



Meeting	The Scrutiny Committee
Date and Time	Thursday, 2nd July, 2020 at 6.00 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

- 1. Apologies and Deputy Members**
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Declarations 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.

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 3. Chairperson's Announcements**
- 4. Minutes of the meeting of the 12 March 2020 (Pages 5 - 8)**
That the minutes of the meeting be signed as a correct record.
- 5. Public Participation**



To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.

Members of the public and visiting councillors may speak at Scrutiny, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Monday 29 June 2020** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. To note the date and time of future meeting of the Committee

Agreed dates for noting:

- 2 Jul 2020 6.00 pm
- 7 Sep 2020 6.00 pm
- 25 Nov 2020 6.00 pm
- 3 Feb 2021 6.00 pm

BUSINESS ITEMS

7. **Responding to the Coronavirus outbreak** (Pages 9 - 56)
Report Reference: SC027 and CAB3244
8. **Housing Revenue Account 2019/20 Outturn Budget** (Pages 57 - 78)
Report Reference SC029 and CAB3241
9. **Q4 Financial and Performance Monitoring Report** (Pages 79 - 134)
Report Reference SC028 & CAB3246

ANNUAL REPORTS TO SCRUTINY

10. **Annual Scrutiny Report - Exceptions to Forward Plan** (Pages 135 - 142)
(Report Reference SC023)
11. **Annual Scrutiny Report - Draft Annual Scrutiny Report 2019/20** (Pages 143 - 152)
(Report Reference SC026)
12. **Appointments of external bodies related to scrutiny** (Pages 153 - 156)
Report Reference SC024
13. **Scrutiny Work Programme for 2020/21** (Pages 157 - 166)
(Report Reference SC025)

Lisa Kirkman
Strategic Director: Resources and Monitoring Officer

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24 June 2020

Agenda Contact: Matthew Watson, Democratic Services Officer
Tel: 01962 848 317 Email: mwatson@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*

THE SCRUTINY COMMITTEE – Membership 2020/21

Chairperson: Councillor: Brook
Vice Chairperson: Councillor Lumby

Committee Members

Becker
Bronk
Craske
Hiscock
Horrill
Power
Scott
Weir

Quorum = 4 Members

Relevant Cabinet Members:

Having regard to the content of the agenda, the Chairperson requests that The Leader and all relevant Cabinet Members attend meetings of the committee

Public Participation at virtual meetings

A public question and comment session is available at 6pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 in advance of the meeting for further details. If there are no members of the public present at 6pm who wish to ask questions or make statements, then the meeting will commence.

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 above 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](#).

Voting:

- Apart from the Chairperson, every Member has one vote when a matter before the meeting requires a decision.
- In the event of an equality of votes, the Chairperson may exercise a casting vote and that vote may be exercised in any way seen fit.
- A Member may abstain from voting, or vote differently from how they may have indicated during the debate, without further explanation.
- The way each Member voted will not be recorded in the minutes, unless a motion to have a Recorded Vote has been passed.

Terms Of Reference

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

Public Document Pack Agenda Item 4

THE SCRUTINY COMMITTEE

Thursday, 12 March 2020

Attendance:

Councillors
Brook (Chairperson)

Lumby
Craske
Gemmell
Gordon-Smith

Hiscock
Horrill
Power

Apologies for Absence:

Councillors Gottlieb and Laming

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

[Full audio recording](#)

1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies were noted as above.

2. **DECLARATIONS OF INTERESTS**

Councillors Hiscock and Tod declared a non pecuniary interest in relation to items upon the agenda that may be connected to their role as County Councillors.

3. **CHAIRPERSON'S ANNOUNCEMENTS**

None.

4. **MINUTES**

RESOLVED:

That the minutes of the previous meeting held on the 5 February 2020 be approved and adopted.

5. **SCRUTINY WORK PROGRAMME FOR 2019/20 AND FORWARD PLAN FOR APRIL 2020**

RESOLVED:

That the Scrutiny Work Programme for 2019/20 and the Forward Plan for April 2020 be noted.

6. **PUBLIC PARTICIPATION**

No comments or questions were made during public participation.

7. **COMMUNITY SAFETY PARTNERSHIP PERFORMANCE REVIEW**

(Report Ref SC021)

The Leader, in the absence of Councillor Porter, introduced the report. The Neighbourhood Services and Community Safety Manager and the Acting District Police Commander then addressed the committee and set out the key issues along with operational priorities.

The committee asked questions and raised comments which were responded to by officers, the Acting District Police Commander and The Leader accordingly.

At the conclusion of questions and debate, the committee agreed the following points:

- that the council's Communications Team provide support to the Community Safety Partnership to assist informing the public on issues such as fly-tipping and begging and information on which organisation had responsibility to act.
- that officers consider how more information could be provided to residents and councillors regarding cyber crime, including the circulation of the current reporting system web address.
- that future reports include data from other relevant Clinical Commissioning Groups in order to provide district wide information and trends on issues such as mental health.
- that future reports include data on the number of fly tips occurring on private land.

Members thanked officers and the Acting District Police Commander for their continued support.

RESOLVED:

That the report, ref SC021 is noted.

8. **IMPLEMENTATION OF THE EXTENSION TO THE REFUSE AND RECYCLING ARRANGEMENTS**

(Report Ref SC022)

The Strategic Director: Resources and Strategic Director: Services introduced the report. The Committee was advised that as a consequence of the disaggregation of the joint waste contract, it was necessary to change the waste collection rounds that served the Winchester district. This had occurred in October 2019. A new district wide kerbside glass collection service started at the same time.

Representatives from the Southern Internal Audit Partnership (SIAP), updated the committee and set out the key points within their report as described in Appendix 1 and 2. Councillor Tod (Cabinet Member for Service Quality and Transformation) also addressed the committee.

The committee asked questions and raised comments which were responded to by officers and Councillor Tod accordingly. At the conclusion of questions and debate, the committee agreed the following points:

- that successful project management and processes with less reliance on a single individual were vital for future success.
- it was crucial that advanced communication takes place with all councillors informing of the project timescales, milestones, delivery expectations and any slippages.
- that if calendars were viewed online the colours need to be reviewed for maximum clarity.
- that a councillor briefing on the new approach to waste collection be arranged.
- that targeted, specific communication with ward members on major projects was vital.
- that a follow up report was required regarding the implementation of these actions that demonstrated that the specified changes had been embedded.

RESOLVED:

That the internal audit report, ref SC022 and the associated learning points and actions were noted.

The meeting commenced at 6.30 pm and concluded at 9.25 pm

Chairperson

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REPORT TITLE: RESPONDING TO THE CORONAVIRUS OUTBREAK

2 JULY 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

RECOMMENDATIONS:

The attached report, ref CAB3244 was presented to Cabinet on the 21st May 2020. It provided an overview of the council's work to support the district during the outbreak of Coronavirus (COVID-19) and also provided the council's emerging plan to support the district in the coming months.

It is recommended that Scrutiny Committee comment on the attached report and specifically identify any aspects that they believe could form part of the committees 2020/21 work programme.

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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.

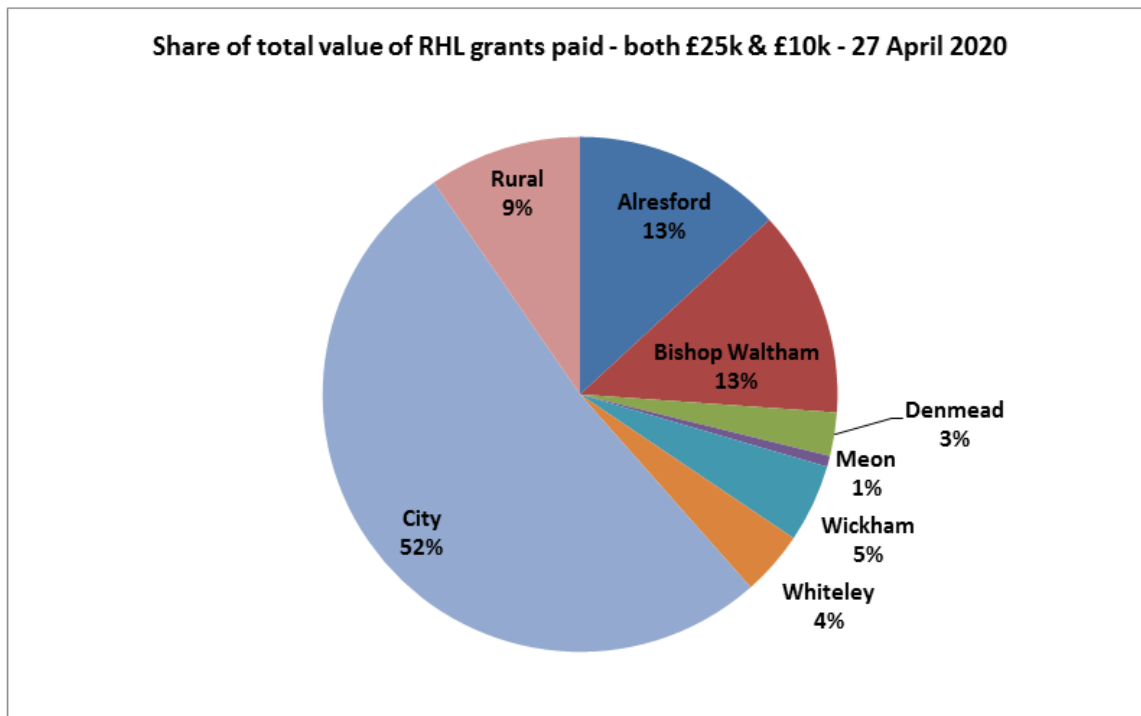
Distribution of grants

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.

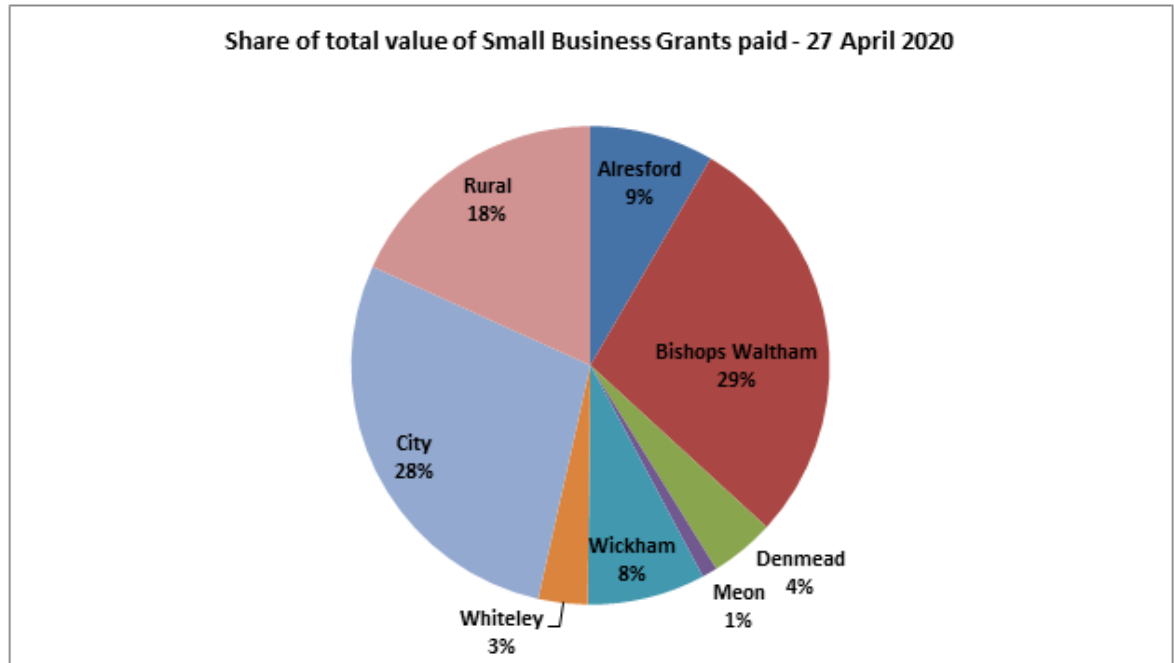
The charts below show funding distribution of these grants to businesses throughout the district



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:

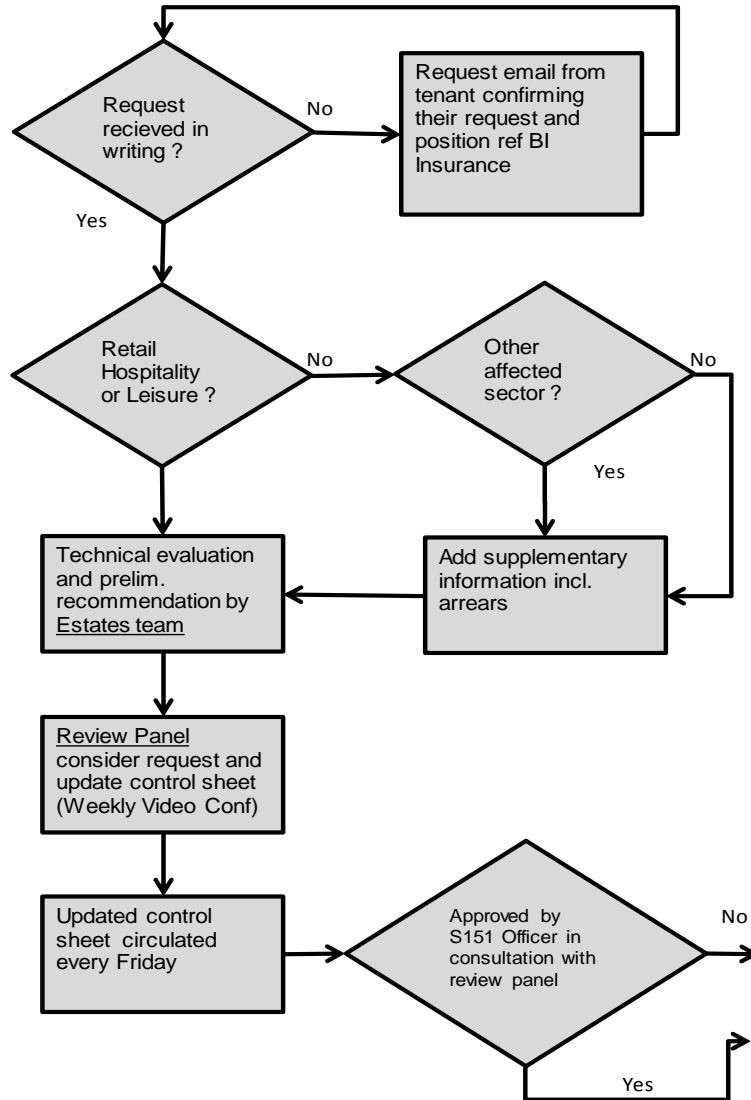
- A. The current operating position of the business, cash-flow situation
- B. Sector the business operates in
- C. Size of the business, number of employees
- D. Business model - independent, national chain, franchise, international, charity
- E. Mitigation action to continue some cash flow – e.g. increased 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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REPORT TITLE: HOUSING REVENUE ACCOUNT (HRA) OUTTURN 2019/20

2 JULY 2020

REPORT OF CABINET MEMBER: CLLR KELSIE LEARNEY – CABINET MEMBER
FOR HOUSING AND ASSET MANAGEMENT

Contact Officer: Dick Johnson Tel No: 01962 848136 Email
Djohnson@Winchester.gov.uk

WARD(S): ALL

RECOMMENDATION

It is recommended that Scrutiny Committee comment on the attached proposals for the Housing Revenue Account Outturn 2019/20 contained within Cabinet Report CAB3241 which is being presented to Cabinet on the 9 July 2020.

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REPORT TITLE: HOUSING REVENUE ACCOUNT (HRA) OUTTURN 2019/209 JULY 2020REPORT OF CABINET MEMBER: CLLR KELSIE LEARNEY – CABINET MEMBER FOR HOUSING AND ASSET MANAGEMENT

Contact Officer: Dick Johnson Tel No: 01962 848136 Email Djohnson@Winchester.gov.uk

WARD(S): ALLPURPOSE

This report provides an update to members on the financial performance of the Housing Revenue Account (HRA) in 2019/20 and the associated HRA capital programme. It also requests approval for revised budget forecasts to the 2020/21 HRA budget and capital programme to reflect updated costs and take account of capital programme slippage

RECOMMENDATIONS:That Cabinet

1. Notes the HRA Outturn figures for 2019/20 as detailed in Appendices 1 and 2;
2. Approves the carry forward of £0.050m from 2019/20 as detailed in Paragraph 11.4;
3. Notes the Housing capital programme outturn for Major Works and New Build developments as detailed in Paragraphs 11.5 to 11.8 and Appendices 3 & 4;
4. Approves the funding of the 2020/21 HRA capital programme as detailed in Paragraph 11.9 & 11.10 and Appendix 5;
5. Approves the re-forecast capital programme budget of £36.051m for 2020/21 as detailed in Paragraphs 11.12 & 11.13 and Appendix 6 & 7;

IMPLICATIONS:**1 COUNCIL PLAN OUTCOME**

- 1.1 Providing good quality housing and new affordable homes is a strategic priority for the Council. Effective management of the resources available to the Council enable it to take advantage of new opportunities and ensure that satisfaction levels remain high amongst tenants in relation to their home and community. In particular
- 1.2 Tackling the Climate Emergency and Creating a Greener District
- a) Carbon Neutrality measures will be implemented across existing housing stock and include within the design and construction of new properties, and feasibility considered in the purchase of any substitute properties
- 1.3 Homes for all
- a) Assist with the increase of housing property stock across the Winchester district
- 1.4 Vibrant Local Economy
- a) Deliver affordable accommodation that allows people to live and work in the community and contribute to the local economy.
- 1.5 Living Well
- a) The wellbeing of residents are considered within the design of new properties and any substitute properties will be viewed accordingly.
- 1.6 Your Services, Your Voice
- a) Housing tenants are directly involved in decisions regarding service provision, both through the work of TACT and through regular digital engagement processes. The service continues to review options to provide an improved customer experience, increase opportunities for digital engagement and to ensure satisfaction with services provided by the Council remains high.

2 FINANCIAL IMPLICATIONS

Full details are included in paragraph 11 but, briefly, the Council achieved a net surplus of £1.356m in the HRA for 2019/20, which increases the HRA general balance from £11.766m to £12.982m.

- 2.1 In addition it is proposed to carry forward to 2020/21 £0.050m of unspent revenue budget from 2019/20 to support the final stages of the Housing Company set up process. Further details are provided in Paragraph 11.

2.2 Total expenditure in the Housing capital programme for 2019/20 was £22.731m, some £7.163m lower than the revised forecast prediction of £29.894m. The original budget for the year was £31.453m but was revised due to a change in the timing of new build developments, some of which will commence in 2020/21.

2.3 It is proposed to carry forward to 2020/21 £7.038m of capital budget slippage from 2019/20. In addition reprofiling of scheme spend for Winnall Flats will result in a reduction of £6.751m in the original approved budget for 2020/21, and a new item of spend is now included for Emmaus House where the Council has subsequently approved a grant of £0.050m. Further details are again provided in paragraph 11.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The Council, as a local housing authority, is required to maintain a Housing Revenue Account (HRA) with a positive working balance and keep borrowing levels within prudential rule guidelines, in accordance with s74 of the Local Government & Housing Act 1989 (the "1989 Act") prohibiting the Council to operate its HRA at a deficit. Effective management of the HRA is necessary to ensure that statutory requirements are met. The proposed balanced budget meets this obligation.

3.2 HRA capital projects will be in compliance with the Council constitution which includes that a project with costs in excess of £250,000 will be subject to a financial appraisal, Financial Procedure Rules.

4 WORKFORCE IMPLICATIONS

4.1 None.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 In order to meet one of the key principles of the Council's strategy, the HRA is required to provide sufficient financial resources to both maintain the Council's existing housing stock to decent homes standard and to enable new affordable housing to be built to help meet local demands.

6 CONSULTATION AND COMMUNICATION

6.1 The paper will be circulated to TACT to note and for their information when the next meeting is scheduled in September.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 The Housing Service considers environmental and ecological factors when developing new build properties and preparing major works plans including estate improvements, working closely with planning officers and the Council's Landscape Team where appropriate. Additional costs for meeting these responsibilities are included in project appraisals and scheme budgets.

8 EQUALITY IMPACT ASSESSEMENT

8.1 There are no equality issues arising from this report as council housing policy includes an assessment of the public sector equality duty at each point of a decision.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property That Council owned dwellings fail to meet decent home standards</i>	An effective programme of future works and sound financial planning ensures that these standards are met and then maintained.	
<i>Community Support Lack of consultation will affect tenant satisfaction and cause objections to planning applications for new build developments.</i>	Regular communication and consultation is maintained with tenants and leaseholders on a variety of housing issues. The Council consults with local residents and stakeholders on proposed new build schemes.	Positive consultation brings forward alternative options that may otherwise not have been considered.
<i>Timescales Delays to new build contracts may result in increased costs and lost revenue. Delays to major works may result in the loss of decent home status for individual properties.</i>	New build contracts contain clauses to allow the Council to recover damages if the project is delayed due to contractor actions. Continual updating of asset management plans and major works budgets allows potential issues to be addressed quickly.	
<i>Project capacity The HRA can borrow funds in addition to utilising external receipts and reserves but it must be able to service the loan interest arising and repay</i>	Regular monitoring of budgets and business plans, together with the use of financial assessment tools enables the Council to manage	The Council monitor's government announcements on the use of RTB receipts and potential capital grant funding.

<p><i>debt in the future.</i></p> <p><i>Staffing resources (not always in Housing) reduce the ability to push forward new schemes at the required pace.</i></p>	<p>resources effectively.</p> <p>Staffing resources have been reviewed to support the delivery of the enhanced new build programme.</p>	
<p><i>Financial / VfM Risks, mitigation and opportunities are managed through regular project monitoring meetings</i></p>	<p>New build Schemes are financially evaluated and have to pass financial hurdles and demonstrate VFM</p>	
<p><i>Legal</i></p> <p><i>The provision of social housing is a statutory requirement. Changing Government priorities place a greater emphasis on social housing which must be monitored and considered within planning of future new build projects.</i></p>	<p>Government statutory requirements and policy changes are being monitored to identify any new risks or opportunities that they may bring.</p>	<p>To create new housing developments within new guidelines and drawing on innovative thinking.</p>
<p><i>Innovation</i></p> <p><i>The creation of a Housing Company to support the new build programme is introduced without reference to existing rules and consents.</i></p>	<p>External legal and business planning advice has been sought to ensure the Council has the most appropriate and effective solution and that any developments are only undertaken if they are financially viable.</p>	<p>A Housing Company has the potential to increase the available supply of affordable housing to support our residents.</p>
<p><i>Reputation</i></p> <p><i>Failure to complete major housing projects due to lack of resources would have a direct impact on both customer satisfaction and the Council's reputation.</i></p>	<p>Business planning tools with regular updates are utilised to make sure resources are available to complete projects.</p>	
<p><i>Other – None</i></p>		

HRA Outturn 2019/20

Details of the 2019/20 financial performance are analysed in Appendix 1 (subjective summary) and Appendix 2 (service summary).

- 11.1 Overall, the HRA produced a surplus of £1.356m. The outturn surplus is £1.216m higher than the £0.139m revised forecast budget prediction (CAB3214).
- 11.2 Within the subjective summary (Appendix 1), the material variances were:
- a) Employees - £0.162m under. This is largely due to the level of vacant posts arising during the year.
 - b) Premises - £0.155m over This is down to a number of factors including budgets not reflecting current need for sewage £60k and cyclical maintenance £80k, as well as utility bills in Temporary accommodation. These will be reviewed as part of the MTFS
 - c) Other Costs - £0.509m under. This is also due to a number of factors the most material being an under spend in other professional services & consultancy fees of £0.360m, a compensation payment received of £0.440m in respect of Victoria Court, the capitalisation of New Build Programme Support staff £0.269m, partly offset by increased recharges to the HRA of £0.364m.
 - d) Depreciation on Fixed Assets - £0.239m. Depreciation is an estimate based on the prior year; actual depreciation is affected by a number of factors such as the annual valuation of the council's housing stock and will therefore vary from forecast.
 - e) External Income - £0.119m under. This variance is largely due to the anticipated outturn in February not taking account of the transfer of garages to the GF, and of higher void levels affecting dwelling rents and garages, this was offset by the compensation payment received in respect of Victoria Court £440k.
 - f) Capital expenditure funded by HRA - £0.219m under. This is as a result of slippage on the capital programme in 2019-20 and a reduction in the capital financing requirement.
- 11.3 Within the service summary (Appendix 2), the material variances were:
- a) HRA General - £0.252m under. This is mainly due to the underspend on the other professional services & consultancy fee budget £0.360m, the compensation payment £0.440m offset by increased HRA recharges of £0.364m

- b) The New Build Programme Support staff – under £0.303m the capitalisation of the new homes team £0.269m, as mentioned in 11.2(c) above.
- c) Sheltered Housing – £171k over. Is predominantly be attributed to several budgets not accurately reflecting the current activity £120k, which will be addressed in the MTFs. In addition, some costs for the previous financial year 2018/19 £42k had been accounted for in the 2019/20 budget. This issue will be addressed moving forward through year end staff training on accruals. There was also a business need for agency cover during the year £25k due to unforeseen circumstances which resulted in a unbudgeted expense
- d) Depreciation of Fixed Assets - £0.254m over. Depreciation is an estimate based on the prior year; actual depreciation is affected by a number of factors such as the annual valuation of the council's housing stock and will therefore vary from forecast.
- e) Capital expenditure funded by HRA - £0.219m under. This is as a result of slippage on the capital programme in 2019-20 and a reduction in the capital financing requirement.

11.4 HRA Revenue Carry Forwards from 2019/20 to 2020/21

The only proposed HRA Revenue Carry Forward from 2019/20 to 2020/21 is £0.050m underspend from the other professional services & consultancy fee budget to support the Housing Company setup costs during the final company setup phase.

11.5 HRA Capital Programme Outturn 2019/20

- 11.6 Appendices 3 & 4 detail the expenditure in 2019/20 for both the Housing Services and New Build capital programmes against both the original budget and latest forecast position.
- 11.7 Within Housing Services (Appendix 3), £6.089m was spent against a latest forecast of £8.318m, a favourable variance of £2.229m on the year.

The material variances were as follows:

- a) Major Repairs - £0.962m under.
 - a.1) External Envelope Works – £0.269m under. Largely down to ongoing delays and disruption caused by ecology constraints;
 - a.2) External ground Works – £0.104m under. Budget is demand driven and demand was lower than anticipated;

a.3) External Window/Door/Screens- £0.067m under. The result of two factors, requests for front/ back doors was significantly down and Thurmond communal screens were delayed;

a.4) Internal Structure and Finishes – £0.138m under. The budget is demand driven and demand was lower than anticipated;

a.5) Kitchen and Bathroom Renewals – £0.074m under. The budget is demand driven and the spend is dependent upon a combination of refusal rates and voids;

a.6) Mechanical and Electrical services – £0.310m under. Largely down to a combination of poor access rates on electrical testing and high refusal rates on c/h distribution upgrades;

- b) Other projects - £1.000m under. We are currently awaiting the findings of the Hackett review into building regulations and fire safety and that will inform our future priorities and work programme

11.8 For the New Build capital programme (Appendix 4), £16.642m was spent against a latest forecast of £21.576m, a favourable variance on the year of £4.934m.

The material variances were as follows:

- a) The Valley - £3.519m under. Programme was delayed due to issues with Southern Water and SSE agreeing and installing water and electricity supplies. Work stopped on site mid-March due to Covid 19 which reduced final 19/20 monthly valuation.
- b) Mayles Lane - £0.227m under. Release of contractor retention payment delayed due to Covid 19 restrictions which prevented inspection of properties)
- c) Woodman Close - £0.053m under. Delays in progressing scheme to a planning application due to sewerage capacity issues of local treatment plant. Planning application is programmed for December 2020 (subject to Member approval).
- d) Hookpit - £1.390m under. Start on site delayed due to footpath re-routing issues with Hampshire County Council. Now resolved and work commenced.
- e) Southbrook Cottages - £0.038m over (New scheme). Initial architectural and survey work commissioned for Passive house scheme. Planning application is programmed for October 2020 (subject to Member approval)
- f) Corner House - £0.538m over (New scheme). Property purchase with RTB receipts and initial architect options commissioned.

- g) Sheltered Housing Conversions - £0.106m under. This is largely as a result of issues with the calculation of the Nitrate Neutrality costs which are currently delaying one of the projects the conversion of the common room at Chiltern Court, whilst the other the conversion of the common room at Simmonds court is under way.
- h) Small sites/unallocated programme – £0.600m under, no suitable schemes identified due to staff resources required for larger schemes.

11.9 HRA Capital Programme Funding

11.10 Appendix 5 details the actual funding for the capital programme in 2019/20. The funding requirement for the year was £7.163m less than previously identified in the latest forecast budget. The Housing Services programme was underspent by £2.064m, with the New Build capital programme being £4.934m underspent. With the capital funding requirement being reduced it has meant that the predicted £6.000m of new HRA Borrowing has not been required in 2019/20. The HRA has benefited from the £1.754m acquisition payment from the general fund in respect of the latest tranche of garage transfers in 2019-20. Property sales, including RTB receipts and new build sales have contributed £4.995m during 2019/20. The HRA also received the start on site grant payment of £4.832m from Homes England in respect of the new Social Housing development at the Valley. The Major Repairs Reserve contributed £8.689m reflecting the higher annual level of the Major Repairs Allowance which in turn reflects the increased value and cost of depreciation now recognised within the stock.

11.11 HRA Capital Programme Re-Forecast for 2020/21

Within the capital programme, an increase to the original budget of £7.038m, the re-profiling of £6.751m into future years and a supplementary budget of £0.050m is proposed in Appendix 6 & 7. When added to the original budget of £36.014m, it gives a revised HRA capital expenditure budget of £36.351m in 2020/21. A degree of uncertainty remains with regard to projecting the completion of schemes currently on site. Current social distancing measures have affected the productivity of sub-contractors on site, additionally there are delays in the supply of certain critical building materials.

11.12 The reasons for the proposed Major Works programme carry forward of £1.443m is largely because of the delay in finalising the programme of fire safety works in light of the Hackett inquiry and also slippage in the estates improvement programme. Other carry forwards requested are in light of review by the service and represent slippage caused by lower demand in 2019/20 that is anticipated to be required in 2020/21.

11.13 The reasons for the proposed New Build programme carry forward of £5.595m are outlined below:

- a) The Valley – A carry forward of £3.519m. The scheme started on site in April 2019 with the carry forward representing the elements of works which have been delayed by SW and SSE. The carry forward figure forms part of the overall project budget.
- b) Mayles Lane - A carry forward of £0.227m. The last phase of the scheme was completed in December 2019. The carry forward figure is contractor's retention sum which is included in the overall project budget.
- c) Woodman Close – A carry forward of £0.053m. The scheme is still at feasibility stage with the carry forward representing the remainder of the initial feasibility budget.
- d) Hookpit – A carry forward of £1.390m. The scheme has commenced on site the carry forward figure represents the agreed upfront payment to the developer that was original planned for March 2020 and forms part of the approved scheme budget.
- e) Winnall – The revised budget sum for 20/21 is £0.800m to reflect the expenditure on pre-construction services, start on site will not occur until 21/22 (subject to Member approval of the final business case).
- f) Sheltered Housing Conversions - £0.106m committed towards the conversion of two properties delayed as a result of issues with the calculation of the Nitrate Neutrality costs which are currently delaying the scheme
- g). The carry forward here is in respect on a specific property where completion and exchange could not be achieved in time in 2019-20 because of the impact of Covid-19.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3161(HSG) Housing Revenue Account 2018-19 Outturn and Key Performance Indicators – 17 July 2019

CAB3216(HSG) Housing Revenue Account Budget Options 2020-21 22 January 2020

CAB3214(HSG) Housing Revenue Account Budget 2020-21 and Business Plan - 22 January 2020.

Other Background Documents:-

None.

APPENDICES:

Appendix 1 – Housing Revenue Account Outturn 2019/20 – Subjective Summary

Appendix 2 – Housing Revenue Account Outturn 2019/20 – Service Summary

Appendix 3 – Housing Capital Programme 2019/20 – Housing Services Outturn

Appendix 4 – Housing Capital Programme 2019/20 – New Build Outturn

Appendix 5 – Housing Capital Programme 2019/19 Funding

Appendix 6 – Housing Capital Programme 2019/20 – Re-forecast Budget Major Works

Appendix 7 – Housing Capital Programme 2019/20 – Re-forecast Budget New Build

APPENDIX 1

HRA - INDICATIVE OUTTURN 2019/20

	Original Budget £000	February Forecast £000	Indicative Outturn £000	Variance Forecast to Outturn £000	Report Notes
Subjective Summary					
Employees	(4,015)	(3,950)	(3,788)	162	11.2 a).
Premises	(5,323)	(5,444)	(5,599)	(155)	11.2 b).
Other Costs	(3,575)	(3,939)	(3,430)	509	11.2 c).
Net Interest and Depreciation	(12,095)	(13,540)	(13,301)	239	11.2 d).
External income	29,065	29,717	29,836	119	11.2 e).
Surplus for year on HRA Services	4,057	2,844	3,718	875	
Capital Expenditure funded by HRA	(8,622)	(2,680)	(2,461)	219	11.2 f).
Right to Buy Admin Fees	21	21	31	10	
Interest receivable	21	21	67	46	
Net (increase)/decrease in HRA Balance before transfers to or from reserves	(4,523)	206	1,356	1,150	
Transfer re Insurance Reserve	(66)	(66)		66	11.2 h).
(Increase)/ decrease in HRA Balance	(4,590)	139	1,356	1,216	
HRA Working Balance					
Opening Balance	10,666	11,627	11,627		
Add Projected Deficit/(Surplus)	(4,590)	139	1,356	1,216	
Projected Balance at Year End	6,076	11,766	12,982	1,216	

APPENDIX 2

HRA - INDICATIVE OUTTURN 2019/20

	Original Budget	February Forecast	Indicative Outturn	Variance Forecast to Outturn	Report Notes
	£000	£000	£000	£000	
Service Summary					
Housing Management General					
Estate Management	(1,363)	(1,422)	(1,373)	49	
HRA General	(1,759)	(1,513)	(1,261)	252	11.3 a)
HRA Contribution to Non-Distributed	(248)	(248)	(247)	1	
HRA Contribution to Democratic Core	(121)	(128)	(108)	19	
Removal Incentive Scheme	(60)	(60)	(54)	6	
Rent Accounting	(264)	(194)	(175)	19	
Tenants Information	(113)	(118)	(73)	45	
Vacant Dwellings	(25)	(25)	(30)	(6)	
New Build Programme Support	(895)	(687)	(383)	303	11.3 b)
	(4,847)	(4,394)	(3,705)	689	
Housing Management Special					
Communal Services	83	83	169	86	
Disabled Adaptations	(117)	(131)	(149)	(18)	
Estate Improvements	(482)	(515)	(496)	19	
Homelessness	52	6	27	21	
Sewage Works	(185)	(382)	(388)	(7)	
Sheltered Housing	(748)	(790)	(961)	(171)	11.3 c)
	(1,397)	(1,728)	(1,799)	(71)	
Repairs					
Responsive Maintenance	(2,265)	(2,134)	(2,066)	68	
Voids	(982)	(1,150)	(1,173)	(24)	
Cyclic	(775)	(800)	(856)	(56)	
Sub - total Repairs Works	(4,022)	(4,084)	(4,095)	(11)	
Repairs Administration	(1,233)	(1,281)	(1,179)	103	
	(5,255)	(5,366)	(5,274)	92	
Debt Management Expenses	(18)	(14)	(8)	6	
Interest Payable	(5,188)	(5,187)	(5,195)	(8)	
Depreciation of Fixed Assets	(6,904)	(8,349)	(8,095)	254	11.3 d)
Capital Grants and Contributions			(10)	(10)	
	(12,110)	(13,550)	(13,308)	242	
Rents and Other Income					
Dwelling Rents	26,445	26,553	26,473	(80)	
Garage Rents	387	467	414	(53)	
Other Income	286	314	338	24	
Sheltered Charges	549	549	579	31	
	27,667	27,882	27,804	(33)	
Surplus for year on HRA Services	4,057	2,844	3,718	744	

APPENDIX 2

HRA - INDICATIVE OUTTURN 2019/20

	Original Budget £000	February Forecast £000	Indicative Outturn £000	Variance Forecast to Outturn £000	Report Notes
Service Summary					
Capital Expenditure funded by HRA	(8,622)	(2,680)	(2,461)	219	11.3 e)
Right to Buy Admin Fees	21	21	31	10	
Interest Receivable	21	21	67	46	
Net (increase)/decrease in HRA Balance before transfers to or from reserves	(4,523)	206	1,356	744	
Transfer re Insurance Reserve	(66)	(66)		66	
(Increase)/ decrease in HRA Balance	(4,590)	139	1,356		
HRA Working Balance					
Opening Balance	10,666	11,627	11,627		
Add Projected Deficit/(Surplus)	(4,590)	139	1,356	1,216	
Projected Balance at Year End	6,076	11,766	12,982	1,216	

HRA CAPITAL PROGRAMME INDICATIVE OUTTURN 2019/20

	2019/20 Original Budget £000	2019/20 Febuary Forecast £000	2019/20 Indicative Outturn £000	2019/20 Variance Forecast to Outturn £000	Report Notes
<u>Housing Services Programme</u>					
<u>Major Repairs</u>					
External Envelope Works	(3,460)	(2,200)	(1,931)	269	11.7 a)
External Ground Works	(508)	(450)	(346)	104	11.7 a)
External Window/Door/Screens	(614)	(200)	(133)	67	11.7 a)
Internal Structure & Finishes	(49)	(360)	(222)	138	11.7 a)
Kitchen & Bathroom Renewals	(993)	(1,150)	(1,076)	74	11.7 a)
Mechanical & Electrical Services	(1,229)	(1,600)	(1,290)	310	11.7 a)
	(6,853)	(5,960)	(4,998)	962	
<u>Improvements & Conversions</u>					
Estate Improvements	(250)	(400)	(301)	99	
Loft Conversions/Extensions					
Sheltered Housing Conversions					
Sheltered Housing Upgrades	(70)	(70)	(37)	33	
	(320)	(470)	(338)	132	
<u>Other Capital Spending</u>					
Disabled Adaptations	(770)	(770)	(738)	32	
Sheltered WIFI		(15)	(15)		
Fire Safety Provision	(1,000)	(1,000)		1,000	11 7 b)
Climate Change Emergency					
Sewage Treatment Works	(103)	(103)		103	
Total HS Capital Programme	(9,046)	(8,318)	(6,089)	2,229	

HRA CAPITAL PROGRAMME INDICATIVE OUTTURN 2019/20

	2019/20 Original Budget £000	2019/20 Febuary Forecast £000	2019/20 Indicative Outturn £000	2020/21 Variance Forecast to Outturn £000	Report Notes
New Build Programme & Other Capital					
The Valley, Stanmore	(7,687)	(12,737)	(9,218)	3,519	11.8 a)
Mayles Lane, Knowle	(674)	(1,109)	(882)	227	11.8 b)
Rowlings Road, Weeke	(1,151)	(250)	(363)	(113)	
Wykeham Place, Stanmore	(27)		(21)	(21)	
Dyson Drive (Abbotts Barton)	(518)		(46)	(46)	
Dolphin Hill, Twyford	(372)	(184)	(261)	(77)	
Woodman Close, Sparsholt	(436)	(77)	(24)	53	11.8 c)
Hookpit, Kings Worthy	(6,282)	(3,655)	(2,265)	1,390	11.8 d)
Winnall Flats	(2,850)	(100)	(103)	(3)	
Wickham CLT	(410)	(205)	(205)		
Tower Street			(20)	(20)	
Southbrook Cottages			(38)	(38)	11.8 e)
Corner House			(538)	(538)	11.8 f)
Witherbed Lane			(2)	(2)	
Barron/Dever Close			(3)	(3)	
Westman Road			(3)	(3)	
Eastacre			(8)	(8)	
Victoria House		(82)	(65)	17	
Chesil Street		(38)	(39)	(1)	
Sheltered Conversions		(139)	(33)	106	11.8 g)
Emmaus Grant					
Small sites / unallocated programme	(2,000)	(600)		600	11.8 h)
Sites funded by RTB 1-4-1 receipts		(2,400)	(2,505)	(105)	
Total New Build Programme	(22,407)	(21,576)	(16,642)	4,934	
Total HRA Capital Programme	(31,453)	(29,894)	(22,731)	7,163	

HRA CAPITAL PROGRAMME INDICATIVE FUNDING 2019/20

	Original Budget £000	Febuary Forecast £000	Indicative Outtum £000	Variance Forecast to Ouutum £000	Report Notes
Funding Source					
Right to Buy Other Retained receipts	(386)	(509)	(512)	(3)	
Right to Buy 1-4-1 Receipts	(3,387)	(2,372)	(2,186)	186	
Other capital receipts	(440)	(825)	(825)		
S.106 Contributions	(200)	(400)		400	
HRA Revenue Contributions to Capital	(8,621)	(2,680)	(2,461)	219	
HCA Grants	(1,502)	(4,832)	(4,832)	1	
New Build Sales	(155)	(1,473)	(1,473)	(0)	
HRA Borrowing	(8,000)	(6,000)		6,000	
Garage Transfers to General Fund	(1,858)	(1,858)	(1,754)	104	
Major Repairs Reserve	(6,904)	(8,945)	(8,689)	256	
TOTAL	(31,453)	(29,894)	(22,731)	7,163	11.10

HRA CAPITAL PROGRAMME PROPOSED REVISED BUDGETS 2020/21

	2020/21 Original Approved Budget. £000	2020/21 Approved Changes to Budget. £000	2019/20 Proposed Cfwd £000	2020/21 Revised Budget £000	Report Notes
<u>Housing Services Programme</u>					
<u>Major Repairs</u>					
External Envelope Works	(2,617)			(2,617)	
External Ground Works	(302)			(302)	
External Window/Door/Screens	(392)		(67)	(459)	
Internal Structure & Finishes	(66)		(138)	(204)	
Kitchen & Bathroom Renewals	(709)		(74)	(783)	
Mechanical & Electrical Services	(1,584)			(1,584)	
	(5,669)		(279)	(5,948)	11.12
<u>Improvements & Conversions</u>					
Estate Improvements	(400)		(99)	(499)	
Loft Conversions/Extensions					
Sheltered Housing Conversions					
Sheltered Housing Upgrades	(100)		(33)	(133)	
	(500)		(132)	(632)	
<u>Other Capital Spending</u>					
Disabled Adaptations	(770)		(32)	(802)	
Sheltered WIFI					
Fire Safety Provision	(1,030)		(1,000)	(2,030)	11.12
Climate Change Emergency	(1,030)			(1,030)	
Sewage Treatment Works	(106)			(106)	
Total HS Capital Programme	(9,105)		(1,443)	(10,548)	

HRA CAPITAL PROGRAMME PROPOSED REVISED BUDGETS 2020/21

	2020/21 Original Approved Budget. £000	2020/21 Other Changes to Budget. £000	2019/20 Proposed Cfwd £000	2020/21 Revised Budget £000	Notes
New Build Programme & Other Capital					
The Valley, Stanmore	(5,713)		(3,519)	(9,232)	11.13 a).
Mayles Lane, Knowle			(227)	(227)	11.13 b).
Rowlings Road, Weeke	(1,129)			(1,129)	
Wykeham Place, Stanmore	(446)			(446)	
Dyson Drive (Abbotts Barton)	(954)			(954)	
Dolphin Hill, Twyford	(184)			(184)	
Woodman Close, Sparsholt	(762)		(53)	(815)	11.13 c).
Hookpit, Kings Worthy	(4,965)		(1,390)	(6,355)	11.13 d).
Winnall Flats	(7,551)	6,751		(800)	11.13 e).
Wickham CLT	(205)			(205)	
Tower Street					
Southbrook Cottages					
Corner House					
Witherbed Lane					
Barron/Dever Close					
Westman Road					
Eastacre					
Victoria House					
Chesil Street					
Sheltered Conversions			(106)	(106)	11.13.f).
Emmaus Grant		(50)		(50)	
Small sites / unallocated programme	(3,000)		(300)	(3,300)	11.13 g).
Sites funded by RTB 1-4-1 receipts	(2,000)			(2,000)	
Total New Build Programme	(26,909)	6,701	(5,595)	(25,803)	
Total HRA Capital Programme	(36,014)	6,701	(7,038)	(36,351)	

REPORT TITLE: QUARTER 4 FINANCIAL AND PERFORMANCE MONITORING

2 JULY 2020

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

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

WARD(S): ALL

RECOMMENDATIONS

That the Scrutiny Committee raises with the Leader or relevant Cabinet member any issues arising from the information in this report, ref CAB3246, which is being presented to Cabinet on the 9 July 2020 and considers whether there are any items of significance to be drawn to the attention of Cabinet.

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REPORT TITLE: QUARTER 4 FINANCIAL AND PERFORMANCE MONITORING

9 JULY 2020

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

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

WARD(S): ALL

PURPOSE

This report provides a summary of the council's progress during the period January to March (Q4) 2020 against the five priorities in the Council Plan 2020-25.

Incorporating a new style of performance reporting, this report includes data against the newly adopted strategic key performance indicators (KPIs) and an update on the progress of the council's significant projects.

A high level summary forecast of the financial outturn for 2019/20 for the General Fund revenue and capital budgets as well as the Housing Revenue Account (HRA) is also included.

RECOMMENDATIONS:

1. That Cabinet notes the progress achieved during Q4 of 2019/20 and endorses the contents of the report.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOMES

- 1.1 This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the priorities included in the Council Plan 2020-25 that was adopted in January 2020.
- 1.2 Strategic Service Plans to support delivery of the Council Plan were adopted from April 2020 along with a new suite of KPIs. In the main, the targets that have been set for these KPIs relate to 2020/21. Therefore where available, data has been reported for Q4 of 2019/20 in this report or for the full year of 2019/20. This has not been possible in all cases though as the data may not previously have been collected. In some cases the Q4 or end of year data sets the baseline target moving forward. When the Q1 20/21 reporting is undertaken this will present the full and complete set of data.
- 1.3 Presenting this report supports the council in being open and transparent to our public, partners, stakeholders and residents and covers the period January to March 2020 (Q4).

2 FINANCIAL IMPLICATIONS

- 2.1 The financial implications of this report are detailed in the appendices to this report and in particular the Financial Summary in Appendix 1. Almost all the projects included in the Council Plan will have financial implications, some significant and these are agreed and reported separately before the commencement of the project.
- 2.2 It is important to note that this report provides a summary of the council's provisional financial position as at 31 March 2020 and the position has changed significantly since 31 March 2020. This has been reported in CAB3244 (Section 13 and Appendix 1) and is the subject of ongoing monitoring and reporting.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Key performance indicators and progress reporting must be fit for purpose, monitored and managed to ensure council governance. Key Performance Indicators enable evidence based quantitative management reporting and where necessary remedial actions and decisions to be taken.
- 3.2 There are no legal and procurement implications arising directly in this report, though individual projects are subject to review by Legal Services and Procurement, and in particular will require consideration of the council's Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015) and governance where required.

4 WORKFORCE IMPLICATIONS

4.1 None directly.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None.

6 CONSULTATION AND COMMUNICATION

6.1 Cabinet members, Executive Leadership Board, Corporate Heads of Service and Service Leads have been consulted on the content of this report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Many of the activities detailed in this report actively protect or enhance our environment and support the council to reduce its carbon impact. These will be considered as part of each detailed business justification case.

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 prior to requested recommendations, policy and project implementation and decisions.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property- none</i>		
<i>Community Support- Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead to delay.</i>	Regular consultation and engagement with stakeholders and residents regarding projects or policy changes.	Positive engagement and consultation can bring forward alternative options that might not have otherwise been considered.
<i>Timescales- Delays to project delivery can lead to increased cost and lost revenue.</i>	Regular project monitoring undertaken to identify and resolve slippage.	
<i>Project capacity- Availability of staff to deliver projects.</i>	Resources to deliver projects are discussed at the project planning stage and agreed by the project	Opportunities present themselves for staff to get involved in projects outside their normal role

Risk	Mitigation	Opportunities
	board and monitored by the Programme and Capital Strategy Board	enabling them to expand their knowledge and skills base as well as working with others.
<i>Financial / VfM- Budget deficit or unforeseen under or overspends.</i>	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned over/underspends.	Early notification of unplanned under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
<i>Legal</i>	Legal resources are discussed with project leads.	Opportunity for the use of in house resources able to input to through the life of the project with local Winchester and cross Council knowledge.
<i>Innovation – improvement in service delivery</i>		KPIs can evidence the need for innovation to improve service delivery
<i>Reputation- Ensuring that the Council delivers the outcomes as set out in the Council Strategy.</i>	Regular monitoring and reporting of the progress the Council is achieving against its priorities included in the Council Strategy, including this report.	Work with Communications Team on press releases to promote or celebrate success.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 This report provides an update on the council's finances and the progress achieved against the priorities included in the Council Plan 2020-25 and new KPIs.
- 11.2 Appendix 1 provides a high level summary of the financial position for both General Fund and Housing Revenue Account as at the end of the 2019/20 financial year.
- 11.3 Following adoption of the Council Plan 2020-25 in January 2020, this is the first performance report that provides an update on the progress achieved against the five priorities and covers the period January to March 2020.
- 11.4 Outlined in the recent Strategic Service Plans report (CAB3230 refers) the performance information included in Appendix 2 is based on the new format which has been developed to be easier to read and have clear links to the new Council Plan priorities. KPIs are supported by a newly introduced

narrative for each Council Plan priority which allows a story to be told quarter by quarter.

- 11.5 The period that this report relates to was largely unaffected by the COVID-19 pandemic. A detailed report covering the council's response to the outbreak of COVID-19 was considered by Cabinet on 21 May 2020.
- 11.6 Appendix 3 provides, for the first time, reporting on performance against the new Strategic KPIs. These were agreed by Cabinet at its meeting on 21 May 2020 and are directly linked to the Corporate Heads of Services and Heads of Programmes Strategic Service Plans.
- 11.7 The monitoring and reporting frequency of each KPI varies between monthly, quarterly and annually depending on the availability of data.
- 11.8 Appendix 4 provides an update on the progress made against the Council's significant programmes and projects which are being, or will be undertaken during the next five years. The next report - Q1 of 20/21 - will provide a new highlight report format which coincides with new corporate programme management arrangements and the introduction of the Programme and Capital Strategy Board from July 2020.
- 11.9 The financial outturn for each capital project in 2019/20 is provided in Appendix 5.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 None.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3228 – Quarter 3 Finance and Performance Monitoring dated 12 February 2020

CAB3230 – Strategic Service Plans 2020-25 and Performance Reporting dated 21 May 2020

Other Background Documents:-

None

APPENDICES:

Appendix 1 Finance Report 2019/20

Appendix 2 Council Plan 2020-25 progress update – January to March 2020

Appendix 3 Strategic Key Performance Indicators

Appendix 4 Programme Management – Tier 1 projects update

Appendix 5 General Fund Capital Expenditure 2019/20 outturn

Appendix 6 Winchester Town Account 2019/20 outturn

Appendix 7 General Fund Earmarked Reserves

Section 1 – Financial Update as at 31 March 2020

This section presents a summary of the council's provisional financial outturn for 2019/20 with regard to the General Fund and Housing Revenue Account budgets.

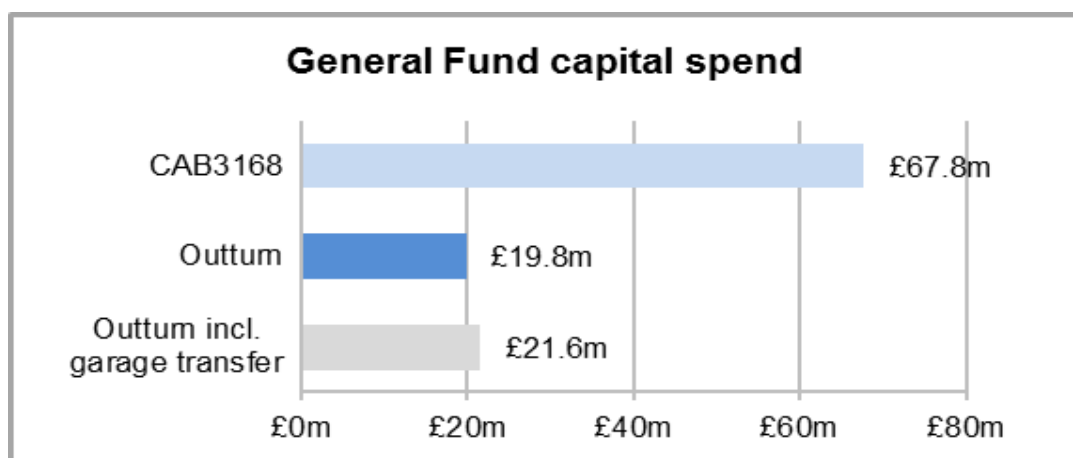
General Fund Revenue

1. As at the end of Q4 there is a provisional outturn 2019/20 underspend of £1.4m. Much of this favourable variance flows through from Q4 in 2018/19, after the budget for the year was set, or is a result of one off income achieved.
2. Additional financing and treasury activity net income of £0.8m is related to forecast higher net interest receivable due to higher cash balances.
3. Also included in this appendix is a report that shows the progress and status of the 2019/20 Outcome Based Budgeting proposals. The overall target status is amber due to the March 2020 impact of COVID-19 and some projects, such as the one relating to the Guildhall café space, have been deferred to 2020/21.
4. Earmarked Reserve balances are shown in Appendix 7, with closing balances roughly in line with opening balances. Whilst balances are higher than forecast, much of this increase in closing balance relates to higher in-year Community Infrastructure Levy receipts and re-profiling of major project spend. The Major Investment Reserve has been replenished with an additional £0.7m of uncommitted balance.
5. Q4 key variances:
 - i) **Net Interest Receivable** – (+£0.8m) higher than budgeted cash balances have been available for investment which has significantly increased the net interest receivable for the year.
 - ii) **Planning Fee Income** – (+£0.25m) higher than planned income for the year relating to major planning applications.
 - iii) **Benefits** – (+£0.05m) higher than planned subsidy and overpayment recovery rates.
 - iv) **HRA Recharges** – (+£0.36m) higher recharges to the HRA reflecting the 2018/19 outturn for example additional utilisation of the Special Maintenance team and other specific additional resources utilized by the HRA in 2019/20.
 - v) **NDR** – (+£0.49m) Winchester share of additional business rates receipts received in 2019/20.
 - vi) **Guildhall** – (-£0.17m) a target saving of £0.15m was set commencing 2019/20. Whilst plans are progressing, it is now expected that the planned savings will not commence until 2020/21.

- vii) **Estates Property Income** – (-£0.4m) A provision for doubtful debts of £0.2m has been applied in order to cover outstanding debts which may never be recovered. The remaining variance is caused by higher than budgeted garage voids and void investment properties. There are currently a high number of voids within the property portfolio causing an adverse budget forecast for the year.

General Fund Capital

1. Total capital expenditure in year was £42.5m - of which £22.7m relates to the Housing Revenue Account (HRA). The detailed HRA outturn is reported separately to Cabinet (CAB3241); summary details are provided below.
2. General Fund capital expenditure amounted to £19.8m. This compares to an original budget of £62.2m set in February 2019 (CAB3134) and a revised budget of £67.8m (including 'brought forwards') set in July 2019 (CAB3168). Following subsequent approvals and reprogramming, the forecast expenditure was amended to £26.3m in February 2020. Further details by project are provided in Appendix 5.
3. An estimate of £2.8m was included in the General Fund capital budget for the transfer of 364 garages from the Housing Revenue Account. However, as there is no third party transaction the 'acquisition' by the General Fund is not treated as expenditure; instead the transaction is accounted for by a reduction in the HRA's borrowing need (Capital Financing Requirement) and a corresponding increase in the General Fund's borrowing need. In effect this has the same consequence as a capital purchase and receipt in that the GF will need to finance the transfer and the HRA will be able to use the reduction to finance new capital spend. The actual value of the transfer was £1.8m.



4. The following are some of key projects undertaken in 2019/20:
 - **New Sport & Leisure Park** *Total Budget: £43.07m*
Expenditure: Prior years £2.8m 2019/20 £15.28m Total £18.08m

Work commenced on site in 2019 and significant progress has been made since with the new building rapidly taking shape. The budget was increased by £205,000 in 2019/20 to help the council achieve its priority of tackling the climate emergency by installing more solar panels. The new facility is expected to open in Spring 2021.

- **Disabled Facilities Grants** *Total Budget: £1.47m*

Expenditure: recurring *2019/20 £1.27m*

Expenditure on disabled facilities grants increased in 2019/20 by over £300,000 from the previous year. The grants allow disabled people to stay in their own homes by, for example, widening doors, installing ramps and stairlifts, or adapting heating and lighting controls to make them easier to use.

- **Partnered Home Purchase Scheme** *Total Budget: £2.0m (pilot)*

Expenditure: Prior years £0.5m *2019/20 £1.35m* *Total £1.85m*

The 'myHome' Partnered Home Purchase Scheme was an open market shared ownership scheme which was discontinued in February 2020 in order to release £1.45m of capital receipts to invest in other Council priorities. Whilst the scheme attracted significant interest and assisted 11 households to access housing in the district, the overall risks to the Council were considered too high to support its continuation. It was introduced as an investment scheme although does not support the cost of borrowing. The properties purchased during the pilot will provide the council with an ongoing index-linked rental income stream from the share the organisation owns and has enabled homebuyers to enter into a shared ownership arrangement without the restrictions of traditional schemes. It has also made a positive contribution to the council's housing strategy which will continue to be delivered through the Council's own shared ownership offer and alternative tenures offered through the housing company.

- **Kerbside glass recycling bins** *Total Budget: £170,000*

Expenditure: one-off *2019/20 £161,000*

In line with our commitment to increasing recycling in the district, the council introduced kerbside glass recycling in 2019 for which 50,000 bins were purchased for distribution to households.

- **Coventry House (Vaultex)** *Total Budget: £530,000*

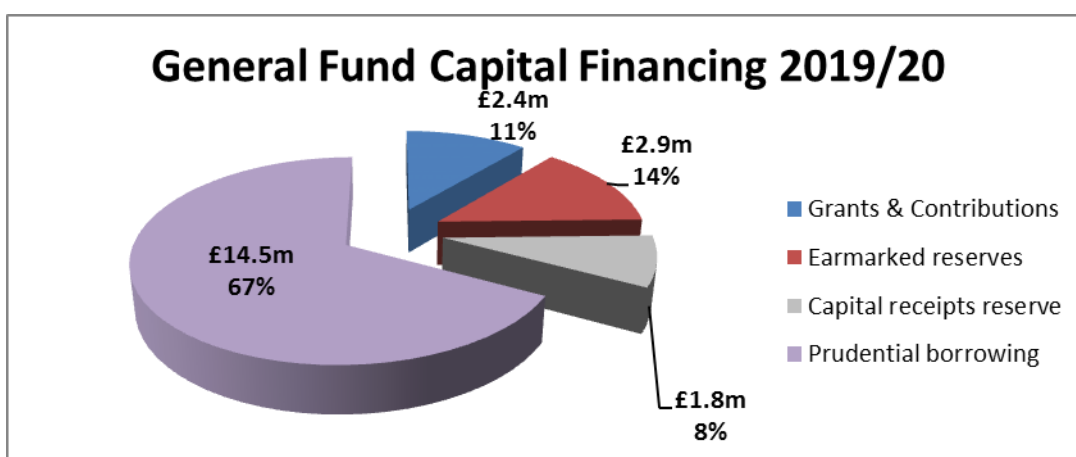
Expenditure: Prior years £nil *2019/20 £121,000*

Following the purchase of Coventry House in 2018/19 (for £1.68m), the site was leased back to its original owners for 12 months. Following their vacation of the site, the building has been demolished (at a cost of £115,000) and

preliminary work has commenced on provision of a surface car park on the site. The total budget was increased to £530,000 in June Cabinet (CAB3239).

5. Capital Financing

The sources of finance available for capital projects include capital receipts, grants and contributions, reserves, revenue contributions, and prudential borrowing or “Capital Financing Requirement” (unfinanced capital expenditure met by future revenue provision). Under the Prudential Code, the council can invest in a capital programme so long as its capital spending plans are “affordable, prudent and sustainable”. The financing of the 2019/20 General Fund capital expenditure including the transfer of garages from the Housing Revenue Account was as follows:



Where capital expenditure is to be financed in future years by charges to revenue, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the council that has yet to be financed. While the council has sufficient cash and investment balances, it is able to internally borrow but as CFR increases in the future it will need to borrow externally in addition to the £156.7m the council has already borrowed as a result of the HRA self-financing settlement. In the General Fund an annual charge is required (Minimum Revenue Provision) to finance prior year unfinanced expenditure; this reduces the CFR over the lives of the related assets.

Capital Financing Requirement	General Fund £000	Housing Revenue Account £000	Total £000
Capital Financing Requirement at 1 April 2019	27,145	162,859	190,004
Unfinanced Capital Expenditure - in year	12,756	1,754	14,510
Provision for the Financing of Capital Investment	(502)	0	(502)
Transfer of Garages from the HRA to the General Fund	1,754	(1,754)	0
Capital Financing Requirement at 31 March 2020	41,153	162,859	204,012

6. Commercial activities: Property

The council owns an investment property portfolio (assets held solely for rental income or capital appreciation) which was valued at £61.5m as at 31 March 2020 (£53.8m as at 31 March 2019) and generated gross income of £2.9m and net income after costs of £2.3m in 2019/20. This income helps contribute to the Council Plan outcomes. This represents an average net yield of 3.9%.

In 2019/20, the council spent £1.35m on new acquisitions all of which related to the organisation's share in Partnered Home Purchase scheme properties. In addition, 364 garages were transferred from the HRA to the General Fund where they will be held as investment properties.

Property held for investment purposes in £000s

31 March 2019	53,794
Acquisitions	1,349
Enhancements	1
Gains/(losses) in fair value	4,561
Transfer from PPE (operational assets)*	1,754
31 March 2020	61,459

*An investment property is held for rental income and/or capital appreciation; when the continued purpose of holding the asset changes to meeting a service objective it is transferred to Property Plant & Equipment or vice versa

7. Proportion of Financing Costs to Net Revenue Stream

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans, MRP, and any revenue funded reductions in the borrowing need are charged to the General Fund (GF) or Housing Revenue Account (HRA) income and expenditure statements as appropriate, offset by investment income receivable. The net annual charge is known as financing

costs - this is compared to the net revenue stream: Council Tax, Business Rates, and general government grants in the case of the GF; and rents and other charges in the case of the HRA.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 actual	2019/20 forecast	2019/20 actual	2020/21 budget
GF financing costs (£m)	-0.1	-0.1	-0.1	0.6
GF proportion of net revenue stream	-0.5%*	-0.8%	-0.7%*	3.5%
HRA financing costs (£m)	5.1	5.2	5.1	6.0
HRA proportion of net revenue stream	17.7%	17.9%	17.6%	20.3%

* In 2018/19 and 2019/20 investment income exceeded interest payable and MRP

General Fund 2019/20 Outturn

General Fund Revenue					
Budget		Outturn			
Income	Expenditure	Net contrib'n / (spend)	Outturn	Variance	
£000	£000	£000	£000	£000	
Total Housing	284	(2,337)	(2,053)	(1,849)	204
Total Environment	10,353	(16,909)	(6,556)	(5,669)	887
Total Health & Happiness	360	(2,502)	(2,142)	(2,825)	(683)
Total Business	213	(2,104)	(1,891)	(1,508)	383
Total Operational Delivery	2,239	(5,290)	(3,050)	(3,756)	(706)
Total Investment Activity	3,219	(882)	2,337	2,440	103
Total Organisational Management	466	(6,388)	(5,922)	(4,929)	993
	17,135	(36,412)	(19,277)	(18,095)	1,181
Total Tax and Grant Income			15,296	16,190	894
Total Financing & Treasury Activity			(677)	1,520	2,197
Total Reserve Related Movements			4,658	385	(4,273)
Total Funding			19,277	18,095	(1,181)

**Housing Revenue Account
2019/20**

Housing Revenue Account						
	Budget		Outturn			Notes
	Income	Expenditure	Net contribution / (spend)	Feb Forecast	Full Year Outturn	Feb Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Rent Service Charges & Other Income	27,688	0	27,688	27,903	27,871	(32)
Housing Management General	164	(5,011)	(4,847)	(4,394)	(3,703)	691 1.a)
Housing Management Special	1,155	(2,552)	(1,397)	(1,728)	(1,799)	(71) 1.b)
Repairs (including Administration)	101	(5,356)	(5,255)	(5,366)	(5,274)	92
Interest Payable	0	(5,188)	(5,188)	(5,188)	(5,196)	(8)
Depreciation	0	(6,904)	(6,904)	(8,348)	(8,095)	253 1.c)
Capital Expenditure Funded by HRA	0	(8,622)	(8,622)	(2,680)	(2,461)	219 1.d)
Other Income & Expenditure	21	(85)	(64)	(60)	14	74 1.e)
	<u>29,129</u>	<u>(33,718)</u>	<u>(4,589)</u>	<u>139</u>	<u>1,357</u>	<u>1,218</u>
Working Balance at 1 April 2019			<u>10,666</u>	<u>11,627</u>	<u>11,627</u>	<u>0</u>
Add Surplus / (Deficit)			<u>(4,589)</u>	<u>139</u>	<u>1,357</u>	<u>1,218</u>
Projected Working Balance at 31 March 2020			<u><u>6,077</u></u>	<u><u>11,766</u></u>	<u><u>12,984</u></u>	<u><u>1,218</u></u>

**Housing Revenue Account
Capital 2019/20**

	HRA Capital Programme			
	Budget	Feb Forecast	Outturn	Variance
	£'000	£'000	£'000	£'000
Housing Major Works	(6,853)	(5,960)	(4,998)	962
Improvements and Conversions	(1,090)	(1,240)	(1,076)	164
Other Capital Spend	(1,103)	(1,118)	(15)	1,103
New Build Programme	(22,407)	(21,576)	(16,642)	4,934
	(31,453)	(29,894)	(22,731)	7,163

Notes:

1. The indicative HRA revenue outturn for 2019-20 shows a favourable variance of £1.218m when compared to that forecast in February which represents just below 4% of gross HRA expenditure. The surplus for the year is £1.357m and this will result in a healthy HRA general working balance at 31 March 2020 of £12.984m. The 30 year HRA Business plan will need to be updated to reflect the impact of the revenue outturn and the need to re-profile capital slippage.

1a) There are a number of factors that have contributed to the variance shown;- these include an underspend on professional services of £360k, a compensation insurance payment of £440k in respect of Victoria Court, the impact of capitalising some of the costs of the new build team £268k, and of recharging the General Fund for the management and maintenance of the transferred garages £68k, and an underspend on subscriptions and equipment purchases of £60k, which was partly offset by increased recharges into the HRA of £346K.

- 1b) Further investigations are required here but the key factors are an overspend on sheltered housing of £148k.
 - 1c) The actual cost of depreciation to both the dwelling and non-dwelling stock was £254k less anticipated in February.
 - 1d) The capital outturn resulted in a reduced capital financing requirement and as a result the RCCO required was £219k less than anticipated
 - 1e) The anticipated budgeted contribution to the insurance fund was not required in 2019/20
2. The reasons for the key material variances are currently being reviewed and investigated to understand if they are likely to be ongoing and need to be reflected in future budget setting. In addition at this stage it is being proposed that the only revenue carry forward from 2019/20 is £50k funding for the establishment of the proposed Housing Company.
 3. The capital outturn shows a favourable variance of £7.163m, which represents 24% slippage on that forecast in February. The amount being proposed to be carried forward to 2020/21 and future years is £7.038m.

Outcome Based Budgeting – 2019/20 Progress Monitoring

The General Fund Budget 2019/20 report ([CAB3132](#), 14 February 2018 refers) included a number of budget proposals for 2019/20 that would achieve savings of £0.96m which would enable a balanced budget for 2019/20 and contribute towards savings for future years.

The table below provides an update on the progress achieved against the proposals for savings.

Item	Budget	Achieved	Total	Status			Comments
	£'000	£'000	£'000	Q2	Q3	Q4	
Savings Proposals							
Guildhall	150.0	0.0	0.0	Red	Red	Red	Cabinet on 23 December approved procurement of a new catering contract for the Café Eighteen71. Target was not achieved in 2019/20 but a very positive outcome to the procurement agreed. This has been further delayed by COVID-19 and progress will be subject to economic recovery.
Internal Catering	20.0	10.5	10.5	Amber	Amber	Amber	Part-year savings in 2019/20 with the full year targets to be met from 2020/21. Savings are to a large extent reliant on number and type of meetings held during the year.
Salary Sacrifice Employee Benefits	21.5	16.3	16.3	Amber	Amber	Amber	Savings are based on estimated employee take up and subsequent reduction in Employers National Insurance contributions. Benefits are being actively promoted and take up

Item	Budget	Achieved	Total	Status			Comments
	£'000	£'000	£'000	Q2	Q3	Q4	
							is expected to increase over the coming months generating higher full year savings for 2020/21.
Business Travel	50.0	28.5	28.5	Green	Green	Green	On target for full year savings from 2020/21.
Public Conveniences – Business Rates	25.0	25.0	25.0	Green	Green	Green	Contractual savings were achieved in 2019/20 meaning the targeted savings were achieved. Central Government announced in December 2018 that stand alone public conveniences would become exempt from Business Rates. The savings forecast is based on this policy which is still progressing towards adoption. This is expected to generate additional savings when the new policy is in place.
Occupational Health	10.0	10.0	10.0	Green	Green	Green	New contract arrangements – budget saving achieved.
Training Hub	17.0	17.0	17.0	Green	Green	Green	The £17k savings have been achieved within the Learning & Development budget in 2019/20. Further efficiencies, with a training hub based in Winchester, will be explored. In addition a robust and new approach to learning and development planning is work being undertaken by the new Service Lead in HR.

Item	Budget	Achieved	Total	Status			Comments
	£'000	£'000	£'000	Q2	Q3	Q4	
Other minor efficiencies	20.0	20.0	20.0	Green	Green	Green	
Restructure	100.0	100.0	100.0	Green	Green	Green	Savings achieved under the revised staffing establishment.
Energy Efficiency	20.0		0.0	Amber	Red	Red	All electricity now from renewable sources. Investment in 2019/20 focussed towards additional solar and other measures at the new Sport and Leisure Park. Improvements to other council buildings planned for 2021/22
Asset Management / Income Generation							
Rent Reviews	200.0	50.0	50.0	Green	Green	Amber	Some major rent reviews delayed to 2020/21 and assessment of COVID-19 impact will be required.
Digitalisation of services – Customer Services / Cash Office	30.0	30.0	30.0	Green	Green	Green	Savings achieved through the installation of cash kiosks in reception from January 2019.
Pest Control	35.0	10.0	10.0	Green	Amber	Amber	Delayed implementation of new charges and COVID-19 impact in March 2020.
Concessions at car parks	50.0	0.0	0.0	Amber	Red	Red	The focus of car parks has been targeted to support significant increases in usage (and income) particularly at Park & Ride sites. The potential use of concessions is being explored to balance what can be delivered against the primary focus of ensuring spaces are available and

Item	Budget	Achieved	Total	Status			Comments
	£'000	£'000	£'000	Q2	Q3	Q4	
							usage is encouraged at outer car parks such as the Park & Ride sites.
Street naming and numbering	12.0	20.6	20.6	Green	Green	Green	
Fees and Charges	50.0	50.0	50.0	Green	Green	Green	
Car parking income through volume increase	150.0	150.0	150.0	Green	Green	Green	Additional usage particularly at Park & Ride sites
TOTAL	960.5	537.9	537.9				

COUNCIL PLAN 2020 – 25

Q4 PROGRESS UPDATE

PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT

The climate crisis is the biggest challenge all of us face in the coming years and decades. Winchester must play its part in tackling the crisis and hand our district to our children and grandchildren in a better state than it is now.

What we want to achieve

- Winchester City Council to be carbon neutral by 2024
- The Winchester district to be carbon neutral by 2030
- Reduced levels of waste and increased recycling, exceeding national targets
- An increase in the proportion of journeys taken by walking, cycling and public transport

Over the last quarter we have achieved the following

- **Carbon neutrality to be made central to everything we do**

Agreed a contract for the council's operational buildings to be supplied by electricity provided from sustainable sources, including wind and solar power, from the 1st April 2020. This will have the immediate impact of reducing our carbon emissions by 19% with the long term aim of further reducing our carbon emissions by 40% if we can 'on-board' all of our sites onto our new green tariff.

Staff travel survey undertaken, generating 292 responses. Results identified lack of ability to work from home as one of the barriers, prior to recent changes in work patterns.

- **Have an adopted and up to date Local Plan with positive policies which promote low carbon development and transport while protecting our heritage and natural environment**

Work is progressing on the new Local Plan in accordance with the timetable in the Council's adopted Local Development Scheme. The outstanding information to complete the evidence base is in the process of being obtained. A Strategic Issues and Options document (formerly referred to as the "Prospectus"), which will include how the Council's climate change declaration is being woven into the heart of the Local Plan, is due to be considered by Cabinet in the summer with a date to be confirmed shortly.

- **Take a lead with partners and residents to deliver the Carbon Neutrality Action Plan throughout the district**

A total of 342 trees were planted over two days by more than 30 volunteers at Newlands Walk Open Space in Waterlooville. The volunteers included local residents, community groups and businesses along with council staff.

Launched the LEAP scheme to provide free energy surveys to people on a low income or those suffering from fuel poverty. Working with Agility Eco, we will signpost people to funding for heating upgrades to eligible homes; making buildings warmer, cheaper to heat and reducing their carbon footprint.

Work is underway on a proposal for the Council to rent roof space from targeted large businesses, in order to install solar PV. The Council would then sell the generated power from the PV to the business.

- **Deliver the City of Winchester Movement Strategy, refresh the air quality management action plan and prioritise walking, cycling and public transport throughout the district**

The Winchester Movement Strategy (WMS) phase 1 studies now complete and members briefing held in June. A summary report is to be made public in July. Phase 2 studies underway. A local cycling and walking improvement plan for Winchester is being developed as part of the WMS

- **Work with other public authorities to expand the range of materials we recycle**

Winchester is working through the Project Integra partnership to review options for a single MRF in Eastleigh, and are looking at the option of moving to a twin stream or kerbside sort system to greatly increase the range of material being collected.

We are also working with Project Integra to understand the impact of introduction of food waste recycling which is government's preferred direction of travel by 2023 for every local authority.

- **Safeguard our district's extensive natural habitats and precious ecosystems by delivering the actions in our Biodiversity Action Plan**

We are continuing to deliver biodiversity gain through current land management projects and work programmes. With regard to the Biodiversity Action Plan (BAP), the Business Justification Case has been approved and a Members briefing will take place on 30 June 2020, providing an update on the proposals for the new BAP as well as wider ecological initiatives. Production of the BAP has started, and the draft document will be presented to the Health & Environment Policy Committee on 30 Sep 2020 and Cabinet in December 2020.

PRIORITY – LIVING WELL

We want all our residents to live healthy and fulfilled lives. We recognise that our residents are living longer and want to ensure the district offers the right mix of facilities for all ages and abilities.

What we want to achieve

- Reduced health inequalities
- Increase in physical and cultural activities
- An increase in active travel
- Services that work for all, but especially for residents who need more help to live well
- Attractive and well used green spaces with space for relaxation and play

Over the last quarter we have achieved the following

- **Focus our activities on the most disadvantaged areas, communities and groups**

We have continued to issue grant support to key voluntary sector organisations supporting our more vulnerable residents, such as Citizens Advice Winchester District, Trinity, Winchester Nightshelter, Home-Start, Winchester Live at Home scheme and Winchester Young Carers.

The GP referral scheme saw 94 new referrals during Q4, with the most common health conditions referred being osteoarthritis, mental health and obesity. Total throughput at community exercise classes for people with health conditions was in excess of 600 over the three months and the 79 health walks saw more than 1200 attendees.

- **Opening of the new Winchester Sport and Leisure Park to offer sustainable, accessible facilities for all to enjoy a wide range of activities**

See project update at Appendix 4

- **Supporting communities to extend the range of sports facilities across the district**

Discussions are underway with the developer over the specification and design of a cricket pavilion for the West of Waterlooville development.

- **Create safe cycleways and pathways to make it safer and more appealing for our residents to cycle and walk to their destination**

A local cycling and walking improvement plan for Winchester is being developed as part of the Winchester Movement Strategy. The Parking and Access Strategy delivery will consider the needs of the market towns. Meetings are underway to discuss these with representative groups.

- **Maintain and enhance the open spaces and parks that support good mental and physical health for residents of all ages**

All play areas are currently closed due to coronavirus, although the council is still undertaking visual inspections for health & safety purposes.

Some projects have continued throughout lockdown including the creation of a new area called Badgers Patch in Stanmore, as well as work on the replacement of the North Walls Cricket Pavilion and the renovations to Chilcomb Pavilion. It is still expected that renovation programme for play areas for 2020/21 will be delivered despite the delays due to the pandemic.

PRIORITY - HOMES FOR ALL

Housing in our district is expensive and young people and families are moving out because they can't find suitable accommodation they can afford.

Winchester District needs homes for all – homes that are affordable and built in the right areas for our changing communities

What we want to achieve.

- More young people and families working and living in the district.
- All homes are energy efficient and affordable to run
- The creation of communities not just homes
- No-one sleeping rough except by choice

Over the last quarter we have achieved the following

- **The council building significantly more homes, both traditional council homes and through the council housing company**

There are currently 121 new homes under construction across four sites. Plans are progressing through the appointment of Wates contractors to build 75 new homes at Winnall, a proportion of which may be transferred to the council's housing company.

- **Strengthen our Local Plan to ensure homes are built for all sectors of our society including young people**

A Strategic Housing Market Assessment has been completed and this information will be used to inform the housing policies in the new Local Plan.

- **Use the new Winchester Housing Company to deliver a wide range of housing tenures to meet local needs**

The company has limited resources and as such seeks to minimise its drawdown of capital funding through leasing assets from the HRA, and

potentially acquiring properties from the market place. The company business plan is progressing to be in a position to lease 5 properties per year which could include a block of flats as one transfer. Providing housing that will become income generating and at the same time offer social advantages for a need not met elsewhere such as homes for keyworkers and young professionals.

- **Provide support for our homeless and most vulnerable people**

In partnership with Two Saints and HCC, 12 new units of accommodation were made available to help vulnerable people to avoid rough sleeping. Having been recently refurbished by the Council and using the 'Housing First' principles of tackling homelessness, Two Saints will offer intensive support to help clients settle in, maintain their tenancies and learn how to live independently.

Following a successful funding bid with MHCLG, 4 additional bed spaces were made available throughout the cold weather period and 4 individuals were prevented from sleeping rough and were supported by the outreach team to move on to alternative accommodation.

At the end of March Government directed all housing teams to 'Get Everyone in' to protect those sleeping rough or at risk of sleeping rough and considered to be most vulnerable from Covid19. A 10 bed project was secured and 10 individuals were accommodated, receiving food, healthcare and support from the outreach services

- **Be innovative in moving the energy efficiency of new and existing homes towards zero carbon**

Significant progress has been made towards submitting a planning application for a pilot Passive House scheme at Micheldever. Subject to the outcome of a local consultation exercise and member approval an application will be made in September 2020.

A Member/Tenant Briefing held in early March entitled "Reducing the Environmental Impact (carbon) in Council Housing Stock" looked at a variety of measures to improve energy efficiency and/or reduce carbon emissions. Various options and models - which include fabric improvements, changes to heating systems and local electricity generation (eg. PV) - are now being scoped and costed for approval in September.

- **Work with developers to ensure that they provide affordable housing and homes at fair market value as part of new developments**

Discussions are underway with Cala Homes to progress a council owned extra care scheme at Kings Barton on land set aside for elderly persons affordable housing. Work has commenced on North Whiteley which will involve both on-site affordable housing through a local Registered Provider and an off-site contribution of funding.

PRIORITY - VIBRANT LOCAL ECONOMY

Winchester district is home to a host of successful businesses and enterprises with high levels of employment in our urban and rural areas. In the face of tough competition, our high streets, town and business centres must attract new investment in low carbon offices, workspace and transport links

What we want to achieve

- Grow opportunities for high-quality, well-paid employment across the district
- New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to work
- More younger people choose to live and work here
- Businesses grasp opportunities for green growth
- The city, market towns and rural communities across our district have a compelling and competitive visitor offer

Over the last quarter we have achieved the following

- **Working with business, universities and colleges to position Winchester district as a centre for digital, creative, knowledge-intensive networks**

An EDRF funding bid submitted for a Digital Growth Factory including commercialisation courses, acceleration support, incubation and scale up support for digital businesses.

Sponsorship of the Winchester Business Excellence Awards Digital Innovation category with Winchester BID.

One off project funding approved for the Winchester Design Festival that will excite and inspire young people about how design; accelerate business growth and increase employability; and promote Winchester to the world as a innovative city.

Continued to issue monthly e-newsletter to arts and cultural sector – Arts News.

Cultural Network Group meeting for 19 March postponed. Future meetings to be held virtually for the foreseeable future. Continued engagement with key stakeholders in the arts community including engagement meeting with the Arts Council, The Winchester School of Arts and Arts Referral project with Eastleigh Borough Council.

Design Festival Grant approved and planning meeting held with Festival organiser. Ongoing dialogue in relation to the impact of COVID-19

The redevelopment of central Winchester prioritises the needs of younger people and work continues on the development framework and delivery strategy for the area.

This includes:

- *Ongoing partnership work with the bus operators and HCC is reviewing potential solutions bus operations.*
 - *The tender process for a consultant to carry out early stage archaeology investigations is complete and work is due to commence this month.*
 - *Work to explore how Kingswalk could be developed into vibrant creative hub to support small businesses, the arts and opportunities for young people is underway.*
 - *Options are currently being investigated to bring Coitbury House back into use, in line with the emerging development framework*
- **Strengthening the Winchester brand and working in partnership to promote and develop our unique cultural, heritage and natural environment assets**

2020 Visitor guide published in January

Re-engineered Mayflower 400 – Hampshire’s Connection trail leaflet to an online campaign as a result of COVID-19

Worked with partners to develop offers for locals as part of a new initiative; ‘Winchester Residents’ Week’ - due to take place in April 2020, however postponed as a result of COVID-19.

Commissioned local film company with expertise in tourism films to develop a series of promotional destination films and initial meetings to plan themes and locations.

Continue to work with Discover Winchester partners and Rocket Launch PR – Press visit in March from The Globe (publication currently on hold). Easter press release drafted but held back due to COVID-19. Weekend breaks content provided to The Times and Easter Holiday staycation ideas to Evening Standard. Work started on 2020/21 PR plan – City with a village feel.

Monitored landscape in the lead up to lockdown - kept a record of business closures and managed messages around visiting the district, shared communications from partners and signposted to government guidelines and advice all via our online marketing channels.

- **Supporting business in meeting the challenge of carbon neutrality**
Bid submitted for LoCASE funding to support 12 businesses per year to adopt low carbon technologies – outcome expected October 2020.

Sustainable Business Network moving to virtual meetings.

Held meetings with large businesses to help them reduce their carbon emissions.

- **Securing support to replace LEADER funding and sustain business development in rural areas.**

Processed claims for payments for three projects on current programme. Post payment monitoring for current project.

Claim made and received of £4,000 from Rural Payments Agency for administration of current project.

Brexit followed by COVID-19 response has been focus of all government departments so no other rural funding has become available that we are able to bid for. The service has put a bid to Enterprise M3 for town centre recovery.

YOUR SERVICES, YOUR VOICE

We want to have high quality, good value services and track the performance of our remote working teams in relation to customer response and service delivery. That are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and non-profit organisations across our district – and are accessible to all, whatever their circumstances. We want our residents to have the opportunity to make their voice heard and be able to see and understand how the council makes its decisions.

What we want to achieve?

- An open and transparent council
- Improving satisfaction for our services
- Good value compared to other similar authorities
- Continuous improvement in cost-effectiveness
- High accessibility and usage of our services
- Constructive and effective partnerships across the district
- A balanced budget and stable council finances

Over the last quarter we have achieved the following

- **New processes that involve the public, businesses, stakeholders and ward councillors earlier and more deeply in the design and decision making process**

A new approach to engagement is being developed by the communications team to ensure that public participation around developments to the district can take place in a new format, and not lose the interaction that is needed to meaningfully engage due to restrictions around social distancing. The Head of Engagement and Head of Programme for Central Winchester Regeneration are working on engagement 'events' that benefit from new technology and recently enhanced techniques around virtual meetings and conferences/webinars.

- **New processes that effectively respond to and use complaints and feedback to drive service improvement**

Reviewed current complaints procedures and updated Customer Complaints Policy due to be introduced during the summer supported by training programme for staff who manage and respond to customer complaints.

- **New wider set of published measures designed to drive improved satisfaction and performance**

Cabinet approved a set of Strategic Key Performance Indicators in May 2020 with progress against these KPIs is included in Appendix 3 of this report. A new performance management area for the website is under development which will enable the council to publish regular updates against the performance indicators.

- **More effective use of technology to make it simpler and easier to deal with the council and its delivery partners while reducing cost**

All services are now online – with over 105 forms being created to deliver this option across the board.

- **Strong focus on accessibility standards to ensure our services are usable by all**

Work is underway in IT to ensure the website complies with the latest standards in accessibility.

- **Investing in our staff and making the most of their skills and talents**

*During the period 01/01/20 to 31/03/20 HR undertook the following work in order to **invest in staff and make the most of their skills and talents***

- *Reviewed service level learning and development plans*
- *Planned for a new cohort of aspiring managers to attend the 'First Ascent' training programme.*
- *Planned for more apprenticeships in the Council.*
- *Planned for climate emergency training to be included in the 2020/21 corporate training programme*
- *Held management workshops on the sickness management policy*
- *Held workshops on mental health awareness*
- *Planned for Dementia awareness week*
- *Sent out advice to managers on 'Managing Virtual Teams'*
- *Sent out advice on employee well-being when working from home*
- *Set up and advised on the completion of appraisals.*
- *Reminded managers of the mandatory on-line training.*

- *The council's internal weekly staff bulleting City Voice has been refreshed in order to celebrate the achievements of individuals and teams, and also thank colleagues for individual efforts.*

Strategic Key Performance Indicators

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Latest Data	Pre 2020/21 Target (if applicable)	R A G Status	KPI Target 2020/21
	Tacking Climate Emergency										
TCE01	Winchester City Council to be carbon neutral	WCC carbon emissions	Climate Emergency and Local Economy	Places	Engagement	Annual	Lower = better	4.005.19 tCO2e 2018/19 figure	Not applicable	Not applicable	20% reduction on 2018/19 figure
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	36.1% (2018/19) 41st out of 54 collection authorities in South East	No target set for 2019/20	Not applicable	Improving SE ranking of 41 st in 2018/19
TCE03	Reduced levels of waste and increased recycling	Kg of domestic residual waste collected per household	Service Quality & Transformation	Services	Regulatory	Monthly	Lower = better	461kg (2018/19) /household 38 th out of 54 South East collection authorities	No target set for 2019/20	Not applicable	Improving SE ranking of 38 th in 2018/19
TCE04	Reduced levels of waste and increased recycling	Percentage of recycling waste contaminated	Service Quality & Transformation	Services	Regulatory	Quarterly	Lower - better	13.33% contamination from 43 samples. 2 nd best performance of Hampshire authorities. Up from 13% in 18/19	No target set for 2019/20	Not applicable	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	4.2m passenger journeys in the year 2019 in Winchester and surrounding area (Stagecoach figures) . NB 2020 patronage figs severely distorted	No target set for 2019/20	Not applicable	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC
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	Centre 63.50% Inner 21.00% P&R 15.50%	No target set for 2019/20	Not applicable	To be developed
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	Average daily traffic flows (HCC source) St Cross Rd 13,500 Stockbridge Rd	No target set for 2019/20	Not applicable	2019 baseline data – target to be considered in line with WMS and in Liaison with HCC

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Latest Data	Pre 2020/21 Target (if applicable)	R A G Status	KPI Target 2020/21
								7,300 Andover Rd (N) 12,000 St Cross Rd 9300 NB 2020 traffic figs severely distorted			
TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency and Local Economy	Services	Engagement	Annual	Lower - better	629,000 tCO2e 2016/17	N/A	Not applicable	Reduction on 2016/17 figure
TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency and Local Economy	Services	Regulatory	6 monthly	N/A	Evidence base being developed.	N/A		Deliver Plan to adoption in accordance with Local Development Scheme.
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 Biodiversity Action Plan (BAP) - percentage completed	Climate Emergency and Local Economy	Services	Regulatory	Annual	Higher = better	Biodiversity Plan not yet approved	Not applicable	Not applicable	Available once BAP approved
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	Climate Emergency and Local Economy	Services	Regulatory	Annual	Higher = better	590	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	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	Data not yet available	N/A	Not applicable	Baseline to be set when data available
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	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	No events held due to COVI-19	Not applicable	Not applicable	Baseline to be set when data available
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	St Georges St 2018: 41µg/m ³ 2019: 39µg/m ³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m ³ 2019: 47.2µg/m ³ (First 6 months only)	Compliance with air quality standards by implementing Air Quality Action Plan.	Not applicable	Review extent of AQMA in light of 2020 data as set out in CAB3217. NB: Covid-19 will impact this year's data set.

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Latest Data	Pre 2020/21 Target (if applicable)	R A G Status	KPI Target 2020/21
	Living Well										
LW01	Reduced health inequalities	Inequality in Life expectancy at birth (male)	Sport, Leisure & Communities	Place	Engagement	Annual	Lower = better	2018 – 5.8 years	Not applicable	Not applicable	≤ 5.8 years
LW02	Reduced health inequalities	Inequality in Life expectancy at birth (female)	Sport, Leisure & Communities	Place	Engagement	Annual	Lower = better	2018 – 6.4 years	Not applicable	Not applicable	≤ 6.4 years
LW03	Increase in physical & cultural activities	Number of users of the Winchester Sport & Leisure Park	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better	Figures available after new centre opens	Not applicable	Not applicable	Not yet published
LW04	Increase in physical & cultural activities	Percentage of adults participating in 150 minutes of sport or physical activity per week within the Winchester district	Sport, Leisure & Communities	Place	Engagement	Annual	Higher = better	November 2019 71.4%	Increased %	Not applicable	≥ 71.4%
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	2019/20 - 469	Increased %	Not applicable	200
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	23 organisations	N/A	Not applicable	+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	60%	Not applicable	Not applicable	62%
HA02		% all new homes achieving suitable energy standard	Housing & Asset Management	Services	Housing	Annual	Higher = better	80%	Building Regs +19%		100%
HA03	Creating communities not just homes	No of households in district (all tenures)	Housing & Asset Management	Services	Housing	Annual	Higher = better	54,017	Not applicable	Not applicable	Trend data for monitoring only
HA04	No-one sleeping rough except by choice	No of rough sleepers	Housing & Asset Management	Services	Housing	Annual	Lower = better	0	Not applicable	Not applicable	Trend data for monitoring only
HA05	Creating communities not just homes	No of new homes planned (5 year supply)	Housing & Asset Management	Services	Regulatory	Annual	Higher = better	505	Not applicable	Not applicable	500
HA06	Creating communities not just homes	No of new homes started / completed	Housing & Asset Management	Services	Housing	Monthly	Higher = better	Started 121 Completed 19	Not applicable	Not applicable	Complete 121 Start 85
HA07	Creating communities not just homes	WCC housing stock, directly owned, housing company	Housing & Asset Management	Services	Housing	Annual	Higher = better	0	Not applicable	Not applicable	Complete 5 new houses

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Latest Data	Pre 2020/21 Target (if applicable)	R A G Status	KPI Target 2020/21
	Vibrant local economy										
VLE01	Grow opportunities for high-quality, well paid employment across the district	No of business enterprises in professional/ technical sectors	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	21.3%	N/A	Not applicable	Trend data for monitoring only
VLE02	Grow opportunities for high-quality, well paid employment across the district	Close the gap between workplace earnings and residents earnings	Climate Emergency and Local Economy	Place	Engagement	Annual	Lower = better	£105.4	N/A	Not applicable	Trend data for monitoring only
VLE03	Grow opportunities for high-quality, well paid employment across the district	Productivity measure - GVA per head	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	£39,714	N/A	Not applicable	Trend data for monitoring only
VLE04	New offices and workspace are located in areas with sustainable transport links or where they reduce the need to travel to work	Amount of floor space developed in market towns (planning approvals)	Climate Emergency and Local Economy	Services	Regulatory	Annual	Higher = better	Data not available	Not applicable	Not applicable	Refer to Planning team
VLE05	More younger people choose to live and work here	Percentage of residents aged 25-35 years old	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	11.4%	N/A	Not applicable	Trend data for monitoring only
VLE06	Businesses grasp opportunities for green growth	No of businesses engaged on carbon reduction measures/ projects	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	Data not yet available	N/A	Not applicable	Baseline to be set when data available
VLE07	Businesses grasp opportunities for green growth	Crowd funder grants offered for green projects	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	0	N/A	Not applicable	Launched 15/6/20
VLE08	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Visitor stay length increasing	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	2.6 days domestic 6.7 days overseas	N/A	Not applicable	Trend data for monitoring only
VLE09	The city, market towns and rural communities across our district have a compelling and competitive visitor offer (inc festivals)	Visitor spend increases	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	£263.4m	N/A	Not applicable	Trend data for monitoring only
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	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	£339m	N/A	Not applicable	Trend data for monitoring only
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	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	5.05m trips	N/A	Not applicable	Trend data for monitoring only

Ref	What we want to achieve	KPI Definition	Cabinet Member	Lead Strategic Director	Lead CHoS	Frequency of reporting	Polarity	Latest Data	Pre 2020/21 Target (if applicable)	R A G Status	KPI Target 2020/21
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.	Climate Emergency and Local Economy	Place	Engagement	Annual	Higher = better	New outcome based KPI for 2020/21. Previous data collected against different KPI, see Q4 report	N/A	Not applicable	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	Revenue Spend 21.99% (19/20) Capital Spend 46.60% (19/20)	N/A	Not applicable	≥ 21.99% Revenue ≥ 46.60% Capital
	Your Services. Your Voice										
YSYV01	Improving satisfaction for our services	Residents Survey – satisfaction with the way the council runs things	Service Quality & Transformation	Resources	Strategic Support	Biennial	Higher = better	79% (2019 survey)	2019 survey base data	Not applicable	≥ 79%
YSYV02		Tenants survey – satisfaction with the overall service provided by the council	Housing & Asset Management	Services	Housing	Biennial	Higher = better	87% (2019 survey)	Not applicable	Not applicable	≥ 87%
YSYV03	Good value compared to other similar authorities	Residents Survey – percentage of residents who agreed the council provides value for money	Service Quality & Transformation	Resources	Strategic Support	Biennial	Higher = better	65% (2019 survey)	2019 survey base data	Not applicable	≥ 65%
YSYV04	Improving satisfaction for our services	Percentage of upheld complaints	Service Quality & Transformation	Resources	Strategic Complaints	Quarterly	Lower = better	59% 2019/20	Not applicable	Not applicable	≤ 59%
YSYV05		No of valid Ombudsman complaints	Service Quality & Transformation	Resources	Strategic Support	Annual	Lower = better	1 2018/19	Not applicable	Not applicable	0
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	Email 100% Storage 100% Telephony 99.5% DMS 100%	Average 99.95%		≥ 99.5%
YSYV07	Improving satisfaction for our services	Efficient - waste collection services - missed bin collection report	Service Quality & Transformation	Services	Regulatory	Monthly	Lower = better	AWC Q4 2019/20 68.89 per 100k bin collections	AWC 144 per 100k bin collections		Contract compliance



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Appendix 4 – Programme Management - Tier 1 projects update

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

The Council's Projects include:

- Central Winchester Regeneration
- Climate Emergency response
- Environmental Services contract
- New Local Plan 2036
- New Homes Programme
- Station Approach
- Winchester Sport and Leisure Park



Summary		Status & Progress		Project Milestones
<u>Central Winchester Regeneration</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 20/06/18 – Cabinet resolution to adopt SPD • 10/07/18 – Cabinet (CWR) Committee approval to proceed with next steps in relation to meanwhile uses and improvements to the existing estate, including setting up advisory panels for three work streams - Coitbury House, Lower High Street and Broadway and Meanwhile uses • 25/09/18 – Present longer term delivery strategy and advisory panel ToRs and memberships for each work stream to Cabinet (CWR) Committee • 27/11/18 – Present estimated costs and timescales for next steps of each work stream to Cabinet (CWR) Committee for approval to proceed • 11/12/18 – Archaeology event • 12/12/18 – Present strategic placemaking consultancy brief to Cabinet for approval to proceed
Project Phase: Develop strategy for the delivery and development of the area and improvements to the existing estate				
Project Start: March 2016	Project End: Ongoing			
Project Sponsor: Chris Bradfield	Project Executive: Veryan Lyons			



<p>Project Budget: Revenue: £768,000</p>	<p>Spend to date: £660,032 (includes committed spend)</p>		<ul style="list-style-type: none"> • 18/12/18 – Friarsgate Medical Centre purchased • 22/01/19 – Present draft design brief and est. costs for lower High Street and Broadway to Cabinet (CWR) Committee for approval to proceed • 14/03/19 – Planning permission for Friarsgate Hoardings approved • 19/03/19 – Present concept designs for Coitbury House to Cabinet (CWR) Committee for approval to proceed with next stage • 19/03/19 – Present proposed next steps for archaeology to Cabinet (CWR) Committee including est. timescales and costs • w/c 26/04/19 – Appoint Strategic Placemaking Consultancy • 12/07/19 – First Project Review meeting • 28/08/19 – Cabinet approval of recommended archaeology investigations and costs • 28/08/19 – Final Project Review meeting • 24/09/19 – Open Forum update of progress on each work stream and JLL review of CWR roadmap • End of December– JLL Roadmap Review completed • 07/01/20 – Cabinet workshop to review CWR scheme options • 17/02/20 - Tender for archaeology consultant • 17/02/20 – Open Forum • 05/03/20 – Cabinet workshop to review development framework
<p>Project Update & Next Steps</p>			
<p>Update:</p> <ul style="list-style-type: none"> • Roadmap review completed • Scheme options for the CWR area presented to Cabinet and feedback received • Further development and testing of scheme options complete • Feasibility study and concept design for lower section of the High Street and Broadway completed in liaison with HCC • Tender process for archaeology consultant completed in collaboration with HE and independent archaeologists. Appointment – May 2020 • Way forward for Coitbury House / Kings Walk agreed <p>Next Steps</p> <ul style="list-style-type: none"> • Commission feasibility study to look bringing upper floors of Kings Walk back into use • Commission hotel study to look at supply and demand in the context of the local economy and advise on size, location, rates etc. • Develop and implement stakeholder management plan 			



- Develop and agree communications and engagement plan
- Develop and agree bus and public transport solution
- Appoint consultant to carry out archaeology investigations
- Investigate potential options for bringing Coitbury House and Friarsgate Medical Centre back into use
- Complete development framework
- Develop strategy for the development framework and seek approval
- Movement Strategy – continue to liaise with HCC on how best to incorporate emerging themes into the development proposals for the CWR area

Summary		Status & Progress		Project Milestones
Climate Emergency response		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> 05/06/2019 - Declaration Climate Emergency, report CAB3171 refers 05/09/2019 – External Stakeholder event 18/09/2019 – WCC members Carbon Neutrality workshop 09/10/2019 - Health & Environment Policy Committee 23/12/2019 - Cabinet Approval of Winchester Carbon Neutrality Action Plan 2020-2030 (CAB3203) 04/03/2020 – Health and Environment Policy Ctte Progress Update 1/4/2020 – All electricity to Council buildings from renewable sources
Project Phase: Delivery		✓	✓	
Project Start: June 2019	Project End: Dec 2024 / 2030			
Project Sponsor: Richard Botham	Project Executive: Susan Robbins			
Project Budget: To be determined	Spend to date: Nil			
Project Update & Next Steps				
Q4 2019/20				
<p>Since approval of the Action Plan in December 2019, the following progress has been made:</p> <ul style="list-style-type: none"> All electricity used in Council buildings now from renewable sources, cutting carbon emissions by 19% £10m investment approved to retrofit additional energy efficiency measures to existing Council homes Over 500 new trees planted 849m2 of solar panels added to Sports and Leisure Park Funding for network of Electric Vehicle charging points approved Review of Council buildings to identify energy efficiency improvements completed LEP grant bid submitted to support provision of additional Park and Ride in Barfield Close, Winchester <p>Next Steps</p> <p>Proposals for spring/summer engagement have been delayed by COVID-19. However, proposed action for next quarter include:</p> <ul style="list-style-type: none"> Member briefing on Movement Strategy – June 2020 Progress update to Health and Environment Ctte – June 2020 Internal officer workshop Finalise outturn report for 2019/20 Carbon Emissions report 				

- Establish key stakeholder partnership with initial meeting planned for second quarter.
- Final approval for additional Park and Ride site – June 2020
- Proposals for additional solar installations in partnership with local businesses to be brought forward

Summary		Status & Progress		Project Milestones
Environmental Services Contract		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 13/12/18 – Kerbside glass collection and contract strategy report considered by Overview and Scrutiny Committee • 18/12/18 - Cabinet approval for Environmental Services, Kerbside glass collection and contract strategy • Feb/Mar 2019 - Member /Stakeholder workshops • Jun 19 - Cabinet to consider and approve procurement of <u>waste services</u> • Aug 2019 – Invitation to Tender issued • Oct 2019 – Deadline for return of completed Tenders • 01/10/19 - 1 year Waste Collection Services (including introduction of Kerbside glass collection) contract renewal start • 1/10/19 - Environmental Services contract start • Feb 2020 - Cabinet approval of Preferred bidder • Mar 2020 - Contract mobilisation • 26/09/2020 - New Waste Collection Services contract start • June 2020 – Paper going to Cabinet setting out details for the subscription of the Garden Waste Service • February 2021 – Launch of Subscription of Garden Waste Service
Project Phase: Design				
Project Start: January 2018	Project End: December 2020			
Project Sponsor: Laura Taylor	Project Executive: Steve Tilbury			
Project Budget: £225,000	Spend to date: £170,000			
<div style="display: flex; justify-content: space-between;"> Page 123 </div>				
Project Update & Next Steps				
<p>Currently in contract extension period prior to new contract start which was originally set for the end of September 2020.</p> <p>Delays to vehicle procurement caused by COVID-19 may require short further extension before new contract terms can operate fully and this will be the subject of a report to a future Cabinet meeting.</p> <p>Project will be redefined to include implementation of charged garden waste service if this is agreed by Cabinet in July.</p>				

Summary		Status & Progress		Project Milestones
Local Plan Review		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • 18/07/2018 – Local Plan launch (CAB3026(LP)) • 03/12/2018 – Local Plan Committee approval of SHELAA, SCI. LDS • 19/06/2019 - Update report to Cabinet • 19/06/2019 – Cabinet approval of Strategic Housing and Economic Land Availability Assessment (SHELAA) • 11/03/2020 – Cabinet agree an updated Local Development Scheme (timetable for the new LP) • Cabinet agree Strategic Issues & Options document Aug 2020 • Engagement and consultation on the Strategic Issues & Options document – Sept/Oct 2020 • Draft local plan published for consultation – March/April 2021 • Consultation responses assessed and updated – Autumn 2021 • Pre submission plan consultation – Dec 2021/Jan 2022 • Draft plan submitted – March 2022 • Examination in public – Sept/Oct 2022 • Modifications • Local Plan 2036 adopted – January 2023
Project Phase: Planning				
Project Start: 2018	Project End: 2023			
Project Sponsor: Steve Tilbury	Project Executive: Adrian Fox			
Project Budget: £90,000	Spend to date: £146,000			
<p>Page 124</p>				
Project Update & Next Steps				
<ul style="list-style-type: none"> • <i>Commissioning of technical evidence - ongoing.</i> • Dec 2020 – Completion of evidence base • Parish Council workshops held October 2018 and March 2019. • Duty to Cooperate meetings – ongoing <p>Next Steps:</p> <ul style="list-style-type: none"> • To implement the actions as set out in Cabinet report considered in September 2019 (CAB3191) relating to the means of engagement on the Local Plan, including producing a Strategic Issues & Option document' and updating the "Vision for Winchester." Consultants have been appointed to update the new Vision for the city – this work has unfortunately, been delayed as a result of COVID-19 and is now expected to be completed in Autumn 2020. 				

Summary		Status & Progress		Project Milestones		
<u>Station Approach</u>		Current Quarter	Previous Quarter	Approvals/ Milestones	Date of decision	Decision body
Project Phase: Procurement and Design				- RIBA Stage 0-1- Carfax site	27 February 2018	CAB3021(SA)
Project Start: February 2015	Project End Date: Q3 2025			- Masterplan Framework		
Project Sponsor: Chas Bradfield	Project Executive: Ian Charie			- Public Realm Strategy		
				- RIBA Stage 2 (Concept Design) - Carfax site	25 March 2019	CAB3144(SA)
				- Outline Business Case		
				- Sale of site with leasehold,	28 August 2019	CAB3172
				- Public Realm RIBA Stage equivalent 3 design works		
				- Grant of Outline Planning Permission with conditions. 19/00601/OUT	12 September 2019	Planning Committee
				- Purchaser selection process (further information requested for 23 Oct Cabinet)	18 September 2019	CAB3188
				- Enter into LEP Agreement and £5m grant	25 September 2019	Full Council (CAB3172)
				- Carfax : Project on hold following quashing of Consent after application for judicial review.	20 January 2020	Leaders Board
				- Public Realm: On hold pending future funding becoming identified/secured		
				- Pause due to COVID-19 recommended	21 May 2020	Cabinet

	Budget	Expenditure	Planned and Committed
Carfax			
Capital	£1,800,000	£321,234	£0
Revenue	£2,110,000	£1,788,035	£168,705
Public Realm			
Revenue	£225,000	£225,000	Covered in Carfax budget

Project Update & Next Steps



Cabinet will review progress of Station Approach in light of updated advice regarding office demand post-COVID-19.

Key risks for the current stage – reconsideration of planning approach and potential resubmission – are set out below. Other risks relating to market impact, disposal approach etc. are recorded in Wrike.

Task	Key risk	Risk Score	Impact (1-4)	Likelihood (1-4)	Mitigation
Cabinet to reconsider approach to be taken	Affect on market, previous concerns	6	3	2	Evidence and stakeholder engagement prior to key decision making
WCC to meet stakeholders	Unable to address all areas of concern at this stage of the design process.	12	3	4	Proactive consultation and stakeholder engagement
Planning led consultation and reconsideration	Planning decision process may take longer than the 13 week period, in particular if additional regional design panel reviews are made a requirement. Previous process ran between 29 March and 12 September, so could take between 15-26 weeks	12	3	4	Monitor progress
Further application for Judicial Review	Planning or other decision challenge	12	3	4	Ensure consultation and stakeholder engagement work prior to key decisions and planning application submission; and due process is followed to ensure a robust application.
Change to scope and approach within market uncertainty	Need to agree scope for any change, and budget for associated work ; impacts for cost, viability and market	8	4	2	Retain flexibility within scheme, but within parameter plans in any outline planning application submission

Next steps:

Scheme to be reviewed in light of Council Plan and emerging new Economic Strategy as part of long term approach to development and regeneration within the District, and following review of demand in a post COVID-19 context.

Summary		Status & Progress		Project Milestones
<u>Winchester Sport & Leisure Park</u>		Current Quarter	Previous Quarter	<ul style="list-style-type: none"> • <i>Options appraisal – 2013 to 2015 - Completed</i> • <i>Feasibility assessment of preferred option – 2016 - Completed</i> • <i>Prepare Outline Business Case for preferred option - 2016/17 - Completed</i> • <i>Outline Business Case – 16 January 2018 - Completed</i> • <i>Prepare and seek planning permission – 2018 - Completed</i> • <i>Operator procurement process– January 2019 - Completed</i> • <i>Full Business Case – February 2019 - Completed</i> • <i>Sign contract with construction contractor and operator – March 2019 - Completed</i> • <i>Start on site – March 2019 – Completed</i> • Construction period – March 2019 to December 2020 – current stage • <i>Completion – Spring 2021</i>
Project Phase: Construction				
Project Start Date: 01 May 2013	Projected End Date: Spring 2021			
Project Sponsor: Chas Bradfield	Project Executive: Andy Hickman			
Project Budget: Capital: £43,066,000 Revenue: £759,402	Total Actual Spend: Total: £18,749,441			
Project Update & Next Steps				
<p>Page 127</p>	<p>Project Update</p> <p>Willmott Dixon Construction has made a considerable effort to keep the site operational throughout the COVID-19 epidemic, in line with government advice for construction projects to continue where possible. Initially resource levels did drop however they have now managed to get more people on site, all the while adhering to strict procedures for social distancing with additional welfare facilities being brought to site to assist.</p> <ul style="list-style-type: none"> • There has therefore been progress with the works on site. Structural frame has been coated in all zones, façade works have been completed, along with roof finishes, curtain walling installation, mechanical and electrical installations and internal partitions in various zones of the building. • Main pool testing has commenced. • S278 agreement signed with HCC <p>Next Steps</p> <ul style="list-style-type: none"> • Works to the car park to continue • Main HV diversion to be completed by SSE in order for main roundabout works to be mobilised for start in July 2020 • Ongoing discharge of planning conditions • Continued delivery of offsite access works – roundabout construction to start mid July • Ongoing engagement with users of the centre • Ongoing working meetings with operator 			

General Fund Capital Expenditure Outturn 2019/20

Details	Outcome	2019/20					Comments	
		Revised budget (CAB3168)	Approved changes	Approved budget	Actuals	Under / (over) spend		
		£000	£000	£000	£000	£000		
Approved*								
Winchester Sport & Leisure Park	Provision of new leisure centre	Living well	19,730	205	19,935	15,270	4,665	Increased budget to allow an increase in solar PV. Project due for completion in spring 2020
Partnered Home Purchase scheme	Investment in open market shared ownership properties	Homes for all	2,501	-	2,501	1,350	1,151	Eight purchases in year bringing total to eleven. Pilot scheme now ended
Disabled Facility Grants	Help towards cost of home modifications	Homes for all	1,468	-	1,468	1,270	198	
Bishop's Waltham Depot	Industrial Units	Vibrant local economy	1,311	-	1,311	3	1,308	Main works now expected to commence in Autumn 2020
Flood Prevention Works	Durmgate flood prevention scheme	Climate emergency	1,145	-	1,145	209	936	Spend in 2019/20 on preliminaries with main works in 2020/21
SAPS - Car Park at the Dean, Alresford	Acquisition of land and car park development	Vibrant local economy	1,005	-	1,005	-	1,005	Ongoing negotiations with developer is causing delays to the project
SAPS - Central Winchester	Friarsgate and 158-165 High St - acquisition and refurbishment	Vibrant local economy	1,098	-	1,098	15	1,083	Minor works to toilet block at rear of the high street properties
Replacement surgery	Replacement surgery in City Centre	Living well	3,842	(3,092)	750	54	696	Small spend on preliminaries; budget profile revised in September 2019 (CAB3180)
CIL funded community projects	Community infrastructure projects	Living well	500	135	635	34	601	Projects approved by Cabinet in October 2019 (CAB3194) - most grants expected in 2020/21
Matley's Yard	Small business unit and Council storage	Vibrant local economy	573	-	573	-	573	Budget no longer required
Coventry House (Vaultex)	Acquisition and car park development	Vibrant local economy	414	-	414	121	293	Demolition completed in year with surfacing planned for 2020/21
Car Parks	Various	Vibrant local economy	543	-	543	261	282	Energy efficient lighting installed at the Brooks and Colebrook St resurfaced
West Wing Refurbishment	Refurbishment	Your services, your voice	500	-	500	15	485	Works have commenced
IMT Assets	Various	Your services, your voice	347	49	396	206	190	Replacement IMT infrastructure, replacement of multi-functional devices, and purchase of legal software
Chesil Multi Storey car park	Essential capital works	Vibrant local economy	350	-	350	-	350	Resurfacing levels 9 and 10 and replacing fire doors - works now planned for 2020
North Walls Pavilion	Replacement pavilion	Living well	300	-	300	-	300	Works to be completed in 2020/21
The Weirs - Essential Repairs	Essential infrastructure repairs to the river bank	Vibrant local economy	175	-	175	-	175	Works expected to commence in summer 2020
Recycling Bins	Glass collection	Your services, your voice	150	20	170	161	9	Project complete
Abingdon House	External and internal remedial works	Your services, your voice	145	-	145	155	(10)	Refurbishment works
Chilcomb Pavilion improvements	Improvements at Chilcomb sports ground	Living well	-	135	135	41	94	Works commenced - approved for funding by CIL in October 2019 (CAB3194)
River Park Leisure Centre	Essential capital repairs	Living well	135	-	135	47	88	
Hampshire Community Bank	Direct share purchase	Vibrant local economy	125	-	125	63	62	Third of four instalments paid
IMT Smart District - WiFi	Wi-Fi Infrastructure	Vibrant local economy	103	-	103	54	49	Project complete
Printer replacements	Large and wide format printers	Your services, your voice	50	43	93	92	1	Purchases complete and expected to deliver savings against leasing cost
Chesil Theatre Capital Grant	Improvement works (capital grant)	Living well	90	-	90	-	90	Chesil Theatre still awaiting action from landowners before they can progress their own scheme
Garrison Ground Pitch & Boxing Club	Works to temporarily re-house boxing club	Living well	82	-	82	11	71	
Open Spaces - Gordon Avenue	Approved play area refurbishments and replacements	Living well	80	-	80	80	-	Project complete
Station Approach - Project Development	Commercial and residential development	Vibrant local economy	79	-	79	-	79	Remaining budget from prior year - removed at February 2020 budget
Hyde HA Waltham Chase Grant	Grant to Housing Association	Homes for all	75	-	75	-	75	To be paid in Q1 2020/21
City office refurbishment and CAB works	Refurbishment including main reception	Your services, your voice	64	-	64	142	(78)	Project complete
Depot	Replace electricity supply to depot	Vibrant local economy	61	-	61	-	61	Pending works by Southern Electric
Winchester Hospice Grant	Capital Grant	Living well	50	-	50	-	50	To be paid in 2020/21
Guildhall microphones	Replacement committee microphones	Your services, your voice	-	40	40	-	40	To be purchased in 2020/21
Broadway bus shelters	Replacement shelters on the Broadway, Winchester	Your services, your voice	-	40	40	-	40	Order placed
Digital Signage pilot	Installation of digital signs at Toursit Information Centre and Guildhall	Your services, your voice	35	-	35	-	35	To be completed in 2020/21
Kayac Building	Acquisition and repairs	Vibrant local economy	28	-	28	-	28	Budget no longer required
Winchester Science Centre grant	Capital Grant	Living well	25	-	25	-	25	To be paid in 2020/21
Handlebar Café	Capital Grant	Living well	25	-	25	25	-	Project complete
Open Spaces & Recreational Facilities	Teg Down Meads play area replacement	Living well	25	-	25	25	-	Project complete
Enveloping Machine	Replacement - current machine at end of life	Your services, your voice	10	-	10	9	1	Machine purchased in April 2019.
Air Monitoring Equipment	Replacement of existing equipment	Climate emergency	-	-	-	24	(24)	Revenue expenditure identified as capital
12 and 13 Kings Walk	Fit out and combination of units in order to lease out	Vibrant local economy	-	-	-	63	(63)	Revenue expenditure identified as capital
Cipher House Racking	Special maintenance	Your services, your voice	-	-	-	19	(19)	Revenue expenditure identified as capital
City Offices - Solar PV	Installation of solar PV on city offices	Climate emergency	-	-	-	1	(1)	Project complete - late dated invoices from prior year
Total Approved*			37,239	(2,426)	34,814	19,821	14,993	

General Fund Capital Expenditure Outturn 2019/20

Details	Outcome	2019/20					Comments
		Revised budget (CAB3168)	Approved changes	Approved budget	Actuals	Under / (over) spend	
		£000	£000	£000	£000	£000	
Subject to Appraisal							
Strategic Asset Purchase Scheme (SAPS)	Vibrant local economy	18,009	-	18,009	-	18,009	Unallocated SAPS budget - no suitable purchases were identified in year
Station Approach - Public Realm	Improvements to the Public Realm	2,500	-	2,500	-	2,500	External funding no longer available
Coitbury House	Major refurbishment	2,100	-	2,100	-	2,100	Options for Central Winchester Regeneration (CWR) area being considered
Station Approach - Project Development	Commercial and residential development	1,400	-	1,400	-	1,400	Remaining budget from prior year - removed at February 2020 budget
King George V Pavilion	Replacement pavilion	1,000	-	1,000	-	1,000	Options being considered
Chesil Multi Storey car park	Essential capital works	511	-	511	-	511	Remaining budget for capital works
Housing Company	Provision of housing at sub-market level rents	500	-	500	-	500	Company registration in 2020/21
South Winchester Coach Park	Replacement coach park	400	-	400	-	400	Budget requirement now reduced to £35,000 (CAB3239)
Abbey House	External and internal remedial works	249	-	249	-	249	Unallocated
Asset Management Plan	Reactive capital works to Estate	200	-	200	-	200	No works identified in year
Open Spaces & Recreational Facilities	North Walls refurbishment	150	-	150	-	150	Project delayed
68 St Georges Street	Refurbishment	125	-	125	-	125	Works delayed
IMT Smart District	Infrastructure and App	107	-	107	-	107	Remaining budget no longer required
59 Colbrook Street	Refurbishment	100	-	100	-	100	Works delayed
2-3 Bridge St	Remedial works to listed building	100	-	100	-	100	Budget no longer required
Green Shed, Barfield Close	Small business units - options being explored	50	-	50	-	50	Options being considered
Energy Management Projects	Energy efficiency and generation projects	250	(205)	45	-	45	£205,000 transferred to Sport & Leisure Park budget to enable increased solar PV
Subject to Appraisal*		27,751	(205)	27,546	-	27,546	
Total General Fund capital expenditure		64,990	(2,631)	62,360	19,821	42,539	
SAPS - Transfer of HRA Garages to GF							
	Your services, your voice	2,764	-	2,764	1,754	1,010	Based on independent valuation of 364 garages transferred in year
Total General Fund capital		67,754	(2,631)	65,124	21,575	43,549	

* Under the Council's Financial Procedure Rule 7.4, the inclusion of a scheme in the capital programme does not constitute authority to incur the expenditure. Such authority is obtained subject to the various conditions and limits as set out in the Constitution.

WINCHESTER TOWN ACCOUNT - 2019/20 Outturn	Budget	Forecast	Outturn	Variance to budget
	£	£	£	£
<u>Cost of Services</u>				
Recurring Budgets:				
Allotments	(1,864)	(1,864)	(2,458)	594
Bus Shelter Cleaning / Maintenance / New Provision	10,000	10,000	8,782	1,218
Cemeteries	34,073	34,073	54,604	(20,531)
Christmas Lights	8,946	8,946	7,500	1,446
Community Speed Watch	1,000	0	0	1,000
Neighbourhood Service Officers (Contribution)	45,000	45,000	45,000	0
Footway Lighting	20,642	20,642	8,351	12,291
Grants	60,000	27,000	27,000	33,000
Grants Bidding Process		33,000	3,000	(3,000)
- Theatre Royal (Contribution)	20,000	20,000	20,000	0
Support Costs for Grant Scheme	2,000	2,000	2,000	0
Grit Bins	1,000	500	0	1,000
Maintenance Work to Council Owned Bridges	5,500	5,500	797	4,703
Night Bus Contribution	13,545	6,652	9,920	3,624
Public Conveniences (Contribution)	50,000	50,000	50,000	0
Recreation Grounds & Open Spaces	633,378	633,378	632,001	1,377
Town Forum Support	5,000	5,000	5,000	0
Total Recurring Budgets	908,220	899,828	871,497	36,723
One-off Budgets:				
St Maurice's Covert	22,095	47,287	41,500	(19,405)
Community Infrastructure	50,000	50,000	0	50,000
Total One-off Budgets	72,095	97,287	41,500	30,595
Total Cost of Services	980,315	997,115	912,997	67,318
<u>Taxation and Non-specific grant income</u>				
Council Tax Income	(967,333)	(967,335)	(967,335)	2
Interest on Balances	(1,590)	(4,330)	(3,827)	2,237
Total Taxation and Non-specific grant income	(968,923)	(971,665)	(971,162)	2,239
<u>Transfers to/(from) Earmarked reserves</u>				
(Surplus added to Reserves) / Deficit taken from Reserves	11,393	25,450	(58,165)	69,558
Capital Expenditure funded by Town Reserve	99,000	105,000	105,000	(6,000)
Release from Town Community Infrastructure Levy Reserve	(50,000)	(50,000)	0	(50,000)
Opening Reserve Balance (at 1st April)	(158,980)	(433,003)	(433,361)	274,381
Closing Reserve Balance (carried forward)	(98,588)	(352,553)	(386,526)	287,938

GENERAL FUND EARMARKED RESERVES (£000)	2019/20	
	Opening Bal	Closing Bal
OPERATIONAL RESERVES		
Major Investment Reserve	(8,681)	(7,616)
Transformation	(667)	(593)
Council Plan Support	(611)	(145)
Community Grants & Commissions	(319)	(363)
Flood Support Schemes	(74)	(67)
Landscape Mitigation	(16)	(14)
Local Development Framework (LDF)	(454)	(382)
New Burdens	(679)	(389)
	(11,501)	(9,569)
ASSET RESERVES		
Property - Asset Management Reserve	(3,265)	(3,310)
Car Parks Property	(2,511)	(2,427)
Information Management and Technology	(571)	(532)
	(6,347)	(6,269)
RESTRICTED RESERVES		
S106 (Interest)	(131)	(184)
Community Infrastructure Levy - General Fund	(7,603)	(8,928)
Community Infrastructure Levy - Winchester Town	(793)	(875)
Winchester Town Reserve	(433)	(387)
	(8,961)	(10,373)
RISK RESERVES		
Municipal Mutual Insurance	(139)	(139)
Transitional Reserve		(1,037)
Business Rates Retention	(1,167)	(1,000)
	(1,305)	(2,176)
Total General Fund Earmarked Reserves	(28,115)	(28,387)
General Fund Balance	(2,789)	(2,789)

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REPORT TITLE: KEY DECISIONS NOT INCLUDED WITHIN THE FORWARD PLAN DURING 2019/20 MUNICIPAL YEAR

2 JULY 2020

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Risk.]

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

An annual monitoring report is produced in relation to the number of Key Decisions which came forward for decision, which had not been included in the [Forward Plan](#).

The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 require, as a minimum, that an annual report be made, to show instances of where the special urgency provisions have been used.

During the 2019/20 Municipal Year, the Chairperson of The Scrutiny Committee was informed of a total of six Key Decisions which were not included in the [Forward Plan](#).

RECOMMENDATIONS:

1. That the Committee consider and make any necessary comment on the content of the Report.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

1.1 Annual consideration of Key Decisions not included within the [Forward plan](#) helps to support the proper governance of the Council and its decision making structures.

2 FINANCIAL IMPLICATIONS

2.1 No immediate financial implications.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 These are discussed within the Purpose section of the report.

4 WORKFORCE IMPLICATIONS

4.1 None

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None

6 CONSULTATION AND COMMUNICATION

6.1 Senior Managers and the Portfolio Holder for Finance and Risk have been consulted on the contents of this report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None

8 EQUALITY IMPACT ASSESSEMENT

8.1 None

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property – N/A</i>		
<p><i>Community Support</i></p> <p>A high number of exceptions to the Forward Plan risks affecting the Council's objective to be open and transparent.</p>	<p>A more detailed and longer term planning programme has been introduced. This will record projects and other matters which are likely to need key decisions, at an early stage, and therefore minimise the need to exceptions to be made.</p>	<p>The mitigation means increased transparency and confidence in the Council.</p>
<i>Timescales</i>		
<i>Project capacity</i>		
<i>Financial / VfM</i>		
<p><i>Legal</i></p> <p>Failure to comply with the legislation could lead to a challenge to the decision.</p>	<p>Decisions are reviewed by Legal and Democratic Services staff to check whether the decision is a key decision, and whether an exception is required.</p>	<p>The mitigation means increased transparency and confidence in the Council.</p>
<i>Innovation</i>		
<i>Reputation</i>		
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 Key decisions are defined by Regulation 8 of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 as being an executive decision which is likely:
- 11.2 To result in the local authority incurring expenditure, which is or the making of savings which are significant having regard to the local authority's budget for the service or function to which the decision relates; (For Winchester City Council, the financial limit above which a decision is regarded as significant is £250,000), or
- 11.3 To be significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.
- 11.4 Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012, the Council must give a minimum

of 28 days notice of an intention to make a Key Decision. The statutory requirement is reflected in Rules 17.1 and 17.2 of Part 4.4 of the [Council's Constitution](#). There is an additional statutory requirement to provide at least 28 days notice of when Cabinet is proposing to meet in exempt session.

- 11.5 The purpose of this timeframe is to provide an opportunity for representations to be made that request the item be dealt with in public session – and that any representations are considered before the agenda for the meeting is published. This requirement exists whether or not the matter is a Key Decision.
- 11.6 Under the [Council's Constitution](#), Access to Information Procedure Rules at Part 4.4 (Rule 18 – General Exception and Special Urgency), if it is not possible to meet the requirements of Rules 17.1 and 17.2 then the Key Decision may proceed so long as (in summary) the Monitoring Officer is in agreement and has received the agreement of the Chairperson of The Scrutiny Committee that a Key Decision may proceed without inclusion in the [Forward Plan](#).
- 11.7 In addition, where an agenda item requiring a Key Decision was not in the [Forward Plan](#) and was sent to Cabinet after the statutory deadline, the Chairperson of The Scrutiny Committee must firstly give approval for its inclusion (Access to Information Procedure Rule 18 – General Exception and Special Urgency). Reasons for the special urgency must be specified.
- 11.8 Details of the six Key Decisions are listed below. In accordance with paragraphs 12.3 and 18.1 of the Access to Information Procedure Rules, the Chairperson of the Scrutiny Committee agreed for these decisions to be considered, with the exception to the item “Environmental Services – Award of Contract” where, in the absence of the Chairperson of the Scrutiny Committee, the Monitoring Officer received in writing the agreement of the Vice-Chairperson of Scrutiny Committee and the Chairperson of Council to this item being considered.

<u>Detail of Key Decision not included within Forward Plan</u>	<u>Date Decision Taken</u>	<u>Reason given for not being included in Forward Pan</u>
Declaration of Climate Emergency	5 June 2019	“The item was proposed by the new Council administration which came into effect from Annual Council on 15 May 2019 and it was therefore not possible to give the required 28 days notice”
Response to consultation – M3 Junction 9	28 August 2019	“The reason for the urgency is that the proposed works at J9 of the M3 represent a significant infrastructure scheme within the district and so the Council wants to be open and transparent in the way it is responding to this important project which is at the pre-application stage. There is a need to consider this at the August Cabinet because the Council has to send its comments to Highways England by 30th August.”
Environmental Services – Award of Contract	15 November 2019	“The reason for the urgency is that tenders received for the Environmental Services Contract include specific options for additional services. An early decision is required whether to include some or all of the options in the final assessment or to award the contract based only on the existing service.”
Minute extract from Winchester Town Forum held 23 January 2020 (with regard to North Walls Pavilion)	12 February 2020	“It was not possible to give 28 days notice due to an administrative oversight. However, the recommendations were published on the council’s website as part of the agenda for the meeting of the Town Forum on the 15/01/20. The reason for the urgency is

<u>Detail of Key Decision not included within Forward Plan</u>	<u>Date Decision Taken</u>	<u>Reason given for not being included in Forward Plan</u>
		to enable the pavilion project to proceed without delay. “
Procurement of Insurance & Risk Services – Award of Contract	10 February 2020	“The reason for the urgency is that is that approval is required from all ten Hampshire authorities, as members of the procurement collaboration, before the award of insurance contracts can be made.
Housing Revenue Account (HRA) Property Acquisitions	11 March 2020	The reason for the urgency is to ensure there is sufficient capital expenditure by the end of March 2020 to potential avoid a repayment of Right to Buy receipts to MHCLG.

For information, Members may wish to note the number of Key Decisions not included in the Forward Plans from previous Municipal Years:

Municipal Year	Number of Key Decisions not included in the Forward Plan
2018/19	1
2017/18	5
2016/17	8
2015/16	12
2014/15	6
2013/14	8
2012/13	4
2011/12	3
2010/11	11
2009/10	6
2008/09	15
2007/08	15
Average	8

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 None.

BACKGROUND DOCUMENTS:-

Web Link to: [Published Exceptions to the Forward Plan.](#)

Other Background Documents:-

None

APPENDICES:

None

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REPORT TITLE: DRAFT ANNUAL SCRUTINY REPORT 2019/20

2 JULY 2020

REPORT OF CHAIRPERSON: Councillor Caroline Brook

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email
mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

At the end of each Municipal Year, the Chairperson of The Scrutiny Committee for that year reviews the work of all overview and scrutiny bodies and provides a report back to Council.

The draft report for the 2019/20 Municipal Year is attached at Appendix 1 in order that The Scrutiny Committee can add its comments before it is finalised for presentation to Council.

RECOMMENDATIONS:

1. That the committee consider and make any necessary comment on the content of the Report.

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Annual Scrutiny Report

2019/20



Introduction

The Scrutiny Committee comprises members who are not Cabinet Members. The general role for the overview and scrutiny function is set out in Section 21 Local Government Act 2000.

Overview and Scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants.

The Committees should also be prepared to challenge and question decisions and make constructive criticism. The Council has split its overview and scrutiny responsibilities across three Overview and Scrutiny Committees. Two policy-focused Committees, which undertake forward looking, policy development work and pre-decision scrutiny, relevant to their specific areas. These are the Business and Housing Policy Committee and the Health and Environment Policy Committee. A Scrutiny Committee (which holds the Cabinet to account, has a strategic outlook and solely holds the power of Call-In)

The Business & Housing Policy Committee undertakes forward looking, policy development work and pre decision scrutiny relevant to its specific areas as well as having broader terms of reference to maintain a strategic overview of the progress towards the achievement of the priorities in the Council Plan.

The Health & Environment Policy Committee undertakes forward looking, policy development work and pre decision scrutiny relevant to its specific areas as well as having broader terms of reference to maintain a strategic overview of the progress towards the achievement of the priorities in the Council Plan.

Underpinning some of the three policy and scrutiny committee's work of the past year has been consideration of the statutory [guidance](#) published by the Minister for Local Government in May 2019 on effective overview and scrutiny.

In summary, the guidance is set out in the following key areas and the Council has realised each of these as part of the scrutiny arrangements now in place and how they have operated over the past year

- A. Culture
- B. Resourcing
- C. Selecting Committee Members
- D. Power to Access Information
- E. Planning Work
- F. Evidence Sessions

A. Culture

The guidance has particular regard to the importance of organisational culture and a meaningful commitment to 'effective' overview and scrutiny. This should be challenging and able to have impact and provide added value and improved outcomes for residents.

The Council's new scrutiny arrangements allow for more focussed member involvement in policy-making at an early stage (at policy committees) whilst allowing the scrutiny committee to provide challenge to the executive. Members are also able to continue to bring forward matters for scrutiny that may not necessarily be the responsibility of the council. These can be scrutinised and external organisations invited to take part in any subsequent scrutiny investigation.

The respective chairs of the Council's scrutiny bodies are encouraged to influence development of respective work programmes, having regard to those of the other scrutiny committees and importantly, that of the executive.

B. Resourcing

Unlike combined authorities, there is no requirement for there to be statutory officer role for scrutiny. The council will work to achieve a cultural recognition of the potential of the added value that scrutiny can bring to the council's outcomes, for example, through policy development and effective challenge.

The latter will ensure that decisions best suit service priorities, the needs of residents and businesses and support delivery of the outcomes of the Council Plan.

C. Selecting Committee Members

Although the choice of chairpersons of scrutiny and policy committees is not an officer decision, the constitution sets out whether they should be an opposition or a member of the leading group of the council and this was discussed and accepted by the Member/Officer working group and subsequently adopted as part of the wider constitution. Membership of the committees is also a matter for the groups who will no doubt have regard to skill sets and interests, although they cannot additionally be a member of the executive.

D. Power to Access Information

The council is committed to supporting the overview and scrutiny function and will continue to facilitate access to work programmes and relevant documents where this is appropriate to do so. The scrutiny committee will be provided key performance and risk information on delivery against outcomes of the council strategy and the agreed budget.

E. Planning Work

Officers assist with developing work programmes and coordination with the Forward Plan. It is also proposed that all scrutiny chairpersons will periodically meet to coordinate their work.

All Members will wish to influence work programmes with matters brought to their attention from their local areas.

F. Evidence Sessions

The guidance sets out ideas on how these may be 'run'. Evidence sessions may take place either at the formal scheduled meetings of the respective committees, or informally or in special sessions.

The guidance had provided authorities with an opportunity to reflect on its existing overview and scrutiny function and this had been timely as the Council was reviewing its own arrangements as part of the constitution review. Officers will continue to refer to best practice, including that produced by the Centre for Public Scrutiny (CfPS), South East Employers (SEEMP) and discuss this with scrutiny chairperson as appropriate.

The Committee welcomes and encourages engagement with residents and other community representatives during its public participation session. During 2019/20 local residents commented on numerous matters including;

- Governance arrangements relating to the development of the Housing Revenue Account
- The size and configuration of the proposed new Leisure Centre
- Proposals for Station Approach

With the continuing pressure on the Council's resources, it is vital that Scrutiny and its newly established Policy Committees continue to play their part in ensuring that projects are delivered efficiently and with maximum benefit to residents while ensuring that the Council's key services to the public such as refuse, parking, open spaces and the myriad of other Council roles which help make our District a great place to live, continue to be delivered at a high standard.

Cllr Caroline Brook – Scrutiny Committee Chairman for 2019/20

THE ROLE OF SCRUTINY IN THE COUNCIL

Winchester City Council operates a 'strengthened' Leader and Cabinet Executive model. Members of the Cabinet manage the majority of the Council's business, while scrutiny bodies oversee the discharge of the Council's work.

The role of scrutiny is to review, challenge and develop what the City Council does, making sure the right decisions are being taken to Cabinet, in line with the general policies set by full Council, for the benefit of the Winchester District and its residents and businesses.

The Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009 required the Council to designate a scrutiny body as its 'Crime and Disorder Overview and Scrutiny Committee'. It could also consider individual matters related to crime and disorder issues referred from the local level. This role is undertaken by The Scrutiny Committee.

Petition organisers also have the right to request that The Scrutiny Committee review the steps that the Council has taken in response to a petition.

THE SCRUTINY COMMITTEE – 2019/20

Chairman: Cllr Caroline Brook

The work of the Committee

A summary of the items scrutinised in 2019/20 are listed below. These were mostly presented to the Committee in report format and introduced by the relevant cabinet member, in addition, several presentations were provided. The Committee also considered the work of the Council's Community Safety Partnership further to the requirements of the Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009

Meeting: 04/07/2019 18:30

Monitoring Report - Exceptions to Forward Plan (SC006)
Draft Annual Scrutiny Report (SC004)
Appointments of external bodies related to scrutiny (SC005)
Housing Revenue Account and Capital Programme Outturn 2018/19 (SC007)
Q4 Financial and Performance Monitoring Report (SC002)
Medium Term Financial Challenge (SC008)

Meeting: 14/08/2019 18:30

Station Approach - Proposals for Delivery and Further Public Realm Development (SC009)

Meeting: 09/09/2019 18:30

Q1 Financial and Performance Monitoring Report (SC011)
Annual Report: Local Government and Social Care Ombudsman 2018/19 (SC010)

Meeting: 27/11/2019 18:30

Council Strategy
Outcome Based Budget Challenges
Q2 Financial and Performance Monitoring

Meeting: 05/02/2020 18:30

Capital Investment Strategy 2020-2030 (SC017 & CAB3209)
Treasury Management Strategy 2020/21 (SC019 & CAB3218)

Medium Term Financial Strategy, Budget and Council Tax 2020/21. (Reports SC016 & CAB3211)

Housing Revenue Account (HRA) Budget 2020/21 & Business Plan (SC018 & CAB3214)

Q3 Financial and Performance Monitoring (SC020 & CAB3222)

Meeting: 12/03/2020 18:30

Implementation of the extension to the refuse and recycling arrangements
Community Safety Partnership Performance Review

Policy Committees

Both policy committees (Business and Housing & Health and Environment) undertake largely forward looking, policy development work and pre-decision scrutiny relevant to the specific priority areas.

THE BUSINESS AND HOUSING POLICY COMMITTEE – 2019/20

Chairman: Cllr Dominic Hiscock

During 2019/20 the Business and Housing Policy Committee met four times. The agendas for each of these meetings were as follows:

- Preventing Homelessness and Rough Sleeping Strategy BHP004
- Mutual Exchange Policy BHP005
- Housing Company - Presentation
- Economic Strategy - Presentation
- Estate Improvement Programme BHP007
- New Council Strategy
- Housing Company
- Central Winchester Regeneration - future uses
- Local Government Finance and Business Rates
- Station approach
- Tenant Survey results - Presentation
- New Council Strategy - presentation
- Procurement Strategy BHP009
- Housing Revenue Account Budget Options 2020/21 BHP011
- Procurement Strategy BHP009
- Review of downsizing incentive scheme - Presentation (to follow)
- Hampshire Home Choice Policy - Presentation
- Revision and update of Discretionary Housing Payments Policy BHP012
- Fire Safety in Council Housing Strategy - Presentation

The detailed terms of reference for this Policy Committee is set out at Article 7 of the constitution.

THE HEALTH & ENVIRONMENT POLICY COMMITTEE – 2019/20

Chairman: Cllr Angela Clear

During 2019/20 the Health and Environment Policy Committee met four times. The matters considered at these meetings were as follows:

- Planning Pre-application Advice (HEP003)
- The future of the Traffic Management and Civil Parking Enforcement Agency Agreements (CAB3173)
- Environmental Services Contract - Procurement Process Update - Presentation
- Car Parking Strategy (HEP002) and presentation
- Local Enforcement Plan (HEP008)
- Climate Emergency Action Plan - Presentation
- Southern Parishes Sports Facilities (HEP005)
- City of Winchester Movement Strategy - Update (Presentation)
- Air Quality Action Plan Update (Presentation)
- Options Appraisal for the Delivery of an Electric Vehicle Charging Network (Presentation)
- Proposed Parish Engagement on Grounds Maintenance and Street Cleaning (Presentation)
- Framework for Community and Wellbeing Strategy (Presentation)
- Carbon Neutrality Action Plan 2020-2030 - Progress Update (Presentation)
- Update on the Movement Strategy (Presentation)

The detailed terms of reference for this Policy Committee is set out at Article 7 of the constitution.

REPORT TITLE: APPOINTMENT TO EXTERNAL BODIES RELATED TO SCRUTINY FOR THE 2020/21 MUNICIPAL YEAR.

2 JULY 2020

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Risk.]

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

The report asks the committee to nominate Councillor representatives to the three external bodies that The Scrutiny Committee has traditionally appointed to. These bodies are detailed at paragraph 3 of the report.

RECOMMENDATIONS:

1. That the Committee consider appointments to the following external bodies:
 - a. [Portsmouth City Council – Health Overview and Scrutiny Panel](#) (1 vacancy and deputy)
 - b. [Centre for Public Scrutiny \(CfPS\) – Scrutiny Champions Network](#) (1 vacancy)
 - c. [Partnership for South Hampshire Overview and Scrutiny Committee](#) (1 vacancy and deputy)

1 SUPPORTING INFORMATION:

1.1 This report asks the committee to consider appointments of non-executive Members to four external bodies related to scrutiny.

1.2 There are currently three external bodies that it would be appropriate for The Scrutiny Committee to appoint non-executive Member representatives to. These are detailed below.

1.3 [Portsmouth City Council - Health Overview and Scrutiny Panel](#)

This panel was established by Portsmouth City Council. Its membership is drawn from appropriate interest groups, stakeholders and Councillors from adjoining local authorities 'when discussing issues that have significant effect upon their area'. Appointments agreed for 2019/20 were Cllr Achwal (Deputy Cllr Clear).

Winchester City Council is asked to appoint one member and one deputy representatives for 2020/21.

1.4 [The Centre for Public Scrutiny \(CfPS\) – Scrutiny Champions' Network](#)

The CfPS has previously requested a Member representative as a 'scrutiny champion' for the Council. The Member receives a monthly bulletin and is also invited to attend an Annual Conference. The current representative is the Chairperson of The Scrutiny Committee (Cllr Brook). It is suggested that the Chairperson of The Scrutiny Committee be appointed representative for 2020/21.

1.5 [Partnership for South Hampshire Overview & Scrutiny Committee](#)

The Partnership for South Hampshire (PfSH) established a PfSH Overview and Scrutiny Committee in 2007 and it has previously been agreed that the Committee appoint a non-executive representative from those Wards within the PfSH area. Appointments agreed for 2019/20 were Cllr Hiscock (Deputy Cllr Clear)

Winchester City Council is asked to appoint one member and one deputy representative for 2020/21.

2 OTHER OPTIONS CONSIDERED AND REJECTED

2.1 Not to make nominations to the bodies concerned.

BACKGROUND DOCUMENTS:-

Previous Committee Reports

Other Background Documents:-

None

APPENDICES:

None

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REPORT TITLE: THE SCRUTINY COMMITTEE - WORK PROGRAMME 2019/20

2 JULY 2020

REPORT OF THE CHAIRPERSON

Contact Officer: Matthew Watson Tel No: 01962 848348 Email
mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report sets out the committees initial draft work programme for the new municipal year and seeks agreement to items it wishes to consider in 2020/21.

The Scrutiny Committee undertakes a crucial role in holding the Executive to account. It has a strategic outlook dealing with major policy/cross-departmental issues, taking the form of a largely retrospective approach to Scrutiny, the monitoring of the Council's performance and matters referred to it for consideration by the Council, the Cabinet and by other bodies.

This initial draft of the Work Programme ([Appendix 1](#)) has been produced and populated with those items that the Committee would routinely receive. In addition to these items, there may be items that the Committee itself selects for detailed review.

RECOMMENDATIONS:

That the committee considers The Scrutiny Work Programme for 2020/21. If the committee wish to scrutinise additional matters then members are requested to provide an outline of the item using the form at [Appendix 2](#).

1 COUNCIL PLAN OUTCOME

1.1 This paper seeks to ensure that:

- a) the committee fulfils its terms of reference in a way that is well planned and executed, and
- b) the role of Councillors elected to lead and serve their communities is properly supported and developed.

Both of these objectives help 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 SUPPORTING INFORMATION:

The 2020/21 Municipal Year

3.1 The committee is now a well established part of the Council's democratic process.

3.2 In considering which subjects the committee should discuss in the coming year, Members should refer to:

- a) The Committees Terms of Reference ([as set out on the Council's website, on this link](#))
- b) Issues that have already been identifies by the Committee for inclusion ([Appendix 1 to this report](#))
- c) Latest Forward Plan ([as set out on the Council's website, on this link](#))

3.3 In selecting items for discussion, Members should be mindful of the officer resources required and whether there is other relevant and /or similar Council work being undertaken in the same area, to avoid duplication.

3.4 There are a number of issues that regularly form part of the committees work programme and these have been incorporated into the 2020/21 draft programme in [Appendix 1](#).

BACKGROUND DOCUMENTS

As described in section 3.2 of the report.

APPENDICES

[Appendix 1: Initial draft of the Work Programme](#)

[Appendix 2: The Scrutiny Work Programme Suggestion Form](#)

Appendix 1. THE SCRUTINY COMMITTEE – scheduled items of business.

2 JULY 2020					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Scrutiny Work Programme for 2020/21	Matthew Watson	2 July 2020		
	Performance Monitoring Report – Exceptions to Forward Plan	Matthew Watson	2 July 2020		
	Draft Annual Scrutiny Report	Matthew Watson	2 July 2020		
	Appointments of external bodies related to scrutiny	Matthew Watson	2 July 2020		
	Housing Revenue Account and Capital Programme Outturn 2019/20	Dick Johnson	2 July 2020		
	Q4 2019/20 Financial and Performance Monitoring Report	Simon Howson	2 July 2020		
	Covid 19 Response	Laura Taylor	2 July 2020		

7 September 2020

	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Q1 2020/21 Financial and Performance Monitoring Report	Simon Howson	7 September 2020		

25 NOVEMBER 2020

	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Q2 2020/21 Financial and Performance Monitoring	Simon Howson	25 November 2020		

3 FEBRUARY 2021					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Medium Term Financial Strategy	Richard Botham	3 February 2021		
	General Fund Budget 2020/21	Richard Botham	3 February 2021		
	Capital Investment Strategy	Neil Aiken	3 February 2021		
	Treasury Management Strategy 2020/21	Neil Aiken	3 February 2021		
	Housing Revenue Account Budget 2020/21 and Business Plan 2020/2050	Dick Johnson	3 February 2021		
	Q3 2020/21 Financial and Performance Monitoring	Simon Howson	3 February 2021		

11 MARCH 2021

	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Community Safety Partnership Performance Review	Sandra Tuddenham	3 February 2021		



Work Programme Suggestion Form

This form enables councillors to put forward items for review or discussion to the council's committees that carry out the overview and scrutiny function. These are the Scrutiny Committee, the Business & Housing Policy Committee and the Health & Environment Policy Committee.

If you need further assistance, please contact Democratic Services.

Proposer:	
Title of Item:	
Relevant Corporate Head of Service:	
Relevant Cabinet Member:	

Please give a brief statement explaining what the issue is and why this item should be considered. Be sure to have a clear purpose and include any background information and evidence that will assist the committee in understanding the need for and timing of this item. **Please advise if the matter is 'time critical' as this will also assist in considering the scheduling of the matter':**

What is the impact or effect on residents, how could they be included in the committee's considerations?

What outcomes or changes would you like to see as a direct result of the committee addressing this item?

How does this item link to the council's priorities and corporate objectives?

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