



Meeting	Cabinet
Date and Time	Tuesday, 25th January, 2022 at 9.30 am.
Venue	Walton Suite, Winchester Guildhall

Note: *This meeting is being held in person at the location specified above. In line with relevant legislation and public health guidance the following arrangements apply. Members of the public should note that a live audio feed of the meeting will be available from the councils website (www.winchester.gov.uk) and the video recording will be publicly available on the council's YouTube channel shortly after the meeting.*

For members of the public and "visiting councillors" who are unable to utilise this facility a limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 clear working days before the meeting. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

AGENDA

PROCEDURAL ITEMS

1. **Apologies**

To record the names of apologies given.

2. **Membership of Cabinet bodies etc.**

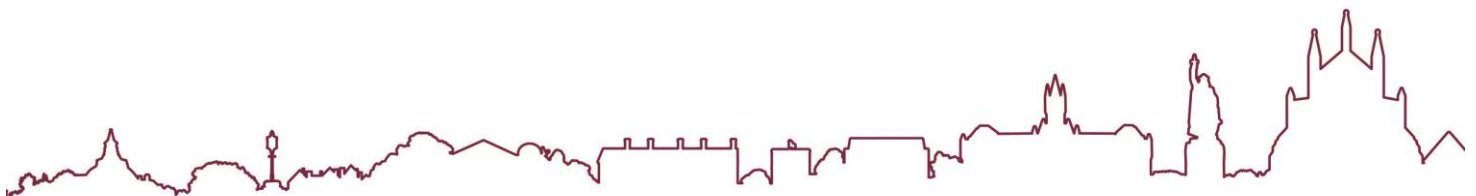
To give consideration to the approval of alternative arrangements for appointments to bodies set up by Cabinet or external bodies, or the making or terminating of such appointments.

a) The Carroll Centre Board of Trustees

Consideration of nomination(s) to replace former councillor Eleanor Bell (until May 2022)

b) Hampshire Cultural Trust

Consideration of nomination(s) to replace Councillor Evans as the observer (until May 2022)



c) WinACC

Consideration of the appointment of a Cabinet Member as company director and charity trustee (until May 2022)

d) Project Integra Management Board

Consideration of the appointment of a Cabinet Member as deputy on the Board (until May 2022)

3. Disclosure of Interests

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

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

4. To note any request from Councillors to make representations on an agenda item.

Note: Councillors wishing to speak about a particular agenda item are required to register with Democratic Services three clear working days before the meeting (contact: democracy@winchester.gov.uk or 01962 848 264). Councillors will normally be invited by the Chairperson to speak during the appropriate item (after the Cabinet Member's introduction and questions from other Cabinet Members).

BUSINESS ITEMS

5. Public Participation

– to note the names of members of the public wishing to speak on general matters affecting the District or on agenda items (in the case of the latter, representations will normally be received at the time of the agenda item, after the Cabinet Member's introduction and any questions from Cabinet Members).

NB members of the public are required to register with Democratic Services three clear working days before the meeting (contact: democracy@winchester.gov.uk or 01962 848 264).

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Wednesday 19 January 2022** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. Minutes of the previous meetings held on 23 November, 8 December and 22 December 2021 (Pages 5 - 28)

7. **Leader and Cabinet Members' Announcements**
8. Approving the joint municipal waste management strategy (Pages 29 - 68)
Key Decision (CAB3328)
9. Public sector equality duty (Pages 69 - 112)
Key Decision (CAB3331)
10. Decision to withdraw decision made on 23 November 2021 in report CAB3324 (Pages 113 - 118)
Key Decision (CAB3336)
11. To note the future items for consideration by Cabinet as shown on the February 2022 Forward Plan. (Pages 119 - 124)

Lisa Kirkman
Strategic Director 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.



17 January 2022

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

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

CABINET – Membership 2021/22

Chairperson: Councillor Thompson (Leader and Cabinet Member for Partnership Working)

Councillor Cutler (Deputy Leader and Cabinet Member for Finance and Service Quality)

Councillor	-	Cabinet Member
Clear	-	Cabinet Member for Communities and Wellbeing
Gordon-Smith	-	Cabinet Member for Built Environment
Learney	-	Cabinet Member for Housing and Asset Management
Tod	-	Cabinet Member for Economic Recovery
Williams	-	Cabinet Member for Climate Emergency

Quorum = 3 Members

Corporate Priorities:

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

Public Participation at meetings

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

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

Filming and Broadcast Notification

This meeting will 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](#).

Disabled Access

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email democracy@winchester.gov.uk to ensure that the necessary arrangements are in place.

Terms Of Reference

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

CABINET

Tuesday, 23 November 2021

Attendance:

Councillor Cutler (Vice-Chair)	– Deputy Leader and Cabinet Member for Finance and Service Quality
Councillor Clear	– Cabinet Member for Communities and Wellbeing
Councillor Gordon-Smith	– Cabinet Member for Built Environment
Councillor Learney	– Cabinet Member for Housing and Asset Management
Councillor Tod	– Cabinet Member for Economic Recovery

Others in attendance who addressed the meeting:

Councillors Becker, Godfrey, Horrill and Radcliffe

Others in attendance who did not address the meeting:

Councillor Tippett-Cooper

Apologies for Absence:

Councillors Thompson and Murphy

[Full audio recording and video recording](#)

1. **MEMBERSHIP OF CABINET BODIES ETC.**

There were no changes to Cabinet bodies to be made.

2. **DISCLOSURE OF INTERESTS**

Councillor Tod declared a personal (but not prejudicial) interest in respect of reports due to his role as a County Councillor.

3. **MINUTES OF THE PREVIOUS MEETING HELD ON 20 OCTOBER 2021.**

RESOLVED:

That the minutes of the previous meeting held on 20 October 2021 be agreed as a correct record.

4. **PUBLIC PARTICIPATION**

Esme Holding, Richard Lindley, Kim Gottlieb and Martin Wilson spoke during public participation regarding report CAB3324 as summarised under the relevant minute below.

Ian Tait spoke during general public participation as summarised briefly below. Esme Holding, Richard Lindley, Kim Gottlieb, Rose Burns and Sam Feltham spoke during public participation regarding report CAB3324 as summarised under the relevant minute below.

Ian Tait spoke during general public participation as summarised briefly below. Highlighted the numbers of street beggars and street drinkers currently in Winchester centre, particularly in the Kings Walk area. He emphasised that he had no issue with the individuals concerned, but believed it gave a negative impression of Winchester and did not reflect the efforts made by the council and other voluntary organisations to tackle homelessness.

Councillors Learney and Clear responded to the comments made.

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

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

Councillor Learney

Announced the start of consultation on the future use of the old Friarsgate Medical Centre with further details available on the Council's website [here](#).

Councillor Tod

Announced the start of the consultation on the draft Winchester Movement and Access Strategy.

Announced that National Express had resumed services from Winchester.

Councillor Gordon-Smith

Congratulated the Strategic Planning Team for winning the RTPI South East Awards for Planning Excellence.

6. **A LAND TRANSACTION IN RESPECT OF THE RIVER PARK LEISURE CENTRE SITE AND ASSOCIATED PARKING AREA (LESS EXEMPT APPENDIX)** (CAB3324)

Councillor Learney introduced the report, highlighting that the future use of the site was limited by legal covenants, the ground conditions and the resources available to the council. The proposed lease would not compromise the permeability of the park, all existing outdoor sporting facilities would be unaffected and the Indoor Bowls club could continue.

The proposal had been received from the University of Southampton and matched well with the council's own aspirations. She welcomed Richard Middleton (University of Southampton) and Professor Larry Lynch (Winchester School of Art) who were both present at the meeting and provided further details, including emphasising that further consultation would be undertaken with local residents and other interested parties and organisations.

Five representations were made during public participation as summarised briefly below.

Esme Holding

Spoke in opposition to the proposals as a member of the campaign group for a new Winchester lido and emphasised that the related petition was still live and had received over 3,000 signatures. Expressed concern on a number of matters including the lack of consultation, whether new facilities would be open to the public and the impact of additional students on housing in Winchester.

Richard Lindley

Spoke in support of the University suggestion that the development might include a new auditorium which might be available for use by local musical groups, such as choirs and orchestras. Believed that there would be considerable demand as there was a shortage of suitable alternative venues in the area. Offered to be involved in future consultation on this possibility.

Kim Gottlieb

Was disappointed his request for the legal advice on procurement had been refused. Expressed concern that the council was only dealing with one bidder and that the current proposal was at risk of future judicial review because of issues regarding the procurement and best consideration. He believed that the five year exclusivity agreement gave the University too much power and was not necessary. Believed that no meaningful public consultation had been undertaken. Requested that the proposal be deferred.

Rose Burns

Emphasised the legal restricted covenant on the land and that before any lease could be agreed, the Council must appropriate the site and follow the relevant statutory procedures. She considered that the proposal did not accord with the required statutory process, drew attention to report CAB3190 which had previously considered the future uses of the RPLC site and requested that the current proposal be halted.

Sam Feltham

Spoke as the author of a new online petition which called for the proposal to be paused to enable a six month public consultation to be undertaken. Believed that the proposal was being rushed through and there was a moral duty to consult. Suggested that after the six month consultation

asking for alternative suggestions for the area (including the University proposal), residents could vote on their preferred scheme.

At the invitation of the Chairperson, Councillors Becker, Radcliffe and Godfrey addressed the meeting as summarised briefly below.

Councillor Becker

Speaking on behalf of the ward councillors for St Bartholomew believed that the proposal could offer significant benefits to the local community and wider district. However, emphasised the importance of the area to local residents and highlighted concerns raised. Expressed disappointment in the manner the proposal had been presented and particularly, the lack of consultation. It was vital any new facility was open to all and not just university students and that the site was permeable. Requested that the existing skate park be retained and continue under council ownership. Requested that “meanwhile uses” be considered for use of the site before any new development commenced.

Councillor Radcliffe

Considered that the proposal was of such significance to warrant consideration by the wider Council to allow proper scrutiny and cross-party debate. Supported the vision set out by the University and proposals in general but had questions relating to the process, in particular why the need for haste and why offering to only one prospective buyer. Suggested that it would be more appropriate to use procurement rules rather than classing as a land transaction. Also queried the requirement for the five year exclusivity agreement.

Councillor Godfrey

Drew attention to the background to the current proposals and the public expectation that the site would be used for cultural and community uses. Welcomed in principle the proposals outlined by the University and highlighted that proposals should implemented without undue delay. Believed that the Heads of Terms did restrict the control the council had over the use of the site and requested firm assurances that the local community would have access to the facilities. Considered that there had not been sufficient consultation on the proposals so far and decision-making to date had lacked openness and transparency.

Stephen Matthew (Browne Jacobson), acting as the council’s legal adviser, responded to the points raised regarding best consideration and procurement, including confirming that the proposal should be classified as a land transaction and not a procurement exercise. The Service Lead: Legal responded to points raised regarding the restrictive covenant, including advising that there was no immediate requirement for a decision to appropriate a portion of the site.

Councillor Learney responded to other comments made, including reiterating the various limitations regarding alternative uses for the site.

Professor Lynch and Richard Middleton also responded to comments made, including confirming the importance in which they held the skate park facility.

They confirmed the university's willingness to engage with the council and in an open and transparent manner, to provide a facility which was permeable and open to all, and to engage in a wider consultation process.

Councillor Learney and Stephen Matthew responded to questions from Cabinet Members including the on the timing of the proposals and the purpose and effect of agreeing the heads of terms with the university. The Corporate Head of Asset Management responded to questions about potential "meanwhile uses" emphasising that these would be required to pay the current rates burden.

Cabinet agreed there was no requirement to move into exempt session as they did not wish to ask any questions or have any debate on the exempt appendix.

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

RESOLVED:

1. That it be agreed that the council, as landowner of the River Park Leisure Centre, Gordon Road, Winchester, to enter into an agreement for lease to enable the University of Southampton to progress options for the extension of the neighbouring Winchester School of Art campus on the River Park Leisure Centre site.
2. That the Heads of Terms be agreed as in appendix B of the report. The Heads of Terms include a five year long 'stop date' during which time the University of Southampton will investigate and obtain planning consent for their proposed development.
3. That the land known as The River Park Leisure Centre, Gordon Road, Winchester, as identified within the red line at Appendix A be disposed, to the University of Southampton on a 150 year ground lease subject wholly to obligations set out in the Agreement for Lease.
4. That authority be delegated to the Corporate Head of Asset Management to enter into an Agreement for Lease with the University of Southampton in accordance with the heads of terms. This delegation is subject to agreeing the land price with the University of Southampton in accordance with S123 best consideration provisions and other relevant valuation assumptions.
5. That authority be delegated to the Corporate Head of Asset Management to enter into a ground Lease with the University of Southampton for the disposal of the land (identified as outlined in red in appendix A of the report), such lease to be in accordance with the above-mentioned Agreement for Lease. Disposal is subject to a 150 year Ground Lease to the university, and payment of a capital sum by the university to the council. The capital sum for the disposal is to be calculated having regard to S123 best consideration provisions and other relevant valuation assumptions.

6. That the completion of the Agreement for Lease and the ground Lease, and any relevant ancillary agreements as are necessary to implement the recommendations above be delegated to the Service Lead Legal.

7. **HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN AND BUDGET OPTIONS**
(CAB3325)

Councillor Learney introduced the report and stated that following comments made by TACT and Scrutiny Committee (which had considered the report at its meeting on 15 November 2021), it was proposed that the recommended rent increase be 3.1% (rather than the national guideline for social housing rents of CPI+1%).

At the invitation of the Chairperson, David Light (TACT) and Councillor Horrill addressed the meeting as summarised briefly below.

David Light (TACT)

TACT members had met with the Strategic Director and the majority were in favour of the proposed rent increase of 3.1%.

Councillor Horrill

Welcomed the revised recommendation regarding the lower rent level increase but queried why the last minute change and believed this would have caused additional stress to tenants in the current financial circumstances. Endorsed the continued commitments in the business plan to the new homes programme.

Councillor Learney responded to comments made.

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

RESOLVED:

1. That the HRA Business 30 year Business Plan for 2021-22 to 2050-51 be approved, as summarised in the Operating Account included as appendix 4 to the report.

2. That the projected 30 year HRA capital programme of £873m be supported, an increase of £41m on the present plan, subject to the approval of individual schemes, and the proposed long term funding strategy that will see overall borrowing of £368m in year 30 subject to the final detailed HRA budget and the Capital Strategy being approved by Council in February 2021.

3. That it be noted that the business plan is viable and sustainable and will support the council's ambitious delivery of 1,000 new affordable homes over the next ten years. The proposed plan provides

sufficient funds over the 30 years to deliver in total over 1,700 new affordable homes in total.

4. That the proposal to fund £0.3m new initiatives around the Housing White Paper – “The charter for social housing residents” be supported and additional resources be invested in the capacity of the new homes delivery team, the decent homes team and Neighbourhood/Estate Management.

5. That the proposal to increase the revenue funding for planned and reactive repairs by £0.5m be supported, to reflect both increased budget pressures and the cost of delivering an improved void standard to properties prior to letting.

That Cabinet recommend that Council at the February Budget meeting:

6. Approve a dwelling rent increase in accordance with option 2 as set out in the report CAB3325, based upon September Consumer Price Index, resulting in a rent increase of 3.1% from April 2022 (rather than the national guideline for social housing rents of CPI+1%).

8. **FEES AND CHARGES 2022/23**
(CAB3326)

Councillor Cutler introduced the report and stated that the report had been considered by Scrutiny Committee at its meeting on 15 November 2021 where members had raised a number of points for clarification.

The Strategic Director outlined the matters raised at Scrutiny Committee and provided a response to each point. He advised that appendix 1 of the report required correction to reflect the narrative text in the report which recommended that garage rents in central Winchester increase by 3%. Cabinet agreed to this change.

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

RESOLVED:

That the fees and charges for 2022/23 be approved, as set out in appendix 1 of the report, subject to an amendment to agree that garage rents in central Winchester increase by 3%.

9. **FUTURE ITEMS FOR CONSIDERATION**

RESOLVED:

That the list of future items, as set out in the Forward Plan for December 2021, be noted.

10. **EXEMPT BUSINESS:**

RESOLVED:

1. That in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2. That the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

<u>Minute Number</u>	<u>Item</u>	<u>Description of Exempt Information</u>
11	RPLC land transaction (exempt appendix)) Information relating to the financial or business affairs of any particular person (including the authority holding that information). (Para 3 Schedule 12A refers)

11. **A LAND TRANSACTION IN RESPECT OF THE RIVER PARK LEISURE CENTRE SITE AND ASSOCIATED PARKING AREA (EXEMPT APPENDIX)**

RESOLVED:

That the contents of the exempt appendix be noted.

The meeting commenced at 9.30 am and concluded at 11.40 am

Chairperson

CABINET**Wednesday, 8 December 2021**

Attendance:

Councillor Thompson (Chairperson)	– Leader and Cabinet Member for Partnership Working
Councillor Cutler (Vice-Chair)	– Deputy Leader and Cabinet Member for Finance and Service Quality
Councillor Clear	– Cabinet Member for Communities and Wellbeing
Councillor Gordon-Smith	– Cabinet Member for Built Environment
Councillor Learney	– Cabinet Member for Housing and Asset Management
Councillor Tod	– Cabinet Member for Economic Recovery

Others in attendance who addressed the meeting:

Councillors Cook and Horrill

Others in attendance who did not address the meeting:

Councillor Williams

[Full audio recording and video recording](#)**1. LEADER AND CABINET MEMBERS' ANNOUNCEMENTS**

With great sadness, the Leader announced the recent death of Councillor Lynda Murphy. On behalf of Cabinet, she paid tribute to all of Councillor Murphy's commitment and hard work over the years as a councillor and Cabinet Member. The meeting stood in one minute's silence in honour of her memory.

On behalf of the Conservative group, Councillor Horrill also expressed her sadness at the announcement and paid tribute to Councillor Murphy.

2. MEMBERSHIP OF CABINET BODIES ETC.

There were no changes to Cabinet bodies to be made.

3. **DISCLOSURE OF INTERESTS**

Councillor Cutler declared a disclosable pecuniary interest in respect of report CAB3316 and left the room for that item.

Councillor Tod declared a personal (but not prejudicial) interest in respect of reports due to his role as a County Councillor.

4. **PUBLIC PARTICIPATION**

Michele Price spoke during public participation regarding report CAB3323 as summarised under the relevant minute below.

Ian Tait spoke during general public participation as summarised briefly below. He had welcomed the opportunity to attend the official opening of the new affordable housing scheme at the Valley, Stanmore. He queried whether a larger event to celebrate the new scheme could be arranged? He also drew attention to the loss of community facilities in the Stanmore area.

Councillors Learney, Clear and Tod responded to the comments made.

5. **APPROVAL OF STRATEGIC HOUSING & EMPLOYMENT LAND AVAILABILITY ASSESSMENT (SHELAA) FOR PUBLICATION**

(CAB3316 and supplement)

Councillor Cutler declared a disclosable pecuniary interest in respect of this item and left the room during its consideration and took no part in the debate or decision.

Cabinet noted that a supplementary agenda published after the statutory deadline containing a section of the SHELAA that had been initially omitted due to an administrative error and also a note listing settlements against page numbers on the cabinet agenda. The Leader agreed to accept the item onto the agenda to enable consideration of the SHELAA in full.

Councillor Gordon-Smith introduced the report and explained that the SHELAA was a complete list of possible sites submitted by landowners and agents and no sifting had been carried out as to site suitability at this stage.

At the invitation of the Leader, Councillors Cook and Horrill addressed the meeting as summarised briefly below.

Councillor Cook

As a ward councillor for Colden Common and Twyford, emphasised that the purpose of the SHELAA was largely misunderstood and caused a great deal of concern amongst local residents. Consequentially, effective and timely communication with residents was paramount. Expressed concern that the duty to cooperate with neighbouring authorities could result in increased pressure to provide more homes within the Winchester district.

Councillor Horrill

Expressed concern about the ongoing discussions with the Partnership for South Hampshire (PfSH) and the commitment made to develop joint strategies with them. Queried when residents would be given the opportunity to comment on these discussions. Asked a number of specific questions and points of clarification on the content of the SHELAA.

The Strategic Planning Manager answered the specific queries raised and confirmed that at its meeting on 24 November 2021, the Local Plan Advisory Panel had been updated on the latest position regarding PfSH that was in the public domain.

In response to questions from Cabinet Members, the Strategic Planning Manager confirmed that all city councillors, as well as parish councils would be included in the consultation on the SHELAA.

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

RESOLVED:

1. That the Strategic Housing and Employment Land Availability Assessment (SHELAA) 2021, attached at Appendix 1 to the report and the Register of 'Green Sites', attached at Appendix 2 to the report, be approved and they are both published as part of the evidence base for the new Local Plan; and

2. That authority be delegated to the Strategic Planning Manager, in consultation with the Cabinet Member for the Built Environment, to make any necessary edits and minor alterations prior to the publication of the SHELAA 2021 and the Green sites register.

6. **UPDATE OF WCC LANDSCAPE CHARACTER ASSESSMENT**
(CAB3321)

Councillor Gordon-Smith introduced the report and noted that the report had been considered by the Local Plan Advisory Group at its meeting on 24 November 2021.

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

RESOLVED:

1. That the proposed Landscape Character Assessment Supplementary Planning Document be approved, as set out within Appendix A of the report.

2. That a six-week public consultation commence from 10th January 2022 to 21st February 2022 on the proposed Landscape Character Assessment Supplementary Planning Document.

3. That following the consultation, a revised and final Landscape Character Assessment Supplementary Planning Document is brought back to the March 2022 Cabinet meeting for adoption.

7. **HOUSING REVENUE ACCOUNT (HRA) ASSET MANAGEMENT STRATEGY (CAB3264)**

Councillor Learney introduced the report which had been considered by the Business and Housing Policy Committee at its meeting on 30 November 2021. Following discussion at that meeting and subsequently with members, it was proposed to make a number of changes to the strategy. These amendments were summarised for those present and are appended to the minutes. In view of the changes, Councillor Learney proposed an amendment to recommendation one to enable minor amendments to the strategy to be made (amendment agreed as set out in resolution one below).

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

David Light

Generally supported the HRA budget and welcomed work to make council homes more energy efficient. Welcomed the provision of more council homes without impacting on shared recreational areas.

Councillor Horrill

Recognised the need for urgency in order to install the fire doors without delay. However emphasised the detailed discussions and points raised by Business and Housing Policy Committee and that it would have been preferable if adequate time was allowed for the report to be amended prior to consideration at Cabinet. Requested that the amended strategy be circulated to all members prior to being finally agreed.

Councillor Learney responded to comments made and confirmed that she would ensure the amended strategy was circulated to all members as requested.

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

RESOLVED:

1. That the updated HRA Asset Management Strategy included as Appendix 1 to the report be adopted, subject to delegated authority being granted to the Corporate Head of Housing, in consultation with the Cabinet Member for Housing and Asset Management, to make minor amendments to add clarification and reflect points made by the Business and Housing Policy Committee.

2. That the proposed criteria for disposals and acquisition of council dwellings be approved, as set out in sections 16, 17 and 18 to the report.

3. That the proposal to fund the provision of fire door sets to leasehold properties in the medium rise flats at Winnall be approved.

8. **CORE FUNDING GRANTS PROGRAMME 2022-2025**
(CAB3323)

Councillor Clear introduced the report and highlighted the significant value and services provided by the district's voluntary sector, especially during the Covid pandemic. However, due to pressure on the council's finances, a 20% reduction in the overall grant budget was proposed.

Michele Price (the Winchester Beacon) spoke during public participation as summarised briefly below.

Welcomed the inclusion of the Winchester Beacon (formerly the Winchester churches night shelter) as one of the recipients of strategic funding and the proposal for three year funding. Also welcomed the council's homes for all policy and the recognition of the importance of tackling homelessness. Outlined the history and vital work carried out by the organisation.

The Leader thanked Mrs Price for the ongoing work of the Winchester Beacon.

Cabinet Members raised the possibility of other income streams and fund raising opportunities being available to the council in the future and Councillor Clear confirmed that these would be investigated fully.

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

RESOLVED:

1. That the council enters into three-year grant agreements period with the recipients of Strategic and Priority Outcome Fund grants for the years 2022/23 – 20/25, subject to approval each year of the council's revenue budget.

2. That the principles, criteria, funding priorities and outcomes for future grant allocations be approved, as shown in appendix 1 of the report.

3. That the approach to accommodate a 20% budget reduction and the allocation of budget between the Strategic and Priority Outcomes Funds for the financial year 2022/23 be noted.

4. That the processes and timescale set out in the report for the next funding round be approved.

5. That authority be delegated to the Corporate Head of Economy and Community to agree the funding criteria, detailed outcomes, application processes and assessments, in consultation with the Cabinet Member for Communities and Wellbeing.

6. That authority be delegated to the Corporate Head of Economy and Community to agree the allocation of grants, in consultation with the Cabinet Member for Communities and Wellbeing, and release the grant payments (in instalments where appropriate) based on performance data provided during the financial years.

7. That authority be delegated to the Service Lead Legal to enter into the grant funding agreements allocated in accordance with the council's funding criteria.

9. **APPROVING THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY**
(CAB3328)

The Leader announced that the item had been due to be considered at the Health and Environment Policy Committee the previous evening, but that meeting had been postponed. Consequently, it was agreed that this report be deferred to a future meeting of Cabinet to enable it to be considered by the rearranged Policy Committee prior.

RESOLVED:

That the report be deferred.

10. **Q2 FINANCE AND PERFORMANCE MONITORING**
(CAB3320)

Councillor Cutler introduced the report and emphasised that the subject had been scrutinised thoroughly by both the Performance Panel (minutes included as Appendix 6 to the report) and the Scrutiny Committee on 15 November 2021.

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

Councillor Horrill

Drew attention to the ongoing scrutiny undertaken by the Performance Panel.

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

RESOLVED:

That the progress achieved during Q2 of 2021/22 be noted and the contents of the report be endorsed.

11. **FUTURE ITEMS FOR CONSIDERATION**

RESOLVED:

That the list of future items, as set out in the Forward Plan for January 2022, be noted.

The meeting commenced at 9.30 am and concluded at 10.50 am

Chairperson

CAB3264 HRA Asset Management Strategy update from Business and Housing Policy Cttee – 30.11.21

BHP 0021 - HRA Asset Management Strategy

Further to the debate at Business and Housing Policy Committee – 30 November 2021 Appendix 1 the Draft HRA Asset Management Strategy has been amended to reflect points raised.

Page 2 – Purpose of an overall asset management strategy

- Wording amended to include **be compliant with regulation**

Page 4 – Outcomes and Challenges – reference made to

- Addressing the impact of climate change on existing stock – such as localised flooding
- Providing communal open space that promotes a sense of community as part of developments and estate improvement programmes

Page 6 – Outcome 1 – Increase the supply of new homes

- Include the Housing Development Strategy's reference to designing new homes to create a sense of place and creating community space in reference to the National Design Guide

Page 8 – Outcome 3 – A Housing Stock that meets current and future housing needs

- inclusion of review of standards and provision of bathrooms in homes designated for older people

Page 10 – Outcome 4 – Decent homes

- clarification of the role of the Estates Improvement Programme plays in improving open space to provide a sense of community and inclusion of a review of voids standards for all accommodation.

Page 13 – Monitoring and Review – set out the role of Members

It's proposed that following outcome of Cabinet that a stand-alone page on Disposal and Acquisitions will be added.

Update on Cabinet paper CAB3264

- Section 16.2 – Leaseholder Fire doors
 - Make reference to one of the benefits to the leaseholders of a modernised lease being improved saleability
- Section 16.4 – Disposals and Acquisitions
 - Section 16.6 – proposed revised wording – from 'Whilst any future disposals are likely to only be recommended in exceptional circumstances' to 'It's expected that disposals will only be in exceptional circumstances and following consideration of redevelopment, remodelling and conversion.'
- Section 18 – Disposal Criteria

- 18.1 a) – set out a further explanation of NPV `i.e. cost of the home can't be covered by rent charged'
- 18.1 b) – mirror acquisitions wording - `The asset is considered unsuitable for social housing either in its current form or with investment in remodelling to fit the future needs of residents and therefore the organisation
- 18.1b) – set out an example – e.g. room sizes are smaller than standard

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CABINET**Wednesday, 22 December 2021**

Attendance:

Councillor Thompson (Chairperson)	– Leader and Cabinet Member for Partnership Working
Councillor Cutler (Vice-Chair)	– Deputy Leader and Cabinet Member for Finance and Service Quality
Councillor Clear	– Cabinet Member for Communities and Wellbeing
Councillor Gordon-Smith	– Cabinet Member for Built Environment
Councillor Learney	– Cabinet Member for Housing and Asset Management
Councillor Tod	– Cabinet Member for Economic Recovery
Councillor Williams	– Cabinet Member for Climate Emergency

Others in attendance who addressed the meeting:

Councillors Horrill and Lumby

[Full audio recording and video recording](#)**1. MEMBERSHIP OF CABINET BODIES ETC.**

There were no changes to Cabinet bodies to be made.

2. DISCLOSURE OF INTERESTS

Councillor Tod declared a personal (but not prejudicial) interest in respect of reports due to his role as a County Councillor.

3. PUBLIC PARTICIPATION

Ian Tait and Paul Spencer (Winchester BID) spoke during public participation regarding report CAB3322 as summarised under the relevant minute below.

4. LEADER AND CABINET MEMBERS' ANNOUNCEMENTS

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

Councillor Thompson

Welcomed Councillor Hannah Williams as the new Cabinet member for Climate Change.

Councillor Tod

Announced that the council would provide further details via its website regarding how hospitality businesses could apply for the government's recently announced new grants to help alleviate the difficulties caused by the ongoing Covid pandemic.

5. **CENTRAL WINCHESTER REGENERATION (CWR) OUTLINE BUSINESS CASE (LESS EXEMPT APPENDIX)**
(CAB3322)

Councillor Learney introduced the report. She thanked the Scrutiny Committee for the comments made at its meeting on 6 December and drew cabinet's attention to a summary of the responses at paragraphs 6.27 to 6.49 of the report. She also made reference to a statement received from Ross McNally (Chief Executive, Hampshire Chamber of Commerce) in support of the proposals as set out in the report.

The Head of Programme gave a presentation summarising the previous steps taken to reach the current stage of the central Winchester regeneration process. The presentation is available on the council's website [here](#).

Two representations were made during public participation as summarised briefly below.

Ian Tait

Highlighted the length of time that discussions had been taking place on regeneration of the area and the requirement for action to be taken without further delay. Queried how the decision to remove two businesses from Kings Walk fitted with the aspiration for a vibrant local economy. Emphasised the shortage of affordable homes in the district and suggested that the old Friarsgate medical centre be demolished and replaced with affordable housing as a quick start to the redevelopment.

Paul Spencer (Winchester BID)

Thanked the council's project team and members for keeping the Winchester BID informed of proposals at their forum meetings. BID Forum attendees had been overwhelmingly positive in their support of the proposals and were keen to see the scheme progress. The outline business case was supported and the BID looked forward to the selection of the development partner.

At the invitation of the Leader, Councillors Lumby and Horrill addressed the meeting as summarised briefly below.

Councillor Lumby

Supported the principle of redevelopment of the area but considered the approach being proposed was unlikely to succeed and if it did, would be too expensive due to lack of interest and competition. Had concerns about the absence of measures proposed for the council to control the selected developer with consequential risks that the developer could "cherry pick" more profitable elements of the scheme and leave other

sections un-developed. Highlighted the consultant costs incurred to date and further proposed in the report. Queried why the costs and commitment to delivering a net zero carbon scheme were not included?

Councillor Horrill

Thanked officers for meeting with conservative group members to answer questions and concerns. Confirmed that the conservative group supported the regeneration of central Winchester in lines with the supplementary planning document (SPD). However, believed that the current proposals missed vital opportunities, had not learned from previous experience and risked not delivering the requirements of the SPD. Asked a number of specific questions regarding various elements of the outline business case. Did not believe that full council would be given the opportunity to fully debate the approach proposed.

The Council's legal adviser, Stephen Matthew, responded to points raised in relation to the retention of the compulsory purchase order powers and confirmed that the leasehold approach was the council's default position. He also outlined the control and protection afforded to the council by the development approach proposed.

Jennifer Newsham and Katie Kopec (JLL) responded to the points raised in relation to the lack of current costing for a net zero carbon approach as noted in the outline business case and explained in the report. Ms Kopec advised that market testing had demonstrated that this would be an attractive site to market and she believed there would be sufficient competition from potential developers.

The Head of Programme emphasised that the SPD would provide the guiding principles for the development and included the aspiration to deliver exceptional public realm and public open space within the scheme. Further work had been undertaken with stakeholder groups on public realm guidance and this would be published in the New Year. She also outlined the council's approach to archaeology in the development area, including emphasising that the council was taking the advice of the Archaeology Panel and that the Archaeology Statement would be attached to the development brief.

The Strategic Director and Monitoring Officer explained that recommendation 1 of the report (resolution 2 as set out in the minute below) was for Cabinet to approve the outline business case. Recommendations 2 to 7 of the report (resolutions 3 to 8 as set out below) were subject to the approval of full council at its meeting on 12 January 2022 of a further recommendation to authorise the relevant Strategic Director "to initiate and conduct the procurement process for the selection of a development partner for the Central Winchester Regeneration project".

The Strategic Director and Section 151 officer responded to questions relating to the affordability of the scheme and confirmed that the financial case did conclude that the development was viable, subject to a number of assumptions as previously discussed. He highlighted the uncertainty in relation to the loss of income stream from existing businesses within the development area which, if

not possible to replace, would require further consideration by Cabinet in the future.

At the invitation of the Leader, Councillors Lumby and Horrill both confirmed they did not wish to make any representations on the exempt appendix. Cabinet agreed there was no requirement to move into exempt session as they did not wish to ask any questions or have any debate on the exempt appendix.

During debate, Cabinet members expressed their support for the proposals and, in particular, the requirement to move forward without further delay.

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

RECOMMENDED (TO FULL COUNCIL):

1. That the Strategic Director with responsibility for the Central Winchester Regeneration project be authorised to initiate and conduct the procurement process for the selection of a development partner for the Central Winchester Regeneration project.

RESOLVED:

2. That the Outline Business Case set out at Appendix D and Exempt Appendix E of the report be approved and adopted and it be noted that a Full Business Case will be presented to Cabinet for approval as indicated in the Outline Business Case and authorises the Strategic Director with responsibility for the Central Winchester Regeneration project to proceed with the preparation of the Full Business Case.

That subject to the agreement of Full Council (recommendation 1 above);

3. That a 70% quality to 30% commercial evaluation weighting be adopted as a derogation from the council's Contract Procedure Rules (paragraph 29) in order to reflect the council's aim for a high-quality scheme and to use the competitive dialogue procurement procedure.

4. That the Stage 1 Selection Questionnaire Suitability Technical Questions and associated weightings be adopted as set out at Appendix A of the report.

5. That the procurement Stage 2 Evaluation Award Criteria and associated weightings be adopted as set out at Appendix B of the report.

6. That the commercial approach contained in the Commercial Case of the Outline Business Case and the Commercial Principles Paper set out at Appendix C of the report be adopted and in particular it be noted that the Central Winchester Regeneration procurement will be on the

basis of a single developer delivering the scheme under a development agreement as decided at CAB3303.

7. That authority be delegated to the Strategic Director with responsibility for the Central Winchester Regeneration project in consultation with the Portfolio Holder Asset Management to finalise all documentation for the procurement process, including any minor or necessary amendments and to progress such procurement, using the competitive dialogue procedure, approve and take forward short listed bidders. At the conclusion of the procurement process Cabinet approval will be sought for the appointment of the preferred development partner.

8. That expenditure of £733,000 be approved from the remaining £1.085m budget allocated to the Central Winchester Regeneration project to enable officers to progress the procurement and preparation of a Full Business Case.

6. **EXEMPT BUSINESS:**

RESOLVED:

1. That in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2. That the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

<u>Minute Number</u>	<u>Item</u>	<u>Description of Exempt Information</u>
7	CWR Outline Business Case (exempt appendix)) Information relating to the financial or business affairs of any particular person (including the authority holding that information). (Para 3 Schedule 12A refers)))

7. **CENTRAL WINCHESTER REGENERATION (CWR) OUTLINE BUSINESS CASE (EXEMPT APPENDIX)**

Cabinet agreed the following for the reasons outlined in the report.

RESOLVED:

That the contents of the exempt appendix be noted.

The meeting commenced at 9.30 am and concluded at 11.00 am

Chairperson

REPORT TITLE: APPROVING THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (RE-SCHEDULED FROM 8 DECEMBER 2021)

25 JANUARY 2022

REPORT OF CABINET MEMBER: Cllr Martin Tod, - Cabinet Member for Economic recovery

Contact Officer: Campbell Williams Tel No: 07591 814617 Email cawilliams@winchester.gov.uk

WARD(S): ALL

PURPOSE

The purpose of this report is to seek approval in principle for the draft Joint Municipal Waste Management Strategy (JMWMS) which sets the strategic direction for the Project Integra partnership. The JMWMS sets out how the waste management system for Hampshire will be delivered to meet the forthcoming Environment Bill requirements in relation to waste recycling.

RECOMMENDATIONS that Cabinet:

1. Approve the draft Project Integra Joint Municipal Waste Management Strategy.
2. Delegates authority to the Corporate Head of Programme, in consultation with the Cabinet Member for Economic Recovery to make minor amendments to the Joint Municipal Waste Management Strategy prior to final publication by the Project Integra Partnership.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME

1.1 Waste management and recycling is a key part of tackling the climate emergency and creating a greener district.

1.2 Increased recycling and the resulting reduction in residual waste will significantly reduce carbon emissions.

1.3 Local Economy

1.4 The draft JMWMS includes a significant shift in how business will have to deal with waste and recycling in the future.

1.5 Your Services, Your Voice

2 The draft JMWMS includes proposals for a significant change to collection methods that will have a direct impact and requirements for residents.

3 FINANCIAL IMPLICATIONS

4 The financial implications of changes set out in the Environment Bill including many new recycling requirements for local authorities cannot be fully quantified until the exact requirements of new legislation and associated Government support to Local Authorities to deliver it are fully known. When further details are known and government guidance updated, a detailed assessment of the financial implications will be brought back to Cabinet for consideration.

5 LEGAL AND PROCUREMENT IMPLICATIONS

5.1 The Joint Municipal Waste Management Strategy is a collective / partnership response across a number of authorities to enable compliance with the forthcoming Environment Bill ("the Bill"). Agreement on collections by PI partners will enable disposal partners (HCC, SCC and PCC) to proceed with the corresponding disposal infrastructure projects in accordance with the timeframes set out in the Bill.

5.2 The Bill sets out the legislative framework that will enable Government to establish post-Brexit governance arrangements for environmental matters and implement the Resources and Waste Strategy for England (2018), delivering on the ambition of the 25-year Environment Plan to protect and enhance the environment. The Bill has recently passed through third reading in both houses.

5.3 The Bill intends for s 45A of the Environmental Protection Act 1990 (requiring the collection of at least two types of recyclable waste together or individually separated from the rest of the household waste) to be amended to require the consistent collection of a wider range of materials by local authorities, including the collection of food waste at least once a week. The key aim of the Bill is to ensure a consistent range of material is collected for recycling at the kerbside across England, increasing the rate of recycling and maximising material quality.

5.4 There are no procurement implications as a direct result of this report. Any future procurement(s) related to waste management services will be conducted in accordance with the council's Contract Procedure Rules and national procurement legislation.

6 WORKFORCE IMPLICATIONS

- 6.1 Delivery of the new requirements in relation to recycling will, in due course, require the establishment of a project implementation team which will likely require additional resources in the medium to long term. The resource requirement in terms of project management support will be defined as soon as the Government's scheme is published.

7 PROPERTY AND ASSET IMPLICATIONS

- 7.1 This will be assessed once the new waste collection requirements are known.

8 CONSULTATION AND COMMUNICATION

- 8.1 Further engagement with partners and residents across the district will be required as the strategy develops and is refined following the publication of national government guidance. This has already been subject to discussions and debate across the Project Integra partnership and the national guidance has been subject to two national consultations.

- 8.2 *The Health and Environment Policy Committee considered this matter on 18th January and its comments will be reported verbally to this meeting. Unfortunately this was unavoidable due to the December HEP meeting being cancelled.*

9 ENVIRONMENTAL CONSIDERATIONS

- 9.1 The final direction of travel is not yet known but this signifies a major shift in how waste and recycling is arranged across Winchester and will ultimately directly support efforts to improve recycling rates and reduce overall waste.

10 EQUALITY IMPACT ASSESSEMENT

- 10.1 Hampshire County Council has completed an impact assessment which has been reviewed and is considered to be robust at this stage. Further assessment will be undertaken in relation to the more detailed proposals and their impact as they become clearer. For example any changes to collection systems will require a full equality impact assessment to ensure that systems and schemes are designed to ensure the changes take account of potential impact on those residents subject to protected characteristics. It should be noted that the overall direction of travel is to offer more recycling to more people.

- 10.2 Additionally, in respect of this policy decision, in exercising its duties, regard will be paid to the council's obligations pursuant to the Equality Act 2010, in particular, the Public Sector Equality Duty ('PSED') set out in s 149 of the Act.

- 10.3 A detailed Equality Impact Assessment has been carried out supporting the proposed strategic changes, and is attached as appendix 2.

11 DATA PROTECTION IMPACT ASSESSMENT

- 11.1 None identified at this stage.

12 RISK MANAGEMENT

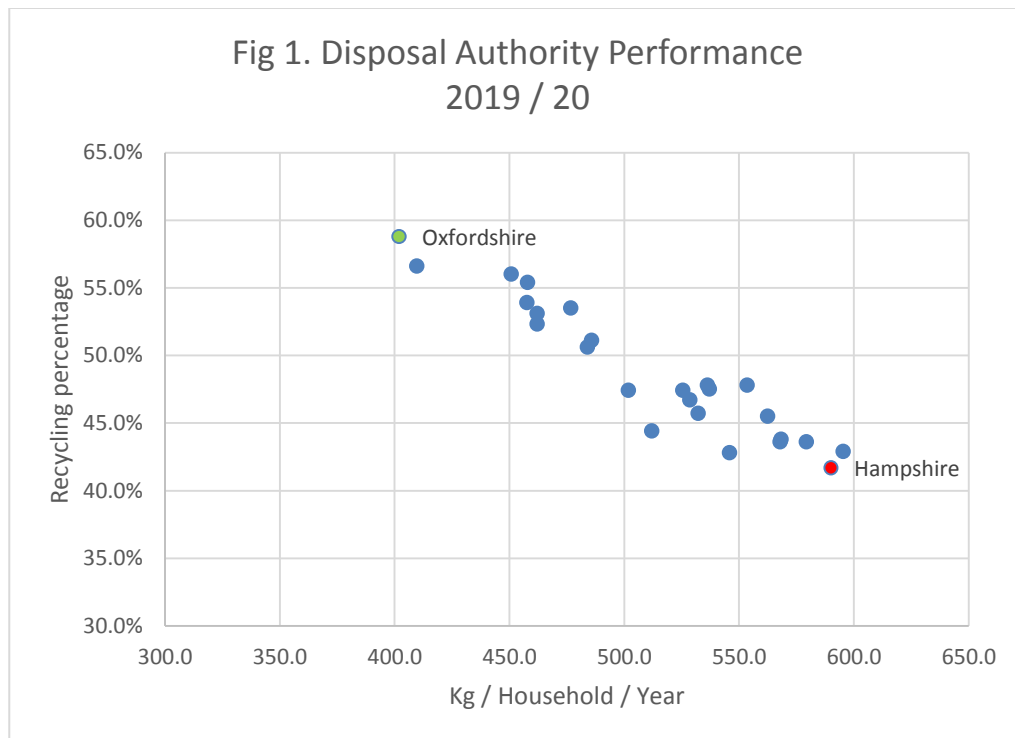
- 12.1 Risk have been assessed and set **Page 31** below based the draft JMWMS.

Risk	Mitigation	Opportunities
Financial Exposure	None at present, but likely to be associated risks when further details are known.	
Exposure to challenge	None at present. Challenge may occur at the point of obtaining planning permission by HCC to implement the recommendations in the draft JMWMS.	
Innovation	None at present.	The new Strategy could present an opportunity for more innovative working
Reputation	Risk to reputation if we do not join with other Project Integra partners and cannot deliver new legislation.	Opportunity to benefit from a combined Countywide approach which has been subject to debate and discussion
Achievement of outcome		
Property	None	
Community Support	None	
Timescales	None	
Project capacity	None immediately although project management resources will be required when future requirements are fully known	
Other		

13 SUPPORTING INFORMATION:

- 13.1 Project Integra consists of all 14 of the waste authorities in Hampshire (Disposal and Collection Authorities) along with Veolia. The partnership was established in the mid-1990s to deliver an integrated waste management service across Hampshire.
- 13.2 Following local government reorganisation in the late 1990's the Unitary Authorities of Portsmouth City Council and Southampton City Council were created and joined the Project Integra partnership.
- 13.3 As a waste partnership rather than a Joint Waste Authority there is no legal requirement to have a JMWMS however Project Integra has developed one to help the partnership reach and agree its overarching strategic goals.
- 13.4 The JMWMS was last refreshed in 2022 and covered the period from 2013 – 2023.

- 13.5 Whilst progress has been made by Project Integra through delivery of this Strategy, overall performance, particularly in terms of recycling, has not developed in the last few years.
- 13.6 This, combined with the release of the Government’s Resources and Waste Strategy and the scale of change it is expected to have on all local authorities means that a review of the JMWMS is necessary. Figure 1 below shows Hampshire’s most recent performance when compared against all other non-municipal disposal authorities.



- 13.7 The Resources and Waste Strategy which will be implemented via the forthcoming Environment Bill is expected to become law in late 2021 with the first implementation dates in mid to late 2023. A clear strategy that covers the development and delivery of changes over this period and into the future is key to ensuring that the benefits are maximised for Hampshire, Portsmouth and Southampton.

14 Project Integra Joint Municipal Waste Management Strategy

- 14.1 The new draft JMWMS (as set out in Appendix 1) will cover the period 2021 – 2035 and the overarching vision is set out below: This vision has been developed collaboratively by all Project Integra (PI) partners and reflects the need to work closely and collaboratively in order to deliver significant improvements in performance and to ensure value for money.

“The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions.”

- 14.2 The draft JMWMS sets out the current performance of the partnership clearly showing that recycling rates have plateaued over the last few years. Hampshire has slipped down the national league tables as other authorities have developed new infrastructure and services to improve their performance.
- 14.3 The key legislative and policy drivers are identified in the draft strategy with the primary one being the three key new waste policies that will be introduced by the Environment Bill 2020;
- a) Consistency of Household and Business Recycling Collections in England
 - b) Extended Producer Responsibility (EPR) for packaging
 - c) Introducing a Deposit Return Scheme (DRS)
- 14.4 The combined impact of these policies represents the most significant change for the waste management sector, and particularly Local Authorities, for more than a decade, requiring new collection and disposal services and the associated infrastructure.
- 14.5 The JMWMS also identifies the ongoing financial pressures that Local Authorities are experiencing and the need to ensure not only value for money but also that performance enhancements, particularly in terms of waste prevention and reduction are delivered, that reduce the cost of waste services overall.
- 15 Key objectives in the JMWMS
- 15.1 Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree the JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess, options available to the partnership, resulting in a shortlist of subjects to be incorporated into the JMWMS.
- a) **Partnership Working**
 - (i) Whole system thinking at PI level
 - (ii) Development of and commitment towards the revised JMWMS Implementation Plan
 - (iii) Setting agreed performance indicators and targets
 - (iv) Revision to PI funding arrangements
 - (v) Identification of external funding opportunities
 - b) **Recyclable Material Management**
 - (i) Introduction of two stream collections
 - (ii) Reduced contamination
 - (iii) Retained and maximised income share for materials
 - c) **Waste Reduction**

- (i) Development and delivery of waste prevention initiatives
- (ii) Increased reuse from bulky waste
- (iii) Continued promotion of home composting

d) **Best Practice**

- (i) Zero waste to landfill
- (ii) Evaluation and introduction of alternative fuels for vehicles
- (iii) Identification and evaluation of alternative technologies

e) **Service Delivery**

- (i) Consistent, best practice approach to service provision
- (ii) Improved and consistent communications campaigns
- (iii) Consistent approach to staff training
- (iv) Increased cross boundary working

16 Action Plan

- 16.1 The draft JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. The partnership will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward.
- 16.2 The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress.
- 16.3 The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS.

Strategic Objective	Strategic Actions
Partnership Working	Approval of the Joint Municipal Waste Management Strategy Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	Commitment to move to a twin stream system for dry recyclables. Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	Support the aim of reducing waste in Hampshire. Commitment to work together to increase the reuse of

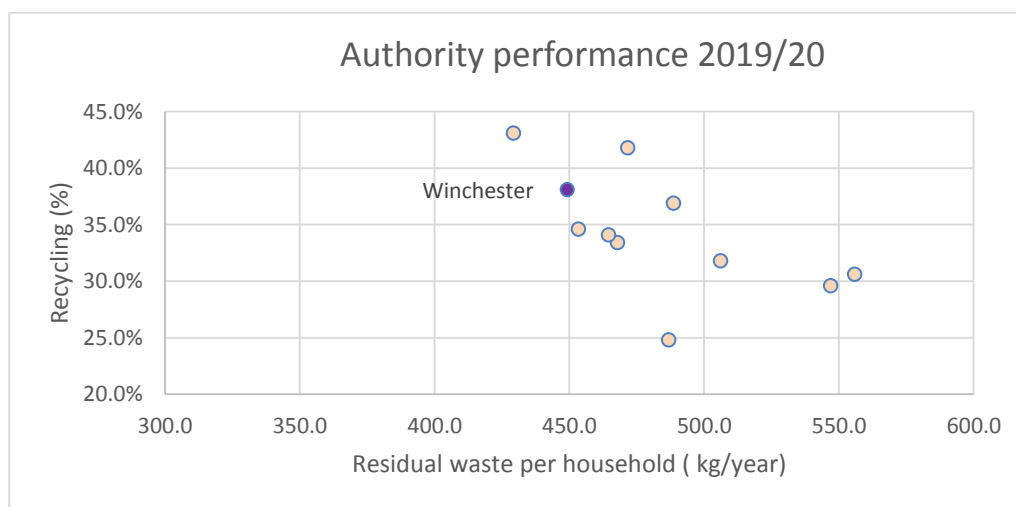
	bulky waste.
Best Practice	Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	Commitment to consistent communications to support service delivery across the partnership.

17 Approval of JMWMS

17.1 In order to be adopted the JMWMS requires approval by each of the individual Project Integra partner authorities and due to the timetable for formal decisions there is only potential for minor changes to the JMWMS. The final draft is appended to this report which is subject to any minor changes resulting from the decision making process at each partner authority.

18 Specific implications for Winchester

18.1 Compared to other authorities in the Project Integra Partnership, Winchester is relatively high performing. The graph below shows Winchester (highlighted) with the 3rd highest recycling rate of all the waste collection authorities in Hampshire and with the 2nd lowest amount of residual waste produced per household.



18.2 The performance of Winchester is based on the following waste collection system:

18.3 An alternate weekly collection of waste and recycling, a 4 weekly collection of glass, introduced in October 2019, a paid for garden waste service, introduced in February 21, a weekly collection of batteries and Waste Electrical Equipment introduced February 21, and small recycling centres, which include glass, textiles, and some carton banks.

18.4 There are around 10,000 properties in Winchester District which consist of flats or apartment plus around 1,200 properties which are difficult to access. These all have access to the full range of recycling and waste services, except where bin store size of accessibility issues restrict this.

18.5 The proposed collection system to operate across Hampshire would mean that the following changes to collection in Winchester would occur.

- a) The introduction of a weekly food waste collection to all properties in Winchester via a small food waste bin to be collected from kerbside, or larger bins in communal properties
- b) Stopping the 4 weekly collection of glass, and adding glass to the fortnightly collection of recycling
- c) Introduction of a container specifically for paper and card to be collected on a fortnightly basis
- d) Retention of a fortnightly residual waste collection, the charged for garden waste service, and the WEEE and battery collections
- e) The introduction of a wider range of recycling (pots, tubs and trays) into the recycling bin, along with the glass being collected in bin with recycling

18.6 Latest guidance from government is that the food waste systems that needs to be introduced will be fully funded by government through their 'new burdens' approach, and under the Extended Producer Responsibility regulations there would be additional funding to local authorities from producers of packaging to cover the costs of delivering the collection and processing of packaging materials.

19 Financial arrangements

19.1 The Project Integra partnership is discussing a new partnership agreement, alongside the development of the JMWMS, which will clearly identify how money flows between the partners, and this is intended to be on the basis that there are incentives for good performing authorities.

19.2 This is also dependent upon the nature of the incentives and finances which are delivered as part of the Environment Bill, where some significant financial changes, such as EPR and DRS are introduced.

19.3 **However until this partnership agreement is finalised, and the national financial picture is clearer, no partners are committed to anything in the JMWMS, beyond the principles which are set out within.**

20 Timescale

20.1 The County Council has now started the process of seeking formal planning permission to develop a site in central Eastleigh to act as the single material recycling facility to respond to the collections of waste in these types from across Hampshire.

20.2 The government is also progressing the Environment Bill through parliament, and any changes to the collection system in Winchester will be dependent on the infrastructure being available from the County Council and the finances being made available from the government.

20.3 These two factors will lead the development of the timetable for all authorities across Hampshire, including Winchester, and there may be some local authorities which choose, or need to move sooner or later dependent upon their local circumstances. Once these two main drivers have clearer timescales, the Council will need to work to develop its own timetable for change, and identify the decisions required.

21 Consultation and Equalities

- 21.1 Consultation has been undertaken at both an Officer and Member level with all of the Waste Collection Authorities in Hampshire as well as the Unitary Authorities of Portsmouth City Council and Southampton City Council. The Strategy is being considered formally for approval at each Authority individually. There will be a need for public consultation later on in the process when the detailed responses to the government agreed direction of travel are released.
- 21.2 The JMWMS sets out the approach being taken with regard to the collection and processing of dry recyclables at the kerbside and will result in a wider range of materials being suitable to be placed in the kerbside recycling bin. This will reduce the need for residents who wish to recycle more having to transport some material to other locations such as bring banks, which can be less accessible, therefore having a positive impact on some groups with protected characteristics eg. some older residents, those with disabilities or those less able to transport items.
- 21.3 An increased range of materials collected at the kerbside could also have a positive impact on those lower income groups who may have less access to private vehicles to be able to transport some material to other collection points, for example bring banks. Similarly, there may be a positive impact on some people in rural areas, who could have less need to make journeys to bring banks which are often located in urban areas.
- 21.4 The JMWMS would have a neutral impact on all other groups with protected characteristics.

22 Conclusion

- 22.1 The Joint Municipal Waste Management Strategy provides the high level structure for the Project Integra partnership to deliver the requirements of the Environment Bill and achieve a significant step forward in performance on all levels.
- 22.2 The Strategy seeks to maximise the benefit of a partnership approach in delivering high quality services to residents and achieving value for money in terms of the whole waste system of Hampshire, Portsmouth and Southampton.
- 22.3 By approving this strategy, the Council is demonstrating both its ambition to improve performance and commitment towards improving the service for residents, within a consistent Hampshire framework.
- 22.4 However there needs to be further work on the partnership agreement its associate financial arrangements before any final decision can be made on changes to waste management across Winchester. As such approval in principle is being sought to the direction of travel set out in the draft Project Integra Joint Municipal Waste Management Strategy.

23 OTHER OPTIONS CONSIDERED AND REJECTED

- 23.1 Not signing up to the new JMWMS – not recommended as this does not take into account the significant amount of change coming to waste and recycling nationally, and does not reflect the desired partnership approach to working with other local authorities.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

None

APPENDICES:

Appendix 1 – Project Integra Joint Municipal Waste Management Strategy (JMWMS)

Appendix 2 – Equalities Impact Assessment

APPENDIX 1

Project Integra

Joint Municipal Waste Management Strategy





Report for

Project Integra

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Document revisions

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V1	First draft	15 July 2021
V2	Second draft	21 July 2021
V3	Third draft	27 July 2021
V4	Draft for release to client	29 July 2021
V5	Final Draft	23 Aug 2021



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1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 WORKING GROUPS

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.



- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 OUR VISION

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS will be reviewed by the Partnership every three years, and the vision for Hampshire is:

“The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions.”

1.3 JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY - PRINCIPLES

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government’s documents “Resources and waste strategy – Our Waste, our resources: A Strategy for England” (December 2018) and “Waste Prevention Programme for England: Towards a Resource Efficient



Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.



2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

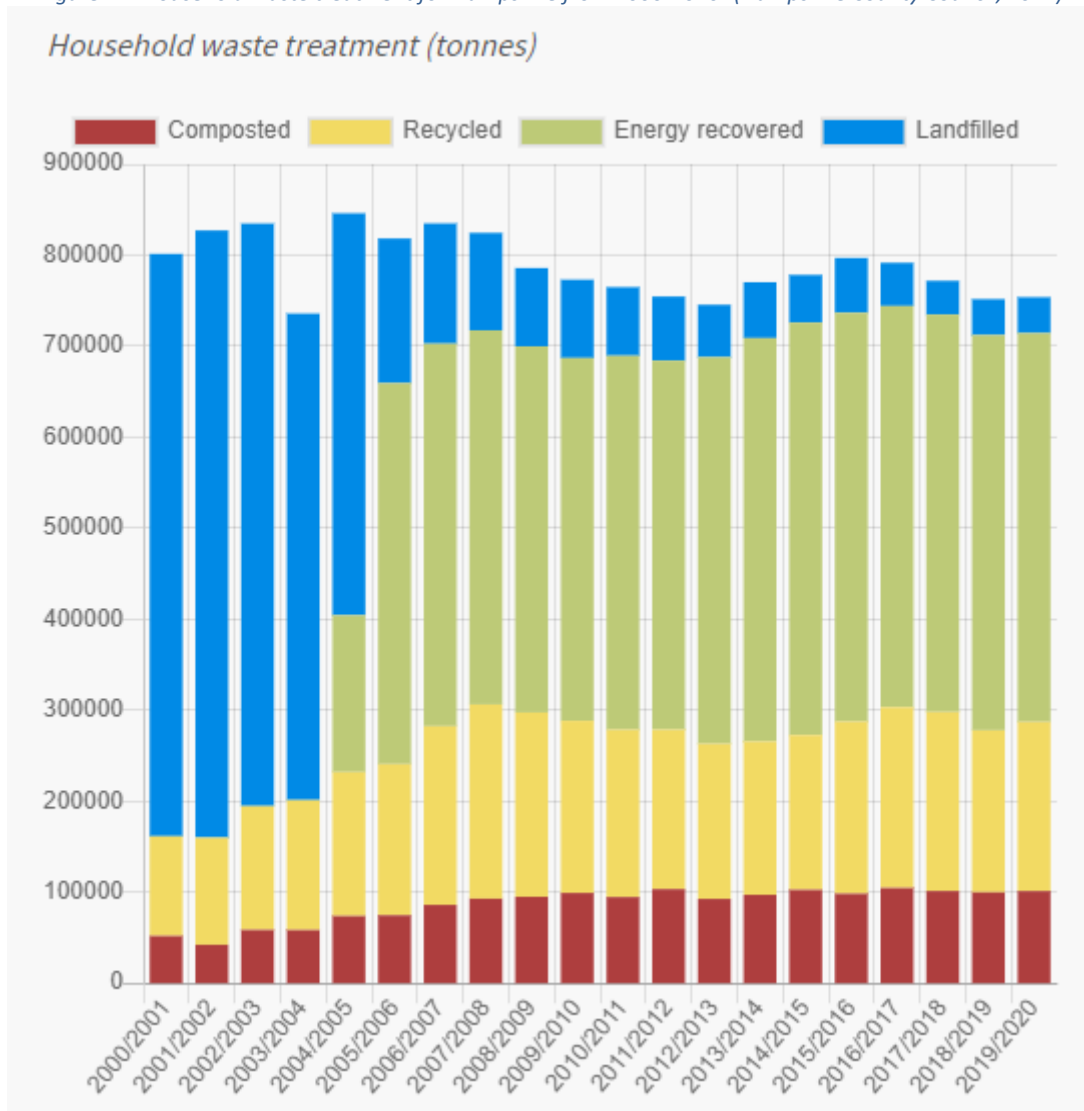
In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>



Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 CURRENT SERVICES

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>



Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	Fortnightly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 INFRASTRUCTURE

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.



3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 INTERNATIONAL AND NATIONAL POLICY & LEGISLATION

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.



2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

[Environment Bill 2020](#)

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and policies for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

[Consistency of Household and Business Recycling Collections in England](#)

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation



has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 DRIVERS FOR CHANGE

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.



Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.



4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 PARTNERSHIP WORKING

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered by understanding how changes made by individual members of the partnership impact on the system as a whole both in terms of cost and tonnages. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.



Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

This JMWMS does not commit Partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. Instead, this strategy recognises the need to revise the current arrangements to ensure they are fair and all parties are incentivised to improve performance in light of the governments legislative changes, particularly Extended Producer Responsibility and the associated funding.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles,



recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 RECYCLABLE MATERIAL MANAGEMENT

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.



Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 WASTE REDUCTION

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.



Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. This is especially important given the number of housing developments and population growth in Hampshire, which will put further strain on services and increase the costs of waste collection and disposal.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.



The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 BEST PRACTICE

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>



Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 SERVICE DELIVERY

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;
- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.



By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections, treatment and disposal system. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.



5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic, achievable and reflects local needs and circumstances.

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout. The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress. Given the scale of the actions required to deliver the strategy, they will be prioritised, and all partners will be required to commit resources to assist with the delivery.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> • Approval of the Joint Municipal Waste Management Strategy • Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> • Commitment to move to a twin stream system for dry recyclables. • Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> • Support the aim of reducing waste in Hampshire. • Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> • Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> • Commitment to consistent communications to support service delivery across the partnership.



Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

IDENTIFICATION OF STRATEGIC OPTIONS

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

OFFICERS WORKSHOP

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these



criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

OPTIONS APPRAISAL

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

MEMBERS WORKSHOP

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives
 - Continued promotion of home composting



- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

Appendix 2 Equality Impact Assessment

The Public Sector Equality Duty (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs

Name or Brief Description of Proposal

Adoption of the Joint Municipal Waste Management Strategy of the Project Integra Partnership (“JMWMS”).

Brief Service Profile

The collection and disposal of household waste is delivered across Hampshire (Population: 1,856,800) by an integrated waste management system. The systems strategic direction is coordinated by Project Integra (“PI”), a partnership of Hampshire County Council (“HCC”), its 11 districts, and unitary authorities Southampton City Council (“SCC”) and Portsmouth City Council (“PCC”).

The partnership’s constitution requires its board to develop a strategic framework (the JMWMS) within which the partner authorities can discharge their functions. Waste management measures in the forthcoming Environment Bill (“the Bill”) – comprising the first significant changes to the regulatory landscape for waste in over a decade – have required the JMWMS to be updated for the first time since 2012. As the Board has no power to make decisions on behalf of its members, decisions to carry the JMWMS into effect will fall to Winchester City Council’s executive. The new measures will affect all residents within Winchester City Council boundary.

Summary of Impact and Issues

Through the adoption of the JMWMS, PI is seeking partners’ agreement to implement ‘twin stream’ collection systems to comply with the Bill, which will require the consistent collection by local authorities of a wider range of dry mixed recyclables (“DMR”).

A twin-stream system maintains the existing number of containers for DMR (two), but the containers will be used for a different mix of recycling. Glass, cartons, plastics, tin cans and aerosols will go into the existing, blue-lidded recycling bin, with paper and cardboard (fibres) in a separate bin.

Potential Positive Impacts

The waste management measures in the Bill will increase the rate of recycling and maximise material quality. Twin streaming has been modelled as suitable for all PI partners and provides the most cost-effective and environmentally beneficial way to meet the requirements of the Bill. Compared to the current DMR collection system

(comingled), twin streaming results in a reduction in carbon emissions equal to kerbside sort (where each material is presented by households in separate containers at the kerbside), with lower total costs than kerbside sort. Twin stream collections present a lower risk of injuries to the City councils operatives than kerbside sort.

Potential Negative Impacts

Impact Assessment	Details of Impact	Possible Solutions
Age	No impact.	
Disability	People with disabilities may require assistance presenting their DMR containers for collection.	WCC will continue to operate an assisted collection service.
Gender Reassignment	No impact.	
Marriage and Civil Partnership	No impact.	
Pregnancy and Maternity	No impact.	
Race	No impact.	
Religion or Belief	No impact.	
Sex	No impact.	
Sexual Orientation	No impact.	
Community Safety	No impact.	
Poverty	No impact.	
Other Significant Impacts	Changes to the recycling collection system may cause confusion for residents.	The adoption of twin streaming (rather than kerbside sort) will minimise disruption for residents by maintaining the same number of DMR containers as before. The measures in the Bill will

		make recycling simpler for residents by ensuring a consistent set of materials is collected by local authorities across England. The move to twin streaming will be accompanied by a comprehensive, multi-channel communications campaign
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REPORT TITLE: PUBLIC SECTOR EQUALITY DUTY

25 January 2022

REPORT OF CABINET MEMBER: Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Service Quality

Contact Officer: Catherine Knight, Service Lead – Legal

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WARD(S): ALL

PURPOSE

This report presents the council's updated Public Sector Equality Duty Policy. The current policy was adopted when it was first required to be published in April 2012.

The Public Sector Equality Duty (PSED), at section 149 of the Equality Act 2010, requires public bodies, including the council to have due regard to the aims of the general equality duty when making decisions and when setting policies.

The council is also required to publish their PSED objectives and to regularly review how they meet these aims.

The review of the PSED objectives enables the council to demonstrate compliance with the statutory PSED.

RECOMMENDATIONS:

That Cabinet:

1. Approves the Public Sector Equality Duty Policy, the Equality Impact Assessment template and Equality Duty Action Plan.
2. Agrees the appointment of a Member Champion and lead Cabinet Member to provide leadership for the city council to meet its Public Sector Equality Duty.

3. Agrees that a review will occur prior to December 2025 of the Public Sector Equality Duty Policy, the Equality Impact Assessment template and Equality Duty Action Plan which will include any updates that are required to the policy documents and next steps.

IMPLICATIONS:1 COUNCIL PLAN OUTCOMES

- 1.1 Homes for all
- 1.2 The Public Sector Equality Duty (PSED) ensures that the needs of all our housing tenants, including those who are vulnerable are considered and they are looked after appropriately.
- 1.3 Vibrant Local Economy
- 1.4 The PSED objectives, policies and action plan ensures that projects towards making Winchester a more vibrant economy will also consider all individuals through design and implementation.
- 1.5 Living Well
- 1.6 The PSED ensures that the needs of all citizens needs are considered in the design and implementation of our policies and services
- 1.7 Your Services, Your Voice.
- 1.8 The PSED assists the council to be open and transparent in all that it does to meet the needs of all residents and businesses.

2. FINANCIAL IMPLICATIONS

- 2.1 The council's equality duties will be delivered within the existing budgets for each service area, including training, and there are no additional financial implications for the council.

3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The council has a statutory duty under section 149 of the Equalities Act 2010 that requires all public bodies to consider the needs of all individuals in their day-to-day work – in shaping policy; in delivering services; and in relation to their own employees. The PSED is a duty on public bodies and others carrying out public functions.
- 3.2 Public bodies, officers and councillors who are subject to the PSED must in the exercise of their functions have due regard to the need to:
 - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act;
 - Foster good relations between people who share a relevant protected characteristic and those who do not share it; and
 - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.

- 3.3 These three aims are sometimes referred to as the three aims of the general equality duty.
- 3.4 Having due regard means consciously thinking about the three aims of the PSED as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how policy is implemented, how they design, deliver and evaluate services, and how they commission and procure from others.
- 3.5 Having due regard to the need to advance equality of opportunity involves considering the need to:
- remove or minimise disadvantages suffered by people due to their protected characteristics;
 - meet the needs of people with protected characteristics; and
 - encourage people with protected characteristics to participate in public life or in other activities where their participation is low.
- 3.6 Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.
- 3.7 The PSED also explicitly recognises that disabled people’s needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people’s impairments when making decisions about policies or services. This might mean making reasonable adjustments or positively discriminating disabled people in order to meet their needs.
- 3.8 The PSED covers the following protected characteristics age, disability, gender reassignment, pregnancy, maternity/ paternity, race, religion or belief (including non-belief), sex and sexual orientation.
- 3.9 The duty includes a requirement to review, refresh and publish up to date equality objectives and a policy stating how the objectives will be met for the city council in order to remain legally compliant with the PSED.
- 3.10 There are no procurement implications as a direct result of this report.

4 WORKFORCE IMPLICATIONS

- 4.1 The council’s PSED should be foremost in the minds of all officers and councillors conduct. The council’s workplace policy includes a complaint policy which considers the PSED. The PSED is at the heart of the council’s decisions. Embedding the policy and actions in corporate culture will occur through training together with regular updates.

- 4.2 Additionally the council must consider how the PSED policy is implemented for both existing staff and new staff when they commence employment. Equality in the workplace simply means including people of any of the protected characteristics. Creating an inclusive environment accepting of any person's differences enabling all staff to achieve their full potential. All staff are required to complete mandatory training at the start of their employment on equality diversity and human rights. However increased training and guidance is recommended to all staff through the implementation of the action plan included in this report.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 In making any decision that relate to property and assets, such as whether or not to dispose and acquire, which mechanism and the property and/or project development, the PSED objectives must be taken into consideration. A further consideration will be whether public property and assets are able to comply with the PSED such as design and access.

6 CONSULTATION AND COMMUNICATION

- 6.1 Consultation on the content of the report has taken place with Executive Leadership Board (ELB) and the Deputy Leader of the Council.
- 6.2 The council's Audit and Governance Committee also reviewed the updated Equality Duty Policy at their meeting on 16 December 2021 and their comments are provided below for the consideration of Cabinet.
- On all decision report templates to amend the heading "Equality Impact Assessment" to "Public Sector Equality Duty" to properly capture the consideration to which the decision maker must have regard; and
 - Provide training for councillors and officers throughout the city council on the public sector equality duty and what it means for decision takers, such training to be provided annually; and
 - Appoint a corporate officer person/ team responsible for the roll out of the action plan across the city council; and
 - Appoint a Member champion, and / or cabinet Member to be responsible for ensuring the public sector equality duty is correctly undertaken by Members and officers throughout the city council.
 - The aims of the PSED are particularly relevant to all council communications and are considered during the creation of content before it is published, either in print form or online.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 There are no environmental implications arising directly from this report.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 This report provides an update on the PSED and the equality assessment form that will be used when undertaking an assessment.
- 8.2 If there are any direct or indirect impacts in terms of eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations on people who share characteristics protected under the PSED the duty is for the decision maker to turn their mind at the point of the decision.
- 8.3 An EIA has been undertaken in respect of this report as the contents include a policy and action plan which must be assessed against protected characteristics.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required because there is no processing of personal data, or where there is processing it does not result in a high risk to the rights and freedoms of a person or persons directly or indirectly identified.

10 RISK MANAGEMENT

- 10.1 This report presents the updated PSED along with an implementation action plan and revised impact assessment template. Weaknesses in the council's current arrangements are set out in this report.

Risk	Mitigation	Opportunities
Community Support	Consideration of the vulnerable groups at each decision making stage with continual reviews.	Community is better supported through correct implementation of the duty.
Timescales	The duty is a constant requirement upon public sector	Ensures that all sectors of the community are supported.
Project capacity	Consideration of the PSED at the initial stages of project design and again prior to implementation	Early consideration ensures that full community support is provided for by the council.
<i>Property</i>	Inclusion of consideration as to how vulnerable groups are affected at the design and formative stage of a property development, disposal and purchase.	All property projects and acquisition are enhanced through inclusion of needs of the vulnerable sector of our community.
<i>Financial Exposure</i>	None	None
<i>Exposure to challenge</i>	Compliance with the PSED is a statutory duty	

Risk	Mitigation	Opportunities
	and important aspect of public life.	
<i>Innovation</i>	Innovative ideas and designs maybe required to enable compliance	Increased innovation leads to a more inclusive community which is at the heart of the PSED
<i>Reputation</i>	To not comply with the PSED sends an inappropriate message to the wider community	Correct compliance results in consideration of all sectors of the community and enhances the council's reputation
<i>Achievement of outcome</i>	None	None
<i>Other</i>	None	None

11 SUPPORTING INFORMATION:

Background

- 11.1 Equality duties are an integral and important part of the mechanisms for ensuring the fulfilment of the aims of antidiscrimination legislation.
- 11.2 As set out above, the PSED applies to all public bodies in carrying out their functions. This requires public bodies to “have due regard” to the elimination of discrimination, advancement of equality and fostering of good relations in relation to listed protected characteristics. The duty must be carried out with rigour, but is not a duty to achieve particular results. The PSED need not be explicitly referred to, but there must be some evidence that it has been considered (if relevant).
- 11.3 The PSED is intended to support robust decision making and ensure that public bodies consider and understand how different people will be affected by their activities and decisions so that policies and services are appropriate and accessible to all and meet different people’s needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people’s opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.
- 11.4 An important evidential element in the demonstration of the discharge of the PSED is the recording of the steps taken by the decision maker in seeking to meet the statutory requirements and keeping the duty under regular review.
- 11.5 All decisions and not just cabinet decisions are subject to the requirement to, where relevant, consider the PSED. An example are planning decisions made under delegation and by the planning committee.
- 11.6 The PSED should be viewed in the context that is the district of Winchester, proportionally and reasonably and therefore attached at Appendix 4 is a

breakdown of the demographics of the district from Hampshire County Council's website.

Equality Policy

- 11.7 The council's Equality Policy sets out the organisation's overall approach to equality as both an employer and a provider of services. The policy was last updated in 2011 and approved by Cabinet (Report CAB2186, 15 June 2011). The Policy has been updated for 2021, the main points to note are revised objectives, setting of actions with assigned owners to ensure we meet those objectives and monitoring of actions with a review every four years.
- 11.8 The current policy includes a set of objectives and actions to achieve the objectives, these are:
- **Policies & Services.** Ensure our policies and services meet the needs of all our customers and are delivered in a fair, flexible, efficient and accessible way.
 - **Employment.** Take positive steps to promote equality in employment by developing a flexible, professional and highly-skilled workforce and ensuring staff are culturally competent and able to provide quality services to all our customers.
 - **Information & Engagement.** The council already consults with the local community, local voluntary groups, partner agencies and businesses as part of the process of developing its policies and services. Examples of this are the extensive consultations we are undertaking on the Local Development Framework and Council Plan. We will improve and develop our consultation process and seek to inform and involve all sections of the community, but particularly disadvantaged and excluded groups, in the development of our policies and the services we provide.
 - **Partnership Working:** The council will develop shared equality objectives and develop a programme of joint actions to address local equality priorities with its partners.
- 11.9 Although these objectives continue to largely meet the broad aims within the legislation the terminology is outdated as case law has evolved. This report recommends revised objectives, setting of actions to ensure we meet those objectives and monitoring of actions with a review every four years.
- 11.10 Objectives should consider the aims of the PSED as set out at paragraphs 3.2 to 3.9 and the following principles, drawn from case law, explain what is essential in order for the PSED to be fulfilled as public bodies should ensure:
- **Knowledge** – those who exercise the public body's functions need to be aware of the requirements of the PSED. Compliance with the PSED involves a conscious approach and state of mind. To ensure knowledge

both Members and officers should undertake proper and continuous training, and such training the content and timing of such training must be kept under constant review.

- **Timeliness** – the PSED must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the PSED by justifying a decision after it has been taken.
- **Real consideration** – consideration of the three aims of the PSED must form an integral part of the decision-making process. The PSED is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the PSED.
- **No delegation** – public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the PSED, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – public bodies must have regard to the aims of the PSED not only when a policy is developed and decided upon, but also when it is implemented and reviewed. The PSED is a continuing duty.

11.11 Although the objectives in the council's current Equality Duty Policy meet the broad requirements of the Equality Act, we have considered the equality objectives and grouped these under four performance areas as follows:

- (1) Understanding and working with our community;
- (2) Leadership, partnership and organisational commitment;
- (3) Responsive services and customer care; and
- (4) Diverse and engaged workforce

11.12 These performance areas above have been taken from the Local Government Associations Equality Framework for Local Government 2020. It is proposed that this framework will be used to benchmark our equality success particularly as we drive forward with this refreshed approach. The framework is included as a background document below.

11.13 An Equality Impact Assessment is the primary evidence of compliance with the PSED. The statutory duty applies to council, officer and member, decisions which may fall within the protected characteristics list. Therefore not all

decisions or policy or project implementation require an Equality Impact Assessment. A further consideration as to whether or not an Equality Impact Assessment is required and detail is proportionality of the decision /policy project implementation considered with the PSED. In some circumstances there will clearly be no PSED impact or a more comprehensive Equality Impact Assessment will be required due to the extent of PSED impacts both positive or negative, or where suitable a statement that the PSED has been considered and is more appropriate to be assessed at a later date such as project implementation.

11.14 When an Equality Impact Assessment is required this occurs during the decision making and the implementation process which may occur at more than one point and in the determination of a number of decision points. The duty is ongoing and is not completed at the time the Equality Impact Assessment is undertaken. If further information comes to light, such as during project implementation then the Equality Impact Assessment must also be re-considered as to whether a further assessment is required. The city council's Equality Impact Assessment are found here <https://www.winchester.gov.uk/about/equality-impact-assessments>. The report recommends a simpler template and an example is included in appendix 3.

11.15 There is existing good practice within the council of undertaking Equality Impact Assessments and in particular the council's housing department including the following pieces of work:

- Housing Excellence Group (HEG) which covers equalities and meeting the PSED.
- The HEG facilitator who is the council representative on the HQN Equality and Diversity Network.
- The housing policy and procedure template includes a section to help officers consider the PSED through impact assessment and how diverse needs will be met.
- The "Local Brief" has regular PSED reminders in it. July's included a reminder note to think about meeting diverse needs when communicating.
- An annual HEG Training programme, delayed last year due to the need to complete a skills audit following the restructure and delayed this year by COVID-19.
- Customer insight reports and survey respondent profiles to check for disparities across the protected groups to inform business planning and service improvements.
- Equality monitoring of key service areas to check for disparities.
- EIA's which considers a spectrum of groups wider than those with protected characteristics.
- Package of accessibility measures and standards

- 11.16 The Housing Strategy 2017/18 – 2022/23 priorities sets out several objectives around meeting the needs of diverse households, excluded groups and those with protected characteristics.
- 11.17 Another example of good practice is in the council's customer services and reception area. A hearing loop is installed in reception and a telephone translation service is available for non-English speakers. The most recent Census data available (2011) identifies that 97.2% of the districts population state 'English' as their main language. This will be reviewed when the results of the 2021 Census are available to ensure that the service remains accessible for all.
- 11.18 The Procurement and Contract Management Strategy 2020 – 2025 was approved by Cabinet in March 2020 and its aims include:
- Support the climate change emergency by requiring environmental and social factors to be considered in all procurements
 - Encourage local and small businesses to bid for contract opportunities
- 11.19 The Procurement Team work closely with partner organisations such as the Federation of Small Businesses (FSB) to ensure that barriers to contract opportunities for small and local organisations are minimised. Examples of good practice include the team facilitating pre-procurement information events for local business for certain opportunities where we know there is an active local / small business supply market.
- 11.20 To support undertaking of the council's PSED responsibilities it is proposed to form a Corporate PSED Panel. The Panel will monitor, manage and steer the implementation of the PSED policy which includes, training to increase understanding of PSED and where appropriate completion of equality impact assessments. All proposals going on to cabinet for decision are required to consider whether an Equality Impact Assessment is relevant.
- 11.21 The Panel will:
- Undertake independent reviews of equality impact assessments in relation to new council policies and projects and changes and implementation of existing policy and projects.
 - Providing advice and recommendations on PSED implementation.
 - Reviewing general and specific arrangements for implementation of the PSED including equality impact assessments across the council.
 - Monitoring agreed actions to address potential negative or positive impact on promotion of equality for protected characteristic groups and monitor progress of the Equality, Diversity and Inclusive Action Plan.

- 11.22 The Panel will consist of officers from across the council including representatives from the Policy Team, Human Resources Team, Community Team and Housing Team. The officers who sit on the panel will receive appropriate training from qualified professionals.

Equality, Diversity and Inclusion Action Plan

- 11.23 The Equality, Diversity and Inclusion Action Plan (Appendix 2) is a key document for setting out and recording how service areas and corporate related activity will work to deliver the council's Equality Objectives and Equality Policy.
- 11.24 The plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.
- 11.25 To deliver this action plan effectively, it is important for all staff to understand clearly their role in the delivery of equality and diversity related activity and feel confident in embedding equality considerations in all they do.
- 11.26 The new action plan comprises of actions that are based on each of the four performance areas to be met as appropriate, as part of the council's commitment to providing better outcomes for all people.

Next Steps

- 11.27 To ensure the successful roll out and implementation of the updated Equality Policy it is important that the objectives are embedded across the organisation and that officers and councillors are aware of their responsibilities.
- 11.28 The following table sets out a number of actions that are to be undertaken before implementation of the updated policy to increase council wide understanding of PSED and support officers to complete the refreshed EIA form.

ACTION	DUE DATE
Updated Policy, Action Plan and EIA template presented to members of Audit and Governance committee for consideration and comments.	16 December 2021
Equality page on the council website updated to reflect current EIA's utilising the updated template. To be regularly updated thereafter	January 2022
HR intranet page to be updated with current Equality documents. Location of documents communicated to relevant colleagues.	January 2022
Options for equality, diversity and inclusion training to be reviewed	January 2022
Explore options for PSED training for the various levels of officer groups and councillors	January 2022
Set up officer panel with agreed Terms of Reference to consider and comment on completed equality	March 2022

ACTION	DUE DATE
impact assessment forms	
Equality, diversity and inclusion training to begin to be delivered	March 2022
Roll out of new EIA form	March 2022
Implementation of new Policy	April 2022
Completion of monitoring report	June 2022
Report to ELB detailing progress of new EIA form and monitoring report	June 2022

- 11.29 Following the conclusion and implementation of these next steps it is acknowledged that the city council wants to build on the excellent foundations in this report. We know that there is work being done on equality, diversity and inclusion by teams at the council, local communities and partner organisations to address existing and emerging inequalities in the district, particularly as a result of the COVID-19 pandemic.
- 11.30 Elected members have a key role in making the district a more inclusive place for everyone to live, work and visit. A Members' Equality, Diversity and Inclusion Forum would be an opportunity to consider the evidence of inequalities in the district, understand the issues directly from local communities and partners and consider current and future work to address these.
- 11.31 It is also a fundamental step in the journey to moving the council and district closer towards becoming a truly inclusive place where everyone can thrive and feel that they belong. After training has been delivered to all officers and councillors this Forum will be actively pursued and terms of reference brought back to this Cabinet.

12 OTHER OPTIONS CONSIDERED AND REJECTED

There are no alternative options to this report as the recommendations support the council's statutory duty to comply with the PSED and to monitor such compliance.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

Equality Act 2010

Equality Policy and Action Plan 2011

LGA Equality Framework for Local Government 2020

APPENDICES:

Appendix 1 - Winchester City Council Equality Policy – November 2021

Appendix 2 - Equality Impact Assessment Template

Appendix 3 - Equality, Diversity and Inclusion Action Plan

Appendix 4 - Hampshire County Council - Winchester district demographics



Winchester City Council

Public Sector Equality Duty Policy

November 2021

VERSION CONTROL				
VERSION	DATE	DESCRIPTION OF CHANGE	CHANGED BY	AUTHORISED BY
1.0		Original Document		
2.0	November 2021	<ul style="list-style-type: none">• Inclusion of version control• Deletion of partnerships that no longer operate• Update of named officer responsible for equality complaints	Policy Team	

If you require this document in another format or language please contact the Policy Team:

Telephone: 01962 840 222

E-mail: Policy@winchester.gov.uk

Write: City Offices, Colebrook Street, Winchester, Hants SO23 9LJ

Website: www.winchester.gov.uk/CouncilAndDemocracy/EqualityAndDiversity

Policy Owner: Senior Policy & Programme Manager

Policy Administrator: Policy & Performance Officer

Version Number: 2.0

Last Update: November 2021

Review Date: November 2025

14

1. Introduction

- 1.1 Winchester City Council is committed to promoting and ensuring the equality of opportunity for all people. We recognise and value every person in our community and we believe that equality is central to the provision of modern quality services.
- 1.2 This document sets out the council's overall approach to equality as both an employer and a provider of services. It also covers the council's approach to:
- partnership working on equality issues;
 - the "duty to involve" and the requirement to consult and engage with the local community; and,
 - the Public Sector Equality Duty (PSED).
- 1.3 The policies set out here will show how the council will meet our legal duties and apply to all the council's activities, including those carried out by other organisations on our behalf. They will also inform and guide the development of specific equality objectives that will identify the priorities for action on equality in Winchester district and specific actions to be taken, including those which can be undertaken by or via the Winchester District Strategic Partnership.
- 1.4 The Action Plan attached to this document identifies the key **corporate** issues and actions that the council will take over the next 4 years to meet our equality objectives and our legal duties. Our aim is to develop an integrated approach that will ensure that equality is firmly embedded in the way in which we develop policy, run services and employ people.

2. Background

- 2.1 The council is legally required to ensure its employees and those who use its services are treated fairly and equally, including but not limited to the following laws:

The Equality Act 2010.

The Equality Act has two main purposes – to harmonise discrimination law, and to strengthen the law to support progress on equality.

Protection from unlawful discrimination is provided by the Equality Act in relation to the following characteristics, which are defined as 'protected characteristics':

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity (which includes breastfeeding)
- Race
- Religion and belief
- Sex/gender
- Sexual orientation.

Every person has one or more of the protected characteristics, which means that the Act aims to protect everyone against unfair treatment. When considering the impacts on service users of our policies and procedures, the council also takes into account social or economic disadvantage.

There are four main types of discrimination: direct discrimination; indirect discrimination; harassment; and victimisation.

Under the PSED, public sector bodies must, in the exercise of their functions, have due regard to the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
3. Foster good relations between people who share a relevant protected characteristic and those who do not.

Having due regard for advancing equality involves: removing or minimising disadvantages suffered by people due to their 'protected characteristics'; taking steps to meet the needs of people with protected characteristics where these are different from the needs of other people; and, encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The practical effect is that public bodies must consider how their policies, programmes and service delivery will affect people with protected characteristics.

The Equality Act 2010 allows an employer or service provider or other organisation to take positive action in order to alleviate and prevent any

disadvantage experienced by people with protected characteristics. For example, in relation to recruitment and the provision of certain services.

The Human Rights Act 1998.

This confers a range of rights including, for example, the right to family life, which have implications for the way that we as a council deliver services and manage our workforce.

The practical effect of this legislation is that the council is legally required to consider how our policies, plans, services, procedures, practices, projects, and decisions will affect people with protected characteristics.

3. Winchester's Policy Statement on Equality

3.1 Winchester City Council is committed to **equality of opportunity** for all people regardless of race, disability, gender, age, sexual orientation, religion or belief (including non-religious beliefs), gender re-assignment, marital status, and pregnancy and maternity. We recognise and value all people in our community and we believe that equality is central to the provision of modern quality services. We will:

A. **Policies & Services.** Ensure our policies and services meet the needs of all our service users and are delivered in a fair, flexible, efficient and accessible way. We will achieve this by:

- i. Assessing all policies and services in order to identify any discrimination, un-met needs and opportunities to improve the delivery of services to specific groups of service users. This "integrated assessment" process will cover all the protected characteristics and address other issues that may affect the opportunities of people who share a protected characteristic and those who do not to access services and participate in public life. It will also help identify opportunities to foster good relations between people who share a protected characteristic and those who do not.
- ii. Developing specific and measurable outcome-based **equality objectives**, including **equality actions** in service and business plans and monitoring progress using the performance management system.
- iii. Ensuring that, where appropriate, all voluntary sector organisations with which the council has contracts with or which are in receipt of [significant] funding from the council actively promote their project/service to all sections of the community and can demonstrate that they do so.

- iv. Developing and implementing a Procurement and Contract Management Strategy that ensures that contractors delivering services on behalf of the council are complying with their legal obligations and implementing the council's equality duties.¹ Accessibility will be taken into account in procurement and, where appropriate, selected contractors will be encouraged to develop more accessible products and services.
- v. Ensuring that service users or potential service users with protected characteristics.
- vi. Using a range of media to communicate with our service users.
- vii. Making our services accessible to all by improving physical access to buildings, where possible providing services near to where people live, using home visits, and developing electronic channels including the Internet and telephone. Auxiliary aids (for example hearing loops) will be provided wherever a need is identified or anticipated.
- viii. Carrying out periodic access audits of its service provision and, where work is being carried out or where future capital work is being planned, taking the opportunity to involve service users in designing improvements to all aspects of provision (for example, improving signage by reducing visual clutter, simplifying language and using graphics where appropriate).
- ix. Establishing appropriate policies, structures, procedures, monitoring systems, and reporting requirements to deal promptly and effectively with any complaints of discrimination, harassment, and victimisation or bullying by service users, members or employees.

B. Employment. Take positive steps to promote equality in employment by developing a flexible, professional and highly-skilled workforce and ensuring staff are culturally competent and able to provide quality services to all our service users. We will achieve these aims by:

- i. Ensuring that recruitment and selection methods are fair, systematic, unbiased and based solely on merit using only rational, objective and job-related criteria.

¹ These might include, for example, contractors and sub-contractors being required to comply with an equality checklist, producing an equal opportunity statement or policy, undertaking any necessary monitoring and evaluation to ensure they are complying with the council's requirements, and providing the council with proof of compliance.

- ii. Providing appropriate equality training and support for managers for recruitment, induction and training.
- iii. Providing appropriate equality training for all employees in respect of their conduct and behaviour to other employees and service users.
- iv. Ensuring that all employees have equal opportunity to access training and development activities, regardless of their job role, working hours or any special needs or circumstances.
- v. Applying national and local conditions of service fairly.
- vi. Undertaking Equal Pay Audits on a regular basis and acting to address any pay inequalities these discover.
- vii. Adopting and implementing appropriate policies and procedures in respect to harassment, bullying and unlawful discrimination that are consistent with Codes of Practice and guidance.
- viii. Taking appropriate action including disciplinary action, where appropriate, where harassment, bullying or unlawful discrimination is alleged to have occurred.
- ix. Supporting employees from minority or disadvantaged groups by raising awareness of local support groups and through the development of appropriate internal support mechanisms.
- x. Liaising with the recognised trade unions as part of our monitoring processes for achieving equal opportunity in employment.
- xi. Working with our partners to encourage job applications from excluded and disadvantaged groups.
- xii. Promotion of work life balance and allowing flexible working where possible.
- xiii. To monitor and assess impact of policies and services, to ensure that inequality is minimised or removed and that our policies and services reflect the needs of Winchester at all times.
- xiv. To have a confidential reporting system for those who may face unlawful discrimination, harassment or bullying whilst at work.

C. **Information & Engagement.** The council already consults with the local community, local voluntary groups, partner agencies and businesses as part

of the process of developing its policies and services. Examples of this are the extensive consultations we are undertaking on the Local Development Framework and Council Plan. We will always look to develop and improve our consultation processes and seek to inform and involve all sections of the community, but particularly disadvantaged and excluded groups, in the development of our policies and the services we provide. We will achieve these aims by:

- i. Working with our partners to obtain and share information in order to improve our collective knowledge and understanding of the composition of the local population and the needs of local groups in a particular area and interest groups.
- ii. Developing a variety of ways to inform and engage with local people in making decisions that affect them.
- iii. Publishing and regularly updating equality information and showing how this is informing council decision-making.

D. **Partnership Working.** The council works in partnership with a range of public, private and voluntary/not-for-profit organisations via:

- Shared service arrangements with other local authorities.
- In planning and development partnerships such as the Partnership for South Hampshire (PFSH).
- With a number of key contractors.

E. **Monitoring and Reporting.**

All performance relating to equality will be reported regularly to the Executive Leadership Board (ELB) and the Cabinet.

The council will report annually on how it is complying with the public sector equality duties and at appropriate intervals on achieving its equality objectives.

F. **Complaints.** We are committed to providing a high standard of service to all our service users, and we work to continuously improve our service. Continuous improvement can only be achieved when we seek and consider service user feedback.

Every effort is made to deal with complaints promptly and put matters right quickly.

The council has a recently updated comprehensive complaints procedure that covers complaints about unlawful discrimination in service delivery and in employment. The Monitoring Officer and the Service Lead – Human Resources (Interim) have been nominated to investigate and deal with complaints relating to unlawful discrimination amongst or by council employees. The Standards Hearing Sub Committee consider any complaints against Members of the council.

4. Who is Responsible for Equality?

- 4.1 Elected members have a strategic responsibility to ensure that equality is built into policies and procedures. They also have an important role of using their links within the community to develop relationships with community groups and individuals and to encourage dialogue with the council. As decision makers elected members have a key role to ensure that the PSED duty is met, such duty is unable to be delegated as is relevant when the decision is taken. We will identify a "Member Champion" to provide leadership on this issue.
- 4.2 All employees and others working on behalf of the council are responsible for working together to promote equality and fairness in the way that they treat service users and colleagues and through the services they provide to the public. We have identified a "Lead Officer", currently the Senior Policy and Programme Manager to lead and co-ordinate corporate working on this issue.

5. Integrating Equality

- 5.1 We integrate equality into everything we do starting from the highest level – the Council Plan and working through the organisation into service and business plans. We review our corporate priorities to ensure that our commitment to equality is adequately reflected. We have also developed a set of core values that clearly establish equality as a key priority of the council.
- 5.2 We will develop and implement a corporate integrated impact assessment process that ensures equality is "mainstreamed" into the service and business planning processes and integrated with the performance management system.
- 5.3 Making this policy work is ultimately dependent on developing an organisational culture where difference is respected and valued and everyone is treated fairly and equally and everyone feels that they are being treated fairly and equally. Achieving this requires commitment and involvement from members, management and all employees. Appropriate information, training

and support is provided to ensure that members and employees have the awareness, knowledge and skills to fulfil their responsibilities in this field.

6. Working with Partners

6.1 We will work with our partners to promote equality by:

- Sharing existing information and good practice.
- Gathering new information.
- Developing joint consultation and involvement methods and structures where appropriate.
- Developing a set of equality objectives for the district.
- Developing joint working and co-delivery of services where practicable.
- Pooling budgets and resources where practicable.

6.2 We work in partnership with organisations from across the voluntary sector. to involve and engage with them on equality issues by supporting:

- Existing local groups such as the Winchester Youth Collective.
- The development of new groups such as Winchester Area Access for All.

6.3 We continue to be represented at and contribute to the work of the Hampshire & Isle of Wight Equality Network and, where appropriate, other Regional and national equality networks.

7. The Action Plan

7.1 The attached Action Plan is a living document that identifies the desired outcomes, the **corporate-level** actions that will be undertaken to achieve them, **who** is responsible and **when** the action should be completed. More detailed actions relating to council policies and services can be found in Business and Service Plans.

7.2 The Action Plan will be reviewed and updated annually by the senior leadership team.

8. Monitoring and Evaluation

- 8.1 The council will continually seek to develop its approach to equality, diversity and inclusion by identifying good practice in employment and service delivery. The council will review this Policy on a regular basis, usually at least every four years, to ensure that it reflects the latest legislation, best practice and other council policies.

Winchester City Council

Equality Impact Assessment Template (EIA)

Section 1 - Data Checklist

When undertaking an EIA for your policy or project, it is important that you take into consideration everything which is associated with the policy or project that is being assessed.

The checklist below is to help you sense check your policy or project before you move to Section 2.

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?		
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?		
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?		
4	Do you have any concerns regarding the implementation of this policy or project?		

		Yes/No	Please provide details
	<i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i>		
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?		
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?		
7	Are there any other issues that you think will be relevant?		

Section 2 - Your EIA form

Directorate:	Your Service Area:	Team:	Officer responsible for this assessment:	Date of assessment:
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	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	
2	Is this a new or existing policy?	
3	Briefly describe the aim and purpose of this work.	
4	What are the associated objectives of this work?	
5	Who is intended to benefit from this work and in what way?	
6	What are the outcomes sought from this work?	
7	What factors/forces could contribute or detract from the outcomes?	
8	Who are the key individuals and organisations responsible for the implementation of this work?	
9	Who implements the policy or project and who or what is responsible for it?	

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	Please select your answer in bold . Please provide detail here.
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10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	Y	N	
10b	What existing evidence (either presumed or otherwise) do you have for this?			
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	N	
11b	What existing evidence (either presumed or otherwise) do you have for this?	Community impact assessment completed along with review of existing hirers		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> • <i>Physical access</i> • <i>Format of information</i> • <i>Time of interview or consultation event</i> • <i>Personal assistance</i> • <i>Interpreter</i> • <i>Induction loop system</i> • <i>Independent living equipment</i> • <i>Content of interview)</i> 	Y	N	
12b	What existing evidence (either presumed or otherwise) do you have for this?			
13a	Could the policy or project have the potential to affect			

	individuals or communities on the basis of sexual orientation differently in a negative way?	Y	N	
13b	What existing evidence (either presumed or otherwise) do you have for this?			
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	
14b	What existing evidence (either presumed or otherwise) do you have for this?			
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	N	
15b	What existing evidence (either presumed or otherwise) do you have for this?			
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	N	
16b	What existing evidence (either presumed or otherwise) do you have for this?			
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?	Y	N	
17b	What existing evidence (either presumed or otherwise) do you have for this?			
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N	

18b	What existing evidence (either presumed or otherwise) do you have for this?	Community impact assessment completed along with review of existing hirers		
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19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Race:
				Sex:
				Disability:
				Sexual orientation:
				Age:
				Gender reassignment:
				Pregnancy and maternity:
				Marriage and civil partnership:
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	.		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	

Signed by completing officer	


Signed by Service Lead or Corporate Head of Service	
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EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN

INTRODUCTION

This Action Plan is a key document for recording how service areas and corporate related activity will work to deliver the Council's Priority Equality Objectives and Equality Policy. This plan will also be used to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered. All services across the Council contribute to the overall delivery of the Equality Policy and Priority Equality Objectives in a variety of ways. Promoting and embedding equality and diversity both internally within the organisation, and externally across the district, requires continuous activity in order to create cultural change with a view to attaining a vision of fairness, respect and equal access to service delivery for all. This Equality Action Plan therefore includes a number of key milestones, to be met as appropriate, as part of the Council's commitment to providing better outcomes for all people.

The Equality Framework for Local Government (EFLG) is run by the Local Government Association and is the only nationally recognised equality assessment for councils. The Framework sets out four modules for improvement underpinned by a range of criteria and practical guidance that can help a Council plan, implement and deliver real equality outcomes for employees and the community. The four modules are:

-  **Understanding and working with your communities:** Our residents' views are important to us and the main challenge in the years ahead will be to ensure people feel they can influence the decisions made by increasing participation in public life. Engaging directly with our residents will provide an excellent opportunity to foster good relations and promote understanding, ensuring everyone can make a meaningful contribution to the community and shape the services that matter to them.

-  **Leadership and Organisational Commitment:** It is vital that we have a robust structure with clearly identified roles and responsibilities to ensure that both members and officers can perform their equalities roles well and champion equality issues within their wards/service areas and empower others within the local community. Our goal is to challenge discrimination, promote equality of opportunity and understanding and foster good relations within our community. This will involve working closely with our public and private sector colleagues and those in the voluntary and community sectors who work to promote the rights and needs of those they represent.

Responsive Services and Customer Care: We need to offer services that are relevant and inclusive so that our limited resources are targeted where residents need them most. To achieve this we will talk to our service users – our customers - we will ask your views and listen and respond to what you tell us. We will also continue to assess our current services and new proposals to ensure that they are fit for purpose and do not exclude anyone on grounds of a protected characteristic (as defined within the Equality Act 2010).

Diverse and Engaged Workforce: We have a moral and legal responsibility to ensure our employment practices are fair and that we make every effort to recruit a workforce that is representative of the community that we serve. We recognise that this can only be achieved by engaging with staff and understanding their needs to help us ensure everyone has equal and fair access to a rewarding and enjoyable career with us.

This plan comprises of actions that are based on these objectives to be met as appropriate, as part of the council’s commitment to providing better outcomes for all people.

IMPLEMENTATION OF PLAN

To deliver this action plan effectively, it is important for all staff to understand clearly their role in the delivery of equality and diversity related activity and feel confident in embedding equality considerations in all they do.

EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN 2021

EQUALITY PRIORITY ONE – UNDERSTANDING AND WORKING WITH YOUR COMMUNITIES				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
1.1	Identify ways to share data to develop a sophisticated understanding of the difference between the equality profile of the district and who accesses our services. Make data available to officers where relevant to inform their service provision and impact assessments on an annual basis.	We develop a rich and detailed understanding of our communities. Up to date ward-level data is available on our website.	Corporate Head of Economy & Community	To be confirmed
1.2	Collect and analyse soft data and intelligence about our	Develop current qualitative data to	Senior Policy & Programme	30/06/22

	communities, including intelligence from front-line workers to complement our data and support our approach to equalities on an annual basis.	use as our equalities evidence base across the council. Information and data shared on our website is up to date.	Manager	
1.3	Develop a comprehensive understanding of what data we share and with whom.	Completed analysis of what data we share and with whom.	Senior Policy & Programme Manager	Ongoing
1.4	Release open data in meaningful ways and engage with local groups and partners to make better use of it, including to inform our equality objectives	Up to date data available on our website. Automated where possible - data sets online in the form of a dashboard that all staff can access.	Senior Policy & Programme Manager	30/06/22
Page 1 of 2	Commit that data is up to date and published on our website including: Equality Impact Assessments Annual Gender pay report	Data is published annually for residents to access.	Senior Policy & Programme Manager	31/03/22
	Commission a survey to build on our current understanding of our strategic partners using this information to understand resilience and create opportunities to improve relationships as well as identify those we engage with and those we do not.	Completed survey that gives insight and understanding of the needs of the third sector in our community.	Corporate Head of Economy & Community	To be confirmed
1.7	Review the effectiveness of community grants to identify if this meets the needs of our community including those with protected characteristics.	Refreshed approach to the way we deliver grants.	Corporate Head of Economy & Community	To be confirmed
EQUALITY PRIORITY TWO – LEADERSHIP AND ORGANISATIONAL COMMITMENT				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
2.1	Review our processes to make sure that members and officers have the information required to rigorously challenge and considered the equalities implications of all major service	Number of awareness sessions delivered. New councillors completing members'	Governance Manager / Senior Policy & Programme Manager	01/04/22 Ongoing

	and policy proposals. Include Equality Awareness raising information in members' induction and signpost to additional resources and training.	equality training. Equality impact analysis information attached to all cabinet/committee reports.		
2.2	Senior Leadership Team are committed to equalities in the workplace and across the council and have a clear understanding of their role as leaders to: <ul style="list-style-type: none"> • Create awareness and promote ownership across the council of the [Equality Strategy and] our Equality Policy. • Be visible in the ways they are promoting equality. • Understand inequality in their areas and have a clear approach to what they will do to address this. • Encourage a culture where staff understand their role in relation to equalities and behave in a way that illustrates this understanding. 	We have a coherent vision of equality which is shared and owned by the council, partners and the community.	Senior Leadership Team	Q3 2021 then ongoing
2.3	Increased visibility of our leadership through messages of celebration and communications about key national days and weeks to our community and staff.	Annual calendar of messages in place.	Corporate Head of Strategic Support (Communications)	Ongoing
2.4	Develop new ways of communicating so that our marketing and messages are accessible to the widest audience.	Number of people our messages are reaching across platforms.	Corporate Head of Strategic Support (Communications)	Ongoing
2.5	Undertake a cross-service review to ensure we are maximising the opportunities and benefits through the procurement process and in relevant agreements such as with suppliers.	Equality considerations are evident in the procurement process including in specification and our agreements with suppliers.	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing
2.6	We will ensure equality objectives are delivered through the procurement process by: <ul style="list-style-type: none"> • Continuing to work closely with the Federation of Small Businesses (FSB) to identify any barriers to entry (whether real or perceived) for smaller and local businesses to tendering. • Delivering guidance and training for sustainable 	Staff guidance and training. Contract monitoring shows that suppliers provide evidence that they are fulfilling their obligations.	Corporate Head of Finance/ Service Lead – Corporate Support	Ongoing

	<p>Procurement and the Social Value Act.</p> <ul style="list-style-type: none"> Encourage soft-market testing and supplier engagement events to be carried out for forthcoming opportunities and promote these events to smaller and local businesses. 			
EQUALITY PRIORITY THREE – RESPONSIVE SERVICES AND CUSTOMER CARE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
3.1	<p>Provide tools for frontline staff to raise awareness and any considerations they need to make when interacting with people with protected characteristics</p> <p>Aligns with our health and wellbeing strategy</p>	<p>Increased frontline staff confidence and knowledge.</p> <p>Coaching provided by management to ensure all staff can interact with ease.</p>	Senior Leadership Team	Ongoing
Page 104	<p>Ensure that those who most need housing support are given it by:</p> <ul style="list-style-type: none"> Conducting a review of services. Identify funding opportunities for increasing the supply of supported housing for vulnerable groups. Ensuring the needs of vulnerable groups, including those with learning disabilities, mental health issues, autism, older people and care leavers are considered in developing new housing supply. Producing a statement of housing opportunities for younger people. 	<p>Characteristics of those in housing need identified and monitored.</p>	Corporate Head of Housing	Ongoing
3.3	<p>We will ensure that equality impact assessments are embedded in our decision-making and that they are meaningful and have used real data to inform us by:</p> <ul style="list-style-type: none"> Reviewing templates and guidance to make sure they are fit for purpose. Establishing a quality assurance process for Equality Impact Assessments. Deliver workshops on how to complete an Equality 	<p>Equality Impact Assessments routinely carried out and to a consistently high standard.</p> <p>Evidence that our Equality Impact Assessments. Inform service delivery and review.</p>	All Services	On Going

	<p>Impact Assessments.</p> <ul style="list-style-type: none"> Ensuring that Equality Impact Assessments are published, available for scrutiny on the council's website. 	All Equality Impact Assessments are available online.		
3.4	Produce an annual report on the impact of budget proposals across the protected characteristics.	Annual report published online.	Corporate Head of Finance	29/02/22
3.5	<p>We will make sure we put accessibility at the heart of all we do by:</p> <ul style="list-style-type: none"> Including accessibility standards in our Customer Charter; and providing accessibility awareness training for relevant council staff. 	<p>All staff in customer awareness have had accessibility training.</p> <p>An agreed number of staff have attended training.</p>	Service Lead – Corporate Support and Service Lead – Human Resources and Corporate Head of Housing	01/04/22
EQUALITY PRIORITY FOUR – DIVERSE AND ENGAGED WORKFORCE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
Page 21 of 105	Implementation of the Health and Wellbeing Strategy.	Delivery of the actions in the plan.	Service Lead - Human Resources	31/10/22
	Review our offer for staff mentoring and take-up from underrepresented groups.	Increased uptake of mentoring programme, particularly for staff from underrepresented groups.	Service Lead - Human Resources	31/10/22
	4.3 Refresh HR strategy with a renewed focus on equality.	Delivery and implementation of new HR strategy.	Service Lead - Human Resources	31/10/22
	4.4 Review our E&D based learning and development opportunities.	Refreshed offer that meets the needs of our staff.	Service Lead - Human Resources	31/10/22
	4.5 Use the workforce diversity and gender pay gap data to work towards improving how representative our workforce is.	Workforce equalities data - % of protected characteristics groups reaching interview stage / employed.	Service Lead - Human Resources	31/10/22
	4.6 Review the current performance indicators for equalities and inclusion in employment for the organisation.	Performance indicators align with HR equalities and inclusion in employment action plan	Service Lead - Human Resources	31/10/22
		Aligns with HR Equalities and Inclusion in Employment action plan.		
4.7	Take steps to encourage declaration of staff equality	Increase in number of people who	Service Lead - Human	31/10/22

	monitoring data, particularly around disability through undertaking a promotional campaign to encourage staff to disclose their personal data.	declare equality information. Increase in number of people who declare a disability.	Resources	
4.8	Undertake a review to understand how we perform in the attraction and retention of graduates and apprentices from communities with protected characteristics.	Better understanding of why people leave and what they move onto.	Service Lead - Human Resources	31/10/22
EQUALITY PRIORITY ONE – UNDERSTANDING AND WORKING WITH YOUR COMMUNITIES				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
Page 106	1.1	Identify ways to share data to develop a sophisticated understanding of the difference between the equality profile of the district and who accesses our services. Make data available to officers where relevant to inform their service provision and impact assessments on an annual basis.	We develop a rich and detailed understanding of our communities. Up to date ward-level data is available on our website.	Corporate Head of Economy & Community To be confirmed
	1.2	Collect and analyse soft data and intelligence about our communities, including intelligence from front-line workers to complement our data and support our approach to equalities on an annual basis.	Develop current qualitative data to use as our equalities evidence base across the council. Information and data shared on our website is up to date.	Senior Policy & Programme Manager 30/06/22
	1.3	Develop a comprehensive understanding of what data we share and with whom.	Completed analysis of what data we share and with whom.	Senior Policy & Programme Manager Ongoing
	1.4	Release open data in meaningful ways and engage with local groups and partners to make better use of it, including to inform our equality objectives	Up to date data available on our website. Automated where possible - data sets online in the form of a dashboard that all staff can access.	Senior Policy & Programme Manager 30/06/22
	1.5	Commit that data is up to date and published on our website including: Equality Impact Assessments	Data is published annually for residents to access.	Senior Policy & Programme Manager 31/03/22

	Annual Gender pay report			
1.6	Commission a survey to build on our current understanding of our strategic partners using this information to understand resilience and create opportunities to improve relationships as well as identify those we engage with and those we do not.	Completed survey that gives is insight and understanding of the needs of the third sector in our community.	Corporate Head of Economy & Community	To be confirmed
1.7	Review the effectiveness of community grants to identify if this meets the needs of our community including those with protected characteristics.	Refreshed approach to the way we deliver grants.	Corporate Head of Economy & Community	To be confirmed
EQUALITY PRIORITY TWO – LEADERSHIP AND ORGANISATIONAL COMMITMENT				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
2.1 Page 107	Review our processes to make sure that members and officers have the information required to rigorously challenge and considered the equalities implications of all major service and policy proposals. Include Equality Awareness raising information in members' induction and signpost to additional resources and training.	Number of awareness sessions delivered. New councillors completing members' equality training. Equality impact analysis information attached to all cabinet/committee reports.	Governance Manager / Senior Policy & Programme Manager	01/04/22 Ongoing
	2.2	Senior Leadership Team are committed to equalities in the workplace and across the council and have a clear understanding of their role as leaders to: <ul style="list-style-type: none"> • Create awareness and promote ownership across the council of the [Equality Strategy and] our Equality Policy. • Be visible in the ways they are promoting equality. • Understand inequality in their areas and have a clear approach to what they will do to address this. • Encourage a culture where staff understand their role in relation to equalities and behave in a way that 		We have a coherent vision of equality which is shared and owned by the council, partners and the community.

	illustrates this understanding.			
2.3	Increased visibility of our leadership through messages of celebration and communications about key national days and weeks to our community and staff.	Annual calendar of messages in place.	Corporate Head of Strategic Support (Communications)	Ongoing
2.4	Develop new ways of communicating so that our marketing and messages are accessible to the widest audience.	Number of people our messages are reaching across platforms.	Corporate Head of Strategic Support (Communications)	Ongoing
2.5	Undertake a cross-service review to ensure we are maximising the opportunities and benefits from procurement.	Equality considerations are evident in the procurement process including in specification and our agreements with suppliers.	Corporate Head of Finance/Service Lead – Corporate Support	Ongoing
2.6	<p>We will ensure equality objectives are delivered through the procurement process by:</p> <ul style="list-style-type: none"> Continuing to work closely with the Federation of Small Businesses (FSB) to identify any barriers to entry (whether real or perceived) for smaller and local businesses to tendering. Delivering guidance and training for sustainable Procurement and the Social Value Act. Encourage soft-market testing and supplier engagement events to be carried out for forthcoming opportunities and promote these events to smaller and local businesses. 	<p>Staff guidance and training.</p> <p>Contract monitoring shows that suppliers provide evidence that they are fulfilling their obligations.</p>	Corporate Head of Finance/Service Lead – Corporate Support	Ongoing

Page 108

EQUALITY PRIORITY THREE – RESPONSIVE SERVICES AND CUSTOMER CARE

NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE
3.1	<p>Provide tools for frontline staff to raise awareness and any considerations they need to make when interacting with people with protected characteristics</p> <p>Aligns with our health and wellbeing strategy</p>	<p>Increased frontline staff confidence and knowledge.</p> <p>Coaching provided by management to ensure all staff can interact with ease.</p>	SLT	Ongoing
3.2	<p>Ensure that those who most need housing support are given it by:</p> <ul style="list-style-type: none"> Conducting a review of services. 	Characteristics of those in housing need identified and monitored.	Corporate Head of Housing	Ongoing

	<ul style="list-style-type: none"> Identify funding opportunities for increasing the supply of supported housing for vulnerable groups. Ensuring the needs of vulnerable groups, including those with learning disabilities, mental health issues, autism, older people and care leavers are considered in developing new housing supply. Producing a statement of housing opportunities for younger people. 			
3.3	<p>We will ensure that equality impact assessments are embedded in our decision-making and that they are meaningful and have used real data to inform us by:</p> <ul style="list-style-type: none"> Reviewing templates and guidance to make sure they are fit for purpose. Establishing a quality assurance process for Equality Impact Assessments. Deliver workshops on how to complete an Equality Impact Assessments. Ensuring that Equality Impact Assessments are published, available for scrutiny on the council's website. 	<p>Equality Impact Assessments routinely carried out and to a consistently high standard.</p> <p>Evidence that our Equality Impact Assessments. Inform service delivery and review.</p> <p>All Equality Impact Assessments are available online.</p>	All Services	On Going
3.4	Produce an annual report on the impact of budget proposals across the protected characteristics.	Annual report published online.	Corporate Head of Finance	29/02/22
3.5	<p>We will make sure we put accessibility at the heart of all we do by:</p> <ul style="list-style-type: none"> Including accessibility standards in our Customer Charter; and providing accessibility awareness training for relevant council staff. 	<p>All staff in customer awareness have had accessibility training.</p> <p>An agreed number of staff have attended training.</p>	Service Lead – Corporate Support and Service Lead – Human Resources	To be confirmed
EQUALITY PRIORITY FOUR – DIVERSE AND ENGAGED WORKFORCE				
NO.	ACTION	OUTCOME	LEAD OFFICER	TARGET DATE

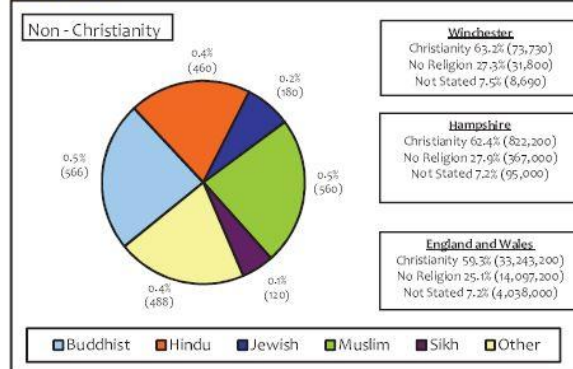
4.1	Implementation of the Health and Wellbeing Strategy.	Delivery of the actions in the plan.	Service Lead - Human Resources	31/10/22
4.2	Review our offer for staff mentoring and take-up from underrepresented groups.	Increased uptake of mentoring programme, particularly for staff from underrepresented groups.	Service Lead - Human Resources	31/10/22
4.3	Refresh HR strategy with a renewed focus on equality.	Delivery and implementation of new HR strategy.	Service Lead - Human Resources	31/10/22
4.4	Review our E&D based learning and development opportunities.	Refreshed offer that meets the needs of our staff.	Service Lead - Human Resources	31/10/22
4.5	Use the workforce diversity and gender pay gap data to work towards improving how representative our workforce is.	Workforce equalities data - % of protected characteristics groups reaching interview stage / employed.	Service Lead - Human Resources	31/10/22
4.6	Review the current performance indicators for equalities and inclusion in employment for the organisation. Aligns with HR Equalities and Inclusion in Employment action plan.	Performance indicators align with HR equalities and inclusion in employment action plan	Service Lead - Human Resources	31/10/22
4.7	Take steps to encourage declaration of staff equality monitoring data, particularly around disability through undertaking a promotional campaign to encourage staff to disclose their personal data.	Increase in number of people who declare equality information. Increase in number of people who declare a disability.	Service Lead - Human Resources	31/10/22
4.8	Undertake a review to understand how we perform in the attraction and retention of graduates and apprentices from communities with protected characteristics.	Better understanding of why people leave and what they move onto.	Service Lead - Human Resources	31/10/22

Hampshire County Council - Winchester district demographics

2011 Census
Equality and Diversity Profile
Winchester

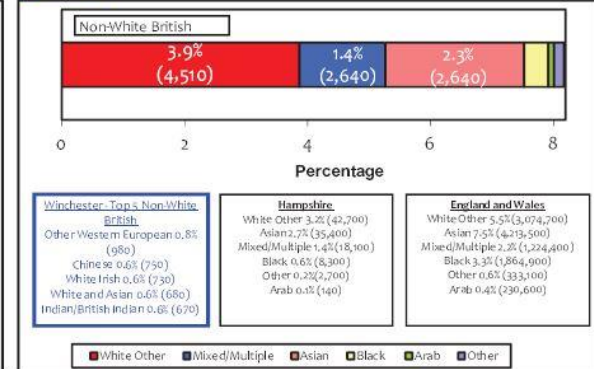


Religion



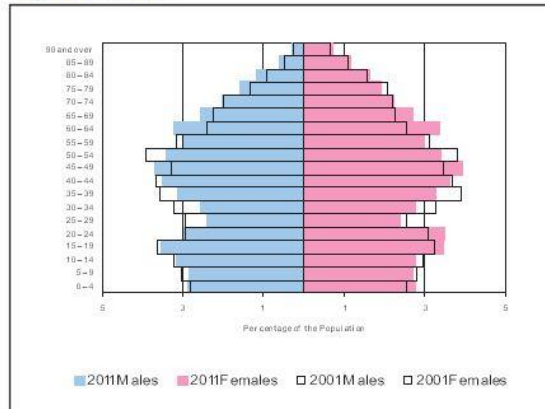
Christianity remains the largest religion in Winchester at 63.2%. Buddhist is the next biggest religion at 0.5% followed closely by Muslim (0.5%) and Other (0.4%). A large percentage said that they had no religion (27.3%), whilst 7.5% did not state any religion at all.

Ethnicity

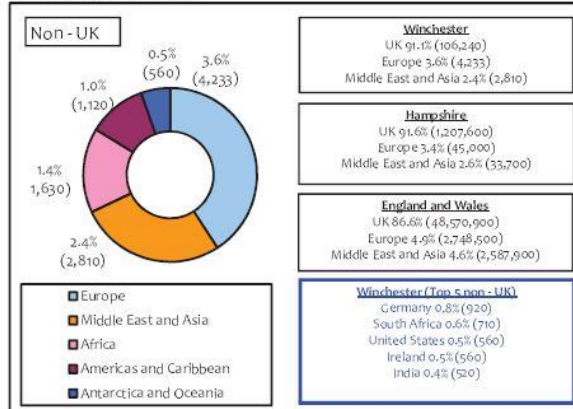


91.8% of Winchester's resident population are 'White - British'.¹ Those in other ethnic groups account for 8.2%. The ethnic group 'White Other' accounts for 3.9% including White Irish individuals, amongst others. The Asian ethnic group accounts for 2.3% encompassing Indian ethnicity, with others.

Age Structure

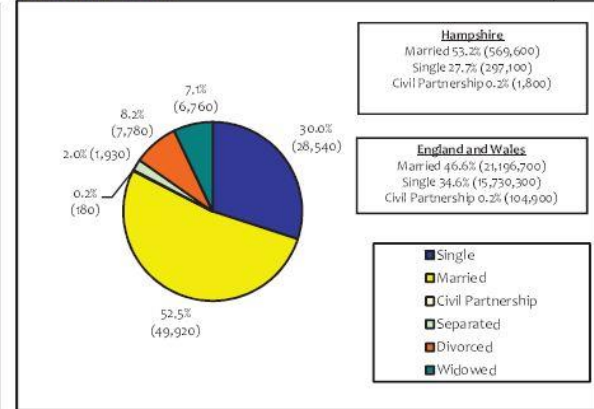


Country of Birth



91.1% of Winchester's population were born in the UK. At 3.6% Europe is the next largest, including Germany and Ireland. The Middle East and Asia follows at 2.4% with India most prominent at 0.4%. Africa accounts for 1.4%, with South Africa at 0.6%.

Marital Status



52.5% of the population are married whilst 30.0% are single. Following the Civil Partnership Act of 2004, civil partnerships are now included. For Winchester they are 0.2%, the same as Hampshire and England and Wales. The proportion of widowed individuals stands at 7.1%.⁴

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CAB3336
CABINET

REPORT TITLE: DECISION TO WITHDRAW DECISION MADE ON 23 NOVEMBER 2021 IN REPORT CAB3324

25 JANUARY 2022

REPORT OF CABINET MEMBER: Councillor Kelsie Learney Cabinet Member for Housing and Asset Management

Contact Officer: Dawn Adey Tel No: 07879 110 109 Email dadey@winchester.gov.uk

WARD(S): ST BARTHOLOMEW

PURPOSE

On 23 November 2021 Cabinet approved entering into an agreement for lease with the University of Southampton, under which Winchester City Council was to dispose of the River Park Leisure Centre site on Gordon Road ("the Site") on a 150 year lease ("the Decision").

Before deciding to dispose of the Site, the Council was obliged to publicise its intention to dispose of any parts of the Site which are open space and to consider any objections, pursuant to s.123(2A), Local Government Act 1972.

This report therefore recommends that the Decision is withdrawn and that the appropriate publicity that has been placed in both the Hampshire Chronicle and the Mid Hampshire Observer is approved.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Withdraw the Decision made on 23 November 2021 pursuant to report CAB3324.

2. Approve the relevant advertisements pursuant to s.123(2A) Local Government Act 1972 placed in the Mid Hampshire Observer from 5 January 2022 for two consecutive weeks and the Hampshire Chronicle from 6 January 2022 for two consecutive weeks.
3. Note that the deadline for objections to be received by the Council is 4pm on Friday 4 February 2022 and that any objections will be considered by Cabinet alongside the proposed disposal at a future date to be confirmed.

1 SUPPORTING INFORMATION:

- 1.1 On 23 November 2021, Winchester City Council Cabinet decided, pursuant to report CAB3324: to agree, as landowner of the River Park Leisure Centre site, Gordon Road, Winchester, ("the Site") to enter into an agreement for lease to enable the University of Southampton to progress options for the extension of the neighbouring Winchester School of Art campus on the River Park Leisure Centre site ("the Decision").
- 1.2 The Council has received a pre-action protocol letter in respect of the Decision. The pre-action protocol letter states: "(i) The Council decided to dispose of the land without giving notice of their intention to do so as required by the Local Government Act 1972, section 123(2A)."
- 1.3 The pre-action protocol letter sets out that this step should have been taken before the Decision was made. The intended disposal of that part of the Site which is or may be open space (as defined by section 336(1) of the Town and Country Planning Act 1990), has therefore now been advertised in accordance with section 123(2A) of the 1972 Act.

2 OTHER OPTIONS CONSIDERED AND REJECTED

- 2.1 Option 1: Do nothing in response to the pre-action protocol letter.
- 2.2 The Council receives many threats of and actual pre-action protocol letters as this is a standard legal tool, the aim of which is to settle a dispute without recourse to legal proceedings. On this occasion, the matters raised by the pre-action protocol letter have merit with respect to part of the Site, the Council can readily resolve the dispute and has taken steps to do so. The do nothing option was therefore rejected.

BACKGROUND DOCUMENTS:-

Previous Reports:- CAB3324

APPENDICES:

Appendix A – Advert

Appendix B – Site Plan

WINCHESTER CITY COUNCIL
SECTION 123(2A) LOCAL GOVERNMENT ACT 1972
NOTICE OF PROPOSED DISPOSAL OF OPEN SPACE LAND
Land known as the Skate Park and Riverside Indoor Bowling Club
at Gordon Road, Winchester and shown in the plan edged red

NOTICE IS HEREBY GIVEN under Section 123(2A) of the above-mentioned Act that Winchester City Council is proposing to enter into an agreement to grant a lease for a term of 150 years of the area of land described below, which is or may be open space, to the University of Southampton. The lease will contain terms requiring the University to continue the current use of the land unless an equivalent alternative facility is provided.

The area of land referred to above is shown for the purpose of identification edged red on a plan which is available online at: <https://www.winchester.gov.uk/public-notices-library>.

Any person who objects to the proposed leasehold disposal of the above-mentioned parcel of land should email or write to the Service Lead Legal, at Winchester City Council, City Offices, Colebrook Street, Winchester, Hampshire or CKnight@winchester.gov.uk by 4pm on Friday 4th February 2022.

*Catherine Knight, Service Lead Legal, Winchester City Council, City Offices,
Colebrook Street, Winchester, Hampshire, SO23 9LJ*

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CAB 3336 Appendix B – Open Space Site Plan



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

Forward Plan of Key Decisions

February 2022

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

This is the Forward Plan prepared for the period **1 - 28 February 2022** and will normally be replaced at the end of each calendar month.

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

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

The Plan has been set out in the following sections:

Section A – Cabinet

Section B - Individual Cabinet Members

Section C - Officer Decisions

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



CUSTOMER
SERVICE
EXCELLENCE

The Government Standard



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

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

Cllr Lucille Thompson

Leader of the Council

23 December 2021

Cabinet Members:	Title
• Cllr Lucille Thompson	Leader & Cabinet Member for Partnerships
• Cllr Neil Cutler	Deputy Leader & Cabinet Member for Finance & Service Quality
• Cllr Angela Clear	Communities & Wellbeing
• Cllr Russell Gordon-Smith	Built Environment
• Cllr Kelsie Learney	Housing & Asset Management
• Cllr Hannah Williams	Climate Emergency
• Cllr Martin Tod	Economic Recovery

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

Decisions made by Cabinet

Page 12 of 12	1	General Fund Budget 2022/23	Deputy Leader and Cabinet Member for Finance and Service Quality	Expenditure > £250,000	All Wards	Richard Botham	Cabinet report	Cabinet	Feb-22	17-Feb-22	Open
		Housing Revenue Account (HRA) Budget 2022/23	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	All Wards	Richard Botham	Cabinet report	Cabinet	Feb-22	17-Feb-22	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number	
Page 122	3	Capital Investment Strategy	Deputy Leader and Cabinet Member for Finance and Service Quality	Expenditure > £250,000	All Wards	Richard Botham	Cabinet report	Cabinet	Feb-22	17-Feb-22	Open
		Treasury Management Strategy	Deputy Leader and Cabinet Member for Finance and Service Quality	Expenditure > £250,000	All Wards	Richard Botham	Cabinet report	Cabinet	Feb-22	17-Feb-22	Open
	5	Land transaction	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet report	Cabinet	Feb-22	17-Feb-22	Part exempt 3

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

Decisions made by individual Cabinet Members

Page 123	6	Micheldever Village Design Statement - Authorisation to Consultation Process	Cabinet Member for Built Environment	No.	Wonston & Micheldever	Jill Lee	Cabinet member decision report	Cabinet Member for Built Environment Decision Day	Feb-22	7-Feb-22	Open
		Refurbishment of 16 Tower St Winchester: Final Business Case	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	St Bartholomew	Andrew Palmer	Cabinet member decision report	Cabinet Member for Housing & Asset Management Decision Day	Feb-22	7-Feb-22	Part exempt
	8	Colden Common village design statement (VDS)	Cabinet Member for Built Environment	No	Colden Common & Twyford	Joan Ashton	Cabinet member decision report	Cabinet Member for Built Environment Decision Day	Feb-22	7-Feb-22	Open

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

Decisions made by Officers

9	Treasury Management - decisions in accordance with the Council's approved strategy and policy	Deputy Leader and Cabinet Member for Finance and Service Quality	Expenditure > £250,000	All Wards	Designated HCC Finance staff, daily	Designated working papers	Designated HCC Finance staff, daily	Feb-22	Feb-22	Open
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