

EV Charging network

- Introduce new EV charging points into Council car parks by September 2020 to promote the up-take of ultra low emission vehicles across the district in order to reduce emissions. Timescale for delivery of this action may be affected by Covid-19 national emergency as this may delay infrastructure works.

Balancing the budget:

Your service areas budget savings for the coming year

	20/21	21/22	22/23	23/24
Tree works	-	-	£20,000	£20,000
Car park usage	£350,000	£350,000	£35,000	£350,000
Planning fees	£100,000	£100,000	£100,000	£100,000
Winchester district parking charges	£100,000	£200,000	£300,000	£400,000
Evening parking charges	£75,000	£145,000	£145,000	£145,000
Sunday parking charges	£139,000	£278,000	£278,000	£278,000
Park and Ride	£186,000	£186,000	£186,000	£186,000

	20/21	21/22	22/23	23/24
Cease parking discounts	£70,000	£70,000	£70,000	£70,000
Garden waste charging	£150,000	£900,000	£900,000	£900,000
Reduce public convenience provision in Winchester town	-	£50,000	£50,000	£50,000
Staff Reviews (proposed)	£109,000	£109,000	£159,000	£159,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

The above income projections from increased planning and parking fees will be adversely affected by the Covid-19 national emergency which will reduce service demand in these areas particularly in respect of car park use.

Public convenience savings are partly dependent on the relocation of the coach park from Worthy Lane which will enable the WCs in that location to close. Construction projects may be delayed because of the impacts of Covid-19 on the construction industry.

Your services. Your voice – efficient service delivery

How will your service area contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

Engagement/transparency

- Budget survey to provide an opportunity to comment on proposed Regulatory service changes and revised charges such as new car parking tariffs and adjustments to the level of provision of public conveniences. Bespoke arrangements in place to work with other organisations on improving the public realm including parish councils, voluntary sector and Winchester BID.
- Bespoke engagement arrangements for projects like the Local Enforcement Plan (see below), new Local Plan and Taxi Licensing policy. Use agents' forums for regular feedback on planning services.
- Introduce a Parish Charter that promotes successful partnership working between the Council and parish councils in relation to planning.
- Update the Local Enforcement Plan, following consultation, to ensure delivery

of a robust enforcement service explaining the way in which the Council will undertake its planning enforcement function.

Benchmarking

- Benchmark against other comparable councils to ensure services are operating efficiently.

Paperless Service

- Promote digital transformation and develop e-forms for all Regulatory services to improve customer experience including Parking which deals with high volumes on transactions for residents permits and season tickets. This will include the introduction of on-line residents' permit parking system.
- Introduce new technology to enable e-working in Development Management.

Corporate Head of Resources

Strategic Plan 2020 – 2025

April 2020

Overview of service area:

Revenues and Benefits

- Billing and collection of Council Tax, Business Rates and the Business Improvement District Levy
- Assessing and paying Housing Benefit and Council Tax Reduction to customers who are unemployed, on a low income or claiming benefits
- Action to deter, detect and report fraudulent Housing Benefits claims

Governance (cemeteries, land charges, democratic services and elections)

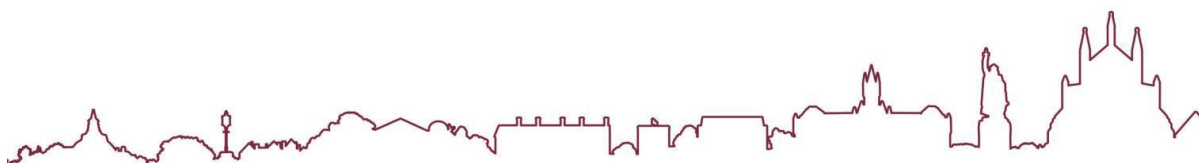
- Burial and cemetery administration of Magdalen Hill and West Hill Cemeteries
- Provision of information from searches of the Local Land Charges database
- Committee administration including the production and publishing of agendas, reports and minutes for all the Council's committees and informal meetings
- Procedural advice on the Code of Conduct and local protocols
- Management and organisation of mayoral and civic occasions
- Administration of elections, referenda, BID, conducting annual canvas, and maintenance of Electoral Register

Finance

- Preparation, monitoring and reporting on the budget and financial strategies
- Provision of financial advice and appraisals
- Collection of income from customers and payment of supplier invoices
- Management of the council's cash balances, investments and borrowing
- Production and publication of the Council's annual accounts
- Insurance & risk management advice and coordination of all council insurance protection, incident and insurance claim handling

Legal

- Provision of legal and governance advice to Members and Officers
- Representing the Council's legal interests, dealing with property transactions; procurement; and contracts
- Data Protection Officer and Monitoring Officer functions
- Attendance at meetings of committees, regulatory hearings, Cabinet and panels (prosecution)
- Decision making functions in planning matters
- Represent the Council and conduct civil and criminal litigation in all Courts and tribunals



HR

- Recruitment, training and development of the Council's employees
- Encouraging, supporting and monitoring the effective and efficient management of the Council's workforce
- Payroll services

Key priorities for the service area and which Council Plan priorities they will deliver:

Main areas / activities / projects that your service areas will be focussed on delivering over the coming year

2020

Covid-19 response and recovery

1. HR – training and supporting staff in effective remote working.
2. Finance – modelling and monitoring the economic and financial impact of Covid-19 on the Council's budgets and reserves.
3. Revenues – supporting residents to pay their Council Tax while maximising collection rates in support of the Council's cash flow.
4. Revenues – supporting business rates payers by rapidly passporting Government support grants.
5. Benefits – supporting new and existing claimants who have been adversely impacted by Covid-19.
6. Democratic services – roll-out of virtual platform for Council and Committee meetings, briefings and training. Supporting Members in the use of new technology and new meeting procedures.
7. Cemeteries – working with funeral directors to ensure Public Health England guidance on *Managing or Organising Funerals* is used to safeguard that bereaved people and those in the funeral industry from the risk of infection, whilst continuing sensitivity, dignity and respect.

Your services, your voice

1. Enabling and supporting employees to live healthy and fulfilled lives to ensure staff retention, skill retention and high attendance and therefore an agile and skilled workforce.
2. Expansion of stakeholder consultation for budget options to increase transparency and empower decision makers.
3. Migration of Housing Benefit claimants to Universal Credit and supporting customers' transition.
4. Developing the role of support services as a 'critical friend' and an 'enabler' to

ensure effective collaborative working in support of corporate objectives.

Tackling the Climate Emergency

1. Reform the annual canvass to increase efficiency and digitise the service to minimise its environmental impact.
2. Continuation of digital transformation of services such as Council tax & NNDR (e.g. electronic notifications and e-billing).

2021 – 2025

Your services, your voice

1. Increase self service access for customers interacting with Council services (land charges, burials, creditors, debtors) to enable 24/7 access to information.
2. New financial and legal management systems to support greater transparency to users and to support managers to effectively prioritise resources.
3. Review of corporate telephony systems and web-chat to modernise the customers experience and enabling 24/7 access.

Tackling the Climate Emergency

1. Increase in burial options (e.g. woodland burial sites, cremation) to improve carbon neutrality of the service.

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

Support of the Carbon Neutrality Action Plan by:-

1. Business travel review to minimise the environmental impact of business mileage (encouraging the use of ultra low emission vehicles and public transport; introduction of electric rental pool cars for business journeys; encouraging staff to 'park and stride' to reduce city centre congestion).

Balancing the budget:

Your service areas budget savings for the coming year

	20/21	21/22	22/23	23/24
Benefits – costs recovered	£100,000	£100,000	£100,000	£100,000

Business travel review	£25,000	£25,000	£25,000	£25,000
Review of legal fees and charges	£50,000	£50,000	£50,000	£50,000
Other legal fees and charges	-	-	£35,000	£35,000
Human Resources	-	£10,000	£10,000	£10,000
Council Tax (increase from 2% to 3%)	£70,000	£142,000	£216,000	£292,000

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Your services. Your voice – efficient service delivery

How will your service are contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

See above

Corporate Head of Strategic Support (Ellen Simpson)

Strategic Plan 2020 – 2025

April 2020

Overview of service area:

Transformation:

- the council's CustomerSMART transformation programme including digital innovation

Customer Services & Business Support:

- COVID-19 response
- customer service reception
- coordinating effective corporate telephone response
- internal print, office support & postage services

Communications:

- COVID-19 response
- Restoration support
- providing strategic direction and advice for day to day council messaging
- strategic and tactical communications support for major projects and campaigns
- reputation guardian
- branding, house style
- content finalisation for all corporate channels

Policy & Performance:

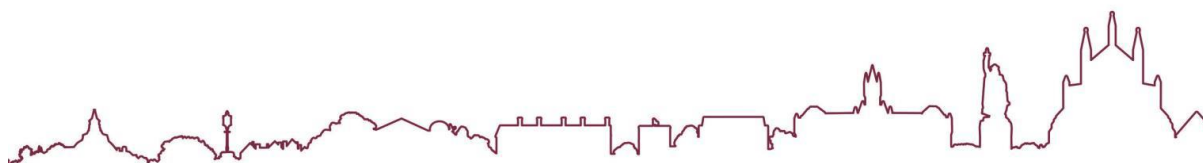
- corporate planning – including Restoration
- policy development, presentation and governance
- emergency planning – including COVID-19
- business continuity – including COVID-19
- risk management - including COVID-19
- FOIs and complaints

Project Office:

- corporate project management function including the support of major projects

Procurement and Contract Management:

- implementation of new Procurement and Contract Management Strategy and promotion of a culture of best practice in both areas across the organisation.
- Management of the procurement work-plan, leading on OJEU tenders and advising on others.



Key priorities for the service area and which Council Plan priorities they will deliver:

Your services. Your voice.

- COVID-19 – internal messaging, customer outreach
- Restoration – internal messaging, external PR
- Repurposing of the CustomerSMART Transformation programme to include efficiency drivers
- Developing and embedding a customer charter across the organisation
- Organisation wide approach to delivering digital processes and improved customer service [Digital First/Customer First]
- New outcome focussed performance reporting including complaints handling , KPIs and risk management
- Dynamic external communications campaigns and engagement supporting the Carbon Neutrality Action Plan; Council Plan and Major Projects

All Council Plan priorities [this is a cross cutting service]

- Embedding professional project management (including gateways), procurement and contract management methodology corporately
- Re-invigorate the cycle of engagement internally and externally to drive continuous improvement and promote a listening and feedback culture [Collect, Understand, Act]

Tackling the Climate Emergency:

What projects will you be undertaking that will contribute to the council becoming carbon neutral by 2024 and the district by 2030

- Climate Neutrality Action Plan communications campaign
- Project Office support for Climate Neutrality Action Plan programme
- Procurement and Contract Management Strategy supporting Climate Neutrality Action Plan priorities
- CustomerSMART programme is measuring Carbon benefits

Balancing the budget:

Your service areas budget savings for the coming year

	20/21	21/22	22/23	23/24
Staff Reviews (proposed)	£150,000	£150,000	£150,000	£150,000

Please note the figures above are cumulative baseline savings targets so once achieved will become recurring savings (i.e. additional savings do not need to be achieved in each year presented).

The savings targets shown are those presented by Cabinet for the 2020/21 budget, the four year targets provided by Corporate Head area in the summer of 2019 taking us to 2023/24 are still live and are part of the rolling budget process.

Your services. Your voice – efficient service delivery

How will your service are contribute towards high quality, good value services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district?

- COVID-19 – internal messaging, customer outreach
- Restoration – internal messaging, external PR
- Repurposing of the CustomerSMART Transformation programme to include efficiency drivers
- New outcome focussed performance reporting including complaints handling , KPIs and risk management
- Direct to Service telephone call roll out and reporting
- Consultation support via Communications & Project Office
- Consultation reporting via Policy & Performance team
- Residents' Survey

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Existing indicator	Target 2020/21	Target 2021/22	Target 2022/23
	Tackling the Climate emergency and creating a greener district										
TCE01	Winchester City Council to be carbon neutral	WCC carbon emissions	Leader	Place	Engagement	Annual	Lower = better	N	trend data		
TCE02	Reduced levels of waste and increased recycling	Percentage of household waste sent for reuse, recycling and composting	Service Quality & Transformation	Services	Regulatory	Monthly	Higher = better	Y	improving SE ranking	improving SE ranking	top half ranking of 54 south east collection authorities
TCE03	Reduced levels of waste and increased recycling	Kg of domestic residual waste collected per household	Service Quality & Transformation	Services	Regulatory	Monthly	Lower = better	Y	improving SE ranking	improving SE ranking	top half ranking of 54 south east collection authorities
TCE04	Reduced levels of waste and increased recycling	Percentage of recycling waste contaminated	Service Quality & Transformation	Services	Regulatory	Quarterly	Lower = better	N	top quartile in Hampshire authorities	top quartile in Hampshire authorities	top quartile in Hampshire authorities
TCE05	An increase in the proportion of journeys taken by walking, cycling and public transport	No. Bus users	Service Quality & Transformation	Place	Head of Programme	Annual	Higher = better	N			
TCE06	An increase in the proportion of journeys taken by walking, cycling and public transport	Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer	Service Quality & Transformation	Services	Regulatory	Quarterly	Higher = better	N	To be developed this is a new indicator and measure.		
TCE07	An increase in the proportion of journeys taken by walking, cycling and public transport	Traffic movement into Winchester	Service Quality & Transformation	Services	Head of Programme	Annual	Higher = better	N	To be developed this is a new indicator and measure.		
TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Leader	Services	Engagement	Annual	Lower = better	N	trend data		
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Built Environment & Wellbeing	Services	Regulatory	6 monthly	n/a	N	Prospectus	R18	R19 adopt
TCE10	Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan	Deliver the actions in the approved plan - percentage completed	Leader	Services	Regulatory	Annual	Higher = better	N		60%	80%
TCE11	Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan	Number of trees planted per year	Leader	Services	Regulatory	Annual	Higher = better	N	100	100	100
TCE12	Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district	Number and percentage of all parish councils (inc. Town Forum) that have local carbon reduction action groups / campaigns	Leader	Place	Engagement	Annual	Higher = better	N	Baseline to be set		
TCE13	Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district	Number of people participating in carbon reduction event per year	Leader	Place	Engagement	Annual	Higher = better	N	Baseline to be set		
TCE14	Improve Air Quality within the Air Quality Management Area	Improvement trends in Nitrogen Dioxide and Particulates, with the intent of complying with national mandatory standards	Built Environment & Wellbeing	Services	Regulatory	Annual	Lower = better	Y		To review and revise the size of the AQMA in accordance with national standards	To review and revise the size of the AQMA in accordance with national standards
	Living Well										
LW01	Reduced health inequalities	Inequality in Life expectancy at birth (male)	Sport, Leisure & Communities	Place	Engagement	Annual	Lower = better	N			
LW02	Reduced health inequalities	Inequality in Life expectancy at birth (female)	Sport, Leisure & Communities	Place	Engagement	Annual	Lower = better	N			
LW03	Increase in physical & cultural activities	Number of users of the Winchester Sport & Leisure Park	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better	N			
LW04	Increase in physical & cultural activities	Percentage of adults participating in sport or physical activity per week within the Winchester district	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better		64.90%	70.40%	71.40%
LW05	Increase in physical & cultural activities	Number of adults with long-term health conditions engaged with physical activity (Winchester City Council - Active Lifestyles Scheme data)	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better	N	320	330	340

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Existing indicator	Target 2020/21	Target 2021/22	Target 2022/23
LW06	Increase in physical & cultural activities	Increase participation in the Cultural Network in order to strengthen engagement with and support of the Arts and Cultural Sector working collaboratively to strategically develop the offer	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better	N	10%	10%	10%
	Homes for All										
HA01	All homes are energy efficient and affordable to run	% of all WCC homes achieving energy efficiency rating of C or above	Housing & Asset Management	Services	Housing	Annual	Higher = better	N	62%	66%	70%
HA02	All homes are energy efficient and affordable to run	% all new homes achieving suitable energy standard	Housing & Asset Management	Services	Housing	Annual	Higher = better	5	100%	100%	100%
HA03	Creating communities not just homes	No of households in district	Housing & Asset Management	Services	Housing	Annual	Higher = better	N	Trend data only	Trend data only	Trend data only
HA04	No-one sleeping rough except by choice	No of roughsleepers	Housing & Asset Management	Services	Housing	Annual	Lower = better	Y	Trend data only	Trend data only	Trend data only
HA05	Creating communities not just homes	No of new homes planned (5 year supply)	Housing & Asset Management	Services	Regulatory	Annual	Higher = better	N	30	100	60
HA06	Creating communities not just homes	No of new homes started / completed	Housing & Asset Management	Services	Housing	Monthly	Higher = better	N	95	50	120
HA07	Creating communities not just homes	WCC housing stock, directly owned, housing company	Housing & Asset Management	Services	Housing	Annual	Higher = better	N	10	25	50
	Vibrant local economy										
VLE01	Grow opportunities for high-quality, well paid employment across the district	No of business enterprises in professional/ technical sectors	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE02	Grow opportunities for high-quality, well paid employment across the district	Close the gap between workplace earnings and residents earnings	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE03	Grow opportunities for high-quality, well paid employment across the district	Productivity measure - GVA per head	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE04	New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to	Amount of floor space developed in market towns (planning approvals)	Local Economy	Services	Regulatory	Annual	Higher = better	N			
VLE05	More younger people choose to live and work here	Percentage of residents aged 25-35 years old	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE06	Businesses grasp opportunities for green growth	No of businesses engaged on carbon reduction measures/ projects	Local Economy	Place	Engagement	Annual	Higher = better	N			
VLE07	Businesses grasp opportunities for green growth	Crowd funder grants offered for green projects	Local Economy	Place	Engagement	Annual	Higher = better	N	10	20	30
VLE08	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Visitor stay length increasing	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE09	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Visitor spend increases	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE10	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Value of tourism to the economy increases	Local Economy	Place	Engagement	Annual	Higher = better	N	trend data		
VLE11	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Deliver tourism marketing activities alongside sector and key stakeholder engagement to influence Winchester's competitive position comparative with the South East and All England, strengthening the number of trips to Winchester	Local Economy	Place	Engagement	Annual	Higher = better	N	2.50%	2.50%	2.50%
VLE12	Grow opportunities for high-quality, well paid employment across the district	Business Support service - percentage of businesses using the service seeing an increased turnover, improved efficiency or progression to a more sustainable business module. Service currently contracted to June 2021.	Local Economy	Place	Engagement	Annual	Higher = better	N	50%	50%	50%
VLE13	Grow opportunities for high-quality, well paid employment across the district	% of procurement spend with Local suppliers	Finance and Risk	Resources	Strategic Support	Quarterly	Higher = better	N	Baseline year		

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Existing indicator	Target 2020/21	Target 2021/22	Target 2022/23
	Your Services. Your Voice										
YSYV01	Improving satisfaction for our services	Residents Survey	Service Quality & Transformation	Resources	Strategic Support	Biennial	Higher = better	Y	≥79%	N/A	
YSYV02	Improving satisfaction for our services	Tenants survey	Housing & Asset Management	Services	Housing	Biennial	Higher = better	Y	≥87%	N/A	
YSYV03	Good value compared to other similar authorities	Residents Survey	Service Quality & Transformation	Resources	Strategic Support	Biennial	Higher = better	Y	≥65%	N/A	
YSYV04	Improving satisfaction for our services	No. of upheld complaints	Service Quality & Transformation	Resources	Strategic Support	Monthly	Lower = better	N	Awaiting 19/20 baseline		
YSYV05	Improving satisfaction for our services	No of valid Ombudsman complaints	Service Quality & Transformation	Resources	Strategic Support	Annual	Lower = better	N	Awaiting 19/20 baseline		
YSYV06	Improving satisfaction for our services	Availability of WCC Critical Infrastructure Services excluding planned downtime -Email -Storage -Telephony -Document Management System(s)	Service Quality & Transformation	Resources	IT	Monthly	Higher = better		99.95%		
YSYV07	Improving satisfaction for our services	Efficient - waste collection services - missed bin collection report	Service Quality & Transformation	Services	Regulatory	Monthly	Lower = better	N	Contract compliance	Contract compliance	Contract compliance

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CAB3232
CABINET

REPORT TITLE: ANNUAL APPOINTMENTS TO CABINET INFORMAL GROUPS AND FORA 2020/21

21 MAY 2020

REPORT OF CABINET MEMBER: LEADER AND CABINET MEMBER FOR COMMUNICATIONS – CLLR LUCILLE THOMPSON

Contact Officer: Nancy Graham Tel No: 01962 848 235 Email ngraham@winchester.gov.uk

WARD(S): GENERAL

PURPOSE

To make appointments that are required to be made to Cabinet Informal Groups and other informal forums to which Cabinet has previously made appointments for 2020/21. Due to social distancing restrictions in place nominations were requested from Group Leaders in advance of the meeting.

As this report has been prepared in advance of the Annual Council meeting on 20 May 2020, references to Cabinet Members and their responsibilities are based on arrangements agreed for 2019/20.

RECOMMENDATIONS:

1. That Cabinet considers which bodies should be appointed as listed in Appendix A to the Report and determines the membership thereof.
2. That Cabinet agree that the West of Waterlooville Forum be renamed the Newlands Forum.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Annual consideration of appointments made to cabinet committees and Informal Groups etc. helps to support the proper governance of the Council and its decision making structures.

2 FINANCIAL IMPLICATIONS

- 2.1 No immediate financial implications, other than usual costs associated with arranging and supporting meetings.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The authority to take the decisions set out in this report are pursuant Part 3,2 of the council constitution and the Local Government Acts 1972 and 2000 and the Localism Act 2011.

4 WORKFORCE IMPLICATIONS

- 4.1 The Democratic Services team is resourced to enable proper support to the bodies referred to.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 Vacancies advertised to all Members (via Group Managers) to allow cross-party nominations where appropriate.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 The Council must appoint nominees that represent as far as possible the diverse nature of the local community.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - n/a</i>		
<i>Community Support Potential for lack of community support.</i>	<i>Those bodies referred to in this report that meet in public normally have provision for public participation.</i>	Transparency of the decision making enables greater certainty of a the decision and decision maker for the community.
<i>Timescales – n/a</i>		
<i>Project capacity – n/a</i>		
<i>Financial / VfM – n/a</i>		
<i>Legal</i> Potential for decisions to be made outside of delegated authority and the decision to be successfully challenged	<i>Those bodies referred to in this report have terms of reference and delegated decision making powers set out in the Council's constitution</i>	To ensure certainty and clear lawful decision making.
<i>Innovation – n/a</i>		
<i>Reputation – n/a</i>		
<i>Other – n/a</i>		

11 SUPPORTING INFORMATION:

- 11.1 Appendix A to the Report lists the Cabinet appointments to be made to various internal Council bodies. Appointments by Cabinet to external organisations are listed in Report CAB3233 elsewhere on the agenda.
- 11.2 In March 2020, Cabinet agreed to establish a Local Plan Advisory Group with cross-party membership as set out in Appendix A. It met on 16 March 2020 and agreed terms of reference as set out [here](#).
- 11.3 Three Open Fora were also established in 2019/20 to provide input into the Council's regeneration projects:
- [Station Approach Open Forum](#);
 - [Winchester Sports and Leisure Centre Open Forum](#);
 - [Central Winchester Regeneration Open Forum](#).
- 11.4 Formal Cabinet committees can be appointed with membership drawn from the Cabinet only and can be given delegated powers to make decisions. It has been the practice in previous years to include a standing list of non-Cabinet Members as non-voting invited representatives. Last year, no Cabinet Committees were appointed.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 Because of the current situation relating to Covid-19, the Council could extend all current appointments into the new Municipal Year to ease the administrative burden on the Council.
- 12.2 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 provides that:

Where an appointment would otherwise be made or require to be made at an annual meeting of a local authority, such appointment continues until the next annual meeting of the authority or until such time as that authority may determine.

- 12.3 However, this option was rejected because of the aim to maintain business as usual and the new ability for Council meetings to be held virtually.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3038 – Annual appointments to Cabinet Committees 18/19, 17 May 2018
Minutes of Cabinet held 16 May 2019

Other Background Documents:-

None.

APPENDICES:

Appendix A – List of internal appointments to be made by Cabinet

NAME OF BODY	NUMBER OF MEMBERS REQUIRED & ANY RESTRICTIONS
<p>LOCAL PLAN ADVISORY GROUP</p>	<p>This Advisory Group was established in March 2020, Cabinet agreed to establish a Local Plan Advisory Group with cross-party membership and terms of reference as set out here.</p> <p>Recommended seven Members appointed:</p> <ul style="list-style-type: none"> • Three Cabinet Members (one to be the Chairperson); • Two other Liberal Democrat Group members; • Two Conservative Group members.
<p>STRATEGIC ASSET PURCHASE SCHEME BOARD</p>	<p>Board was established by Cabinet on 7 December 2016 (Report CAB2872 refers).</p> <p>Proposed membership of Strategic Asset Purchase Board (quorum to be four individuals with at least one Member):</p> <ul style="list-style-type: none"> • Leader of the Council • Cabinet Member with responsibility for Finance • Cabinet Member with responsibility for Estates • Cabinet Member with responsibility for Business • Finance Manager (Capital & Treasury) • Corporate Head of Housing • Corporate Head of Asset Management • Strategic Director: Place • Section 151 Officer – final approver of the purchase

NAME OF BODY	NUMBER OF MEMBERS REQUIRED & ANY RESTRICTIONS
<p>TREASURY INVESTMENT GROUP</p>	<p>This Group was appointed at Council on 11 October 2017 (following recommendation from Audit Committee) with membership as follows:</p> <ul style="list-style-type: none"> • Finance Manager (Capital And Treasury) • Cabinet Member (with responsibility for Finance) • One Other Cabinet Member • Chair Of The Audit & Governance Committee • One other Member from the Administration of the Council from the Audit & Governance Committee • Shadow Cabinet Member <p>(The Section 151 Officer, as final decision maker, would not be a member of the TIG).</p> <p>It was further agreed that at a minimum three Members, including the Cabinet Member (with responsibility for Finance), the Chair of the Audit & Governance Committee, the Finance Manager and one further member from the TIG, be consulted with when making an investment decision.</p>
<p>KINGS BARTON FORUM</p>	<p>This Forum was established in 2012/13 and its terms of reference are available on the Council’s website here</p> <p>The Forum met three times in 2019/20 with Winchester City Council membership as follows: Councillors Rutter (Chairperson), Cunningham, Godfrey, Griffiths, Horrill, Learney, Porter and Prince (Deputies: Hutchison and Mather).</p> <p>In addition to Winchester City Council, membership includes:</p> <ul style="list-style-type: none"> • Hampshire County Council – 2 plus deputies

NAME OF BODY	NUMBER OF MEMBERS REQUIRED & ANY RESTRICTIONS
	<ul style="list-style-type: none"> • Headbourne Worth Parish Council – 1 plus deputy • Littleton & Harestock Parish Council – 1 plus deputy <p>Can be cross-party membership. Recommend eight WCC Councillors (including the Chairman), plus one deputy for each political group.</p>
<p>NEWLANDS FORUM (FORMERLY WEST OF WATERLOOVILLE FORUM)</p>	<p>The Forum’s terms of reference are available on the Council’s website here:</p> <p>The Forum met twice in 2019/20 with Winchester City Council membership as follows: Councillors Clear (Chairperson), Brook, Cutler and Read (Deputies: Evans and Weston).</p> <p>In addition to Winchester City Council, membership includes:</p> <ul style="list-style-type: none"> • Havant Borough Council – 4 • Hampshire County Council – 2 • Parish Council of Newlands – 2 <p>Can be cross-party membership. Recommended four WCC Members with two deputies.</p>
<p>NORTH WHITELEY DEVELOPMENT FORUM</p>	<p>This Forum was established at Cabinet on 9 December 2009 and its terms of reference are available on the Council’s website here:</p> <p>The Forum met twice in 2019/20 with Winchester City Council membership as follows: Councillors Vivian Achwal (Chairperson), Bentote, Evans, Gemmell, Lumby and Miller.</p> <p>In addition to Winchester City Council, membership includes:</p> <ul style="list-style-type: none"> • Fareham Borough Council – 1 plus deputy • Eastleigh Borough Council – 1

NAME OF BODY	NUMBER OF MEMBERS REQUIRED & ANY RESTRICTIONS
	<ul style="list-style-type: none"> • Hampshire County Council – 2 • Curdridge Parish Council – 1 • Whiteley Town Council – 1 plus deputy • Botley Parish Council – 1 plus deputy <p>Can be cross-party membership. Recommended 6 WCC Members with 2 deputies.</p>
CENTRAL WINCHESTER REGENERATION OPEN FORUM	<p>This Open Forum was established in 2019/20 and met on two occasions.</p> <p>The membership for 2019/20 was Councillors Learney (Chairperson), Gordon-Smith, Horrill, Hutchison and Mather.</p> <p>Recommended 5 Members – Cabinet Member with responsibility for CWR project (Chairperson) and 4 other members (2 from each political group).</p>
STATION APPROACH OPEN FORUM	<p>This Open Forum was established in 2019/20 and met on one occasion.</p> <p>The membership for 2019/20 was Councillors Weir (Chairperson), Bronk, Godfrey, Miller and Tod.</p> <p>Recommended 5 Members – Cabinet Member with responsibility for Station Approach project (Chairperson) and 4 other members (2 from each political group).</p>
WINCHESTER SPORTS AND LEISURE PARK OPEN FORUM	<p>This Open Forum was established in 2019/20 and met on two occasions.</p> <p>The membership for 2019/20 was Councillors Prince (Chairperson), Bentote, Griffiths, Laming and McLean</p>

NAME OF BODY	NUMBER OF MEMBERS REQUIRED & ANY RESTRICTIONS
	Recommended 5 Members – Cabinet Member with responsibility for Leisure Park project (Chairperson) and 4 other members (2 from each political group).

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CAB3233
CABINET

REPORT TITLE: ANNUAL APPOINTMENTS TO EXTERNAL BODIES 2020/21

21 MAY 2020

REPORT OF CABINET MEMBER: LEADER AND CABINET MEMBER FOR COMMUNICATIONS – CLLR LUCILLE THOMPSON

Contact Officer: Nancy Graham Tel No: 01962 848 235 Email ngraham@winchester.gov.uk

WARD(S): GENERAL

PURPOSE

To make appointments that are required to be made to external bodies for 2020/21 by Cabinet. Due to social distancing restrictions in place nominations were requested from Group Leaders in advance of the meeting.

Three bodies are appointed by the Scrutiny Committee and these are included in the list at Appendix A for information only.

As this report has been prepared in advance of the Annual Council meeting on 20 May 2020, references to Cabinet Members and their responsibilities are based on arrangements agreed for 2019/20.

RECOMMENDATIONS:

1. That appointments be made to the vacancies detailed in Appendix A of the Report.
2. That the Governance Manager remind representatives of their responsibilities whilst representing the Council on an external organisation, as summarised in Paragraphs 11.6 – 11.9 of the report and in the [Guidance regarding serving on Outside Bodies](#).

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Councillor representation on external bodies is a key part of the role of the elected member. This enables close partnership working, sharing knowledge and information with organisations with a view to tackling climate change, providing housing, promoting the local economy and working to improve the health and happiness of the community.

2 FINANCIAL IMPLICATIONS

- 2.1 Any travel expenses can be met within the existing Members' Allowances Scheme.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Appointments to Outside Bodies is governed by specific legislation (such as the establishment of joint committees under Section 101 of the Local Government Act 1972 and appointments made under S102 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, issued under sections 9EA, 9EB and 105 of the Local Government Act 2000).
- 3.2 In some cases the arrangements may be governed by quite a formal framework such as an Inter borough agreement, which specifies the office holder who will represent the Council. Where there are no specific provisions arrangements for representation may be made under Section 1 of the Localism Act 2011 which provides local authorities with the power of general competence.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 Vacancies advertised to all Members to allow cross-party nominations.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 None.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 The Council must appoint nominees that represent as far as possible the diverse nature of the local community.

9 DATA PROTECTION IMPACT ASSESSEMENT

- 9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Community Potential for lack of community support.</i>	<i>Appropriate Councillor representation on outside bodies is undertaken as part of their wider community roles</i>	Transparency of the decision making enables greater certainty of a the decision and decision maker for the community
<i>Legal Potential conflict of interest between the Council and the external organisation</i>	<i>Risk of potential conflicts of interest mitigated by regard to guidance provided in the Constitution and/or seeking advice.</i>	To ensure certainty and clear lawful decision making
<i>Innovation</i>		To share good practice from other organisations across the City Council
<i>Reputation</i>		To promote the City Council with partners

11 SUPPORTING INFORMATION:

- 11.1 Appendix A sets out all the appointments to external organisations that are required to be made for 2020/21. For completeness, it also includes a note of other external organisations where an appointment is not required at this time.
- 11.2 The Monitoring Officer has authority, in consultation with the Member, to appoint a deputy – where this is not included in the automatic nomination above, and where this is acceptable to the external organisation concerned.
- 11.3 A complete list of current Council appointments to external organisations is available on the Council's Website [here](#).

New Organisations onto the Council's Nominations List

- 11.4 In May 2016, Cabinet also agreed criteria for accepting new organisations onto the Council's nominations list as follows:

Any new organisations accepted for nominations should be characterised in one of the following ways:

- a) *An organisation in which the Council is investing funds: the nomination will help to ensure that these funds are being deployed appropriately, and that the organisation is properly governed and run in order to achieve this;*

Or

- b) *An organisation that is considered by Members to be of significant direct benefit to the Council or to the community of the District, in terms of opportunities for networking, funding, information gathering, partnership working, sharing of best practice, public reputation, lobbying or other corporate interests.*

Or

- c) *An organisation that is considered by Members to provide services or have influence over a large part of the Winchester District and has the potential to affect the lives of large numbers of residents and businesses as a result.*

11.5 In addition, the Monitoring Officer has authority to review the applications for inclusion on the list, and putting forward to Group Managers any requests which are considered to meet this criterion.

Responsibilities of Council Representatives

11.6 Members who take on the role of the Council's nominated representative on an external body should have regard to the likely time commitments that this may have. As a minimum, this should include regular attendance at board meetings (or the equivalent strategic meetings arranged by the organisation).

11.7 An effective representative will seek to build the relationship between the Council and the external organisation. This is likely to include:

- Providing regular feedback to the appropriate Cabinet Member and officers, particularly where there may be an emerging concern for the Council or the wider District
- Providing information about the Council and the way it operates (e.g. grants, contacts for officers, relevant consultation activities, new policies)
- Encouraging partnership working with other organisations and with the Council
- Attending Member training relating to appointments to external bodies to develop knowledge and understanding of the role
- Attending Member training (or other events/meetings) on topics which are relevant to the appointment
- Attending suitable sessions run by the organisation outside board meetings to gain a fuller understanding of the organisation's work (eg visiting a community facility during the day to see it 'in action', supporting special events or open days)

11.8 It is recognised that Members often have many other commitments, and these should be considered before accepting a new appointment. When a Council Representative does not fulfil the role effectively, there is potential for reputational damage at both a political and a corporate level.

11.9 It is important that Members understand the distinction between the different types of appointment, such as trustee or observer, as this will affect the way they fulfil their duties and the nature of the decisions that they may be asked to make. There is guidance in the [Guidance regarding serving on Outside Bodies](#).

11.10 The lead officer for each group is also shown on the table. This provides a ready point of contact for the member representative. The officer lead will be working closely with the organisation throughout the year particularly with those in receipt of significant Council funding.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Because of the current situation relating to Covid-19, the Council could extend all current appointments into the new Municipal Year to ease the administrative burden on the Council. For example, South East Employers have offered that *SEE Councillor nominations for 2020/21 be rolled over from the previous year without the*

requirement for a formal nomination process by each council. This should ease the administrative burden for each nominating SEE Member Council. Should an existing Councillor not wish to be a SEE representative then the Council can still nominate.

- 12.2 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 provides that:

Where an appointment would otherwise be made or require to be made at an annual meeting of a local authority, such appointment continues until the next annual meeting of the authority or until such time as that authority may determine.

- 12.3 However, this option was rejected because of the aim to maintain business as usual and the new ability for Council meetings to be held virtually.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3163 – Annual Appointments to External Bodies 2019/20 – 16 May 2019

Other Background Documents:-

None.

APPENDICES Appendix A: List of Council Appointments to External Organisations

Complete List of WCC Appointments to External Organisations*

*Only organisations listed in red (*italic*) text require appointment at this time.

<u>Organisation</u>	<u>Number of Representatives (Deputies shown in brackets) and any Specific Requirements for Representatives</u>	<u>Length of appointment</u>	<u>Lead Officer</u>
The Carroll Centre Board of Trustees	1 representative (Observer to the Board of Trustees) (& 1 deputy if required) Currently Cllr Scott (deputy: Cllr Tod)	3 years (until May 2022)	Steve Lincoln
Centre for Public Scrutiny (CfPS) – Scrutiny Champions Network	1 representative Currently Cllr Brook.	1 year – to be appointed by Scrutiny Committee	David Blakemore
Citizens Advice Winchester District	1 representative (Observer) Currently Cllr Porter.	3 years (until May 2022)	Susan Robbins
<i>Hampshire & IOW Association of Local Authorities (HIOWA)</i>	<i>2 representatives - Leader and Deputy Leader</i>	<i>1 Year</i>	tba
<i>HCC Annual Meeting regarding public transport issues</i>	<i>1 representative – Cabinet Member with responsibility for Transport</i>	<i>1 Year</i>	Andy Hickman
<i>Hampshire Cultural Trust</i>	<i>1 Observer – Cabinet Member with responsibility for Culture</i> <i>1 Trustee to be appointed by Council.</i> <i>(NB. A Trustee to the Trust is also appointed by Council on an 8 year term – currently former councillor Mike Southgate until Sept. 22)</i>	<i>1 Year</i>	Susan Robbins
<i>Hampshire Homechoice Board</i>	<i>1 representative (Board Member) – Cabinet Member with responsibility for Housing</i>	<i>1 year</i>	Gillian Knight
<i>Hampshire Rural Forum</i>	<i>1 representative (Forum Member) – Cabinet Member with responsibility for the Economy</i>	<i>1 year</i>	Andrew Gostelow

<u>Organisation</u>	<u>Number of Representatives (Deputies shown in brackets) and any Specific Requirements for Representatives</u>	<u>Length of appointment</u>	<u>Lead Officer</u>
<i>Hospital of St Cross & Almshouses of Noble Poverty</i>	<i>1 Nominative Trustee- Must be member of Church of England & WCC Councillor Previously Cllr Mather term ends 2020</i>	<i>4 years (until May 2024)</i>	tba
<i>Intergr8 CIC at Unit 12</i>	<i>1 representative - Observer (Cabinet Member with responsibility for the Economy)</i>	<i>3 years (confirmed annually)</i>	Steve Lincoln
Live Theatre Winchester Trust Ltd	1 Observer Currently Cllr Achwal	3 years (until May 2022)	Susan Robbins
<i>Local Government Association</i>	<i>2 representatives - Leader and Deputy Leader</i>	<i>1 year</i>	Laura Taylor
<i>Partnership for South Hampshire (PfSH) Joint Committee</i>	<i>1 representative plus deputy – Leader and Deputy Leader</i>	<i>1 year</i>	Steve Tilbury
<i>Police and Crime Panel</i>	<i>1 representative plus deputy (if required) (Panel Member) Currently Cllr Griffiths One Deputy required (to replace former councillor Stallard)</i>	<i>Vacancy for deputy only (until May 2021)</i>	tba
Portsmouth City Council – Health Overview & Scrutiny Panel	Previously Cllr Achwal (deputy Cllr Clear)	1 year – to be appointed by Scrutiny Committee.	tba
Portsmouth Water Customer Forum	1 representative (member of customer challenge group) Currently Cllr Brook	3 years (until May 22)	tba
<i>Project Integra Management Board</i>	<i>1 representative plus deputy (if required) (Board Members) – Cabinet Member with responsibility for Waste Must be Cabinet Members</i>	<i>1 year</i>	<i>David Ingram</i>

<u>Organisation</u>	<u>Number of Representatives (Deputies shown in brackets) and any Specific Requirements for Representatives</u>	<u>Length of appointment</u>	<u>Lead Officer</u>
PfSH Overview & Scrutiny Committee	1 representative plus deputy Previously Cllr Hiscock (deputy Cllr Clear)	1 year – to be appointed by Scrutiny Committee.	tba
River Hamble Harbour Management Committee	1 representative (voting committee member) plus deputy Currently Cllr Pearson (deputy Cllr Miller).	4 year appointment to coincide with HCC elections (until May 2021)	tba
South Downs National Park Authority	1 Member of SDNPA (voting as member of the SDNPA & not their appointing body) Must be a WCC Councillor Currently Cllr Evans.	4 years (until May 2023)	Julie Pinnock
<i>South East Employers</i>	<i>1 representative – previously automatic appointment for Chair of Audit & Governance Committee (as a representative or if elected as an Executive Committee member)</i> <i>NB SEE have advised that there is no requirement for the Council to re-appoint this year in the current situation – the existing appointment would continue.</i>	<i>1 year</i>	<i>Rob O'Reilly</i>
<i>South East Employers – Councillors' Local Democracy and Accountability Network</i>	<i>2 representatives</i> <i>No specific requirements</i> <i>Previously Cllrs Power & Gottlieb</i> <i>NB SEE have advised that there is no requirement for the Council to</i>	<i>1 year</i>	<i>Karen Vincent</i>

<u>Organisation</u>	<u>Number of Representatives (Deputies shown in brackets) and any Specific Requirements for Representatives</u>	<u>Length of appointment</u>	<u>Lead Officer</u>
	<i>re-appoint this year in the current situation – the existing appointment would continue.</i>		
South East England Councils (SEEC)	1 representative plus deputy – Leader & Deputy Leader	1 year	tba
Southampton International Airport Consultative Committee	2 representatives plus 2 deputies (Panel Members) Cabinet Member with responsibility for Transport plus 1 other rep. and 2 deputies	1 year	David Ingram
St John's Winchester Charity	1 nominated trustee Currently Cllr Learney until Feb 2023.	3 years (until Feb 2023)	Gillian Knight
Streetreach	1 representative (Observer) Currently Cllr Learney	3 years (until May 2022)	tba
Tourism South East	1 representative – Cabinet member with responsibility for Tourism	1 year	Rachel Gander
Trinity Winchester	3 representatives (Advisory Committee Members) Cabinet Member with responsibility for Housing plus 2 additional Councillors (currently Cllrs Scott and Weir)	3 years (until May 2022)	Charlotte Quinn
WinACC	1 Company Director & Charity Trustee – Cabinet Member with responsibility for Environment	1 year	Simon Finch
Winchester Business Improvement District (BID)	1 representative – Cabinet Member with responsibility for Economy	1 year	Susan Robbins

<u>Organisation</u>	<u>Number of Representatives (Deputies shown in brackets) and any Specific Requirements for Representatives</u>	<u>Length of appointment</u>	<u>Lead Officer</u>
<i>Winchester Charity School Education Foundation</i>	<i>1 trustee Currently Cllr Mather</i>	<i>3 years (until Oct 2021)</i>	<i>tba</i>
Winchester Churches Night Shelter	1 representative (Board member) – Cabinet Member with responsibility for Housing	3 years (confirmed annually)	Charlotte Quinn
Winchester District Board of the Council for the Protection of Rural England (CPRE)	1 representative (Coopted non-voting member of Planning & Policy Group) Previously Cllr Pearson	3 years (until May 2022)	tba
Winchester Excavations Committee	1 corporate trustee Currently Cllr Clear until May 2022	3 years (until May 2022)	Susan Robbins
Winchester Housing Trust	1 Director plus 1 Observer	2 years (until May 2020)	Gillian Knight
Winchester Road Safety Council	1 representative	1 year	tba
Winchester Sports Stadium Management Committee	2 representatives (1 must be Cabinet Member with responsibility for Sport)	1 year	Calum Drummond/ Amanda Ford
Winchester Welfare Charities	2 trustees (nb only 1 vacancy) Currently Allan Mitchell (until June 2020) Other trustee is Councillor McLean (until May 2022)	4 years (from June 2020)	Dave Shaw



Strategic Director: City Offices
Resources Colebrook Street
Winchester
Hampshire
SO23 9LJ
Tel: 01962 848 220
Fax: 01962 848 472
email ngraham@winchester.gov.uk
website www.winchester.gov.uk

Forward Plan of Key Decisions

June 2020

The Forward Plan is produced by the Council under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The purpose of the Plan is to give advance notice of Key Decisions to be made by the Cabinet, Cabinet Members or officers on its behalf. This is to give both Members of the Council and the public the opportunity of making their views known at the earliest possible stage.

This is the Forward Plan prepared for the period **1 - 30 June 2020** and will normally be replaced at the end of each calendar month.

The Plan shows the Key Decisions likely to be taken within the above period. Key Decisions are those which are financially significant or which have a significant impact. This has been decided, by the Council, to be decisions which involve income or expenditure over £250,000 or which will have a significant effect on people or organisations in two or more wards.

The majority of decisions are taken by Cabinet, together with the individual Cabinet Members, where appropriate. The membership of Cabinet and its meeting dates can be found [via this link](#). Other decisions may be taken by Cabinet Members or Officers in accordance with the Officers Scheme of Delegation, as agreed by the Council (a list of Cabinet Members used in the Plan is set out overleaf).

The Plan has been set out in the following sections:

Section A – Cabinet

Section B - Individual Cabinet Members

Section C - Officer Decisions

Anyone who wishes to make representations about any item included in the Plan should write to the officer listed in Column 5 of the Plan, at the above address. Copies of documents listed in the Plan for submission to a decision taker are available for inspection on the Council's website or by writing to the above address. Where the document is a committee report, it will usually be available five days before the meeting. Other documents relevant to the decision may also be submitted to the decision maker and are available on Council's website or via email democracy@winchester.gov.uk or by writing to the above



Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 refers to the requirement to provide notice of an intention to hold a meeting in private, inclusive of a statement of reasons. If you have any representations as to why the meeting should be held in private, then please contact the Council via democracy@winchester.gov.uk or by writing to the above address. **Please follow this link to definition of the paragraphs** (Access to Information Procedure Rules, Part 4, page 32, para 10.4) detailing why a matter may be classed as exempt from publication under the Local Government Acts, and not available to the public.

If you have any queries regarding the operation or content of the Forward Plan please contact David Blakemore (Democratic Services Manager) on 01962 848 217.

Cllr Lucille Thompson

Leader of the Council

1 May 2020

Cabinet Members:	Title
• Cllr Lucille Thompson	Leader & Cabinet Member for Communications
• Cllr Neil Cutler	Deputy Leader & Cabinet Member for Finance & Risk
• Cllr Kelsie Learney	Housing & Asset Management
• Cllr Jackie Porter	Built Environment & Wellbeing
• Cllr Malcolm Prince	Sport, Leisure & Communities
• Cllr Martin Tod	Service Quality & Transformation
• Cllr Anne Weir	Local Economy

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
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Section A

Decisions made by Cabinet

Page 123	1	GP Surgery	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	St Michael	Geoff Coe	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Part exempt 3
		Bar End Depot Marketing Plan	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	St Michael	Geoff Coe	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Open
	3	River Park Leisure Centre - decommissioning	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	St Bartholomew	Veryan Lyons	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Part exempt 3

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
4	Vaultex / Park and Ride Car extension	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	St Michael	Andy Hickman	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Open
Page 124	Garrison Ground, Winchester drainage improvements to sports pitches	Cabinet Member for Sport, Leisure and Communities	Expenditure > £250,000	St Michael	Andy Hickman	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Open
6	Risk Management Policy 2020	Deputy Leader and Cabinet Member for Finance and Risk	Significantly effects 2 or more wards	All Wards	Simon Howson	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
7	Fire Safety in Council Housing	Cabinet Member for Housing and Asset Management	Significantly effects 2 or more wards	All Wards	Janette Palmer	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Open
8	Proposals for new Garden Waste service	Cabinet Member for Environment	Expenditure > £250,000	All Wards	Steve Tilbury	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Part exempt 3
9	Contract for the purchase of gas and electricity	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet Report	Cabinet	Jun-20	24-Jun-20	Fully exempt 3

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
10	Land Transaction	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet report	Cabinet	Jun-20	24-Jun-20	Part exempt 3

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Section B
Decisions made by individual Cabinet Members

	None									
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Section C
Decisions made by Officers

12	Treasury Management - decisions in accordance with the Council's approved strategy and policy	Deputy Leader and Cabinet Member for Finance and Risk	Expenditure > £250,000	All Wards	Designated HCC Finance staff, daily	Designated working papers	Designated HCC Finance staff, daily	Jun-20	Jun-20	Open
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