



Meeting	Business and Housing Policy Committee
Date and Time	Tuesday, 1st December, 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. **Disclosure of Interests**

To receive any disclosure of interests from Members and Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, and non disclosable interests in accordance with legislation and the Council's Code of Conduct.

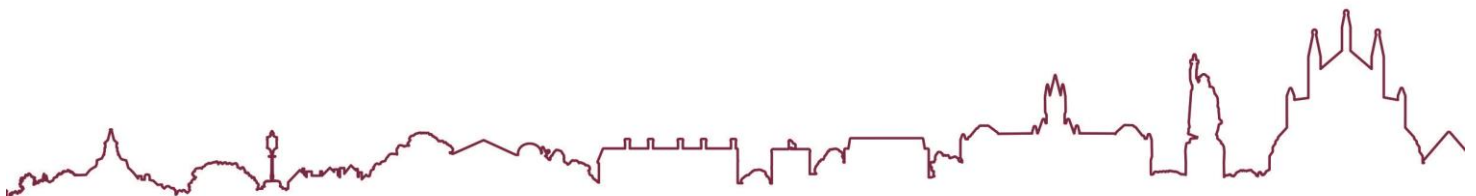
If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

3. **Minutes of the previous meeting held on 22 September 2020** (Pages 5 - 8)

4. **To note the Work Programme for 2020/21** (Pages 9 - 10)

5. **Chairperson's Announcements**

6. **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

NB members of the public are required to register with Democratic Services three clear working days before the meeting (see below for further details).

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Wednesday 25 November 2020** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

7. **Briefing on Economy and Housing Restoration Work - presentation**
(Pages 11 - 48)
8. **Housing Revenue Account Business Plan and Budget Options - presentation** (Pages 49 - 68)
9. **Housing Development Strategy - presentation** (Pages 69 - 78)

Lisa Kirkman
Strategic Director: Resources and Monitoring Officer

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.



23 November 2020

Agenda Contact: Dave Shaw, Senior Democratic Services Officer
Tel: 01962 848 221 Email: dshaw@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*

MEMBERSHIP

Chairperson: Weir (Liberal Democrats)

Vice-Chairperson: Rutter (Liberal Democrats)

Conservatives
Brook

Liberal Democrats
Bell

Horrill
Lumby
Scott

Craske
Hiscock
Power

Deputy Members

Godfrey and Miller

Clear and Gordon-Smith

Quorum = 3 members

PUBLIC PARTICIPATION

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 three days 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.

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](#).

This page is intentionally left blank

BUSINESS AND HOUSING POLICY COMMITTEE

22 September 2020

Attendance:

Councillors

Weir (Chairperson)

Bell
Brook
Clear
Craske
Horrill

Hiscock
Lumby
Power
Scott

Others in attendance who addressed the meeting:

Councillors Thompson (Leader and Cabinet Member for Communications), Cutler (Deputy Leader and Cabinet Member for Finance and Risk), Learney (Cabinet Member for Housing and Asset Management), Ferguson (Cabinet Member for Local Economy).

[Full audio recording and video](#)

1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies for absence were received from Councillor Rutter and Councillor Clear was in attendance as Deputy for Councillor Rutter.

2. **DISCLOSURE OF INTERESTS**

Councillor Hiscock declared a personal (but not prejudicial) interest in respect of various agenda items due to his role as a County Councillor.

3. **MINUTES**

RESOLVED:

That the minutes of the previous meeting held on 22 June 2020 be approved and adopted.

4. **WORK PROGRAMME FOR 2020/21**

The Chairperson reported that an item on the Housing Company would be brought to the December meeting of the Committee at the recommendation of the Performance Panel.

RESOLVED:

That the Work Programme for 2020/21 be noted and that an item on the Housing Company be brought to the December meeting of the Committee.

5. **CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson reported that TACT representative Mr Michael Fawcitt had sadly recently passed away and members of the Committee and the Chairperson paid tribute to him and the work that he had carried out on behalf of TACT.

6. **PUBLIC PARTICIPATION**

No members of the public were present to make representations.

7. **BRIEFING ON RESTORATION WORK – ECONOMY AND HOUSING - PRESENTATION**

The Service Lead Economy and Tourism and the Corporate Head of Housing gave a presentation on the Covid restoration work.

Councillor Ferguson introduced the presentation on economy restoration work.

Monica Gill on behalf of TACT commented that some TACT members living in rural areas were finding difficulty in joining on-line virtual meetings with the council due to poor digital connectivity. She added that the repairs service had been good during lockdown and the provision of hot meals had continued through the good work of the contractors.

Members asked questions and raised comments which were responded to by officers and the Cabinet members accordingly.

RESOLVED:

That the presentation be noted.

8. **PRIVATE SECTOR HOUSING RENEWAL STRATEGY – PRESENTATION**

The Housing and Social Inclusion Manager gave a presentation on the Private Sector Housing Renewal Strategy, which included the Empty Homes Strategy.

At the invitation of the Chairperson, Monica Gill on behalf of TACT commented that TACT supported the content of the presentation. Mrs Gill asked if there were incentive schemes to help with the cost of renovating privately owned dwellings to bring them back into housing use if the owners could not afford the repair costs, such as by means of a loan and to subsequently recoup the cost through the rent.

Members asked questions and raised comments which were responded to by officers and the Cabinet members accordingly.

At the conclusion of questions and debate, the Committee considered how it wished the Empty Dwelling Management Orders (EDMO) work to be prioritised. It was commented that it was a balance with the limited resources available to provide safe accommodation for as many people as possible and to provide good accommodation. A member commented that the EDMO route was very costly in terms of resources and should be used sparingly. A Member also expressed a view that pursuing an EDMO was important when they impacted on a community.

The Chairperson concluded that Policy Committee members should give this consideration outside of the meeting and express their views either directly to the officers or at a future meeting

RESOLVED:

That the presentation be noted and that Members should give consideration to the priority to be given to EDMOs outside of the meeting and express their views either directly to the officers or at a future meeting

9. UPDATE ON A DIGITAL WINCHESTER DISTRICT AND HOUSING FOR YOUNGER PEOPLE TASK AND FINISH GROUPS (BHP016)

Members asked questions and raised comments which were responded to by officers and the Cabinet members accordingly.

At the conclusion of questions and debate, the Committee agreed to widen the remit of the digital Winchester district exercise to ensure that the focus and the balance was reflective of the wider district. It was also agreed that the digital needs of TACT also be taken into consideration and that a Member Briefing be organised to enable councillors to improve their understanding of mobile communications and particularly 5g. In respect of the Housing for Younger People Group it was agreed that housing tenure be included to understand what young people were seeking to find in respect of housing provision.

RESOLVED:

That the progress on the formation of the Housing for Younger People and A Digital Winchester District Task and Finish Groups be noted.

The virtual meeting commenced at 6:00 pm and concluded at 8:30 pm

Chairperson

This page is intentionally left blank

BUSINESS & HOUSING POLICY COMMITTEE – WORK PROGRAMME FOR 2020/21

22 JUNE 2020					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
			Original	Revised	
	Briefing on Restoration Work – Economy, Housing and Financial Impacts	Sue Robbins, Gillian Knight, Liz Keys	22 June 2020		Presentation
	Bar End Depot	Geoffrey Coe	22 June 2020		Presentation
	River Park Leisure Centre decommissioning	Veryan Lyons	22 June 2020		(BHP015) & (CAB3242)
22 SEPTEMBER 2020					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/ COMMENT
			Original	Revised	
	Briefing on Restoration Work – Economy & Housing	Sue Robbins, Gillian Knight	22 September 2020		
	Update on Digital Economy and Housing for Younger People Task and Finish Groups	Sue Robbins, Gillian Knight,	22 September 2020		
	Private Sector Housing Strategy	Kenna Sian-Young	22 September 2020		
1 DECEMBER 2020					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Briefing on Restoration Work – Economy & Housing	Sue Robbins, Gillian Knight,	1 December 2020		

	Housing Development Strategy	Andrew Palmer	22 September 2020	1 December 2020	
	Housing Revenue Account Business Plan and Budget Options	Dick Johnson	1 December 2020		
9 FEBRUARY 2021					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Briefing on Restoration Work – Economy & Housing	Sue Robbins, Gillian Knight,	9 February 2021		
	Economic Development Strategy	Sue Robbins	22 September 2020	9 February 2021	

Other reports due to come forward to the Business and Housing Policy Committee later in 2021/22 are as follows: (Meeting date to be confirmed)

--	--	--

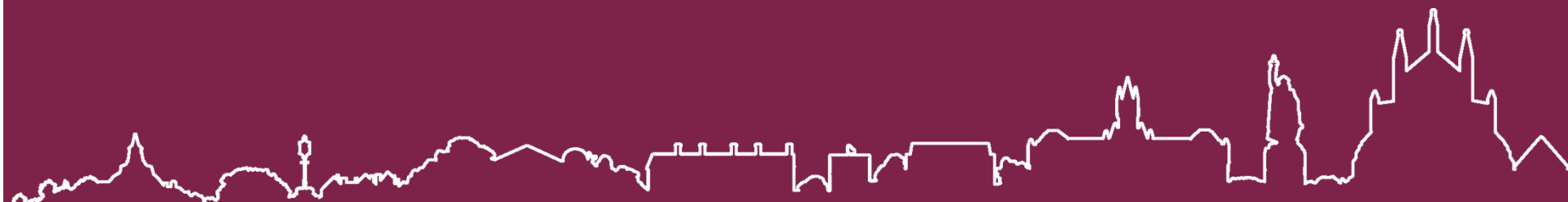
Updated 23 November 2020

COVID Economic Restoration Update

Business & Housing Policy
Committee
1 December 2020

Page 11

Agenda Item 7



IMPACT – CURRENT SITUATION

🏰 New national restrictions between 5th November and 2nd December 2020

🏰 Adverse impact particularly on RHL sector

🏰 Restaurants, pubs and cafés will get automatic freedoms to provide takeaway services for another year

🏰 Creating a backward step into recover mode



IMPACT – CURRENT SITUATION

New Government Grant Support:-

£2,142,414 **Local Restrictions Support Grant** (LRSG) launched and payments already being made

Supporting rateable businesses forced to close

£2,497,180 **Additional Restrictions Grant (ARG)** being launched payments to be made as quickly as possible

Grant funding to support

closed businesses that do not directly pay business rates

businesses that do not have to close but which are impacted


IMPACT – CURRENT SITUATION

Average weekly city centre footfall

Month	Footfall	Variance to previous month
August	21,455	+17%
September	24,006	+12%
October	23,186	-3%

(Source: Winchester Business Improvement District)

 Car parking revenues had increased by 25% from end of September to end of October

 Claimant count for out of work benefits Aug to Oct has remained steady at approx. 2,700 or 3.6% of the working age population. (Source ONS)

IMPACT – CURRENT SITUATION

 Infection Rates in Winchester remain below national average

	Whole Pandemic	Cases per 100,000
England	1,301,559	2,312
Winchester	1,604	1,285

	Cases in the last 7 days	Cases per 100,000
England	153,873	273
Winchester	230	184

(Source: coronavirus.data.gov.uk)

RECOVER

Focus on Providing High Levels of Business Support


 In 1st week of new national restriction - 2 business bulletins issued

 Council website fully up-dated with latest information

 Over 11,000 page views since the beginning of the pandemic

 Responded to c1000 calls and email requests for support since the beginning of the pandemic

 Discretionary Grants programme completed

 Mobilising £1,419,050 to 283 businesses across the Winchester District

RECOVER

Continuing to Build & Strengthen a Partnership Approach

-  Presentation to Winchester BID Board on overall marketing and promotion approach and delivery
-  Ongoing engagement with Market Towns and Whiteley
 -  Marketing support on Christmas activities to attract footfall and support local businesses
-  City Centre Partnership focused on joint working
 -  to fuel the overall economic recovery
 -  to be led by private sector chair

REBUILD

Other Business support

-  Businesses in District able to access free dedicated business support service provided by IncuHive including virtual 1:1s, workshops & networking events
-  Specific business support being provided to support High Street businesses impacted by Covid-19 - funded by RHSS fund to be available up to end of March 2021.
-  Creating new employment space
 -  Incuhive / IBM
 -  Bishops Waltham Depot
 -  Goods Shed in Winchester
 -  Kings Walk

REOPEN / REBUILD

Helping Business and Trade

 Marshals scheme to be deployed to support businesses reopening across the city and market towns

 helping meet restriction compliance

 Increase shoppers confidence by being a visible presence on our high streets

 Two types of marshal to be deployed

 **COVID Ambassadors** - a day time support and information role focused on visitor and retail businesses and locations.

 **COVID Marshals** - a night time economy compliance and support role focused on hospitality businesses and locations

REOPEN & REBUILD

Clear Marketing & Communication Strategy to Support Recovery

Christmas campaigns and beyond

-  support local / shop local online
-  Virt-yule Christmas

Digital trails to drive footfall

-  Nutcracker trail in Winchester
-  King Alf trail across District




Thematic film

Continue to work with Winchester Cathedral to promote online Christmas Market.



REIMAGINE

Green Economic Development Strategy – a new approach

-  To create a shared vision for how Winchester District can transform to become a sustainable, inclusive, digital economy over next 10 years.
-  Based on evidence, engagement and debate, Council Plan priorities, and need to address climate emergency.
-  How can economic shock of COVID be used as a springboard to transform the economy to a greener, more technologically driven, creative economy?
-  What is the scale of transition needed?
 -  from what we have - to where we want to be

REIMAGINE

Green Economic Development Strategy – a new approach

-  Search for consultants to support the strategy's development already underway - deadline to submit quotes, mid-December.
-  Engagement stages to seek views & build consensus to begin in January.
-  New Green Economic Development Strategy to be published in the Spring.

REIMAGINE

A new Digital Winchester District Task & Finish Group

Purpose and objectives

 Call for evidence has been issued on the following four challenges.

 Infrastructure

 Access

 Opportunity





 Future potential

 Survey to collect people's opinion and experience of "digital" has been issued





 Findings to be issued in Spring.

REIMAGINE

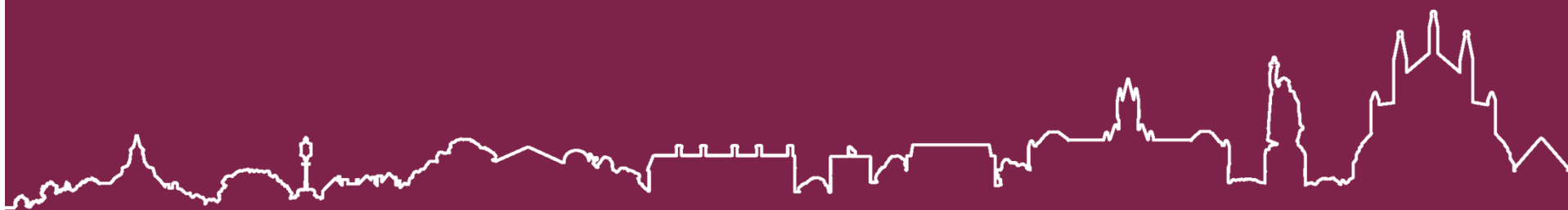
EV charging underway

-  First charging station installed in Denmead
-  Clear signal that WCC supports shift to more sustainable vehicles
-  Potential to attract additional customers & increase dwell time as people shop and explore while their car charges
-  33 EV charging points to be in place by Christmas across the District

Creation of new flexible workspace in Winchester

-  Short-term repurposing of Old Register Office
-  Working in partnership with 3rd party & M3 LEP
-  Bidding for LEP funding for initial work to bring project forward
-  Aim to open workspace early 2021

Thank you
Any questions



This page is intentionally left blank

Housing COVID Restoration Plans

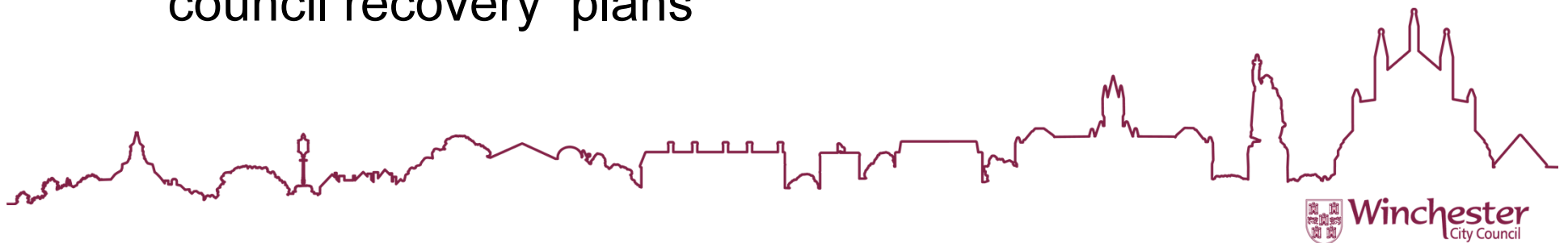
Business and Housing Policy Committee

1 December 2020



RESTORATION & RECOVERY

- 🏠 New Homes continue to develop affordable housing (building material shortages)
- 🏠 Decent Homes. Planned maintenance/responsive repairs normal services resumed
- 🏠 Gas safety Checks issues accessing homes
- 🏠 Rent arrears increases beginning to stabilise
- 🏠 Voids re-let dates effected
- 🏠 Sheltered Housing new well being service
- 🏠 Neighbourhood & Community Safety supporting wider council recovery plans



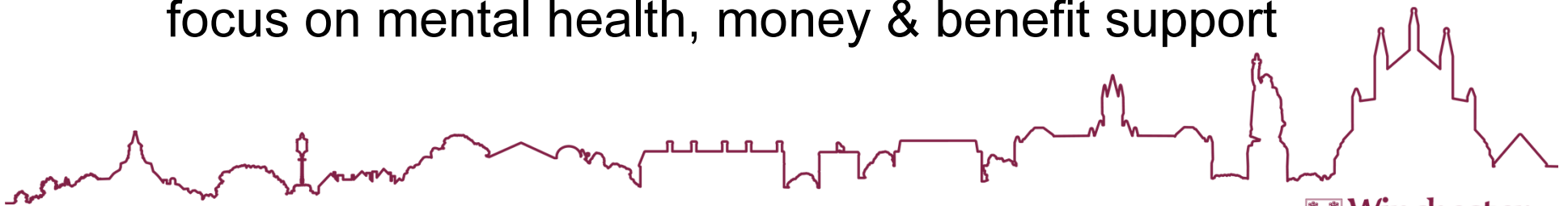
RESTORATION & RECOVERY

- 🏰 TACT. MS teams training completed with involved tenants. First virtual TACT meeting



Strategic Housing

- 🏰 Housing register application numbers remain consistent. Normal service resumed
- 🏰 Homelessness approaches increased. Rough sleeping numbers reduced
- 🏰 Temporary Accommodation demand & challenges
- 🏰 Private Sector Housing maintained business as normal
- 🏰 Tenancy Sustainment work referral numbers increased, focus on mental health, money & benefit support



REIMAGINE

Reimagining Service Delivery

 Supporting Council Tenants

 Homelessness, Rough Sleeping 'Get Everyone in' Approach

 Supporting Vulnerable Households



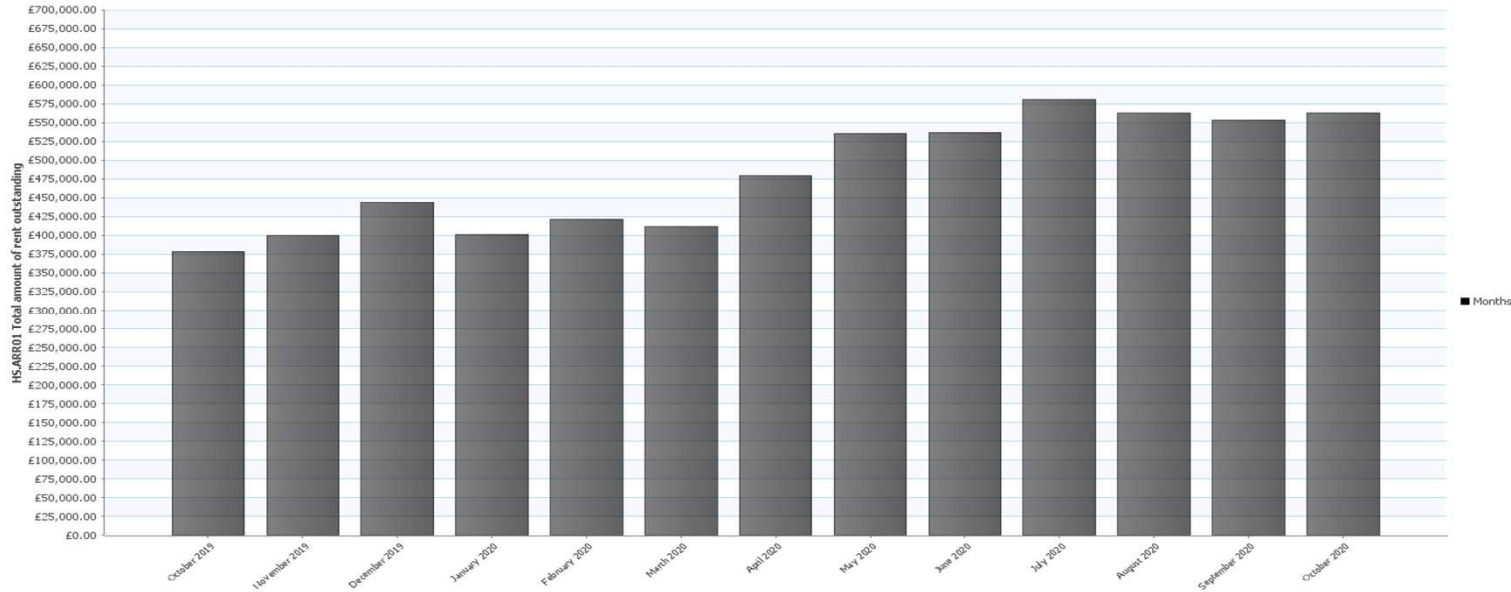
Support for Council Tenants

Amber Russell
Service Lead – Housing Operations &
Community Safety



FINANCIAL SUPPORT

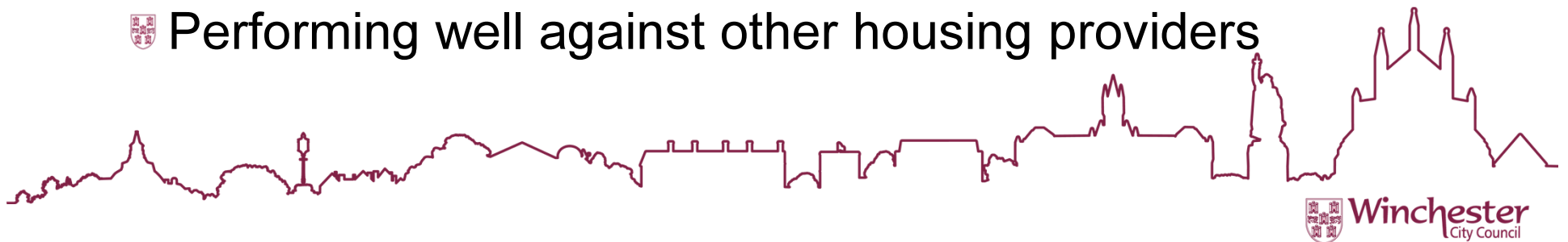
Arrears increased but now stabilising



Page 32

Good performance – 1.4% April to 2% October 2020

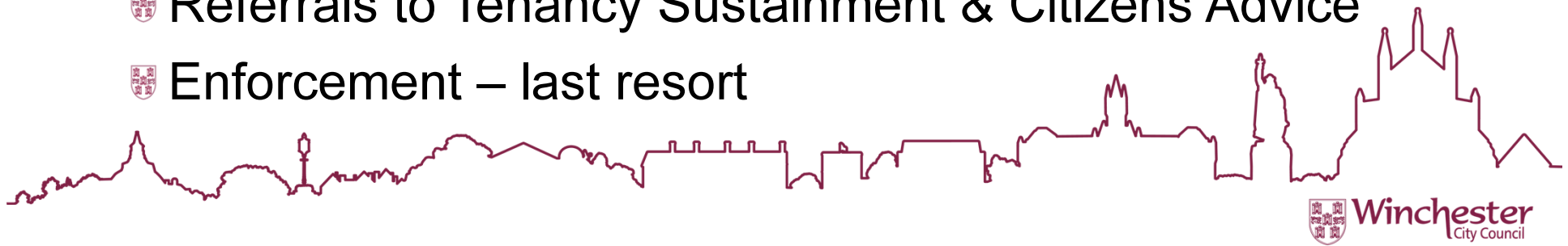
Performing well against other housing providers



SUPPORT FIRST APPROACH

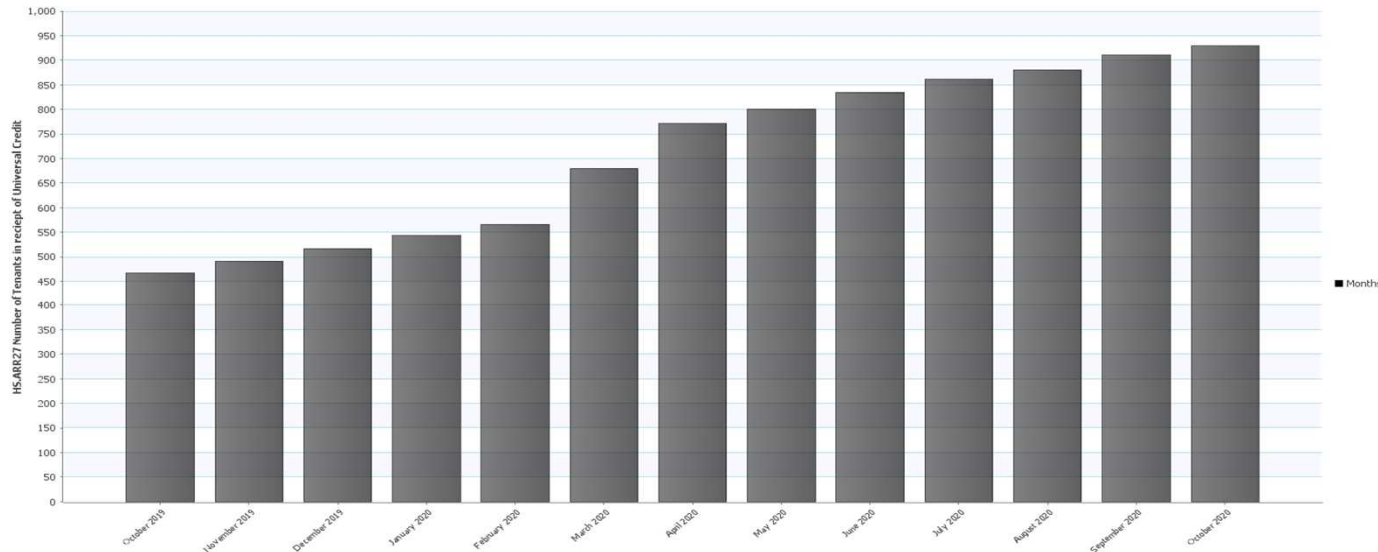


- Right advice at the right time
- Personal customer contact opposed to sending letters
- Phone calls - May 1818 calls, October 2925 calls
- Motivational communication – finding sustainable solutions e.g. maximising income
- Offering help in times of crisis – knowledge of support services available e.g. food banks, welfare assistance, advance payment
- Quality advice – access to benefits, DHP
- Referrals to Tenancy Sustainment & Citizens Advice
- Enforcement – last resort




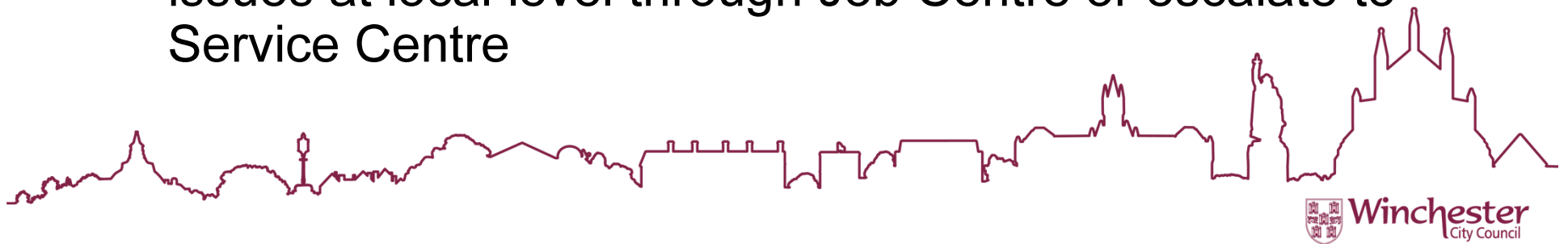
HELP FOR UNIVERSAL CREDIT CLAIMANTS

 Increase in UC claimants but now stabilising



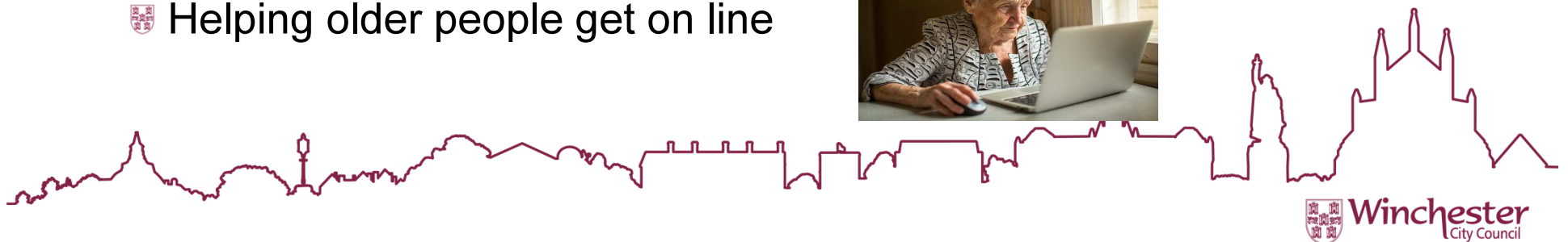
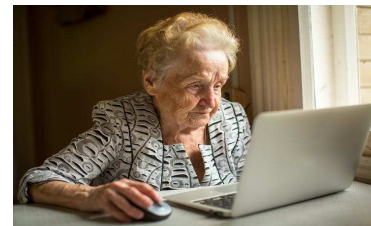
Page 34

 Contact all UC claimants – give advice, remind to claim Council Tax Support, healthy start vouchers, iron out issues at local level through Job Centre or escalate to Service Centre



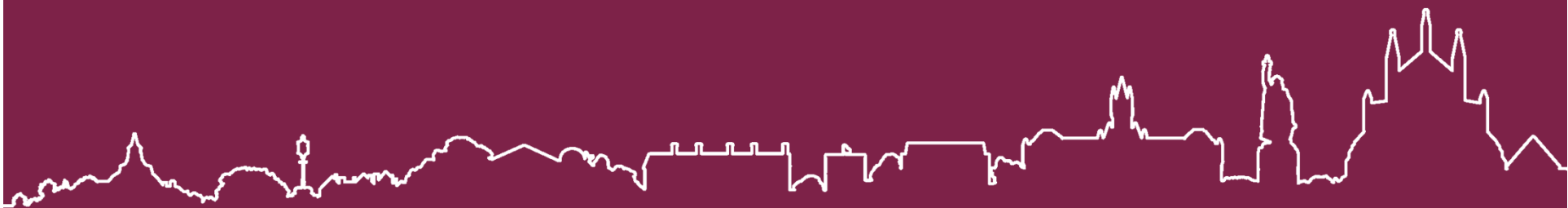
SUPPORT FOR VULNERABLE TENANTS

- 🏰 Calls to over 950 older tenants living in general needs accommodation
- 🏰 Ensuring vulnerable residents have access to food, medication, support if lonely/isolated
- 🏰 Resolving neighbour nuisance issues related to 'lock down', concerns regarding neighbours not following government guidance
- 🏰 Keeping neighbourhoods safe and clean – H&S inspections, removing rubbish/fly tipping, increased cleaning
- 🏰 Daily calls and visits to the most vulnerable sheltered tenants
- 🏰 Launch of the sheltered well being service – focus on reducing social isolation
- 🏰 Helping older people get on line



Housing Options Approach to 'Everyone In'

Charlotte Quinn
Housing Options Manager



‘EVERYONE IN’

- At the end of March 2020, the Government made the call to get ‘Everyone In’
- The council well placed to respond
- A former supported housing project secured (10 beds at City Road)
- Winchester Churches Nightshelter changed its model to meet government guidance to reduce shared sleeping spaces. Each guest have their own room. Reduced bed spaces from 17 to 10
- Additional accommodation secured with a local hotel
- Weekly Partnership meetings with Trinity Winchester, Winchester Churches Nightshelter and Two Saints



‘EVERYONE IN’

Individuals presenting as sleeping rough or at risk of sleeping rough triaged by the Housing Options team.

Individuals were cohorted:

COVID-care

COVID-protect

Low risk/Asymptomatic

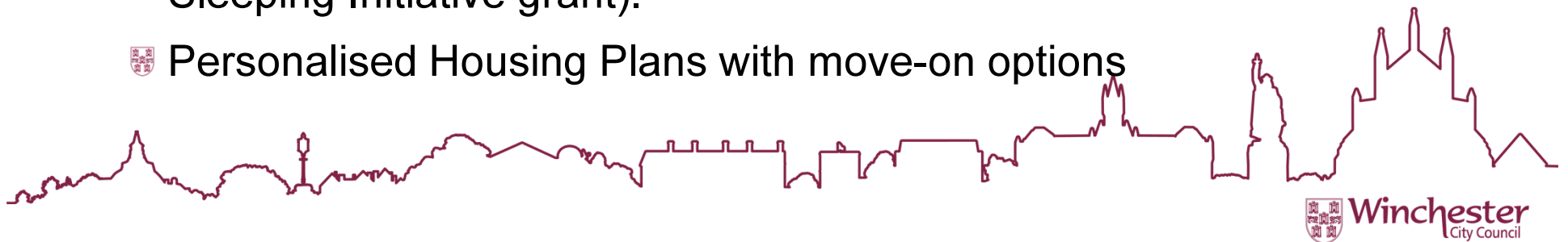


Trinity Winchester provided and delivered 2 daily meals to residents (including a hot meal).

Support with food parcels, prescriptions, support to stay at home through TV's, DVDs and mobile phones.

Support from Complex Needs Navigators (funded by Rough Sleeping Initiative grant).

Personalised Housing Plans with move-on options



OUTCOMES

33 individuals accommodated as part of 'Everyone In'

29 moved on to settled accommodation options:

WCC Temporary Accommodation

Private rental

Returned to family home

Accommodated as part of the rough sleeper pathway at WCNS, Two Saints or Trinity Winchester Alleyne House

Hampshire Home Choice registration, allocations functions and Housing Options Service remained open and accessible throughout

A number of families unable to shield in their own home were offered self-contained temporary accommodation and support from Tenancy Services



TEMPORARY ACCOMMODATION RESIDENTS

- 60 residents in council temporary accommodation.
- 43 residents sharing (bathroom/kitchen/laundry) creating COVID secure facilities
- New measures introduced to protect residents

Cohorting and moving those required to shield

Daily symptom checking

Twice weekly welfare calls

Daily calls to most vulnerable clients

Ensuring residents had access to food, medication and support to stay at home - mirroring the 'Everyone In' offer

Designating bathrooms

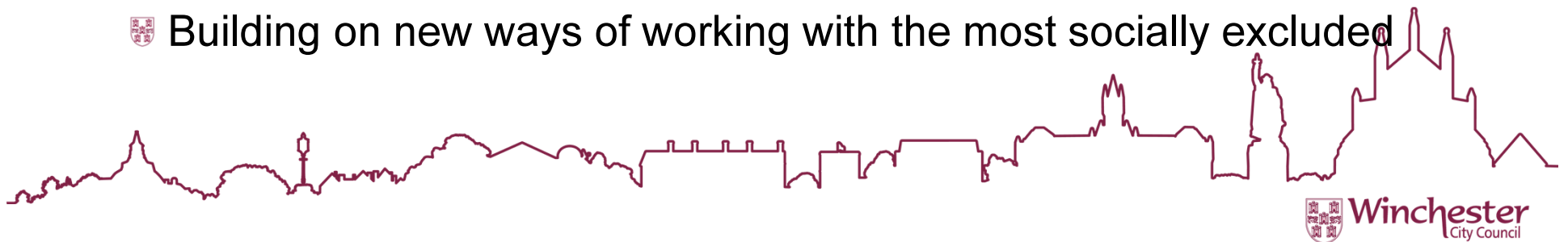
Outbreak planning (Local and HCC commissioned services)



NEXT STEPS



- 🏰 The Next Steps Accommodation Programme launched by the Government (July)
- 🏰 MHCLG Funding bid of £46k secured to fund overnight security at City Road to accommodate those found rough sleeping
- 🏰 Outreach service vital to engage with those rough sleeping to offer support when they are ready
- 🏰 Partnership work strengthened and remains vital
- 🏰 Supporting Winchester Churches Nightshelter with their new model of provision
- 🏰 Grants to support the Trinity Under One Roof project opening in Spring 2021
- 🏰 Building on new ways of working with the most socially excluded



Supporting our vulnerable households

Kenna-Sian Young Housing & Social
Inclusion Manager

Page 42










TENANCY SUSTAINMENT SERVICE

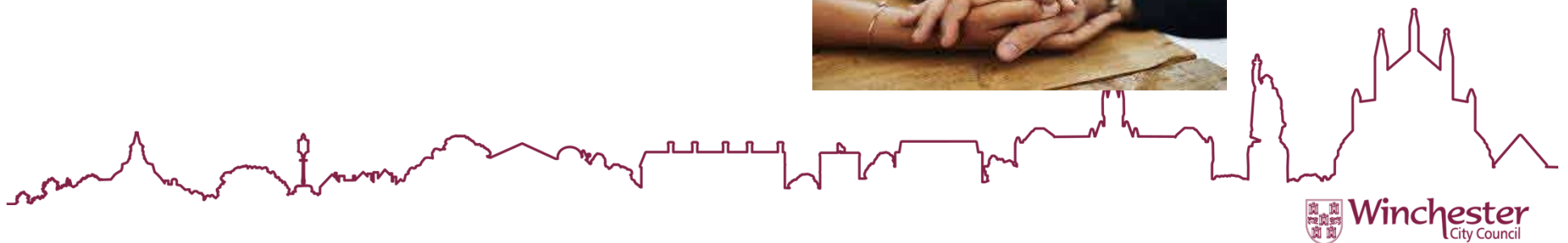
Underpinning housing services

- Assisting households to maintain tenancies or find more appropriate housing
- A person centred approach to prevent homelessness whilst addressing wider social issues
- Improving customer well-being, health inequalities, signposting to appropriate services, working in partnership with statutory and voluntary partners



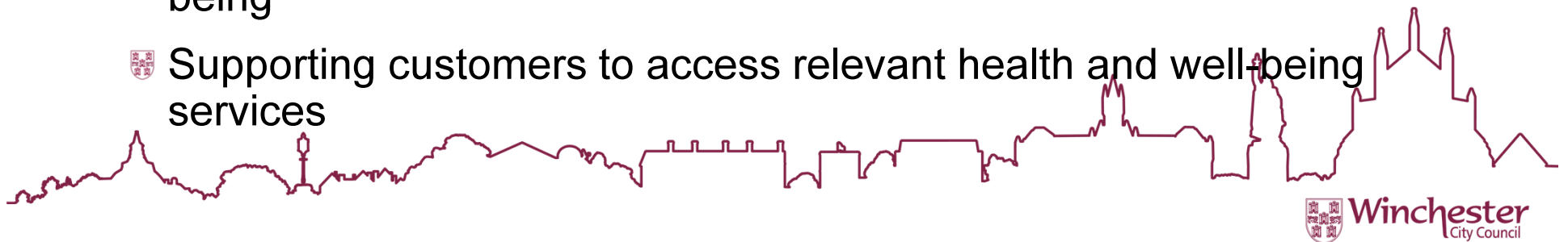
SUPPORT DURING THE PANDEMIC

-  **216** Referrals received; helping **181** council tenants and **35** private housing residents
-  **150** households provided with money & benefit advice
-  **60** clients provided with mental health support and signposting
-  **15** households moved on to more suitable accommodation
-  Strengthened relationships with the Community Mental Health team, GP practices and the voluntary sector
-  Training provided to colleagues on matters such as Universal Credit
-  Supporting the work of the LRC



SUPPORT OFFERS

- Benefit applications, mandatory reconsiderations and support at tribunals
- Addressing rent arrears, setting up repayment plans and considering income and expenditure priorities.
- Resettlement of households who have required management moves or downsizing
- Resettlement for those moving on from our temporary accommodation
- Addressing property condition concerns
- Hoarding
- Assisting those in hospital to return to their properties in a planned way to ensure the environment is not detrimental to their well-being
- Supporting customers to access relevant health and well-being services



THE CHARTER FOR SOCIAL HOUSING RESIDENTS

Social Housing White Paper

Page 46










Ministry of Housing,
Communities &
Local Government

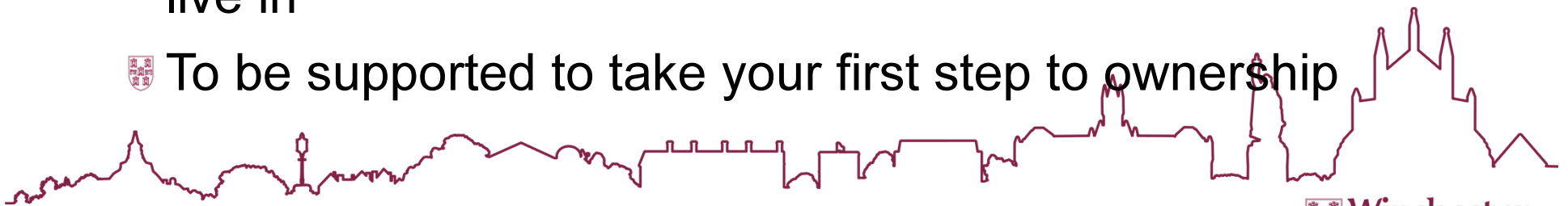


SOCIAL HOUSING WHITE PAPER

7 Themes of the Charter


Setting out what every social housing resident can expect from their landlord.

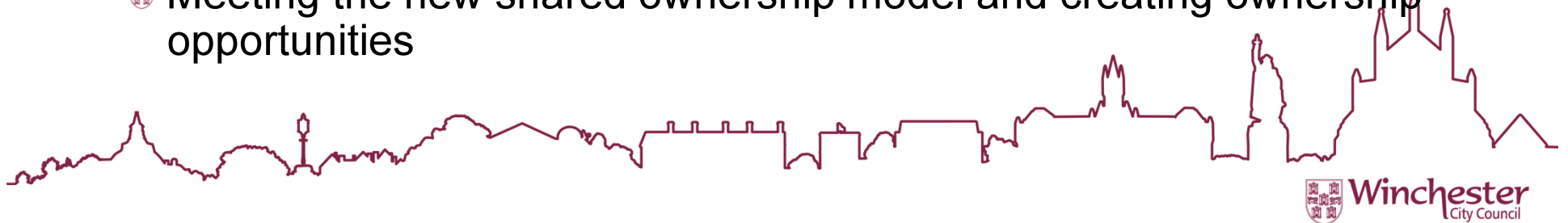
-  To be safe in your home
-  To know how your landlord is performing
-  To have your complaints dealt with promptly and fairly
-  To be treated with respect
-  To have your voice heard by your landlord
-  To have a good quality home and neighbourhood to live in
-  To be supported to take your first step to ownership



COUNCIL WELL PLACED TO RESPOND.....

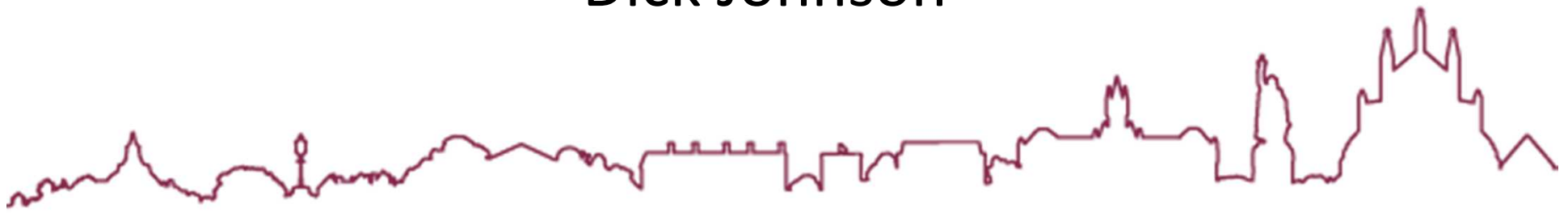
Focus on

-  Safety standards, consulting with residents
-  Consumer Standards and resident led performance improvements
-  Complaints handling, timely and to be more responsive to residents
-  Strong customer regulator for tenants
-  Robust resident engagement influencing service delivery at all management levels
-  De-carbonisation of homes, inclusive neighbourhoods, upskilling staff, focus on supporting mental health
-  Meeting the new shared ownership model and creating ownership opportunities



The HRA Business Plan 2021-50 And 2021-22 Budget Options

Business and Housing Committee
December 2020
Dick Johnson



Housing Revenue Account – Business Plan and Budget Options

WHAT WE WILL COVER

- The HRA
- HRA Business Planning
- Key drivers and assumptions
- The Proposed 30 Year Business Plan
- 2021/22 Service Options

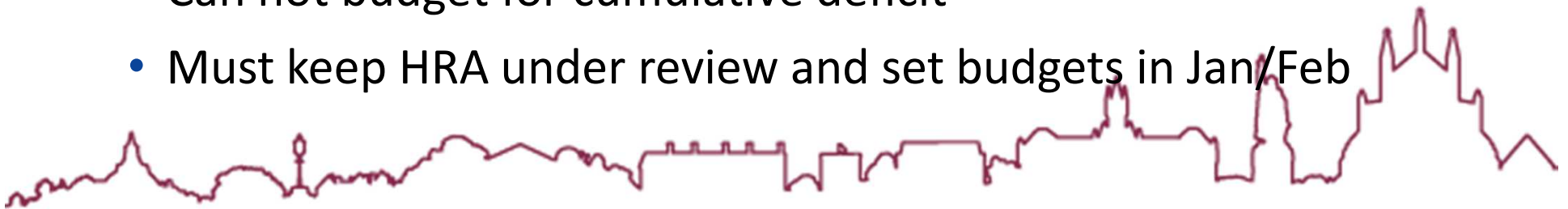


THE HOUSING REVENUE ACCOUNT



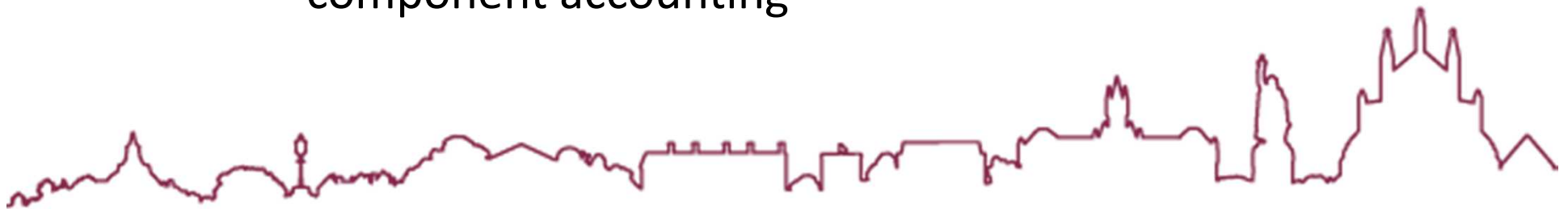
What is the HRA

- Statutory defined and Ring-fenced landlord Revenue account
- Part of the Council and exists within GF
- Not allowed to subsidise/ receive subsidy from GF
- Accounts for all council housing provided under Part II of the 1985 Housing Act
- Distinction between Revenue and Capital
- Can only charge and credit defined costs and income
- Can not budget for cumulative deficit
- Must keep HRA under review and set budgets in Jan/Feb



FINANCIAL FRAMEWORK

- Annual Budget Setting Process
- Annual 30 Year Business Plan review
- Cannot Budget for a deficit
- Rents set annually based on CPI+1%
- Capital investment based upon Asset Investment Plan and Stock Condition Survey
- Can only charge eligible costs to HRA
- Separate debt pool for HRA debt
- Requirement to account for depreciation and component accounting



HRA Business Planning



VOLUNTARY CODE FOR SELF FINANCING

Cash flow Forecast:

The housing authority has put in place a business planning process underpinned by appropriate financial modelling that allows the cash flows of the business to be forecast.

Testing Viability:

The housing authority tests the viability of proposed major capital expenditure projects against the resources generated in the business plan.

Resource Allocation:

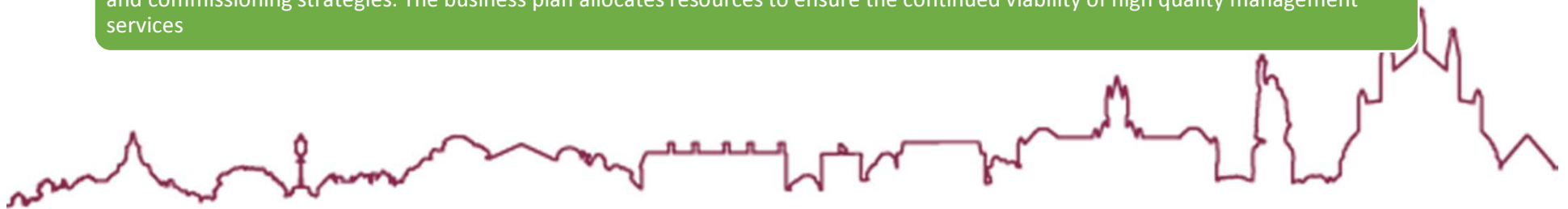
The housing authority ensures that sufficient resources are allocated for the long-term maintenance of the stock and other assets

Key Assumptions regularly Reviewed:

Assumptions are kept under regular review and tested against actual financial performance.

Maintain accurate cost data:

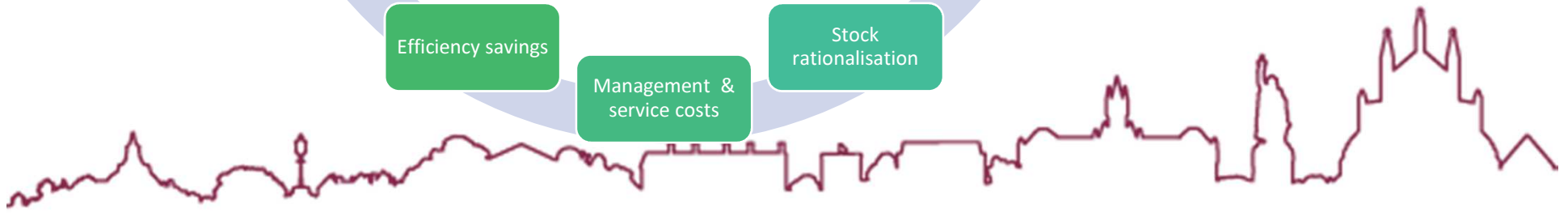
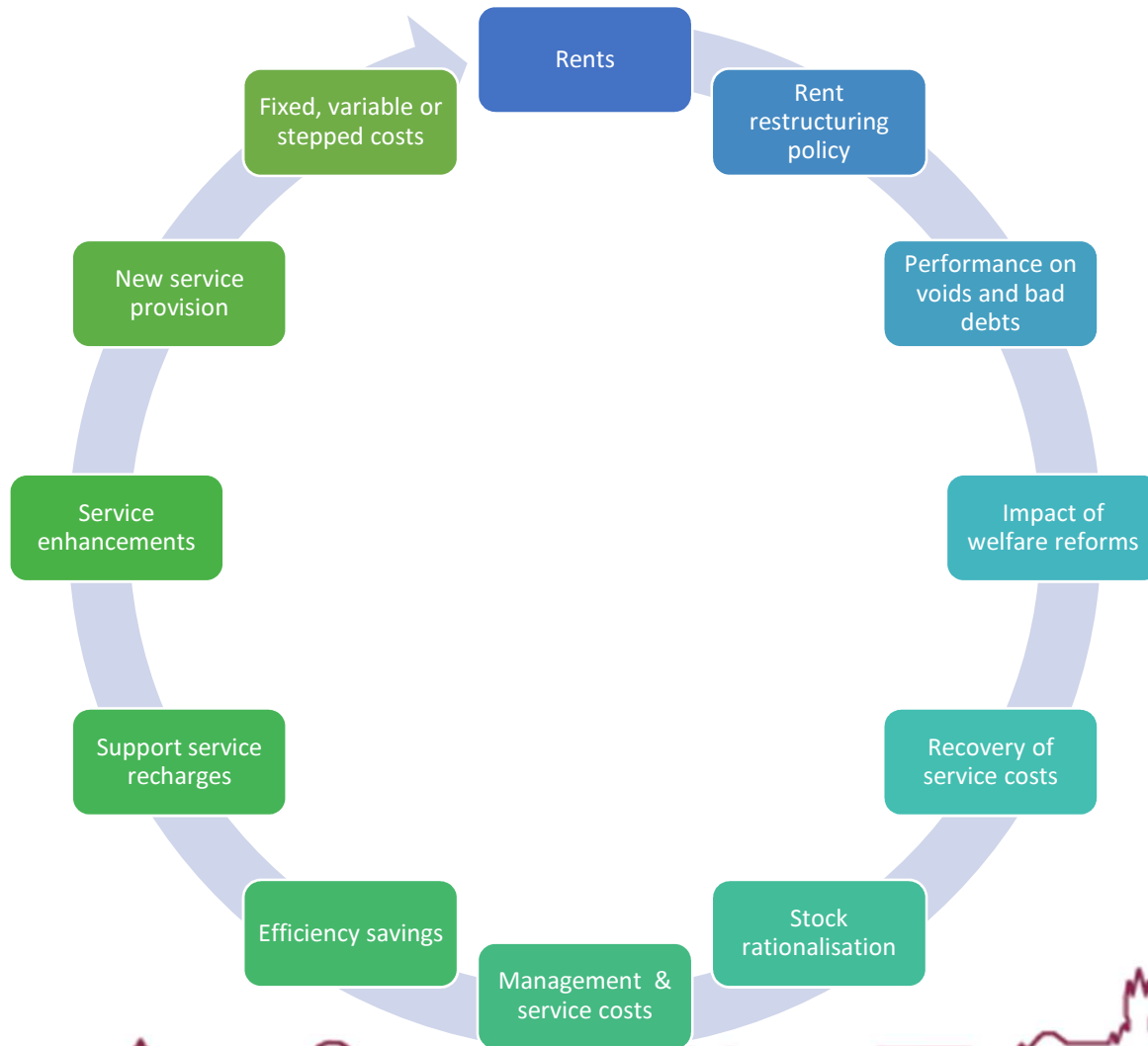
The housing authority maintains accurate data about the cost of its services, and regularly reviews these in relation to its procurement and commissioning strategies. The business plan allocates resources to ensure the continued viability of high quality management services



Key Drivers and Assumptions



KEY ISSUES AND RISKS TO CONSIDER



CURRENT KEY ASSUMPTIONS WITH THE BASE BP

Page 58

RENTS	Social	AFH	TA
year 2-5	CPI+1%	CPI+1%	CPI+1%
year 5+	CPI	CPI	CPI

INFN	CPI	RPI	Major Works
year 2	0.5%	1.1%	1.60%
year 3+	2.0%	2.5%	3.0%

VOIDS & BAD DEBTS	Social	AFH	TA
year 1	1.6%	0.7%	12.6%
year 2	2.0%	0.8%	13.0%
year 3	4.4%	4.2%	14.0%
year 4+	3.4%	3.2%	13.0%

RTB Sales	Number
year 1+	22

Interest rates on Borrowing	rate
year 1-year 5	1.80%
year 6+	3.50%



The Proposed HRA Business Plan



HRA BUSINESS PLAN

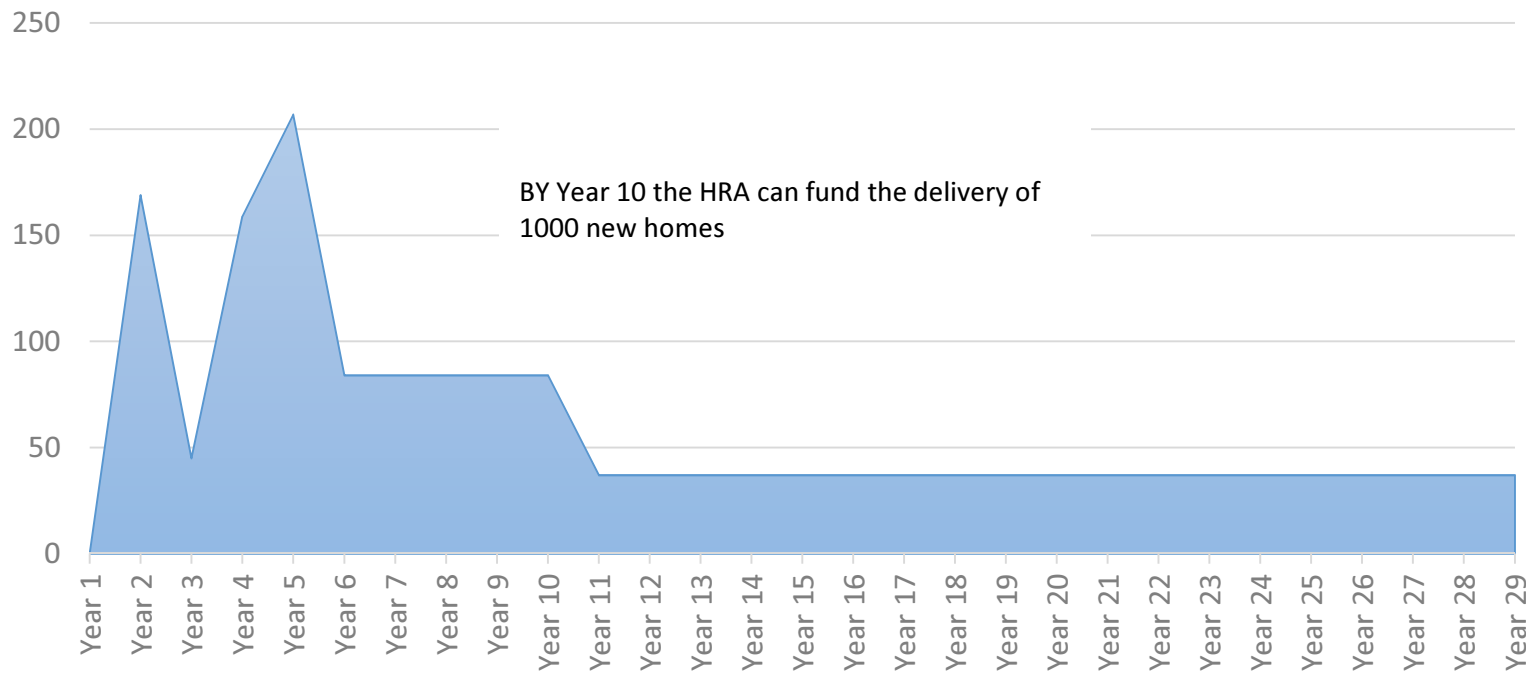
Page 60

Profile of capital expenditure between New Homes and maintaining Decent Homes



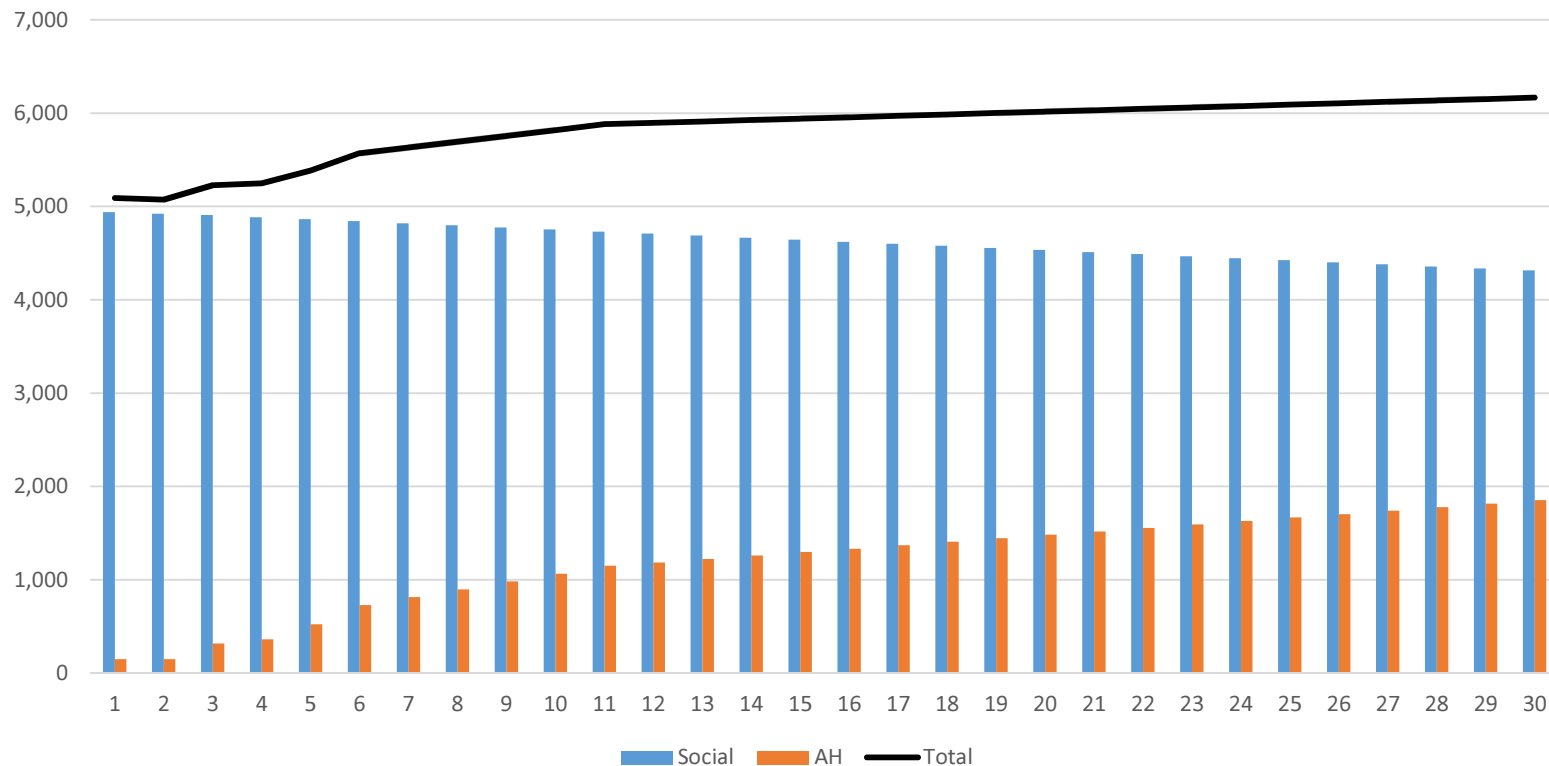
HRA BUSINESS PLAN

Profile of anticipated delivery of New homes over life of Plan

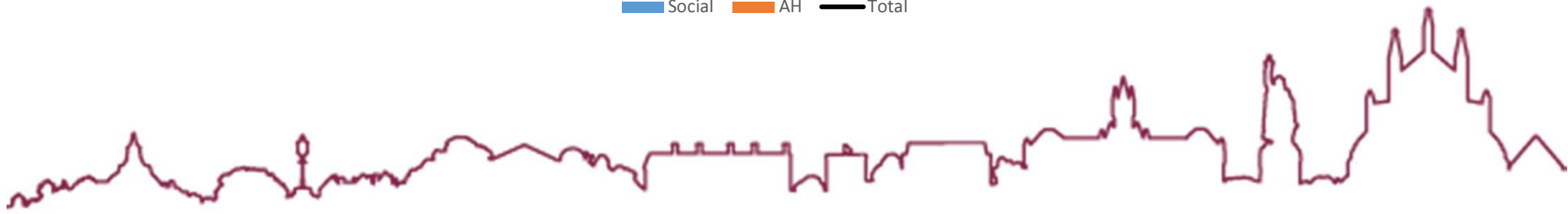


HRA BUSINESS PLAN

Anticipated Change in Stock numbers

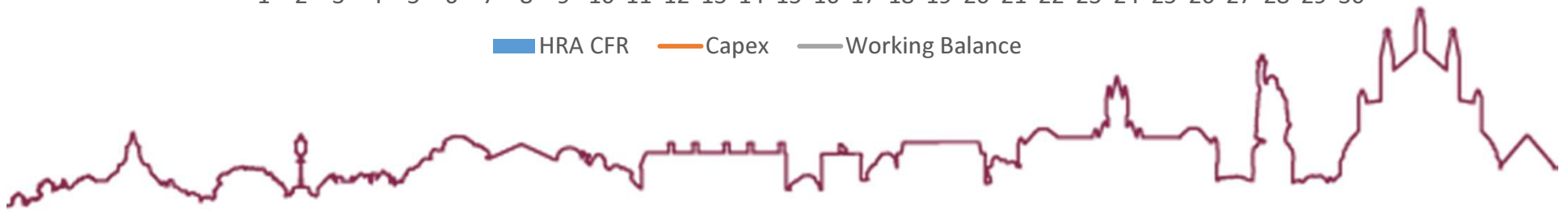
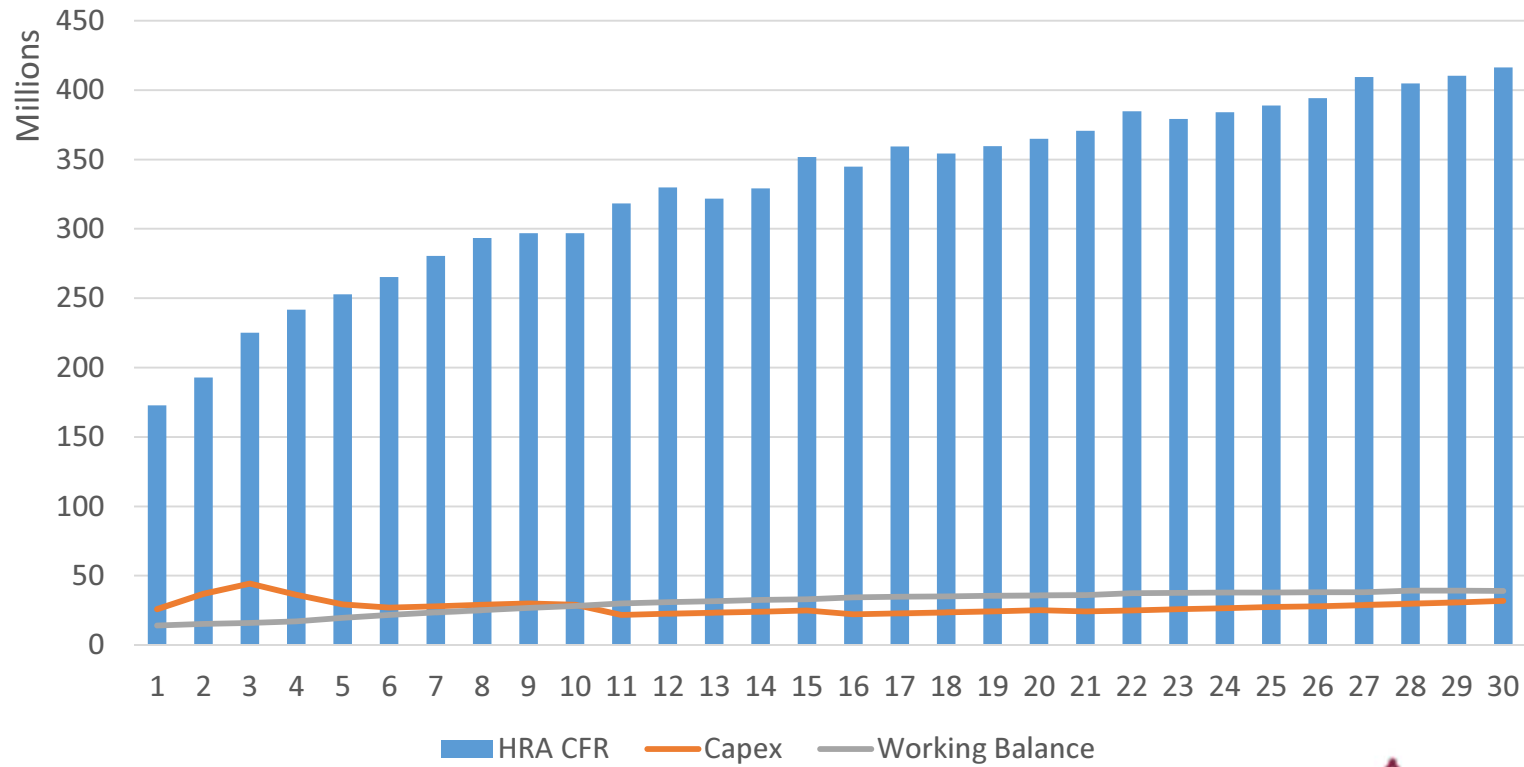


Page 62



HRA BUSINESS PLAN

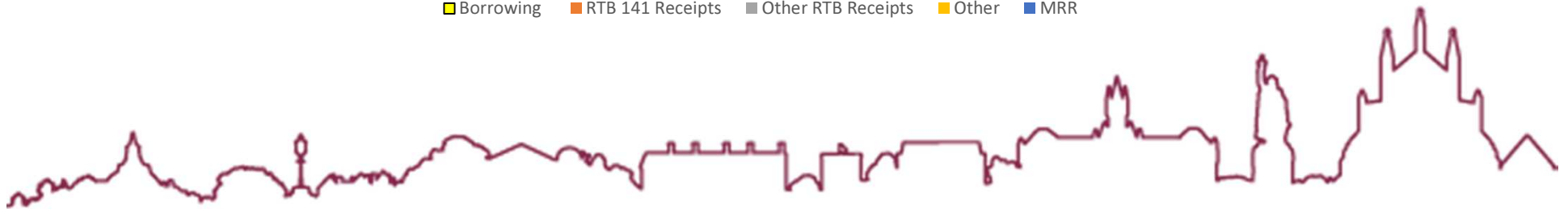
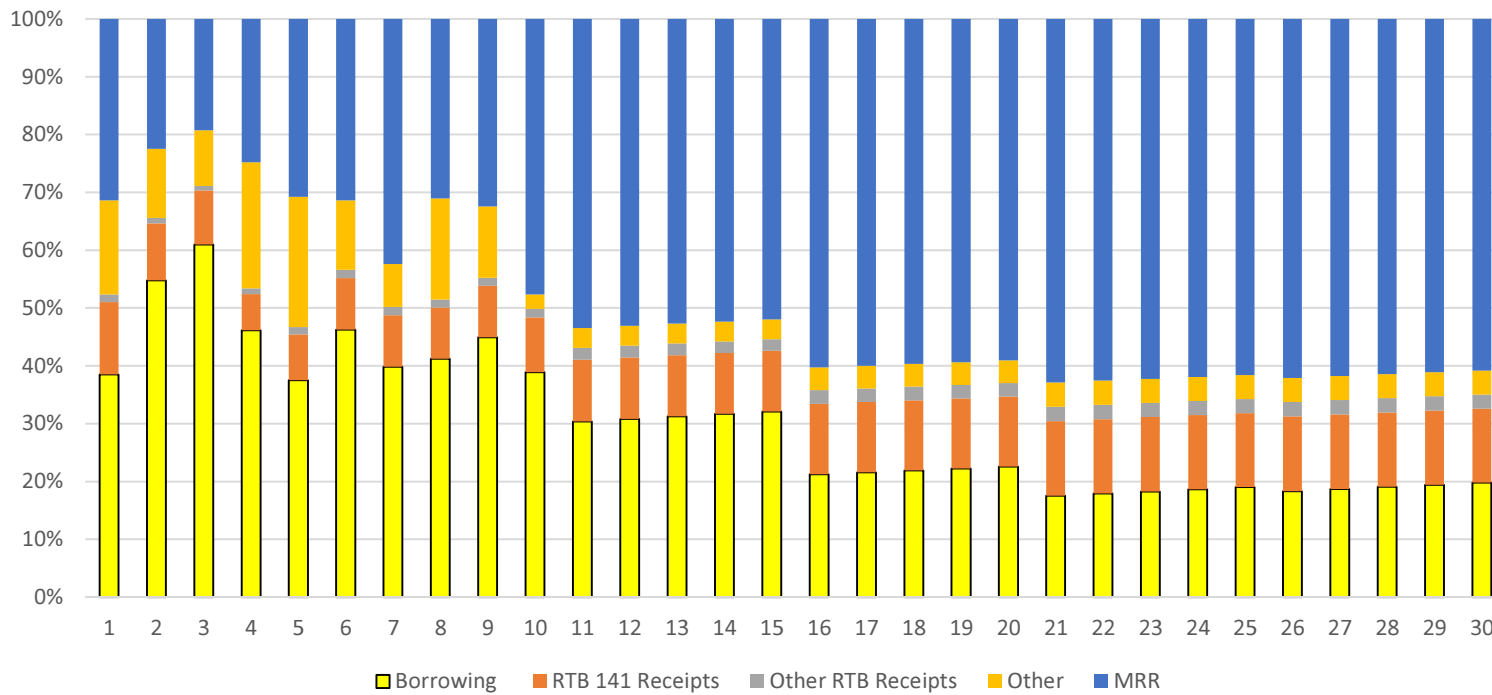
HRA Projected Borrowing over 30 years



HRA BUSINESS PLAN

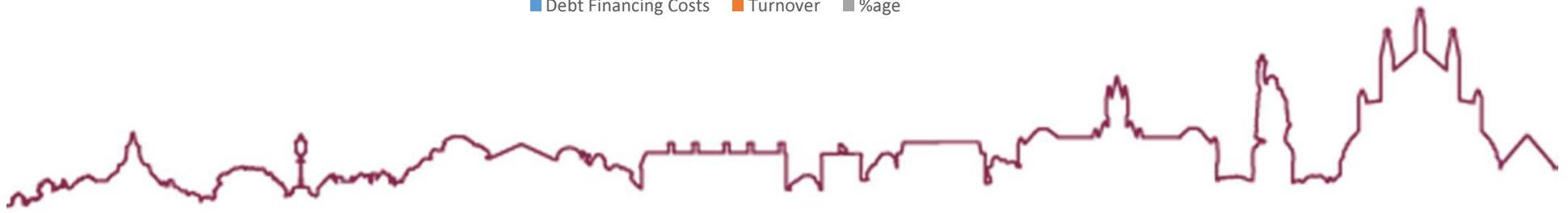
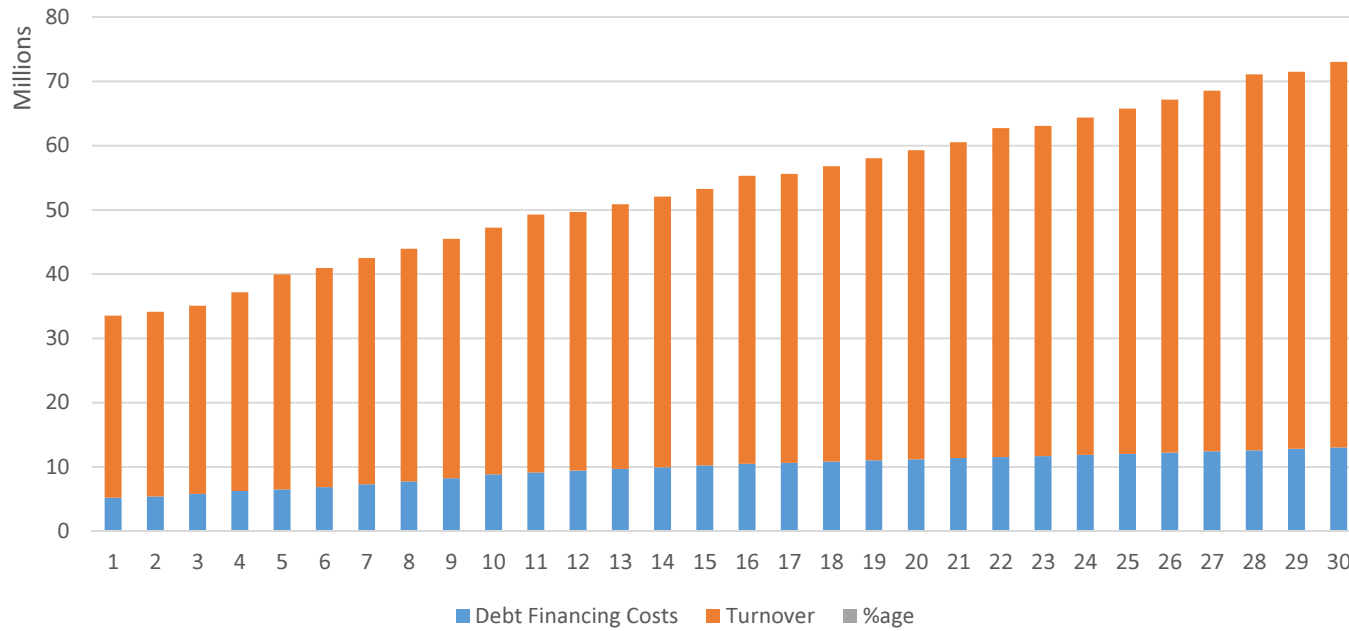
Page 64

The Proposed Funding of the 30 year Capital Programme



HRA BUSINESS PLAN

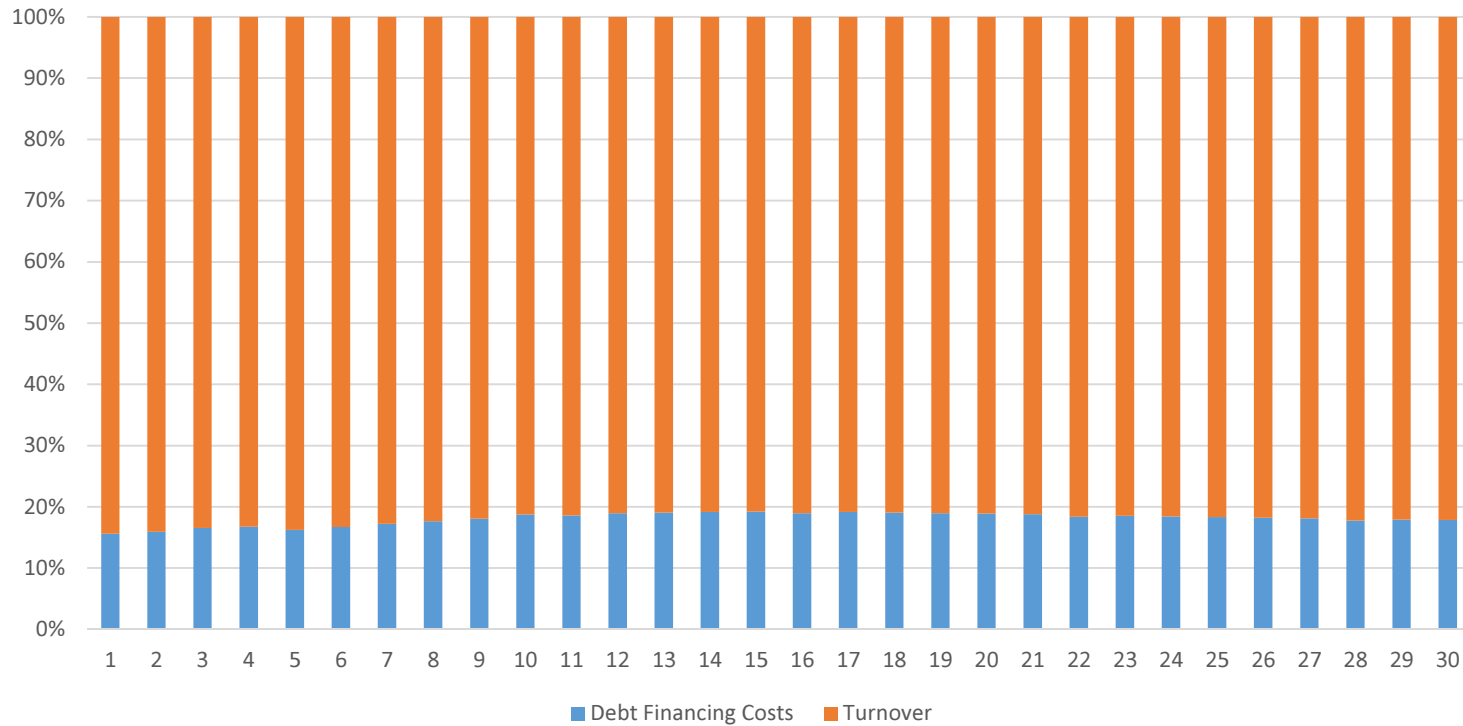
Debt Financing Costs compared to Projected Turnover



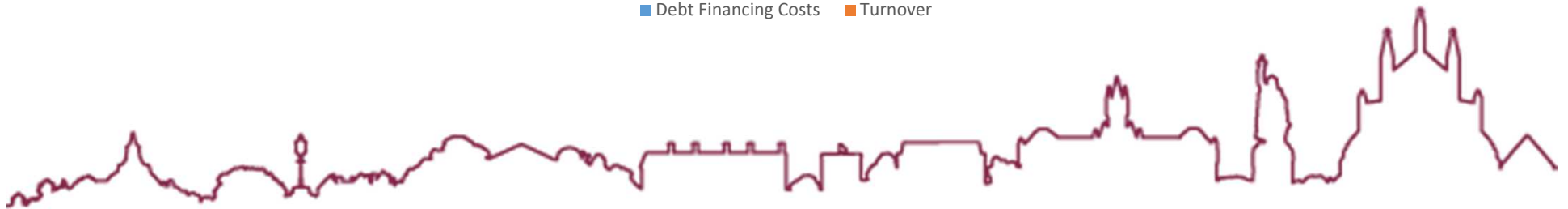
HRA BUSINESS PLAN

Indicative 30 year HRA business Plan Profile

Debt Financing Costs Compared to Turnover



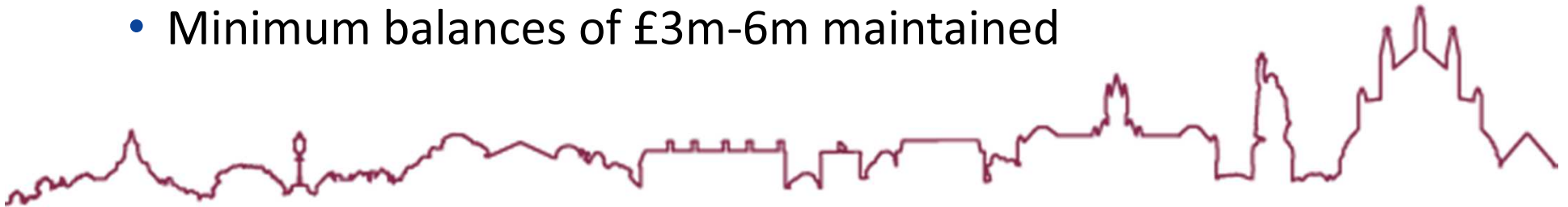
Page 66



HRA BUDGET BRIEFING

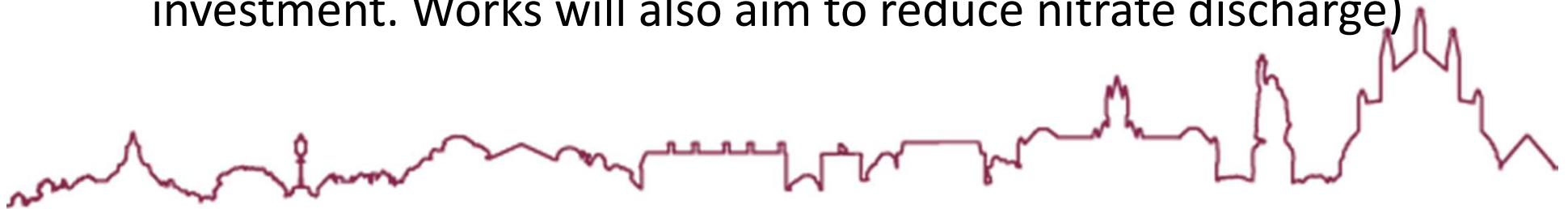
KEY HRA BP OUTPUTS

- Current HRA 30 year business plan is viable and sustainable
- Stock can be maintained at DH+ standard (£345m)
- Significant Investment in New Homes (£500m)
- Increases gross supply of affordable housing by 1,630 units
- Existing Investment in Climate Change £10.7m
- HRA outstanding debt increases from £157m to £407m
- But remains affordable as %age income between 18%-24%
- Minimum balances of £3m-6m maintained



HRA BUDGET OPTIONS – 2021/22







- Carbon Reduction
 - An additional £2.5m in 2021/22 investment in Retro fitting programme (increasing £10.7m to £13.2m)
 - Creation of new post for Energy Officer to support above programme
- New Build - £10m provision for Purchase of land for development
- Tenancy Support – Retain £50k to support UC claimants
- Sewage Treatment - Additional Investment in Sewage Treatment Works £200k (assets require additional investment. Works will also aim to reduce nitrate discharge)

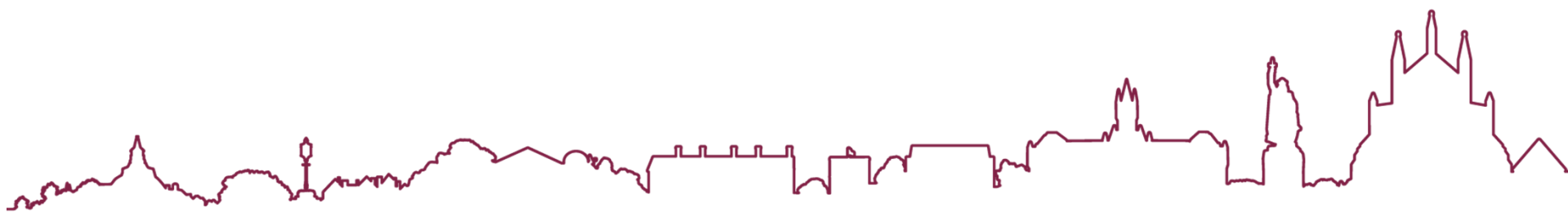


Housing Development Strategy 2020-2030



CURRENT NEW HOMES PROGRAMME

 Completed homes	223
 On-site (to complete in 2021)	119
 Subject to planning	85
 At design stage	22
 Feasibility / negotiation stage	160
 Strategic long term opportunities	400



RESOURCES

 HRA Business Plan identifies £500M for new homes

 £125M for the programme over the next 5 years

 Funded from borrowing and RTB receipts

 Current staff team is 7 FTE




WHAT DO WE AIM TO ACHIEVE


Healthy homes – good for people and the planet

 'Homes for all' - The Council Plan 2020-25

 Target of 1000 new homes between 2020 and 2030

 To address the climate emergency by designing new homes to deliver net zero carbon

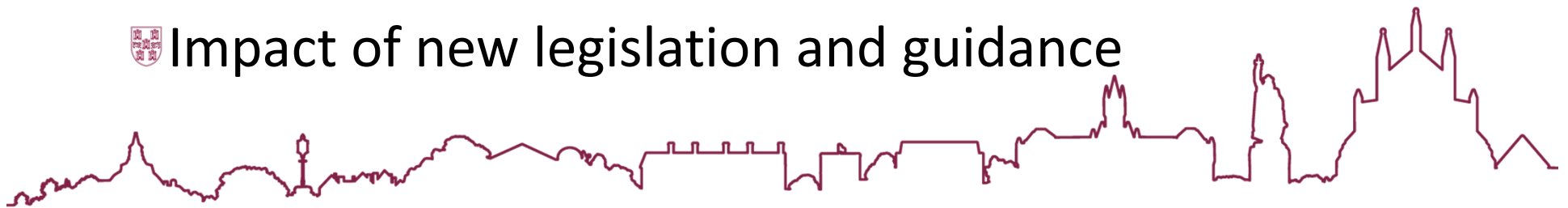
 To build high quality, healthy and affordable homes to meet identified needs

 To ensure value for money and bench marked build costs







CHALLENGES

- Land – without a site there is no project
- Resource provision – the project team; financial resources
- Tension between cost and quality - high quality and low carbon add cost; challenge viability
- Procurement – must be appropriate to encourage contractor appetite – Frameworks, SMEs
- Brexit - may cause delays, supply chain issues, availability of materials and of construction staff
- Impact of new legislation and guidance



RESPONDING TO THE CLIMATE EMERGENCY

-  The Council Plan – ensure all homes are energy efficient and affordable to run and be innovative in moving the energy efficiency of new and existing homes towards zero carbon
-  We will aim to achieve the passivhaus standard - the most reliable way to achieve net zero carbon
-  Improve health, wellbeing and comfort
-  Improve the environment, reduce fuel poverty



HIGH QUALITY DESIGN


 National Design Guide published by the MCHLG in October 2019.

 Healthy, comfortable, soundproof homes

 Economic to run for residents

 Good ventilation, good air quality, natural lighting

 Designed to prevent overheating

 Positive legacy - well designed, distinctive and comfortable homes which residents are proud to call home



DELIVERY AND CAPACITY

To deliver 1000 homes over 10 years, need

🏰 Land – HRA, General Fund, Land purchase

🏰 Staff resources – New Homes, Other Departments, Consultants

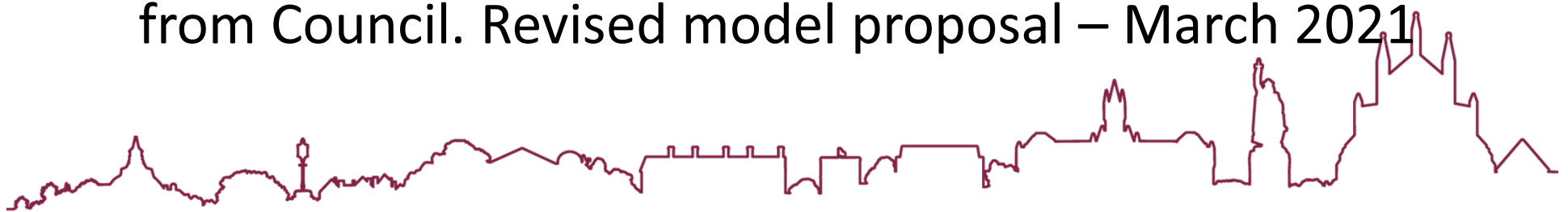
🏰 Financial resources – borrowing capacity, funding sources, financial viability criteria

🏰 Housing Company



Winchester Housing Company

- Small “social purpose” vehicle
- Facilitates mixed tenures and sub market rents
- Development Risk/Challenging Market
- High Profile Housing Company failures
- HRA build = lower cost
- Business Plan now focussing on “leasing” property from Council. Revised model proposal – March 2021



This page is intentionally left blank