



Meeting	Business and Housing Policy Committee
Date and Time	Tuesday, 21st June, 2022 at 6.30 pm.
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 council's website (<http://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 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 (5pm Wednesday, 15 June 2022). Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

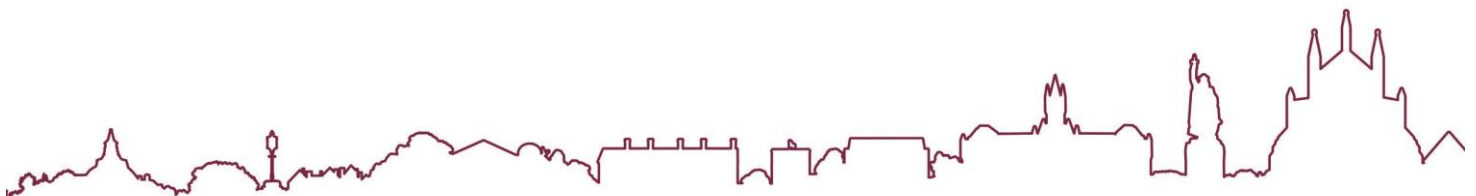
AGENDA

- 1. Apologies and Deputy Members**
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Declarations of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.

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

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

- 3. Appointment of Vice Chairperson for the 2022/23 Municipal Year**



4. **Chairperson's Announcements**
5. **Minutes of the previous meeting held on 1 March 2022** (Pages 5 - 10)
That the minutes of the meeting be signed as a correct record.
6. **Public Participation**
To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please contact Democratic Services by 5pm on Wednesday, 15 June 2022 via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.
7. **Housing Services - Compensation Policy (BHP029)** (Pages 11 - 38)
8. **Empty Homes Strategy 2022 - 2027 (BHP030)** (Pages 39 - 76)
9. **Green Economic Development Strategy - Draft Action Plan (BHP033)**
(Pages 77 - 124)
10. **Winchester District High Streets Priority Plan - Up-Date and Progress Report (BHP034)** (Pages 125 - 148)
11. **Work Programme for 2022/23 (BHP032)** (Pages 149 - 154)
12. **To note the dates and times of future meetings of this committee**
21 Jun 2022 6.30 pm
29 Sep 2022 6.30 pm
29 Nov 2022 6.30 pm
28 Feb 2023 6.30 pm

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.



13 June 2022

Agenda Contact: Matthew Watson, Senior Democratic Services Officer
Tel: 01962 848 317 Email: mwatson@winchester.gov.uk

**With the exception of exempt items, agendas, reports and previous minutes are available on the Council's Website <https://www.winchester.gov.uk/councillors-committees>*

MEMBERSHIP

Chairperson: Bronk (Liberal Democrat) **Vice-Chairperson:**

Conservatives

Isaacs
Miller
Scott

Liberal Democrats

Cramoysan
Fern
Radcliffe
Small

Deputy Members

Brook and Horrill

Batho and Edwards

Quorum = 4 members

PUBLIC PARTICIPATION

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Wednesday, 15 June 2022) for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

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.

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Public Document Pack Agenda Item 5

BUSINESS AND HOUSING POLICY COMMITTEE

Tuesday, 1 March 2022

Attendance:

Councillors
Weir (Chairperson)

Bronk
Craske

Scott
Horrill

Apologies for Absence:

Councillors Fern, Isaacs and Radcliffe

Other members in attendance:

Councillors Learney, Clear, Cutler and Tod

[Audio and video recording of this meeting](#)

1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies were noted as above.

2. **DISCLOSURE OF INTERESTS**

None

3. **CHAIRPERSON'S ANNOUNCEMENTS**

None.

4. **MINUTES OF THE PREVIOUS MEETING HELD ON 30 NOVEMBER 2021**

RESOLVED:

That the minutes of the previous meeting held on the 30 November 2021 be approved and adopted.

5. **PUBLIC PARTICIPATION**

Mr Light and Mr Chafe on behalf of Tenants and Council Together (TACT) attended the meeting and made contributions regarding several agenda items. They advised that TACT welcomed the additional staff being employed in the Neighbourhood Services team and were keen to understand further details on this. Reference was made to a recent tenant satisfaction survey and when outcomes were to be shared with TACT. Regarding the Homelessness funding

report (BHP029), TACT welcomed the spending plan and hoped that funding would remain in place to enable these services to continue.

Officers advised that they had scheduled a meeting with TACT in March 2022 and that it was intended to expand further on these points at that time.

6. **NEIGHBOURHOOD SERVICES - ENGAGEMENT PROGRAMME**

Councillor Learney (Cabinet Member for Housing and Asset Management) and the Corporate Head of Housing introduced the report, ref: BHP28 which set out proposals for the “Neighbourhood Services Engagement Programme” and was available on the council's [website here](#).

The committee was recommended to comment upon the proposed role and remit of two additional officers within the Neighbourhood Services team and was asked to highlight collaborative opportunities for community engagement across council teams to avoid duplication of services. The committee proceeded to ask questions and debate the report, in summary, questions on the following matters were raised.

- expanding on the management of estates, for example, the responsibility for reporting and/or clearing graffiti.
- the better integration of students in neighbourhoods.
- further information regarding the meaning of “community opportunities”.
- the working patterns of the neighbourhood services team and the ability to operate outside of the “normal” working day.
- plans for the remainder of the budget.
- whether a pattern of visits could be established to enable residents to plan their attendance.
- methods of reporting back issues to other council departments
- the city centre patrols and their position within the organisation
- the scheduling of community engagement officers with wards/areas and ward councillors.
- the monitoring of logged reported defects to ensure resolution
- ensuring community engagement officers remain focussed on the role.
- focussing on digital inclusion whilst many residents prefer the more “traditional” methods of engagement
- Ensuring resilience and backup plans within key staffing roles.

These points were responded to by Councillor Learney, the Neighbourhood Services and Community Safety Manager and the Corporate Head of Housing accordingly and were noted by the cabinet members present at the meeting.

RESOLVED:

1. That the proposals within the report were welcomed,
2. That digital inclusion be considered as key activity of work
3. That officers consider the findings of the Winchester Vision report regarding the use of community centres
4. That officers consider all the committee's comments raised during the discussion of the item.

7. **WINCHESTER CITY COUNCIL - LANDLORD LETTING POLICY**

Councillor Learney (Cabinet Member for Housing and Asset Management) and the Corporate Head of Housing introduced the report, ref: BHP27 which set out proposals for the Winchester City Council - Landlord Letting Policy which was available on the council's [website here](#). The committee was recommended to comment upon the review and proposed changes made to the policy.

The committee proceeded to ask questions and debate the report, in summary, questions on the following matters were raised.

- the priority afforded to families in flats.
- the de-regulation of sheltered housing and issues for existing tenants
- the demand for 2-bed flats, the proposed criteria change and reasons for the reduction in interest.
- the age restrictions policy concerning older persons' housing (as per para 2.13).
- how an individual with previous behavioural issues could demonstrate positive change
- how to provide proof of identity if no passport or driving licence
- the operation of the local lettings policy for those working in the area
- the inclusion of councillors as part of the future review process

These points were responded to by Councillor Learney, Cabinet Member for Housing and Asset Management the Corporate Head of Housing, the Service Lead - Strategic Housing and the Tenancy Services Manager accordingly and were noted by the cabinet members present at the meeting.

RESOLVED:

1. That officers consider all the committee's comments raised during the discussion of the item.
2. That the committee recommended a future all-member briefing be undertaken on the subject.

8. **THE HOMELESSNESS PREVENTION GRANT – SPENDING PLAN 2022/23**

The Service Lead - Strategic Housing introduced the report, ref: BHP029 which set out proposals for the Homelessness Prevention Grant – Spending Plan 2022/23 which was available on the council's [website here](#).

The committee was recommended to:

note that a report seeking formal approval of the Spending Plan would be considered by Cabinet in June 2022.

review and provide comment on the Homelessness Prevention Grant – Spending Plan 2022/23, and in particular consider and comment on:

- a) The overall approach supporting the Council's Homelessness Prevention service;
- b) The detailed proposals of the spending plan
- c) Proposals for managing the existing reserve

The committee proceeded to ask questions and debate the report, in summary, questions on the following matters were raised.

- engagement with hard to reach residents
- the process of undertaking the rough sleeper count
- the district domestic violence refuge
- the impact to services as a result of future Hampshire County Council spending reductions
- the flexibility of resources to deal with out of hours needs, particularly around winter holiday times
- the measurement and assessment of organisations such as Trinity Winchester and The Winchester Beacon
- measuring the success of the Mental Health Step Out programme

These points were responded to by Councillor Learney (Cabinet Member for Housing and Asset Management), the Corporate Head of Housing and the Service Lead - Strategic Housing accordingly and were noted by the cabinet members present at the meeting.

RESOLVED:

1. That the committee provided comments regarding the overall approach, the detailed proposals of the spending plan and the proposals for managing the existing reserve.
2. That officers consider all the committee's comments raised during the discussion of the item.
3. That the committee recommended a future all-member briefing be undertaken on the subject.

9. **SHOP APPY**

Councillor Tod (Cabinet Member for Economic Recovery) and the Service Lead - Economy & Tourism introduced the report, ref: BHP26 which set out details of the Shop Appy platform and was available on the council's [website here](#). The committee was recommended to note the progress made on the delivery of this programme. The committee proceeded to ask questions and debate the report, in summary, questions around the following matters were raised.

- the lessons learnt from the programme
- whether the results justified the use of the platform and whether the platform provided value for money for the council and businesses.
- measuring the performance of the Winchester Shop Appy platform to other districts and other platforms.
- the methodology of calculating future transactional value.
- attracting more residents to use the platform.

These points were responded to by Service Lead - Economy & Tourism and were noted by the cabinet members present at the meeting.

RESOLVED:

1. The committee welcomed the update and noted the progress made.
2. The committee asked that officers consider all the committee's comments raised during the discussion of the item.

10. **DIGITAL TASK FORCE**

Councillor Tod, Cabinet Member for Economic Recovery and the Service Lead - Economy & Tourism introduced the report, ref: BHP24 which set out the progress of the Digital Task Force which was available on the council's [website here](#).

The committee was recommended to:

1. Comment on and endorse the “A Digital Winchester District” Informal Scrutiny Group (ISG) report, at Appendix 1
2. Note the key findings in the report which would be used to influence relevant policies and strategies across the council and beyond

The committee proceeded to ask questions and debate the report, in summary, questions on the following matters were raised.

- overcoming local concerns with 5G masts
- demonstrating the differences between what service providers say residents would receive and what residents actually receive.
- the locations of the 6% who can't access superfast broadband
- whether residents in areas of poor connectivity were able to “tap into” a better connection through a local organisation's connection ie a school or business.

These points were responded to by Service Lead - Economy & Tourism and were noted by the cabinet members present at the meeting.

RESOLVED:

That the committee:

1. Endorsed the “A Digital Winchester District” ISG report, at Appendix 1
2. Wished to encourage further activity around digital inclusion especially relating to the homeless agenda and hard to reach groups.
3. Ask officers to consider all the committee's comments raised during the discussion of the item.

The meeting commenced at 6.30 pm and concluded at 9.10 pm

Chairperson

REPORT TITLE: HOUSING SERVICES POLICY FOR COMPENSATION AND REIMBURSEMENT

21 JUNE 2022

REPORT OF PORTFOLIO HOLDER: Cllr Paula Ferguson, Cabinet Member for Community and Housing

Contact Officer: Steven White Tel No: 01962 848 150 Email swhite@winchester.gov.uk

WARD(S): ALL WARDS

PURPOSE

The Housing White Paper, A New Charter for Social Housing includes a number of statements regarding how registered providers should manage complaints in relation to landlord services, including a clear and consistent approach to putting things right when they go wrong and to compensation payments.

Whilst there is a clear aim to ensure that services are delivered “right first time”, on occasion things can go wrong and it is considered that a clear policy of when compensation may be appropriate, and to what level, would help to ensure a consistent approach to payments of compensation or reimbursement for service failures to tenants and leaseholders is adopted by all housing teams.

A link to the proposed Compensation and Reimbursement Policy document is included in Appendix 1

RECOMMENDATIONS:

1. That the Policy Committee review the draft Compensation and Reimbursement Policy in the Appendix and comment on:
 - a. The appropriateness of the proposed policy
 - b. The levels of specific awards
 - c. Any other factors which should be included within the policy.

1 RESOURCE IMPLICATIONS

- 1.1 Compensation payments are already made in relation to both statutory duties where payment levels are determined by legislation and for areas where there is no statutory obligation to pay compensation but where a “goodwill” payment is considered to be appropriate. Whilst there should be no additional resource implications associated with the adoption of the proposed policy, there is a risk that the publication of a policy will result in an increase in claims.

2 SUPPORTING INFORMATION:

Introduction.

- 2.1 Winchester City Council is committed to providing a high-quality service to all our customers; however, there can be occasions when services do not meet our high standards and customers are inconvenienced.
- 2.2 Section 92 of the Local Government Act 2000 gives councils the ability to remedy injustice arising from poor service. The proposed policy in the appendix to this report sets out how this will be administered.
- 2.3 The Council's aim will always be to put the complainant back in the position that would have existed if the service lapse had not occurred, insofar as reasonably possible. Where a complaint is justified, an apology may be sufficient to correct inconvenience caused. However, it is recognised that where a complainant has suffered loss or injustice, other remedial action may also need to be considered, including financial compensation. The purpose of this policy is to provide officers with guidance to ensure that any compensation and reimbursement payments, both statutory and discretionary, are dealt with fairly and with equality.

Details of Proposal.

- 2.4 Over the last six months the Council has paid around £4.4K in compensation or reimbursement to tenants due to service delivery failures. This has mainly been as a result of heating and hot water issues and are attributable to several different external factors, such as the pandemic affecting contractor resources (both front and back office) and the availability of materials.
- 2.5 Steps have been taken to mitigate these factors for the future; however issues of compensation for service delivery failure have been dealt with by the officer managing the service, with no formal guidance on the levels of compensation that would be appropriate in each circumstance. This can potentially lead to inequality in how these cases are treated when compared against each other.
- 2.6 Whilst each case will be assessed individually, the application of this policy provides a consistent approach to resolving claims for compensation to make sure that:

- a) Problems are resolved quickly and efficiently.
 - b) The compensation and reimbursement process is reasonable, fair, and treats each case with equal consideration.
 - c) Financial awards, made within clear guidelines, are in proportion with loss and/or inconvenience caused, are fair and consistent, and safeguard public funds. Where no detriment occurs, no compensation will be paid.
 - d) No compensation or reimbursement would be paid for issues where the Council has no liability (e.g. items where the tenants or leaseholders have a liability to maintain).
- 2.7 The guidance and figures set out in the proposed policy for non-statutory claims have been arrived at in consultation with other housing providers. Statutory claims for compensation will always be handled in line with current legislation.
- 2.8 Missed Contractor Appointments – The Gas Servicing and Heating repairs contract let last year included a new clause in relation to the contractor paying compensation of £15 for missed appointments (when it was the fault of the contractor). Other term maintenance contracts do not include such a clause and so compensation for missed appointments is only proposed for heating and gas servicing work. When other maintenance contracts are re-let, a similar clause will be considered at that time.

Conclusion

- 2.7 The proposed Compensation policy seeks to provide greater clarity and transparency on how the Council handles the issue of compensation payments to its tenants and leaseholders and sets out clearer definitions and circumstances in which the Council may refuse to compensate.

Consultation

- 2.9 Committee members' views are sought on the proposed policy. TACT was consulted on the draft policy at the support group meeting on the 9th June 2022 and are in broad support; however discussions are ongoing. The main feedback we have received has been a query as to whether or not the amount stipulated for missed appointments was enough (3.01.01) and requested this could be raised to £25 for those residents that can prove that they have taken time off work in order to be at home for the appointment. This is under review and will be decided upon before the policy is formally adopted.

3 OTHER OPTIONS CONSIDERED AND REJECTED

- 3.1 To not adopt a Compensation Policy is rejected as it leaves the Council with the possibility of treating cases unfairly and leaves the Council open to challenge.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

None

APPENDICES:

Appendix 1

Link to Compensation Policy Document.

<http://sharepoint/sites/housing/PropertyServices/Property%20Services%20Policies%20and%20Procedures/Housing%20Services%20Compensation%20Policy.docx>

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**Winchester City Council – Housing Services
Policy and Procedure Template**

Title	Policy for Compensation and Reimbursement (Housing Services)
Housing Team	Property Services
Author Name & title	Steven White – Responsive Maintenance Manager
Reference Number where appropriate	N/A

Policy Narrative	This document sets out Winchester City Council's approach to ensuring a fair and equal approach when applying compensation and making reimbursement.
Basis of Policy	Ensuring all claims for compensation or reimbursement against the Council are dealt with equally and fairly, and in line with any statutory requirements, such as The Right to Repair legislation.
Ratification Details	BCP029 21/06/2022 Approvals to be agreed
Other Related Policy and Procedures	
Linked processes	None
Details of Performance Indicators	None
<ul style="list-style-type: none"> • Relevance to statutory returns (e.g. CORE, H-CLIC, LAHS) 	

- Relevance to non statutory returns (locally agreed indicators and HouseMark Benchmarking club)

DRAFT

Review and Version Control

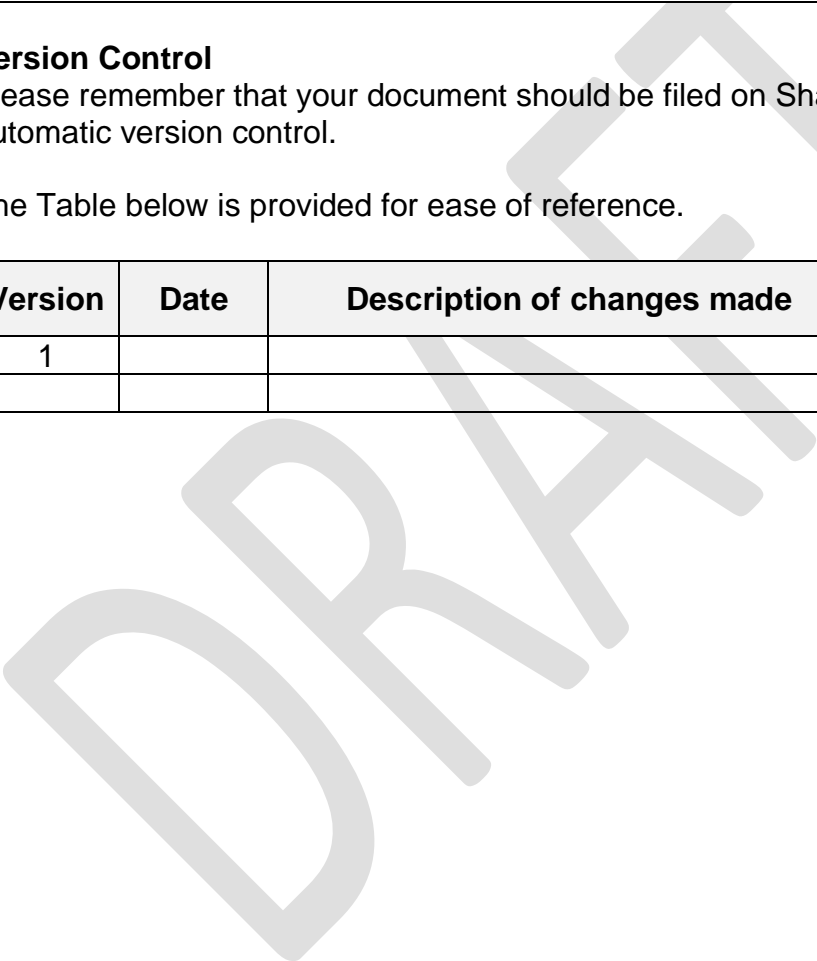
Review Date	01/08/2023
Title of officer with responsibility for maintaining and updating	Responsive Maintenance Manager
Briefing & Training	

Version Control

Please remember that your document should be filed on SharePoint which has automatic version control.

The Table below is provided for ease of reference.

Version	Date	Description of changes made	Ref id if required
1			



Headline Summary of Policy for Compensation and Reimbursement 09/06/2022

Winchester City Council is committed to providing a high-quality service to all our tenants and leaseholders; however there can be occasions when services do not meet our high standards and customers are inconvenienced.

Section 92 of the *Local Government Act 2000* gives Councils the ability to remedy injustice arising from poor service. This policy sets out how this will be administered.

The Council's aim will always be to put the complainant back in the position that would have existed had the service lapse not occurred, insofar as reasonably possible. Where a complaint is justified an apology may be sufficient to correct inconvenience caused. However, the Council recognises that where a complainant has suffered loss or injustice, other remedial action may also need to be considered, including financial compensation or reimbursement for any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.

Purpose/aim

Whilst each case will be assessed individually, the application of this policy provides a consistent approach to resolving claims for compensation to make sure that:

- Problems are resolved quickly and efficiently.
- The compensation process is reasonable, fair, and treats each case with equal consideration.
- Financial awards, made within clear guidelines, are in proportion with loss and/or inconvenience caused, are fair and consistent, and safeguard public funds. Where no detriment occurs, no compensation will be paid.

Scope

- WCC Tenants
- WCC Leaseholders (when dealing with communal amenities and structural issues, or damages occurred as part the service failure or rectification works)

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1. Introduction & Basis of Policy

- 1.01 This policy sets out Landlord Services approach to making compensation and reimbursement payments, ensuring fairness and equality in how each case is dealt with. If services fail, or fall below published standards, we will always put the matter right and apologise.
- 1.02 This policy covers the situations in which the Council will consider issuing refunds or compensation payments to its tenants and, where appropriate, leaseholders.
- 1.03 This policy does not cover instances where non-Council residents wish to make claims against the Council for damages etc. In such instances, Insurance Policy and Procedures must always be followed.
- 1.04 Barring exceptional circumstances, the Council will not compensate for matters relating to services or repairs in communal areas, except where the issue is explicitly covered elsewhere within this policy (e.g., failure of a communal boiler or lift breakdown).
- 1.05 Payments will not be made for delays in responding, or failure to respond at all, to a fault or other issue where the cause is failure by the resident to provide access or respond to two or more attempts by the Council to make contact to address the fault / issue (e.g., when trying to arrange an appointment).
- 1.06 Payments will not be made for works which are the responsibility of the tenant or leaseholder as per the Maintenance and Repairs section of the Tenants Handbook and the Council's website - [How to Report a Repair \(Who is Responsible\)](#).
- [How to Report a Repair - Winchester City Council](#)
- 1.07 The Council will not compensate for any delays in carrying out works, or failure to carry out works at all, to address damage that has resulted from the neglect of, or vandalism by, a resident or member of their household. The Council reserves the right to charge the cost of any such works to the resident/household that caused the damage.
- 1.08 The Council reserves the right to refuse to deal with claims for compensation, or to deal with them differently, if they are pursued unreasonably or if they can be handled more effectively in a different way.
- 1.09 The Council considers acceptance of compensation and reimbursement to be a full and final settlement of a case (excluding insurance related claims). Cases will not be re-opened, or further compensation considered through a

- further complaint, unless the circumstances of the original case have significantly changed. Any payment or other form of compensation offered under this policy is not an admission of liability by the Council.
- 1.10 Compensation should not be offered until all work/issues have been resolved, or where a complaint has been lodged, it has been fully investigated. This does not apply to reimbursement for out-of-pocket expenses.
- 1.11 Timeliness – tenants and leaseholders seeking to make a claim should do so within 28 days of being aware of the loss or detriment happening.
- 1.12 The Council may also offer discretionary payment to tenants who have suffered undue stress and upset because of our failure to respond to their complaints within specified timescales or we have done so inadequately.
- 1.13 Before financial awards are offered, consideration will first be given to a range of remedies that may be appropriate. The Council will consider an offer of compensation when an apology alone is not sufficient and it is recognised that the service failure has had sufficient an impact on the tenant.
- 1.14 Barring exceptional circumstances such as financial hardship, where a debt is owed to the Council (e.g. arrears or service charges), and compensation payments will be offset to pay the debt. Any credit remaining can be refunded to the resident. This does not affect reimbursement payments for costs incurred by the resident.
- 1.15 In assessing potential remedies, due consideration will be given to the guidance set out within the Housing Ombudsman’s Complaint Handling Code (page 11 6.2 – 6.6), which states the following:
- 6.2 Any remedy offered must reflect the extent of any service failures and the level of detriment caused to the resident as a result. A landlord must carefully manage the expectations of residents and not promise anything that cannot be delivered or would cause unfairness to other residents.*
- 6.3 Landlords should look beyond the circumstances of the individual complaint and consider whether anything needs to be ‘put right’ in terms of process or systems to the benefit of all residents.*
- 6.4 Factors to consider in formulating a remedy can include, but are not limited to, the:*
- *length of time that a situation has been ongoing*
 - *frequency with which something has occurred*
 - *severity of any service failure or omission*
 - *number of different failures*
 - *cumulative impact on the resident*
 - *resident’s particular circumstances or vulnerabilities.*

6.5 *The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.*

6.6 *In awarding compensation, a landlord must consider whether any statutory payments are due, if any quantifiable losses have been incurred, the time and trouble a resident has been put to as well as any distress and inconvenience caused.*

1.16 In line with the above, the Council will consider a compensation claim when:

- residents have been severely inconvenienced by the Council's actions;
- failures in service delivery have caused residents' loss or major inconvenience;
- failure of the Council to follow Housing Management's policies has a detrimental effect on residents;
- appointments are missed due to actions of the Council, not the resident;
- failure by the Council to identify the correct issue or carry out repairs in a satisfactory manner, or within agreed timescales, causes the resident inconvenience or loss;
- the Council is responsible for the loss of services which it provides to residents' homes, such as heating and/or hot water;
- there is a loss of amenity (e.g., room) due to damp, leaks, lack of repair or similar.

1.17 All requests for compensation should be made in writing to the Customer Services Manager (Housing) either by post to the Council's City Offices address, or by email to: Housing@winchester.gov.uk

2. Statutory Compensation

2.01 Right to Repair

2.01.1 The Leasehold Reform, Housing and Urban Development Act 1993 gave secure tenants of local Housing Authorities enhanced rights relating to the repair of their homes.

2.01.02 The Right to Repair ensures that where the Landlord has failed in its duty to have a qualifying repair (being certain small urgent repairs costing less than £250.00) carried out within a prescribed period, the tenant is entitled to be paid compensation.

2.01.03 The qualifying repairs and associated timescales are as follows:

Defect	Repair Period (Working Days)
Total loss of Electrical power	1 Day
Partial Loss of Electrical power	3 Days
Unsafe power socket outlet or lighting fitting	1 Day
Total loss of water supply	1 Day
Partial loss of water supply	3 Days
Total or partial loss of Gas supply	1 Day
Blocked flue to open fire or boiler	1 Day
Total or partial loss of space/water heating 31 st October-1 st May	1 Day
Total or partial loss of space/water heating 30 st April – 1 st November	3 Days
Blocked/leaking foul drains, soil stacks or toilet pans	1 Day
Leaks/flooding from water/heating pipes, tanks and cisterns	1 Day
Toilet not flushing	1 Day
Blocked sink, bath or basin	3 Days
Taps which cannot be turned	3 Days
Leaking roof	7 Days
Insecure external window, door or lock	1 Day
Loose or detached banister or handrail	3 Days
Rotten timber flooring or stair treads	3 Days
Door entry phone not working	7 Days
Mechanical extractor fan internal kitchen/bathroom not working	7 Day

2.01.04 Tenants will be entitled to £10 plus £2 per day for each day that the repair remains outstanding to a maximum of £50.

2.01.05 A repair will not qualify if:

- the repair exceeds the estimated cost threshold of £250;
- the Council isn't responsible for the repair;
- the tenant is not a secure tenant;
- the repair is the result of misuse or vandalism by the tenant, a member of the tenants household or a visitor;
- an external failure beyond the Council's control (such as a service interruption from a utilities supplier).

2.01.06 Full details of how to claim under the Right to Repair legislation can be found as follows:

[The Secure Tenants of Local Housing Authorities \(Right to Repair\) Regulations 1994 \(legislation.gov.uk\)](#)

2.01.07 Compensation under the Right to Repair Legislation may be superseded by any other form of compensation payment should it be deemed more appropriate (e.g. ex gratia payments for over target heating/hot water repairs).

2.02 Home Improvement Compensation payments

2.02.01 If a secure tenancy is ending and the outgoing tenant completed improvements to the property after 1 April 1994 they may be entitled to compensation for those improvements.

2.02.02 The Leasehold Reform, Housing and Urban Development Act 1993 gives secure tenants the right to compensation for certain tenant financed improvements that have had the written permission of the Council.

2.02.03 The Council will consider all claims in accordance with 'The Secure Tenants of Local Authorities (Compensation for Improvements) Regulations 1994':

[Landlord and tenant law: compensation for tenants' improvements - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

2.02.04 Compensation will not be paid if the tenancy comes to an end because of a possession order, if the home is being purchased under the Right to Buy scheme or if the tenant is being offered the tenancy of another property which is substantially the same.

2.02.05 The Right to Compensation applies to the following specific improvements:

- replacement or installation of a bath, shower, wash-hand basin and toilet;
- kitchen sink and work surfaces for preparing food;
- storage cupboards in bathroom or in kitchen;
- central heating, hot water boilers and other types of heating;
- thermostatic radiator valves;
- pipe, water tank or cylinder insulation;
- loft and cavity wall insulation;
- draught-proofing of external doors or windows;
- double-glazing or other window replacement or secondary glazing;
- re-wiring or the provision of power and lighting or other electrical; fittings (including smoke detectors);
- security measures (excluding burglar alarms).

2.03 Home Loss & Disturbance payments

- 2.03.01 Full information regarding the Council's policy on Statutory Home Loss payments can be found in the Council's Home Loss and Discretionary Payment Policy, which can be found via the link below.

<http://sharepoint/sites/housing/NewHomes/New%20Homes%20Delivery/Strategies%2C%20Policies%20and%20Procedures/Home%20Loss%20and%20Discretionary%20Payment%20policy%20-%20approved.docx>

3. Non Statutory Compensation

3.01 Missed contractor appointments (Heating and Hot water only)

- 3.01.01 The Council's contractors will endeavour to keep all appointments made on the Council's behalf. Any missed appointments made for heating and hot water servicing and repair works will be subject to resident compensation of £15.00 per incidence (payable by the contractor).
- 3.01.02 This does not apply where the appointment is proven to have been rescheduled no later than 24 hours before the appointment.

3.02 Failure to follow Housing Services procedure or guideline

- 3.02.01 Compensation may be paid as a gesture of good will and will be paid without prejudice when there is a failure by the Council to follow a Housing Services procedure or guideline. Compensation will only be considered where the applicant has experienced actual and proven financial loss or severe avoidable inconvenience, distress, detriment or other unfair impact of service failure.
- 3.02.02 The Council will not pay compensation for loss of earnings due to service failure. However, it may offer a goodwill payment in recognition of the time and trouble the applicant may have taken to get the issue resolved.

3.03 Damage to property, fixtures, fittings and decoration

- 3.03.01 Whilst carrying out repairs, there may be unavoidable damage to interior decorations or other fittings or fixtures. The Council will aim to identify any possible areas of potential damage prior to works commencing and will discuss with the tenant the options available to minimise damage.

- 3.03.02 The Council will assess each case individually and according to its circumstances before offering compensation. It may provide compensation which could involve repair or replacement by the Council or its contractors, or alternatively make a referral to the insurance team to handle the matter.
- 3.03.03 In the case of damage to decorations, the Council will carry out reasonable redecoration or provide decoration vouchers/paint packs for the tenant to carry out the reinstatement work themselves, if they prefer.
- 3.03.05 Where damage or alleged injury occurs because of the Council or its contractor's negligence, the issue will be referred to the Insurance Team. This includes damage to personal possessions. All claims against the Council's insurance policy must be registered within 28 days of the event.
- 3.03.06 The Council will not consider compensation if the damage occurred:
- because the original fitting or fixture was incorrectly fitted by unqualified personnel;
 - to a fitting or fixture that the tenant had installed without obtaining the required permission; or
 - in an area that we have not worked in. For example, if the same carpet is laid in more than one room, we will only consider replacing it in the room where the damage occurred.
- 3.04 Communal amenity failures (e.g. Passenger lifts or communal heating)**
- 3.04.01 Compensation, in the form of a service charge refund may be paid when a service that the is responsibility of the Council and is charged for via a service charge, that is the responsibility of the Council has gone wrong and the contractual deadline for completing the repair has passed.
- 3.04.02 The refund will be calculated in the form of the annual service charge value for the asset in question, divided by the number of days beyond the contractual deadline it has taken to complete the repair.
- 3.04.03 Compensation will not be payable if the loss is due to planned works agreed in advance with the resident, or the loss of facility is caused by a utility supplier, or the resident's own action or lack of action.
- 3.04.04 Compensation will not be payable in cases of communal heating failure which only serves the common areas of buildings with no supply to the individual household.
- 3.05 Loss of Room usage**

- 3.05.01 The Council may offer compensation for loss of room use related to a repair that is our responsibly and which has caused prolonged and unreasonable disruption. The definition of an unusable room will be considered on a case-by-case basis, common reasons included, but not exhaustive are:
- no electricity at all in a room;
 - severe damp; or
 - unsafe or collapsed floor or ceiling.
- 3.05.02 Where a household has not had the use of a room beyond published repair response times, we may offer compensation as a proportion of the weekly rent as follows:

Amenity Lost	Compensation payable
Complete loss of heating	10% of the weekly rent after 24 hours provided no reasonable substitute was offered by the Council or its contractors. Compensation for loss of heating is excluded between 1 May and 31st October
Hot Water System	10% of the weekly rent after 48 hours provided no reasonable substitute was offered by the Council or its contractors.
Complete loss of Kitchen facilities (outside of Planned maintenance works)	25% of the weekly rent after 48 hours.
Complete loss of Bathroom facilities (outside of Planned Maintenance works)	25% of the weekly rent after 48 hours (reduced to 15% if a separate WC is available.
Complete loss of living area	20% of the weekly rent after 7 days
Complete loss of bedroom	20% of the weekly rent after 7 days

- 3.05.03 The timescales in the above table may be reduced to immediate effect if the disrepair issues occur immediately upon the tenant taking possession of a recently empty property.

3.06 Additional heating compensation

- 3.06.01 Compensation will be paid to cover increased electrical consumption absorbed by tenants from using alternative methods of heating (such as temporary heating) or generating hot water (boiling kettles) during periods when their heating and hot water supply is continually unavailable for periods in excess of three working days.

- 3.06.02 Compensation will be based upon a flat rate of £5.00 x number of bedrooms within the affected property x number of days that the loss persisted i.e., if a three-bed property experiences a loss of heating for 21 days, the calculation would be £5.00 (base rate) x three (no of beds) x 21 (no of days) = £315.
- 3.06.03 An additional £5 a week, after the first three consecutive weeks, will also be paid to each household to reflect the resident(s) extended inconvenience. For vulnerable residents, payments will be £10 per week paid after the first week.
- 3.06.04 At the discretion of the manager or Service Lead part payments may be made in advance of the completion of the repair to avoid creating financial hardship. Should these part payment exceed the overall value of the compensation once the repair has been completed (in line 3.07.02 – 3.07.03), the overpayment should be reclaimed from the tenant either as a direct payment or added to their rent account.

3.07 Dehumidifier usage

- 3.07.01 Where a de-humidifier is provided to dry out a property following a leak or flood, we will provide compensation towards the increased electrical costs at the rate of £5 per affected room, per day.

3.08 Travel Payments following Decants

- 3.08.01 Where a tenant is placed in alternative accommodation a significant distance from their normal accommodation (more than 45 minutes travel time using public transport), the Council will, at its discretion, offer reimbursement of travel costs, up to the value of £20 per day.

4. Learning from issues (Complaints)

- 4.01 The Council will use the outcomes of housing service compensation incidents and any corrective action taken to improve its services. Compensation and complaint issues are linked closely. It will report any improved service change made following a complaint outcome and publish it on the Council's housing website page.
- 4.02 Complaint statistics can also be found on the housing complaints page on the website.
- 4.03 As a Council landlord we regularly meet to monitor complaints with our tenant engagement group, 'Tenants and the Council Together' (TACT),

and Service Delivery Groups (SDG) quarterly. The Council also publish outcomes on the website and through the annual report as published on the website:

<https://www.winchester.gov.uk/housing/council-housing-tenants/tenant-news>

5. Appeals Process

- 5.01 The applicant can appeal a rejection of a claim for compensation (excluding insurance claims), or a level of compensation awarded by making a formal complaint through the Housing complaints procedure (or if the offer of compensation was made as part of a pre-existing complaint, the complaint can be escalated onto the next stage). This process can only be followed if the claimant has not previously accepted the proposed compensation as full and final settlement.

6. Quality Assurance & Monitoring (please include where records kept)

- 6.01 All compensation payments made should be costed to the expense code 2450/1482 (compensation) and a review will be held towards the end of the financial period.

7. Roles & Responsibilities

- 7.01 The Responsive Maintenance Manager is responsible for maintaining this policy and carrying out the regular monitoring and review.
- 7.02 The Customer Services Manager (Housing) is responsible for the evaluation and processing of claims for compensation and reimbursement made against the Council.

8. Meeting Diverse Needs

- 8.01 The Council recognise and value the diversity of its communities. It aims to reduce barriers and ensure that everyone has equal access to services. The Council is committed to treating everyone fairly and shall ensure that it complies with the Equality Act 2010.
- 8.02 Should anyone have any particular needs which may affect how people are able to use Council services or how they would like to receive information,

further accessibility information can be found by contacting the Council's customer service centre: customerservices@winchester.gov.uk

DRAFT

Appendix 1 - Assessments & Ratification

<p>App1.1 Integrated Impact Assessment (IIA)</p> <p>Have you carried out an IIA?</p> <p>Remember it is a statutory requirement that any significant change to policy or process for service delivery needs to go through the corporate impact assessment process – speak to the Housing Policy and Project Manager for further guidance.</p>	<p>Yes / No as doesn't meet IIA criteria</p> <p>If yes please provide details</p> <p>Date of IIA -</p> <p>Date of EIA -</p> <p>Validation Date -</p>
<p>App1.2 Data Impact Assessment</p> <p>Have you carried out a DPA?</p> <p>Speak to the Housing Policy and Project Manager or Officer or WCC corporate Data Protection lead for further guidance.</p>	<p>Yes / No as doesn't meet DPA criteria</p> <p>If yes please provide details</p> <p>Date of DPA -</p>
<p>App1.3 Fire Safety Assessment</p> <p>Does this policy impact on WCC's fire safety offer?</p> <p>e.g. policy relates to works to building structure including adaptations, planned, cyclic, heating, tenant information, new tenant processes, linked policies i.e permission, mobility scooters, hoarding, rubbish chutes</p>	<p>No</p>
<p>App1.4 Sustainability Assessment</p> <p>Carbon neutrality is at the heart of all the council does.</p>	

<p>Have you completed a sustainability assessment that measures the impact of emissions of this policy / procedure.</p> <p>Consider transport implications one of the main ways carbon emissions are generated.</p> <p>Consider also heating and use of renewables.</p> <p>Can unavoidable emissions be offset in any way?</p> <p>Consider other environmental issues such as the use of paper, plastics and water.</p>	
<p>App 1.5 Ratification</p> <p>Is formal ratification required?</p> <p>If a change of policy is being set out check whether formal committee ratification is required.</p> <p>If unsure discuss with your manager, and/check WCC Constitution and Scheme of Delegation to officers.</p> <p>Legal, Finance and Democratic Service teams are also able to advise.</p>	<p>Yes / Not required</p> <p>If yes – complete section on page one with the details</p>

References - Remember to provide footnotes to guidance/documents etc you've used in developing the policy and procedure, especially references that relate to statutory requirements?

Abbreviations and Glossary – Is this required? Please note that it is good practice to keep jargon to a minimum and use plain English which ideally will remove the need for a glossary.

Appendix 2 – Consultation, Communication and Training

App2.1

Consultation Details – Remember to keep records of any consultation processes, along with the outcomes and how the policy has been amended as a result as an audit?

If preferred use the section below to record these details.

Who	Date	Comments Made	Changes Applied

App2.2

Briefing/Training - Remember to keep details of how this policy and procedure has been communicated to those who'll be required to deliver it.

If preferred use the section below to record these details.

Who	How	Date

App2.3

Policy Refreshers

When should refreshers be issued to those with responsibilities under this Policy and Procedures? Record details below

Who	When refresher due	Date & details of when completed

App2.4

Policy Review

Record here any details of communicating content changes as a result of review.

Who	How	Date

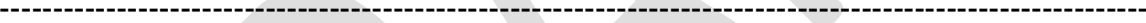
App 2.5

Competency Audit

Does this Policy and Procedures command submission of evidence to a regulator to demonstrate training needs have been met/ record details below.

Regulator details	Method	Frequency / Date

Formal Sign Off (optional) – If required, prepare and print off a sign off the slip on the next page as a record that this policy and procedure has been read and understood by those who apply it. This may also be required should formal procedures are required.



DRAFT

Sign off Housing Policy and Procedure

Officer Name	
Title of Policy and Procedure	
I confirm that I have read and understand the policy and procedure.	
Officer signature	
Date	

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REPORT TITLE: EMPTY HOMES STRATEGY 2022 - 2027

21 JUNE 2022

REPORT OF PORTFOLIO HOLDER: Cllr Paula Ferguson, Cabinet Member for
Community and Housing

Contact Officer: Kevin Reed Tel No: 01962 848 381 Email
kreed@winchester.gov.uk

WARD(S): ALL

PURPOSE

To consult with the committee on the draft Empty Homes Strategy (2022-2027) to seek their views before formal approval by Cabinet.

RECOMMENDATIONS:

Policy Committee:

1. That the council reviews this draft strategy which addresses empty homes within the Winchester district.
2. That the council reviews and comments on the aims and objectives set out in Appendix 4.
3. It is noted that this strategy targets empty properties, especially those which have been vacant for 24 months or more.

1 RESOURCE IMPLICATIONS

- 1.1 To enable the council to fulfil the aims and objectives within this strategy, it is intended to make use of existing resources within the Private Sector Housing Team to implement the strategy proposals and review the outcomes.
- 1.2 Whilst the Strategy will in the main be implemented through informal measures, it should be noted that no resources have been set aside to support formal enforcement action such as Empty Property management orders or Compulsory Purchase Orders. As these options are only expected to be used in exceptional cases, the resource implications of each case will need to be assessed and approved at that time.

2 SUPPORTING INFORMATION:

2.1 Background

- 2.2 CAB2790 (HSG) was brought to Cabinet (Housing) Committee on 22 March 2016 and introduced the 2016 - 2021 Empty Property Strategy which has been in place since then.
- 2.3 This paper introduces a refresh of the strategy and sets out a pragmatic framework that underpins the way Winchester City Council will continue to approach its work to tackle empty homes and supersedes the previous strategy.
- 2.4 This policy has been developed in the context of the council's current corporate aims and values, and to underpin a response that is proportionate and in context; in that Winchester is fortunate and has for its 250 square mile size relatively low levels of very long term vacant properties (vacant for 2 years or more) the numbers of which have remained relatively stable over the duration of the previous strategy.
- 2.5 Section 3 of the Housing Act 2004 (the Act) requires local authorities to consider housing conditions within their District, with a view to determining what action to take under their duties and powers to deal with housing conditions including empty dwellings.
- 2.6 The definition of an empty dwelling under the Act is "a dwelling that has remained vacant for more than six months" (the definition) although there are exemptions detailed in section 134 (6) of the Act.
- 2.7 There is no legal requirement for a local authority to have or implement an Empty Homes (Property) Strategy, but it is good practice and helps to give clarity, direction and focus to the issue of dealing with empty homes.

- 2.8 Long term empty properties are a wasted resource and if left unoccupied and unattended can fall into disrepair and neglect, becoming a blight on their neighbourhood by attracting anti-social behaviour including fly tipping and vandalism and reducing property values in the local area.
- 2.9 Bringing an empty property back into use is of benefit to the individual owner as it provides them with a tenant who becomes housed and / or a new owner with a home for them and their family, plus has advantages to the wider community and encourages economic activity.
- 2.10 Winchester Empty Private Sector Housing Stock Data
- 2.11 A scrutiny of Council Tax records at the end of 2015 listed 307 private properties as being empty, with the lengths of vacancy being:
- a) 6 – 12 months - 102 properties
 - b) 12 – 24 months - 90 “
 - c) 24 – 36 months - 37 “
 - d) 36+ months - 78 “
- 2.12 As of the end of March 2022 Council Tax records listed 409 privately owned properties as being empty, with the lengths of vacancy being:
- a) 6 – 24 months – 175 properties
 - b) 12 – 24 months - 147 “
 - c) 24 – 36 months - 45 “
 - d) 36+ months - 42 “
- 2.13 Although the total number of empty homes vacant for between 6 to 36 months has increased as highlighted above, the number of homes vacant for in excess of 36 months has fallen by in excess of 40%. This is likely to be because of the higher council tax premium payable at 100%, for homes vacant over 2 years and the impact of the council's current strategy. The very long-term empty properties can cause the most concern, as if not maintained they will deteriorate and possibly become an eyesore and blight a neighbourhood.

3 Implementing the Strategy

3.1 The Strategy straddles the years 2022 to 2027. The Private Sector Housing (PSH) team will be primarily responsible for its implementation and will follow the core objectives in delivering the Strategy in an attempt to increase the number of empty homes brought back into use.

3.2 The strategy objectives are:

- Objective 1 – Identify and monitor
- Objective 2 - Engagement
- Objective 3 - Signposting
- Objective 4 – Enforcement

3.3 More detail around each objective is detailed in the strategy.

4 Enforcement and Wider Local Authority Powers to Address Empty Properties

4.1 The council's core approach to bringing empty homes back into occupation will be through providing advice and encouragement to owners, negotiation and persuasion as well as charging a premium on council tax. However, there will be some instances in which an empty property is having such a detrimental and negative impact on a neighbourhood, direct enforcement action will have to be considered, the main options to return a property to occupation being:

4.2 (i) Empty Dwelling Management Orders (EDMO)

The Act makes provision, by way of interim and final Empty Dwelling Management Orders for the council to secure the occupation and management of empty private homes. The procedure for seeking initially an interim EDMO from the First-tier Tribunal Property Chamber (Residential Property) is well defined, in that a property must have been vacant for at least 2 years before the EDMO procedure can be used. It is also essential that it can be demonstrated and evidenced to the Tribunal that the property has been contributing to and causing anti-social behaviour. The tests to obtain an EDMO are similar to that described below for a compulsory purchase order.

An EDMO is an option of last resort and required to meet the public interest test prior as private rights such as right to uninterrupted property and quiet enjoyment of family life, under the Human Rights Act 1998, are overridden through the implementation of this power.

4.3 (ii) Compulsory purchase orders (CPOs)

A compulsory purchase order is an option of last resort and obtained through the powers set out in either S17 of the Housing Act 1985 (acquisition of houses, usually used if the property is in good condition) or S226 (1) (a) Town and Country Planning Act 1990 (acquisition to facilitate carrying out of

development, redevelopment, or improvement in relation to the land, e.g. if property is in poor condition). Providing a number of pre-conditions are met, under these powers, the Council can compulsorily purchase the property from the owner and then sell the property. A condition on the sale contract can be added to ensure that the property is brought back into use within an agreed timescale. A request is made by the council to the secretary of state to confirm such an Order and a public inquiry may be held should there be any objections. The Council must show that the public interest has been met and the use of the powers is as a last resort. Therefore, the local authority will have to show that they have taken steps to encourage the owner to bring the property into acceptable use within a reasonable time period, and how the public interest test is met such as the reasons for making a CPO justify interfering with human rights of anyone with an interest in the property.

CPOs are a lengthy and expensive process and are an action of last resort when all other options have been exhausted and have failed to convince the owner to bring a property back into use, or where an owner cannot be traced or where a property has been vacant for a long time and is causing a nuisance or is danger to the public. Implementation is via a General Vesting Declaration and may end up in the First-tier Tribunal Property Chamber (Residential Property).

4.4 (iii) Enforced sale procedure

Under the Enforced Sale procedure, the council is exercising a power of sale of a property over which it has a charge (in the same way as a bank can force the sale of the property on which it has a mortgage, where the borrower fails to repay the loan). The public interest test must be met, and the purpose is to enforce the charge.

5 Carbon reduction

- 5.1 PSH cannot make the owners of empty homes install energy saving measures, but owners will be strongly encouraged to ensure their property achieves at least an Energy Performance Certificate (EPC) Band E, or preferably higher, if it is their intention to refurbish the property and put it on the market for sale. Similarly, a property any landlord intends to let must also achieve a minimum of Band E.

6 A successful case

- 6.1 The Government does not collect data on the number of EDMOs issued, but in February 2015 an investigation by the Guardian newspaper reported that only 108 EDMOs had been issued since their inception in 2006. Winchester City Council added to this number in March 2020 by one.

- 6.2 During the life of the previous strategy PSH were successful in obtaining an Interim Empty Dwelling Management Order (EDMO) from the First-tier Tribunal (Residential Property Chamber). A number of months later this was followed by the issuing of a Final EDMO in respect of a home in the Badger Farm neighbourhood of the city. This property had been vacant for in excess of 10 years and during that time suffered a flood causing extensive internal damage, had been subject to ongoing and frequent ASB. The house was blighting an otherwise pleasant community. After securing control of the property for 7 years and renovation works costing in excess of £50k, the house was let to a family previously facing homelessness. The rental income during the 7 years the council has control over and responsibility for the property will enable the council to recoup its refurbishment costs in full. At the end of the 7 years the house will be returned to the owner.
- 6.3 There is no allocated budget set aside for improving a property via the EDMO process and any funding required would have to be sourced from alternative council revenue. This can be recouped through rental income. In respect of the previous final EDMO in 2020, the council were successful in obtaining control of the property and a family who were facing homelessness were placed into this accommodation and are charged a rent by the council for up to 7 years.
- 6.4 The instigation of enforcement action through the EDMO process is only appropriate in extreme cases, as demonstrated by the relatively few issued nationally by local authorities. The council last issued one in 2020.
- 6.5. The Empty Homes Strategy 2022 - 2027 takes into consideration the absence of any direct financial incentives available from the council but does advise on the ability of homeowners to seek a VAT reduction where they intend to refurbish a property that has been vacant for at least 2 years.
- 6.6. The use of enforcement powers detailed within this report will be used where reasonable and appropriate, with enforced sale procedure, EDMO or CPO considered as a last resort and when all other statutory tests are met.

7. Conclusion

- 7.1. As of March 2022, there were 42 properties in the district listed as empty for more than 2 years. The policy focuses on bringing all long-term empty properties back into use , especially if there is evidence of ASB.

8. OTHER OPTIONS CONSIDERED AND REJECTED

- 8.1 There is no legal requirement for a local authority to produce a dedicated empty homes strategy, but it is good practice to have one and supports the council to take enforcement action via the interim and final EDMO route. Not to have a strategy is therefore rejected.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB2790 (HSG) – Private Sector Empty Property Strategy 22 March 2016

Other Background Documents:-

Empty Homes in England 2019 - published by the national campaigning charity 'Action on empty homes'

<https://www.actiononemptyhomes.org/Handlers/Download.ashx?IDMF=a5ea72d6-b24a-4f8e-8dc0-451a6da170e6>

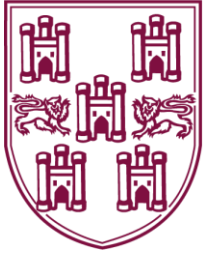
House of Commons Library Briefing Paper Number 3012 21 October 2020

<https://commonslibrary.parliament.uk/research-briefings/sn03012/>

APPENDICES:

Appendix 1 – Draft Empty Homes Strategy 2022 - 2027

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Winchester

City Council

EMPTY HOMES STRATEGY

2022-2027



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If you would like to receive this document in another format please contact Winchester City Council's Customer Service Centre on 01962 840 222 to discuss your requirements. Alternatively, you can request this information online.

1. Background & Introduction

In the last decade the number of empty homes nationally did begin to fall. However, the most recent major pre pandemic report – Empty Homes in England 2019 - published by the national campaigning charity 'Action on empty homes' detailed that since 2017, there has been a steady increase in empty homes nationally. The increases have occurred across the country in both low and high value property areas. This is despite the ability since April 2019 for councils to be able to introduce higher council tax premiums on properties vacant for 2 or more years, and with even higher more punitive premiums for homes empty for 5 and 10 years.

An empty dwelling is a wasted resource which could provide a valued home to a household and a useful income to the owner if let or sold.

2. Requirement for an Empty Property Strategy

Local authorities in England are not required to publish a specific strategy for dealing with empty properties, but it is good practice to do so. A property does not need to be used all of the time to be 'occupied'. Properties that are used infrequently, such as a second home or a holiday home, are not covered in the strategy. This strategy sets out a pragmatic framework that underpins the way Winchester City Council will continue to approach its work to tackle empty homes and aims to build on the previously named 2016 - 2021 Empty Property Strategy. The new strategy has been developed in the context of the council's corporate aims and values and contributes to the wider Housing Strategy 2017/18 – 2022/23: Priority 4 – To make the best use of housing. It provides a response that is proportionate and in context; in that Winchester is fortunate and has for its 54,427 homes and 250 square mile district size relatively low levels of very long term vacant properties. In fact, the number of such properties (vacant for 36 months or more) actually declined over the 5 year life of the previous strategy. This was likely due in part to the implementation of powers to charge a premium on council tax payable on empty homes.

3. Action

The council can either take enforcement action and or provide advice and assistance or a combination of both to the owners of empty homes. Whilst the council has legal powers to bring empty homes back into use, it is neither practical nor feasible to be involved in the vast majority of cases. Many less entrenched empty homes will be returned to use by their owners without any need for assistance or intervention by the council. However, where the owner is either unable, or unwilling, to return a very long term empty home back in to use, the council may intervene. Focus will be given to properties that have been vacant for in excess of 24 months and where it can be demonstrated and evidenced that the property has been problematic and has had a significant and negative impact on the local community. This will normally be through it having attracted anti-social behaviour (ASB) in its widest forms; from the neglect of

the property causing it to seriously impact on and cause damage to adjoining homes; to it being used as a drinks / drugs den; for fly tipping or by vandals and squatters etc.

4. Successes

During the life of the previous strategy the council was successful in obtaining an Interim Empty Dwelling Management Order (EDMO) from the First-tier Tribunal (Residential Property Chamber) which was followed by the issuing of a Final EDMO in respect of a home in the Badger Farm neighbourhood of the city. This property had been vacant for in excess of 10 years and during this time suffered a flood causing extensive internal damage, plus had been subject to ongoing and frequent ASB. The house was blighting an otherwise pleasant community. After securing control of the property for 7 years and renovation works costing in excess of £50k, the house was let to a family previously facing homelessness. The rental income during the 7 years the council has control over and responsibility for the property will enable the council to recoup its refurbishment costs in full. At the end of the 7 years the house will be returned to the owner. There is no dedicated budget set aside for improving a property via the EDMO process and any funding request would have to be addressed through the council's normal processes.

The instigation of enforcement action through the EDMO process is only suitable in quite extreme cases as demonstrated by the relatively few issued nationally. Albeit old, according to Parliamentary Questions, in 6 years to and including 2011 just 43 EDMOs had been authorised by the First-tier Tribunal (Residential Property Chamber) from 64 applications submitted by local authorities. The Government does not collect data on the number of EDMOs issued, but in February 2015 an investigation by the Guardian newspaper reported that 108 EDMOs had been issued since their inception.

Winchester Property pre EDMO Renovation Works





5. Strategic Aim

The overarching aim of the strategy is to help return long term private sector empty homes to occupation through primarily informal methods, although ultimately enforcement action may be required.

One of the first and key steps in tackling empty homes is understanding the reasons why a property has become empty. Reasons for vacancy will vary according to owner and property circumstances and establishing why a property has been left empty will play an important first step in bringing about its re-occupation. Those properties that have been left empty the shortest time will likely return to occupation, but in cases where a property is proving problematic, it will be examined on its own merit and its circumstances assessed before a decision is reached as to the best course of action for the council to pursue.

6. What is an Empty Home?

In this policy the term 'empty home' is taken to be an empty residential dwelling i.e. a house, bungalow, flat or maisonette as defined under the Housing Act 2004 (see Appendix 2).

There are broadly two types of empty properties: transactional empty properties and long-term empty properties. Transactional empty properties are usually empty for up to six months, as the result of a change in tenant or ownership as part of the normal cycle of moving house. The vast majority of properties are empty for less than six months, apart from those occasionally undergoing major renovation works.

In some instances, a property may be or appear to be empty, but is not classed as an empty home. A property does not have to be used all the time to be classed as occupied. For example, if it is:

- a second home or a holiday home;
- a property which is part of a wider regeneration programme and could be in the process of being developed or marked for demolition;
- a property which appears empty due to an overgrown garden or through lack of maintenance or repair but which could in fact be occupied;
- a property which has pending planning permission, could be awaiting refurbishment or could be waiting for new occupants to move in;
- where the owner is living elsewhere to provide or receive personal care (illness, old age, disablement, drug or alcohol dependence or mental disorder);
- a property which is genuinely on the market for sale or letting; or
- a property in which the mortgagee has entered into possession of the dwelling.

It is not always as straightforward to identify an empty property as it may seem, but generally, an empty home is a property which has been void of people for at least 6 months and does not fall under any of the above points.

This strategy is primarily concerned with properties that have been empty for at least 2 years and where the vacant dwelling is not a result of any transactional reasons. Notwithstanding, the enforcement action referred to in Section 11 may also apply to those properties that have been vacant for less than 2 years. The wider enforcement powers detailed in Section 12 are primarily only applicable to longer term and more problematic properties that have been vacant for in excess of 2 years and are having a severe detrimental impact on the local community.

7. Why are Properties Empty?

There can be a complex range of interrelated factors behind why a property is empty and in more recent times this may have been influenced by a number of factors including pre-Brexit concerns and reducing transaction levels. However, more common traditional reasons can be due to the personal and / or financial circumstances of the owner or individuals concerned, to the particular property or to wider economic, social or environmental effects:

a) Individual factors:

- unresolved ownership (usually following death of owner)
- bankruptcy of owner;
- owner might be institutionalized e.g. in hospital or prison;

- owner might lack required experience in property letting and tenancy management;
 - past experience – owners who do not wish to sell or rent due to previous bad experience or sentimental reasons;
 - owners who simply refuse to bring the property back in to use.
- b) Property factors:
- property acquired for investment – purchased to profit from the tendency for property to increase in value without any intention of either improving or letting;
 - owner might not appreciate the financial benefit of bringing property back into use;
 - poor property condition where costs of refurbishment to current standards are prohibitive, relative to the income the property might realise;
 - repossession of the property;
 - the property might be blighted by environmental or commercial factors e.g. a major road has been built nearby or business or factories which previously sustained households in those properties have closed / moved away.
- c) Wider economic and other factors:
- low housing market demand (environmental or economic factors, as above);
 - housing market collapse – the impact of repossession; negative equity;
 - area regeneration – the complex and involved work required in area regeneration schemes can result in properties being left empty for longer than desirable pending clearance or renovation.

8. The Local Perspective

Contrast in empty homes property numbers between December 2015 and March 2022

	<u>2015</u>	<u>2022</u>
Vacant between 6 to 12 months:	102	175
Vacant between 12 to 24 months:	90	147
Vacant between 24 to 36 months:	37	45
Vacant in excess of 36 months:	78	42
Total:	307	409

Although the total number of empty homes has increased in line with national trends, the number of very long term homes vacant for in excess of 36 months have fallen by nearly 50%. This may be attributable to the higher council tax premium payable of 100% for homes vacant over 2 years. Generally, the very long term empty properties cause the most concern, as if not maintained they will deteriorate and become an eyesore, attract ASB and blight a neighbourhood.

9. Benefits of bringing an Empty Home back into Use

An empty home is not just the concern of the owner, because a property left unoccupied and not maintained will over time impact on its surroundings. The longer a property is left empty the more money it will cost to bring it back into use as the condition of the property deteriorates. A long term empty home if not maintained can also negatively impact on neighbouring properties leading to a decline in their condition and value. Empty properties also run the risk of attracting unwanted attention from vandals and squatters and in extreme cases can become a target of arson.

The benefits from bringing an empty home back into use through targeted action include:

- provides income for the owner if it is sold or rented out;
- reduces the likelihood of vandalism, anti-social behaviour and crime;
- reduces the likelihood of attracting squatters;
- reduces the likelihood of arson;
- reduces the likelihood of house price depreciation for neighbouring properties;
- reduces the depressive effect an empty home can have in the community;
- assists in the District's housing need by increasing the availability of homes.

Bringing an empty home back into use can also help to stimulate economic activity and can increase spending in the local economy. This is in contrast to unsightly empty homes deterring investment in an area which can lead to decline or area blight.

For the wider community

Having empty homes re-occupied also helps to boost the well-being of communities, reduces demand on public bodies such as the Fire and Rescue Service, the Police and council services enabling resources to be used more effectively elsewhere.

10. Strategy Objectives – Our Approach to Empty Homes

The council's main approach to tackling the issue of long-term empty homes is to work with the owners to encourage them to bring their homes back into use voluntarily. The council will work with the owners of empty homes and pursue the following objectives to bring about the return of empty homes to occupation with legal action being considered as a last resort.

- **Objective 1 – Identify and monitor**

The council will use primary data such as council tax information, councillor and officer knowledge and local intelligence to identify and build up an on-going register of empty homes.

- **Objective 2 - Engagement**

One of the most important measures in attempting to bring empty homes back into occupation is through engagement with empty property owners and establishing good dialogue and communication. The council will periodically make contact with empty home owners through its 3 letter approach (see Appendix 1), in conjunction with providing them with advice and assistance on:

- how to rent their property by providing information on becoming a landlord;
- how the council's rent deposit scheme may be of benefit to a tenant;
- how the council's Tenancy Support team may be able to assist a tenant;
- how to sell their property by providing information on selling privately.

- **Objective 3 – Signposting**

When the council is approached by a private developer or individual who has expressed an interest in purchasing and refurbishing an empty home, the council will contact the owner of the empty property and try and bring both parties together. Any potential sale or letting agreement would be a private matter between both parties and the council will take no part and accept no responsibility for any voluntary negotiation for sale or rent.

- **Objective 4 – Enforcement**

In the first instance, it is the council's policy to make use of informal engagement to encourage owners to bring empty properties back into use voluntarily before moving on to enforcement. If decided upon, it will be important to make sure that any enforcement action that is taken is in line with the council's Private Sector Housing Enforcement Policy.

11. Enforcement – Options for dealing with problems associated with empty homes

The council has at its disposal a variety of legislation which can be used to deal with problems associated with empty homes, for example, the removal of rubbish / works to secure a property against unauthorised entry and issues with vermin etc. The need to take legal action in ongoing cases where owners are not fulfilling their responsibilities helps to build up a case for more major enforcement action such as Interim Empty Dwelling Management Orders, Enforced Sale or potentially in extreme and suitable cases Compulsory Purchase, in order to secure a change in ownership or management.

Table 1 – Enforcement powers available to the Council to tackle long term empty homes

Problem	Legislation	Power Granted
Dangerous or dilapidated buildings or structures	Building Act 1984 Sections 77 and 78	To require the owner to make the property safe (Section 77) or enable the Local Authority to take emergency action to make the building safe (Section 78).
	Housing Act 2004 Part 1	Under the Housing Health and Safety Rating System local authorities can evaluate the potential risks to health and safety arising from deficiencies within properties and take appropriate enforcement action
Unsecured properties (where it poses a risk that it may be entered or suffer vandalism, arson or similar)	Environmental Protection Act 1990 Sec 80	To determine whether any premises is in such a state as to be prejudicial to health or a nuisance.
Unsecured properties (where it poses a risk that it may be entered or suffer vandalism, arson or similar)	Building Act 1984 Section 78	To allow the Local Authority to secure the property.
	Local Government (Miscellaneous Provisions) Act 1976 Section 29	To require the owner to take steps to secure a property or allow to board it up in an Emergency.
Blocked or defective drains or private sewers	Local Government (Miscellaneous Provisions) Act 1976 Section 35	To require the owner to address obstructed private drains.
	Building Act 1984 Section 59	To require the owner to address blocked or defective drainage.
	Public Health Act 1961 Section 17	To require the owner to address blocked or defective drainage

Table 1 (cont.) – Enforcement powers available to the Council to tackle long term empty homes

Vermin (where it is either present or there is a risk of attracting vermin) that may detrimentally affect people's health	Public Health Act 1961 Section 34	To require an owner to remove waste so that vermin is not attracted to the site.
	Prevention of Damage by Pests Act 1949 Section 4	
	Public Health Act 1936 Section 83	
	Environmental Protection Act 1990 Section 80	
	Building Act 1984 Section 79	
Unightly land and property affecting the amenity of an area	Public Health Act 1961 Section 34	To require the owner to remove waste from the property (see above).
	Building Act 1984 Section 79	To require the owner to address unsightly land or the external appearance of a property.
	Town and Country Planning Act 1990 Section 215	To require the owner to take steps to address a property adversely affecting the amenity of an area through its disrepair.
	Community Protection Notice Part 4 of the Anti-social Behaviour, Crime and Policing Act 2014	To stop a person or a body (e.g. a legal person such as a business) continuing with conduct which unacceptably affects victims and the community.

12. Wider Council Enforcement Powers

The value of property in the Winchester district is high and the majority of empty properties in the district will over time be returned to occupation, without recourse to the most serious enforcement powers that the council has at its disposal. However, in cases where the softer skills of advice, encouragement, negotiation and persuasion do not result in effective engagement with the owner, or an owner does not adequately demonstrate clear plans to

reoccupy a property and where the house is subject to ongoing complaints; the council will consider enforcement to secure a change in ownership or management if necessary.

It is likely it will only be an appropriate course of action for dealing with a very small number of the most problematic long-term vacant properties given the resources required.

When the council has exhausted all efforts to try and engage with an owner of an empty property to bring it back into use, it will consider the following enforcement powers:

- **Enforced Sale Procedure**

Where there is a debt to the council on a property that remains unpaid and the council is unable to recover it, the council has the statutory power to force the sale of a property through the Law of Property Act 1925 s103 to recover its costs. This could be, for example, from unpaid council tax or where the council has been required to spend money in undertaking works in default after a statutory notice has been served and the owner does not repay the costs to the council on completion. In such circumstances a charge may be attached to the property on the Local Land Charges Register. This re-charge can then be recovered by way of an enforced sale and under this procedure, the property is sold on the open market at auction.

- **Empty Dwellings Management Orders (EDMO)**

Empty Dwelling Management Orders (EDMO) were introduced by the Housing Act 2004 and provide a mechanism by which local authorities can secure occupation of a long-term empty property and take over the management.

Two forms of EDMO exist:

- i. an interim EDMO;
- ii. a final EDMO.

- **Interim EDMO**

An Interim EDMO Order should be considered as the final opportunity to find a voluntary solution with the owners to bring the property back into use. In order to obtain an Interim EDMO, an application must be made to the First-tier Tribunal (Property Chamber). To obtain an Interim EDMO the Tribunal must be satisfied that:

- a) the property is not exempt according to the Housing Strategy Statistical Appendix (HSSA);
- b) that the owner has been notified that the council is going to apply for an EDMO;
- c) that the council attempted to ascertain what steps the owner is taking to bring the property back into use (and the details of the action taken);
- d) the property must have been empty for at least 2 years and contributed to anti-social behaviour activity;
- e) that by generating the Order, there is a reasonable prospect of the property being brought back into use.

If these matters are satisfied, the First-tier Tribunal (Property Chamber) will then balance the rights of the owner against those of the wider community in making their decision as to whether to approve the Interim EDMO.

- **Final EDMO**

Where an agreement cannot be reached between the owner and the council, a Final EDMO can be made by the council to replace an interim EDMO. A final EDMO can be made for up to 7 years. A final EDMO gives the council the right to manage a dwelling in the most appropriate manner without the owner's consent. This could include:

- i. direct management by the Council;
- ii. transferring the management to a residential social landlord;
- iii. transferring the management to a private lettings agent.

The financial and time resource implications for the making of a final EDMO are quite considerable. It is only therefore properties which require relatively low levels of refurbishment work that will be suitable for this procedure. Any monies recovered from the rental income will contribute to paying off any debt incurred from refurbishment and legal costs.

- **Compulsory Purchase Orders**

Compulsory Purchase Orders (CPO)s are the mechanisms by which the council can purchase a property without the voluntary agreement of the owner if the circumstances meet set criteria and there must be a compelling case in the public interest to pursue one. A CPO can be enforced under either S17 of the Housing Act 1985 or S226 (1) (a) Town and Country Planning Act 1990. Application for a CPO is to the Secretary of State but before any such application

is made, the council must demonstrate that all other available methods of redress have been exhausted. Under the CPO process the council would most likely seek to dispose of the property to a third party (e.g. Housing Association or private developer). A condition on the contract of sale can be added to ensure that the property is refurbished and brought back into use within an agreed timescale. The timescales involved in administering a CPO can be extensive and it is therefore seen as a sanction of last resort.

13. General Statement – Strategy Position

The council reserves the right to determine the action it may decide to take in the particular circumstances of any empty home. Whilst this strategy sets out the type of enforcement action the council may consider taking, it does not pre-ordain the action that the council will take and nor does it fetter the council's discretion to act in a way that it considers to be appropriate or proportionate in any individual case.

Whilst the strategy sets out the council's general approach, it does not imply that all empty homes within the district will be dealt with in the context of the strategy. Rather, the strategy will act as a framework against which the council may consider taking specific types of action to address issues arising in any particular instance of an empty home.

14. Authorisation

The approval to commence and implement enforcement activity in respect of an Empty Dwelling Management Order, Enforced Sale Procedure or Compulsory Purchase Order (CPO) will be subject to the decision of the Service Lead (Legal), in consultation with the Strategic Director and Portfolio Holder for Housing Services.

15. Resources

There are no "quick fixes" in addressing empty properties and the council has no direct financial incentives to offer owners to encourage them to return their empty properties to occupation. The primary thrust to achieve this will be through advice, encouragement, negotiation and persuasion achieved within current Private Sector Housing team resources. Some additional indirect financial assistance can be provided to an owner by the council issuing them with a letter to submit to HMRC under VAT Notice 708: buildings and construction. This will enable the owner to claim VAT at 5% when refurbishing a property that has been empty for 2 or more years immediately before the start of works. The reduced VAT rate would hopefully incentivise owners to undertake refurbishment works to bring empty properties back into use.

There is no budget set aside for improving a property that has been subject to an EDMO and where required, funding requests would have to be submitted and processed through the council's normal financial processes.

Where EDMO and / or CPO funding is approved, it is anticipated that the cost of improvements / purchase for properties subject to a final EDMO / CPO would be recovered from rent received when letting out the property and/or possible sale. Therefore there should not be an overall cost to the council. Where it is identifiable that the council may be unable to recover its costs (e.g. because the anticipated costs of renovation is so very high and/or the rent likely to be achieved over the life of the EDMO would not be sufficient to cover costs), this may have a direct bearing on the council's decision to progress with such action.

The resale of any property subject to a CPO should recover most costs at least incurred in the purchase process including any compensation payments. There may be a risk of not recovering all costs in some cases. Resources for carrying out these alternative stages of the strategy will be met from existing staffing budgets.

16. Council Tax – Empty Homes Premium

Since 1 April 2013, local authorities in England have been allowed to charge a premium on top of the normal council tax payable for empty homes. Between 1 April 2013 and 31 March 2019, the premium was up to 50% for dwellings that have been empty for more than two years. From 1 April 2019, the premium could be up to 100%. From 1

April 2020, the premium could be up to 100% for dwellings that have been empty for between 2 and 5 years and up to 200% for dwellings that have been empty for more than five years. For properties empty over 10 years the premium can be up to is 300%.

The council has opted to make use of the available powers to charge a premium on council tax payable on empty homes. This is in the interests of deterring homes from being left unoccupied and in respect of homes left empty for over 2 years a 100% premium is added; if empty over 5 years a 200% premium is added and for properties empty over 10 years the premium is 300%.

17. Energy Efficiency

In law, the minimum level of energy efficiency for domestic private rented property in England is EPC (Energy Performance Certificate) Band E. It is,

however, the aspiration of the government that as many privately rented homes as possible are upgraded to Band C by 2030 where practical, cost effective and affordable to do so. The council when engaging with empty home owners who wish their property to be re-occupied, will ensure at least the legal minimum standard of Band E is met if it is the intention of the landlord to rent the property. Similarly, vacant home owners will be encouraged to ensure their property achieves at least a Band E, or preferably higher, if it is their intention to put the property on the market for sale.

18. Monitoring and Review

This strategy is operational for five years but will be reviewed periodically and at least every five years. Further interim reviews may be prompted by changes in legislation, guidance, cases taken, or feedback on enforcement action.

Minor amendments to the strategy will be approved by the Service Lead for Strategic Housing in consultation with Service Lead (Legal). This includes any amendments that may be made specifically to reflect changes in the law and statutory guidance where these may be appropriate. Significant amendments and changes to policy will be approved by Cabinet Housing Committee.

19. Equality Impact Assessment

This strategy has been subject to an equality impact assessment.

20. Contact Information

Should you have any comments about this strategy or require any further information on empty property issues, please contact the Private Sector Housing team at:

Winchester City Council, City Offices, Colebrook Street, Winchester, SO23 9LJ
Tel. 01962 848 526

Email: privatesectorhousing@winchester.gov.uk

Appendix 1 – Standard Letter 1

NAME
ADDRESS
XXXXXXX
Winchester
POSTCODE

XX MONTH YEAR

Dear xxxxxxxxx

Re: Empty Property – xx xxx Street, XXXXX, XXX

According to the Local Taxation records you are the person listed as responsible for Council Tax for the above property, which has been empty for over 2 years. If you think that there is someone else that I should be talking to about this property, please let me know their contact details. I am writing to you because the council is keen to see long-term empty properties brought back into use. I would like you to contact me to discuss the reasons why the property is empty and your plans to bring it back into occupation.

The council's concern is that by continuing to leave the property vacant, it is a waste of a valuable housing resource and if occupied will assist in providing much needed housing in the district. The occupation of the property will also help reduce the risk of vandalism, crime and other problems which may affect the local community. However, the council understands that there are a number of reasons why properties are left empty and this is what I would like to discuss with you.

As the owner of an empty home there are many options available to you, all of which are probably more beneficial to you and the local community than leaving your property empty.

You will be aware that a 100% premium is now added to Council Tax and charged on properties that have been vacant for 2 years or more; for properties left empty over 5 years a 200% premium is added and for properties empty over 10 years the premium is 300%.

You may want to consider the financial impact this is having on you and how you could potentially benefit if you sold the house, or decided to let it, which could possibly generate a substantial income per month.

If you do have plans for the above property please let me know so that I can update my records, or if you are unsure of what to do with it, you can call me on the number quoted above for advice or assistance.

Should you require information regarding planning, advice it is available via the council's website:

<https://www.winchester.gov.uk/planning/application-for-pre-application-advice>.

If you need more detailed planning advice there may be a charge.

You may not be aware but should you wish to refurbish the property, under section 8 of HM Revenue & Customs VAT Notice 708: buildings and construction, you can seek to claim VAT at a rate of 5% rather than the standard rate of 20%. This is applicable to refurbishment of residential premises that have been empty for 2 or more years immediately before the commencement of works.

More detailed Information is available on the GOV.UK web site:

<https://www.gov.uk/guidance/buildings-and-construction-vat-notice-708>

The council is able to provide a letter to the owners of property meeting the above criteria for them to present to HM Revenue & Customs to confirm that the council is satisfied that the dwelling has been vacant for at least two years and that the refurbishment works will attract the 5% VAT rate.

I would advise that where properties remain empty with no progress towards re-occupation, the council does have and will consider using its enforcement powers to bring, where appropriate and warranted, an empty home back in to use.

I hope that you are able to respond to my request for information in respect of the property listed above. If you have any queries please call on the contact number at the top of this letter where I will be pleased to offer you advice.

Thank you in anticipation of your assistance.

Yours faithfully / sincerely

Individual Name

Job title

Private Sector Housing

Appendix 1 – Standard Letter 2

Ref: Letter 2
Our ref:
Contact:
Direct Line:
E-mail:

XX MONTH 2022

Dear xxxxxxxxxxxx,

Re: Empty Property – xx xxx Street, xxxxxxx, xxxxx

I wrote to you on XXXX 202X regarding the above property and do not appear to have received a reply. As I explained in the earlier letter, the Local Taxation records show that you are the person responsible for Council Tax. If you think that there is someone else that I should be talking to about this property, please let me know their contact details. The council's concern is that the property has been empty for more than 2 years. I would like you to contact me to discuss the reasons why the property is empty and your plans to bring it back into occupation.

The council is keen to see long-term empty properties brought back into use to provide much needed housing in the district and to reduce the risk of vandalism, crime and other problems which may affect the local community.

As the owner of an empty home there are many options available to you, all of which are probably more beneficial to you and the local community than leaving your property empty. This is especially as a 100% premium is now added to Council Tax and charged on properties that have been vacant for 2 years or more; for properties left empty over 5 years a 200% premium is added and for properties empty over 10 years the premium is 300%.

You may want to consider the financial impact this is having on you and how you could potentially benefit if you sold the house, or decided to let it, which could possibly generate a substantial income per month.

I would like to emphasise, as I explained in my earlier letter, that if you have plans for the above property or you are unsure of what to do with it, please call me on the number quoted above to let me know what your plans are or for advice or assistance.

Should you require information regarding planning advice it is available via the council's website:

<https://www.winchester.gov.uk/planning/application-for-pre-application-advice>

If you need more detailed planning advice there may be a charge.

You may not be aware but should you wish to refurbish the property, under section 8 of HM Revenue & Customs VAT Notice 708: buildings and construction, you can seek to claim VAT at a rate of 5% rather than the standard rate of 20%. This is applicable to refurbishment of residential premises that have been empty for 2 or more years immediately before the commencement of works.

More detailed Information is available on the GOV.UK web site:

<https://www.gov.uk/guidance/buildings-and-construction-vat-notice-708>

The council is able to provide a letter to the owners of property meeting the above criteria for them to present to HM Revenue & Customs to confirm that the council is satisfied that the dwelling has been vacant for at least two years and that the refurbishment works will attract the 5% VAT rate.

Where properties remain empty and there is no progress towards re-occupation, the council does have and will consider using its enforcement powers to bring them back in to use. The council prefers not to have to take such action but will do so in cases where it is appropriate and warranted.

Without any information the council cannot be assured that any progress is being made and I therefore would encourage you to respond to the request for information in respect of the empty property identified above.

If you have any queries please call on the number given above where I will be pleased to offer you advice.

Thank you in anticipation of your assistance.

Yours faithfully / sincerely

Individual Name

Job title

Private Sector Housing

Appendix 1 – Standard Letter 3

Your Ref:
Our ref:
Contact:
Direct Line:
Email:

Xx MONTH 202X

Dear xxxxxxxxx,

Re: Empty Property – xxx, xxx, xxxxx, xxx xxx

I have previously tried to contact you regarding the above property which, according to Local Taxation records, has remained empty for more than 2 years. To date, I do not appear to have received a reply from you about your plans to bring it back into occupation.

As stated in my previous letters to you the council is keen to see long-term empty properties brought back into use to provide much needed housing in the district and reduce the risk of vandalism, crime and other problems which may affect the local community.

Where properties remain empty with no legitimate reason and there is no progress towards getting them re-occupied, the council has enforcement powers granted through government legislation to bring them back in to use and occupation. This may include the compulsory purchase of the property or gaining control of its management. Ultimately, the council does not want to take such action and I urge you to contact me on the number above to make me aware of your plans to occupy the property or seek any advice which may help you achieve this.

If your property continues to remain unoccupied and no action is taken to bring it back in to use and occupation, the council will consider the possibility of using the enforcement powers available.

Please be aware that should you either choose not to respond to this letter, or action to bring the property back in to occupation does not commence and/or continue, Winchester City Council will examine whether the use of enforcement powers are appropriate.

As the owner of an empty home there are many options available to you, all of which are probably more beneficial to you and the local community than leaving your property empty. This is especially as a 100% premium is now added to Council Tax and charged on properties that have been vacant for 2 years or more; for properties left empty over 5 years a 200% premium is added and for properties empty over 10 years the premium is 300%.

You may want to consider the financial impact this is having on you and how you could potentially benefit if you sold the house, or decided to let it, which could possibly generate a substantial income per month.

I would also remind you that should you wish to refurbish the property, under section 8 of HM Revenue & Customs VAT Notice 708: buildings and construction, you can seek to claim VAT at a rate of 5% rather than the standard rate of 20%. This is applicable to refurbishment of residential premises that have been empty for 2 or more years immediately before the commencement of works.

More detailed Information is available on the GOV.UK web site:

<https://www.gov.uk/guidance/buildings-and-construction-vat-notice-708>

The council is able to provide a letter to the owners of property meeting the above criteria for them to present to HM Revenue & Customs to confirm that the council is satisfied that the dwelling has been vacant for at least two years and that the refurbishment works will attract the 5% VAT rate.

Without any information the council cannot be assured that any progress is being made and I therefore would encourage you to respond to the request for information in respect of your empty property identified above.

A failure to respond will result in a full review of the known circumstances surrounding the property and a decision made as to whether it is appropriate and warranted for enforcement action to be taken to secure the re-occupation of the property.

I hope that enforcement action will not prove necessary and urge you to contact me for advice in respect of bringing the property back into use.

Yours faithfully / sincerely,

Individual Name

Job title

Private Sector Housing

Appendix 2 – Background Information on EDMO

1. There are a number of prescribed exceptions which would prevent an EDMO from being pursued. These are defined in section 134(1)(b) of the Housing Act 2004. An empty dwelling falls within a prescribed exception if:

a) it has been occupied solely or principally by the relevant proprietor and is wholly unoccupied because:

i. He is temporarily resident elsewhere;

ii. He is absent from the dwelling for the purpose of receiving personal care by reason of old age, disablement, illness, past or present alcohol or drug dependence or past or present mental disorder

iii. He is absent from the dwelling for the purpose of providing, or better providing, personal care for a person who requires such care by reason of old age, disablement, illness, past or present alcohol or drug dependence or past or present mental disorder; or

iv. He is a serving member of the armed forces and is absent from the dwelling as a result of such service;

b) it is used as a holiday home (whether or not it is let as such on a commercial basis) or is otherwise occupied by the relevant proprietor or his guests on a temporary basis from time to time;

c) it is genuinely on the market for sale or letting;

d) it is comprised in an agricultural holding within the meaning of the Agricultural Holdings Act 1986 or a farm business tenancy within the meaning of the Agricultural Tenancies Act 1995;

e) it is usually occupied by an employee of the relevant proprietor in connection with the performance of his duties under the terms of his contract of employment;

f) it is available for occupation by a minister of religion as a residence from which to perform the duties of his office;

g) it is subject to a court order freezing the property of the relevant proprietor;

h) it is prevented from being occupied as a result of a criminal investigation or criminal proceedings;

i) it is mortgaged, where the mortgagee, in right of the mortgage, has entered into and is in possession of the dwelling; or

j) the person who was the relevant proprietor of it has died and six months has not elapsed since the grant of representation was obtained in respect of such person.

2. When applying for an Interim EDMO, the Council must show the First-tier Tribunal (Property Chamber) that:

i. The Council have made all reasonable efforts to notify the owner of its decision to apply for an authorisation for an interim EDMO were made, giving the owner at least three months warning before doing so.

ii. All other interventions have been considered and rejected.

iii. the property has an adverse effect on the neighbourhood i.e. it is causing a nuisance and blighting the local community and the community supports the course of action.

iv. The property does not fall into one of the prescribed exemptions.

3. Any tribunal would only authorise the Council to make the interim Order if they decide it is in the interests of the community and taking into account the effect that the Order will have on the relevant proprietor. The proprietor could attend any tribunal hearing and make a case that they were taking steps to bring the property back into use. This may include that they are carrying out repairs or seeking to clear a property of belongings (e.g. furniture) prior to either sale or letting the property out. On balance, a tribunal may not then make an Order, however, this would be a decision for the tribunal. This means there is no guarantee that an application for an EDMO will succeed as each case must be judged on its individual merits.

4. The tribunal could also order the Council to pay compensation to the proprietor for interference with their rights.

5. If the Order is made the Council would then need to take the necessary steps to secure that the dwelling is occupied, this could include paying to bring the property up to a reasonable condition. The interim Order will last 12 months unless it is discharged before then (or a final Order is made). The property - when it is subject to an interim EDMO - can only be let with the consent of the proprietor. If consent is not forthcoming, the Council can make a final Order and then the property can be let without the proprietor's consent. Any final Order will last for a maximum of 7 years.

Appendix 3 – Background information on CPOs

CPO Regulatory Framework:

1. Guidance on the Compulsory Purchase Process and The Crichton Down Rules for the disposal of surplus land acquired by, or under the threat of, compulsion was published by the then Department for Communities and Local Government (now Department for Levelling Up, Housing and Communities) in 2015 and was last updated in July 2019. The guidance is available here:

<https://www.gov.uk/government/publications/compulsory-purchase-process-and-the-crichton-down-rules-guidance>

2. The guidance is extensive and will be taken into account, including changes in practice arising from primary legislation and case-law, when deciding how to proceed in each case. The decision to proceed with CPO powers in any particular case will be via Executive approval in conjunction with Officers of the Council.

3. Section 226(1)(a) Town and Country Planning Act 1990 (as amended) provides the Council with wide power to acquire land and buildings to facilitate their improvement, development or redevelopment provided this will bring social, environmental or economic benefits. It does not matter that the improvement, development or redevelopment is to be carried out by a third party, such as a purchaser from the Council. This power will often be used where a vacant site is subject to CPO so that development can be undertaken by a third party. It can also be used to CPO an empty home which is in poor condition, where it can be said that the compulsory acquisition of the house will secure its 'improvement'. The MHCLG guidance says: 'This power is intended to provide a positive tool to help acquiring authorities with planning powers to assemble land where this is necessary to implement proposals in their Local Plan or where strong planning justifications for the use of the power exist. It is expressed in wide terms.....'

ii. Section 17 of the Housing Act 1985 gives local authorities the power to acquire land, houses or buildings for the purpose of improving and providing housing accommodation. This power can be used to acquire empty homes. It can also be used to acquire land and buildings for housing development. In both these cases there is often a choice of whether to use housing or planning powers. MHCLG guidance provides: 'Where an authority has a choice between the use of housing or planning compulsory purchase powers the Secretary of State will not refuse to confirm a compulsory purchase order solely on the grounds that it could have been made under another power'. It should be noted, however, that it is only possible to use planning powers to CPO an empty property where the property is in poor condition and in need of improvement. For the purpose of this policy, and in this specific context, it should be considered better when seeking to CPO an empty property to use the housing power.

iii. The Acquisition of Land Act 1981 contains the statutory procedures for the making and confirmation of CPOs. Comprehensive guidance on the general procedure for CPOs is contained in MHCLG online guidance. In particular it provides guidance on CPOs used for planning and housing purposes. The test set out in the online guidance that the Secretary of State applies in deciding if a CPO should be confirmed is that of 'a compelling case in the public interest'. This is also the test that a local authority should apply in deciding if it should make a CPO. Any CPO that interferes with the human rights of those with an interest in the land - if the compelling case test is met - any interference with those rights is proportionate and lawful.

iv. If the empty property is a listed building in poor condition, Section 47 of the Planning (Listed Buildings and Conservation Areas) Act 1990 also permits the use of CPO.

4. For ease of reference, a highly simplified description of the Compulsory Purchase procedure has been included here. The process outlined is dependent on the initial investigations (e.g. agreement of the extent of the site and full title investigations) being successfully undertaken and in the context of the considerations set out above. Every effort must be made to acquire by agreement or to negotiate empty property back in use. CPO is used as a last resort.

5. Once initial investigations have been carried out, and the relevant officers including Senior Management Team are satisfied there are realistic prospects of success and would – where appropriate – represent prudent use of public funds, the process for this scheme is briefly outlined below:

a) Senior management decision to declare and make a CPO by Service Lead (Legal), in consultation with the Strategic Director and Portfolio Holder for Housing Services.

b) Preparation of statement of reasons – justification on why the CPO is required.

c) Making the Order and notifying known owners and occupiers then submitting the Order to the appropriate Secretary of State for Housing, Communities and Local Government – this includes the Statement of Reasons. The making of the Order is advertised and is available for general inspection as well as being served on all parties with an interest in the dwelling.

d) If no objections are received within the objection period (a minimum of 21 days must be allowed) and the Minister is satisfied proper procedures have been followed; he can confirm the order without modification, subject to modification (e.g. certain properties are excluded from the Order) or reject it.

e) If objections are received, the matter can be dealt with by written representations or at a public inquiry. The Council will have to provide a full statement of case for the inquiry. This process will generally take a year to reach a decision.

f) The Inspector heading the public inquiry provides a written report for the confirming Minister with his recommendations and the confirming Minister then either confirms, modifies or rejects the Order.

g) Following confirmation of the CPO (providing proper procedure is followed and relevant notices served) a General Vesting Declaration can be executed which transfers all the land into the Council's ownership, with the compensation payable to the owners and occupiers to be agreed later, if not already agreed at the time. This part of the process is likely to take around 4 months.

h) In the event that compensation cannot be agreed between the Council and the claimant, then the compensation will be determined by the Upper Tribunal (Lands Chamber).

NOTE: This is a very simplified version

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Appendix 4 – Aims and objectives

Objective 1 – To Identify and Monitor		
Key Action Requirement	Timescale	Responsible Officer(s)
<p><u>Aim</u></p> <p>To continue to identify and periodically monitor empty homes using primarily data such as council tax information, councillor and officer knowledge and local intelligence to maintain a data base and build on the register of empty homes.</p>	2022 and ongoing	PSH Team
Objective 2 - Engagement		
<p>Successful delivery of the strategy and objectives will involve the engagement of both internal and external partners including:</p> <ul style="list-style-type: none"> • Revenues (Council Tax) • Housing Options • Environmental Protection • Police • Hampshire & Isle of Wight Fire & Rescue Service • Empty Home Owners <p>i. To engage with empty home owners and other stakeholders as required to establish good dialogue and communication.</p> <p>ii. To annually contact empty home owners through the 3 letter approach, in conjunction with email correspondence and telephone calls where information held.</p> <p>iii. To promote and publicise the strategy on the council web site</p>	2022 and ongoing	PSH team
	2022 and ongoing	PSH team

Objective 3 – Signposting		
<p><u>Aim</u></p> <p>To signpost and assist in creating and fostering relationships between empty home owners and developers or individuals who have expressed an interest in purchasing and refurbishing an empty home.</p> <p>In depth information on Empty Homes can be found at:</p> <p>i. Action on empty homes: https://www.actiononemptyhomes.org</p> <p>ii. House of Commons Library Briefing Paper Number 3012 of 21 October 2020: Empty Housing (England)</p>	Information	PSH team
Objective 4 – Enforcement		
<p><u>Aim</u></p> <p>As a last resort to make use of the wider enforcement options available to address the most problematic empty homes which have been vacant for in excess of 2 years and which are significantly impacting on local communities and contributing to anti-social behaviour.</p>	As and when required	PSH team Planning Enforcement Legal

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REPORT TITLE: GREEN ECONOMIC DEVELOPMENT STRATEGY (GEDS)
DRAFT ACTION PLAN

21 JUNE 2022

REPORT OF PORTFOLIO HOLDER: Cllr Thompson, Cabinet Member for Business
and Culture

Contact Officer: Andrew Gostelow Tel No: 07980 732149 Email
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WARD(S): ALL

PURPOSE

This paper introduces for consideration a draft GEDS Action Plan 2022-2024 (see appendix 1). This action plan focuses on activity over the two year period 2022 to 2024 and frames the work of the Economy & Community Service. It will be delivered collaboratively with officers across the council along with stakeholders and businesses from across the district.

It forms the next steps for the implementation of GEDS and sets out the prioritised actions for delivery against the themes and outcomes outlined in the strategy.

RECOMMENDATIONS:

The Policy Committee are asked to:

- Note the approach to project prioritisation and the process to identify the actions for 2022-2024;
- Review and comment on the GEDS Action Plan 2022-2024;
- Support the approach to create a web-based action plan that can be accessed, up-dated and promoted via the council website.

1 RESOURCE IMPLICATIONS

- 1.1 The staffing resources required to implement the GEDS Action Plan will come predominately from the Economy & Community Service, following the redesign of an existing post into that of Business Growth Officer (Grade 5).
- 1.2 Individual resource and implementation plans will be developed as projects and interventions in the Action Plan come forward for delivery. This will identify resources required and the routes to securing them along with the necessary funding investment – for example through bidding to external funding programmes, determining how the Shared Prosperity Fund will be allocated and business justification cases for council funding.

2 SUPPORTING INFORMATION:

2.1 **Background**

- 2.2 Approval was given to develop the next ten year Green Economic Development Strategy (GEDS) along with permission to appoint a specialist consultancy to support the council in delivering this critical strategy. Urban Foresight and Third Life Economics were appointed in March 2021.
- 2.3 Updates on the progress and development of the strategy were brought to a Policy Committee meeting on 22 June 2021, BHP017 and on 21 September 2021, BHP020. GEDS is now in its implementation and operational stages and we would like to thank the Policy Committee for their input and comment during the development stages.
- 2.4 The GEDS aims to make sure Winchester district benefits from the new jobs, goods, and services that the whole of the UK will need in the next decade. As a next generation strategy, the GEDS is also designed to deliver well-being, reduce inequalities, develop resilience, and enable the transition to a more sustainable economy.

3 **Purpose of the Action Plan**

3.1 Links to the Council Plan and other key strategies

- 3.2 Due to the multi-dimensional nature of the GEDS the action plan aligns closely with the council plan priorities:

Council priority	Strategic theme	GEDS outcomes
Vibrant Local Economy	1. Innovative Business & Economy 2. Skills & Competitiveness 3. Cultural, Creative and Visitor Economy	<ul style="list-style-type: none"> Increased business density and diversity Higher skills and productivity

Council priority	Strategic theme	GEDS outcomes
Tackling the Climate Emergency and creating a greener district	4. Connected public & electric transport	• Net CO2 emissions reduced to zero
Living Well	5. Affordable low carbon housing	• Greener transport and less congestion
Homes for All	6. Green infrastructure, biodiversity & renewable energy	• More affordable, sustainable, and flexible housing stock
		• Increased biodiversity and green infrastructure
		• More local renewable energy

- 3.3 The plan also considers other key strategies and programmes of work across the council including the Winchester Movement Strategy, the Local Plan and Central Winchester Regeneration etc. as well as beyond the district including Hampshire 2050 and Enterprise M3 Local Enterprise Partnership.
- 3.4 Issues and challenges
- 3.5 There are a range of issues and challenges outlined in the GEDS which have been considered when developing the actions within the plan. These include global, national as well as local issues.
- 3.6 More specifically when considering Winchester district directly, the action plan outlines the strengths and weaknesses along with the opportunities and threats which face the district now and into the foreseeable future. The actions, as part of this initial two year plan, along with the main suite of actions to be delivered by 2032, aims to recognise and act on the strengths, capitalise on the opportunities, minimise the weaknesses and address the threats.
- 3.7 The Committee are asked to consider the Draft Action Plan 2002-2024 that focuses activity over the next two year period. The actions tackle a range of issues and challenges the district faces and specifically the eight outcomes outlined in the strategy. It set outs the projects in terms of:
- a) Completed - Actions delivered in their entirety = three actions
 - b) Commenced: Actions where delivery includes and is beyond Phase 1 = six actions
 - c) Concept: Actions in exploratory & research stage / first year of delivery = 12 actions
- 3.8 Reflective of the GEDS itself, this plan is an agile, flexible and adaptable plan and should not be regarded as final as it will recognise opportunities as they arise. This will enable actions, not currently considered in this first period of

implementation, to be brought forward for inclusion. To support this approach consideration has been given as to how best to present the action plan; share with stakeholders; promote to businesses and, over time, encourage wider participation and ownership. The Committee are asked to agree the proposed approach of publishing a dynamic web-based plan that sets out the actions with links to further details such as the detailed implementation plans and outcomes. This enable plans to be updated and changed; new ones added and completed or obsolete ones removed.

3.9 **Prioritisation Exercises**

3.10 GEDS suggested thirty-four actions with varying degrees of priority and which fall into one or more of the following four categories:

- a) Enabling Policy
- b) Investment/Delivery
- c) Partnership Working
- d) Research/Feasibility

3.11 Of the initial thirty-four actions four have not been included in this action plan. This is because they will be considered in, and form part of, other actions; are already part of the team's main work programme; or have been superseded by other activity. These are:

- (i) IB2: Collaborate to refresh CRM and business relationship management – this is part of the team's ways of working included in the council partnership management guidance.
- (ii) IB8: Deliver a post-COVID relocation prospectus – this is superseded by the market materials for Central Winchester Regeneration and covered in the marketing and the promotions as part of the High Streets' Priority Action Plan.
- (iii) CCVE3: Co-ordinate rural tourism businesses – this will be included in the Sustainable Tourism Strategy work.
- (iv) CCVE4: Co-ordinate us of local creative capabilities in non-creative businesses and vice versa – this will be included in the Cultural Strategy work.

3.12 In order to prioritise the remaining actions a range of activities have been undertaken to establish which will be taken forward to form the first two year action plan. The Committee are asked to note the approach taken with regard to these exercises which are summarised in the Action Plan Appendices (see Appendix 2) and includes:

- a) A series of meetings and exercises undertaken with the Steering Group (see Section 2). Steering Group members were given the opportunity to feedback on which actions they feel are a priority for the first two

year plan. Of those priorities members have also indicated if they are active within these work streams.

- b) A Business Advisory Panel which included live on-line polling (see Section 3) and the opportunity to debate and prioritise the actions outlined within GEDS.
- c) Review sessions with Corporate Heads of Service and associated teams to consider how GEDS priorities align with existing work programme priorities and delivery timelines across the council.
- d) An Impact and Effort analysis (see Section 4). This analysis considers the characteristics of each action and plots them in the relevant quartile based on the level of effort and impact involved. The actions proposed to be tackled in phase one of the plan demonstrate an appropriate mix and range of effort and impact levels.
- e) A co-benefit/co-dependency analysis (see Section 5). This analysis demonstrates the connectivity between each of the actions both in terms of benefit and dependency on each other. This allows the “bundling” of actions and in doing so, given the agile nature of this plan, may bring about some fluidity in terms of prioritisation throughout the life of the strategy.
- f) A division of responsibilities overview (see Section 6). This overview outlines the actions that fall into the direct responsibility of:-
 - (i) The Tourism & Economy Teams
 - (ii) The wider Economy & Community Service
 - (iii) Teams and work streams elsewhere in the council
 - (iv) Partners and Stakeholders outside of the council

3.13 **Delivery, Monitoring and Evaluation**

3.14 Internal

3.15 A set of key performance indicators (KPIs) are proposed in the Strategy for each of the eight outcomes outlined in GEDS; and as part of the process of developing the detailed implementation plans for each intervention or action they will be reviewed. This will serve as a measure of the green economic benefits that the delivery of GEDS brings about. It is proposed that the PAC Board will provide scrutiny of this process.

3.16 Performance and progress will also be reported quarterly to the GEDS Programme Board, including a full year annual review in 2023. In addition, quarterly progress updates will be provided as part of the Finance and Performance Monitoring report, which is considered by the Performance Panel and Cabinet. Comment from the Business & Housing Policy Committee will continue to be sought as appropriate throughout the life of the strategy.

3.17 An implementation group will be set up that comprises of officers from across the council who will work together to ensure the action plan and associated Green Economic Development Strategy outcomes are fully embedded in appropriate strategies, policies and work programmes. The group will be responsible for delivery of projects being undertaken by the action groups. The group will be required to provide a quarterly update report to the GEDS Programme Board. This group will be made up of the following plus relevant Service Leads and appropriate representatives from Finance and Communications will be asked to attend relevant meetings as required, dependent upon the specific agenda:

- Corporate Head of Service: Economy & Communities
- Service Lead: Economy & Tourism
- Service Lead: Community & Wellbeing
- Business Engagement Manager
- Tourism Marketing & Development Manager
- Sustainability Manager
- Natural Environment & Recreation Manager
- Head of Programme: Place
- Head of Programme: Central Winchester Regeneration
- Corporate Head of Service: Housing
- Corporate Head of Service: Regulatory

3.18 External

3.19 The GEDS has been developed collaboratively across the district's business community. This collaboration will continue through the mobilisation of the action plan and the formation of action groups where appropriate that will facilitate the delivery of the relevant actions. The external action groups will be facilitated by council officers and made up of officers, businesses, stakeholders and representative organisations who have an interest in, and can enable the delivery of, the actions and their associated implementation plans.

3.20 A steering group of key stakeholders and representative organisations has been established and will continue to meet throughout the duration of the two year action plan. The purpose of the steering group is to provide a shared focus on achieving GEDS outcomes across the district through a clear, consistent and resources effective approach to the delivery of projects and investments by all those who have a role to play or influencing those that do.

3.21 A business advisory panel will meet to foster collaboration and engage the wider business community in the achievement of the action plan. This will include seeking input on plans for the forthcoming period.

3.22 In the first part of 2024 the action plan will be evaluated with the aim of developing a second action plan for next period of activity, likely to cover the period of 2024 – 2027. At this time consideration will be given to the relative importance and need for alignment with the four scenarios as outlined in the strategy:-

- a) Levelled up district
- b) 20-minute communities
- c) Resilient district
- d) A vibrant place to do business

4 OTHER OPTIONS CONSIDERED AND REJECTED

4.1 Alternative options considered:

- a) No action plan is produced: this option was rejected as it is considered crucial that there is a clear plan for how the outcomes outlined in the strategy will be realised over the next ten years and that this plan can be used to track and monitor delivery.
- b) A long term ten year action plan is produced: this option was rejected as it was felt that ongoing delivery would benefit from a series of time bound plans covering the life of the strategy. An initial two year plan would set the direction and focus efforts on initial priorities.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

BHP017	22 June 2021	10 year Green Economic Development Strategy
BHP020	21 September 2021	Winchester district ten-year Green Economic Development Strategy
CAB3319	20 October 2021	Winchester District Green Economic Development Strategy

Other Background Documents:-

None.

APPENDICES:

Appendix 1: Draft Green Economic Development Strategy Action Plan 2022 -2024

Appendix 2: GEDS Action Plan 2022-2024 Appendices

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**WINCHESTER DISTRICT TEN YEAR
GREEN ECONOMIC DEVELOPMENT STRATEGY:
DRAFT ACTION PLAN 2022 - 2024**



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1. Introduction – The Green Economic Development Strategy 2022-2032

Work commenced in March 2021 to create a new economic strategy for Winchester district. Consultant Urban Foresight and Third Life Economics were appointed and in October 2021 the council approved a Green Economic Development Strategy (GEDS) that consists of:

- Evidence base
- A framework strategy of thirty-four actions, grouped under six policy themes to achieve eight outcomes which could be evaluated through the lenses of four scenarios.

(add link to diagram)

This action plan forms part of the next steps for the delivery of GEDS.

Why now?

The previous Economic Development Strategy had expired and therefore a replacement was required. Moreover, Winchester district faces similar global and national challenges to many parts of the country; climate change and decarbonisation, post-COVID recovery, digitalisation, and growing inequalities in a rapidly aging society. The GEDS outlines how these can be addressed and make the most of the opportunities for green growth in a way that is distinctive to Winchester district. It also reflects how government policy and funding is responding to these societal challenges.

The next ten years will see national government policy driving local authorities and local economies closer to net zero carbon emissions. This transition will be underpinned by public and private investment in new infrastructure, innovation, growth of new goods and services, and demand for new jobs and skills.

Winchester district has unique strengths and assets which provide a platform to accelerate economic development well positioned to capitalise on significant green growth opportunities. Economic growth and the transition to net zero carbon is becoming a single joined-up policy priority across the UK.

The GEDS aims to make sure Winchester district benefits from the new jobs, goods, and services that the whole of the UK will need in the next decade. As a next generation strategy the GEDS is also designed to deliver well-being, reduce inequalities, develop resilience, and enable the transition to a more sustainable economy.

2. Purpose of the plan

This action plan will focus on activity over the two year period 2022 to 2024. It considers the actions that have been outlined in GEDS, grouped in the six policy themes which lead to the following outcomes:

- Increased business density and diversity
- Higher skills and productivity
- Reduced socio-economic and spatial inequality
- More affordable, sustainable, and flexible housing stock
- Net CO2 emissions reduced to zero
- Greener transport and less congestion
- More local renewable energy
- Increased biodiversity and green infrastructure

See Appendices Section 8 ([add link](#)) for an overview of each action and the resulting outcome.

Reflective of the GEDS itself, this plan is an agile, flexible and adaptable plan, focussing on activity over the next two years. As such, it should not be regarded as final as it will recognise opportunities as they arise that could enable actions, not currently considered in this first period of activity, to be bought forward for consideration. The plan will be used as a key tool to address the issues and challenges illustrated in the strategy and which are outlined in section four. The monitoring and evaluation process, outlined in section five, enables this approach.

A number of framework implementation plans are contained within this version of the action plan, and development of other implementation plans, along with the mobilisation of the steering group and/or dedicated action groups, will be used to take forward agreed actions over the next two year.

Whilst this is a council led plan, it has and will continue to be developed and delivered in partnership with key stakeholders across the district. The steering group and the business advisory panel are likely to have more input to provide on this action plan and this will be reflected in future versions.

It is recognised that the actions outlined section nine are at different stages in their development. As such some actions will be

- Completed - in their entirety and benefits accruing from the outcomes will be achieved by 2024,
- Commenced – longer term projects that will not be completed until post 2024 but need to start within the plan period
- Concept - where exploratory and research activity, along with influencing policy and planning, will form the bulk of the work by 2024.

It is recognised that a number of these actions form part of longer term strategies being addressed elsewhere, in the council or by one of our partners or stakeholders.

3. Links to the Council Plan

The Council has developed its plan to 2025 which sets out what it wants to achieve and to address the main challenges facing the Winchester district. “Vibrant local economy” and “Tackling the Climate Emergency and creating a greener district” form two of the five priorities of the plan and align directly to the ambitions outlined in the Green Economic Development Strategy. In addition to these two priorities, actions outlined in the GEDS will also assist in tackling priorities including “Living Well” and “Homes for All”.

Tackling the Climate Emergency	<ul style="list-style-type: none"> • Deliver urban heat mitigation measures
Vibrant local economy	<ul style="list-style-type: none"> • Collaborate to extend the EM3LEP digital spine • Co-ordinate innovation and knowledge-sharing in the rural and land-based economy • Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity • Deliver a Sustainable Tourism strategy • Collaborate with the district’s educational institutions to grow opportunities for the creative and cultural sector
Homes for All Living Well	<ul style="list-style-type: none"> • Deliver a significant retrofit campaign • Encourage increased housing supply

In addition to the Council Plan, the actions outlined in the Green Economic Development Strategy directly align to and will support the delivery of, the following council strategies and major programmes:-

- The Carbon Neutrality Action Plan
- The City of Winchester Movement Strategy
- The New Homes Programme
- Central Winchester Regeneration



Furthermore it is aligned to, and is in support of, Hampshire 2050 and the work being carried out on behalf of Hampshire County Council by the New Economic Foundation, as well as key priorities outlined in strategies developed by the South Downs National Park Authority.

4. Issues and evidence

There are a range of issues and challenges outlined in the GEDS which have been considered when developing the action plan. The table below outlines some of the key global, national and local issues to be considered.

Global	National	Local
<ul style="list-style-type: none"> ● Pandemic(s) management - Rapidly changing top-down public health pressures for the foreseeable future ● Climate change - New international requirements post-COP26 ● Trade and investment - volatility for T&I, but opportunities for near-shoring and localisation of supply chains ● Digitalisation and AI - accelerating trend with wide and varied impacts, but positive opportunities for a highly skilled local population if infrastructure and services are of global quality 	<ul style="list-style-type: none"> ● 'Big' interventionist government - Assimilate evolving and emerging national plans (e.g national recovery, green growth etc) in a rolling GEDS ● Levelling-up - Explicitly address and mainstream inequalities, 'good work/jobs' and community cohesion issues ● Fragmentation of funding and institutional churn - Whole council and 'Team Winchester' approaches - with local capacity for multiple bidding and delivery management ● Centralised economy - Reduce reliance on commuterism through attracting satellite offices, increasing local opportunities, and facilitating hybrid working 	<ul style="list-style-type: none"> ● Public health and well-being - Broader set of wellbeing perspectives and goals beyond orthodox economic strategies ● Social distancing and space premiums - making the most of WCCs size and low density; policies for home and hybrid working, high streets and local centres reopening, visitor and leisure economies ● Foundation sectors and industries - Embedding good skills, work and jobs principles; business support outside high value, high growth sectors; focus on retail, leisure and visitor economy ● Green and equalities concerns - 2030 Carbon neutrality driver; embedding national park principles (nature recovery and gain, biodiversity) across district; sustainability pilots and demonstrators

More specifically when considering Winchester district directly, the table overleaf outlines the strengths and weaknesses along with the opportunities and threats which face the district now and into the foreseeable future. The actions, as part of this initial two year plan, along with the main suite of actions to be delivered by 2031, aim to recognise and act on the strengths, capitalise on the opportunities, minimise the weaknesses and address the threats.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Relatively affluent, high performing district on many metrics • A rich, diverse, distinctive geography, economy, and culture • Considerable business vitality, high level skills, and important anchor institutions with public/social/environmental purposes • Well-located between London and Southampton with strong connectivity to both and respective city regions • Seemingly not as vulnerable to pandemic, Brexit impacts, and other potential shocks as many places 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Typical non-metropolitan aging demographic challenges • Major housing market pressures and tensions • Lack of major business clusters anchored by global players and a well-defined innovation eco-system • High per capita CO₂ emissions, very reliant on car-based transport within the district • Not particularly well-placed to command policy attention and prioritisation from Government and LEPs
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • A strong stock of underlying assets and capabilities, together with considerable enthusiasm and opportunities for a green recovery, natural capital, and social wellbeing approaches • UK Green Recovery, LEP focus on LCEGS, and Hampshire 2050 processes provide opportunities to attract investment and incentivise indigenous development • Strengthened anchor institution collaboration (including SDNP) together with diverse SME business vitality could be purposeful and agile if communities can be empowered and buy-in to the GEDS. 	<p>THREATS</p> <ul style="list-style-type: none"> • Potential national/regional post-lockdown economy reduces domestic demand and levels of private investment, whilst prescriptive requirements and low resourcing limit local freedoms, flexibilities, and delivery capacity • Risks of complacency and resistance to change may inhibit necessary decisive, radical delivery of change • Post-COVID trends significantly weaken city and town centres, business, and community vitality, and increase social inequalities and exclusion for some groups

5. Monitoring and Evaluation

A set of key performance indicators (KPIs) will be agreed for each of the eight outcomes outlined in GEDS to serve as a measure of the green economic benefits that the delivery of GEDS will bring about. An initial set of indicators has been proposed and these will be added to, or changed, as appropriate through the delivery of interventions and actions. See Appendices Section 9 ([add link](#)).

The progress against KPIs and the delivery of actions will be monitored and reviewed both internally (through existing performance management processes) and externally through the GEDS governance structure. Throughout the life of the strategy the four scenarios below will also be used as lenses through which to evaluate the prevailing need for action should economic, social and environment policy and needs shift.

- Levelled up district
- 20-minute communities
- Resilient district
- A vibrant place to do business

In the latter part of this two year action plan, a further action plan will be developed for the next period of activity, likely to cover the period of 2024 – 2027.

6. Governance

Internal

The council has established a Green Economic Development Strategy Programme Board. Its members will be:

- Cabinet member for Business and Culture
- Cabinet member for Climate Emergency
- Cabinet member for Community & Housing
- Shadow Cabinet member for Economy
- Strategic Director
- Corporate Head of Economy & Community (Project Sponsor)
- Service Lead Economy & Tourism (Programme Lead)
- Service Lead Community & Wellbeing

The GEDS Programme Board's primary focus is to oversee delivery and provide accountability for the GEDS 2022-2032. Its role will be to:

- Provide guidance / advice on resolutions to issues / delays / constraints that are preventing delivery
- Consider / raise interdependencies with corporate programmes and projects
- Consider resource implications – financial and staffing etc
- Review
 - Programme risks
 - Quarterly progress reports and updates provided by the Implementation Group
 - Annual performance report provided by the Implementation Group

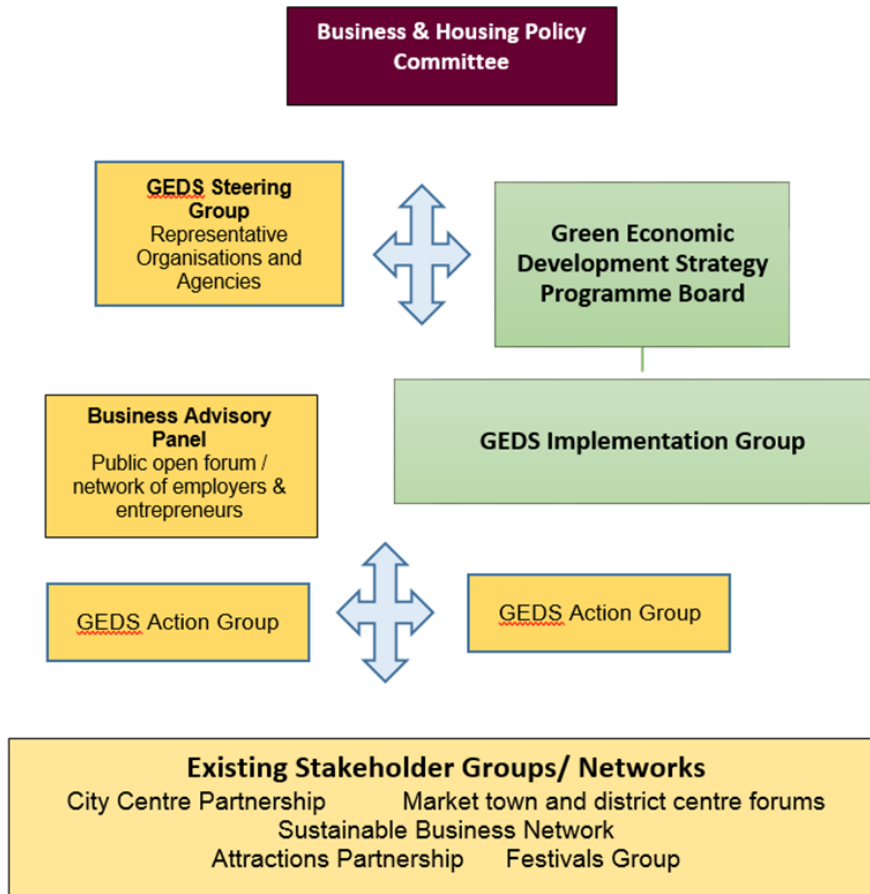
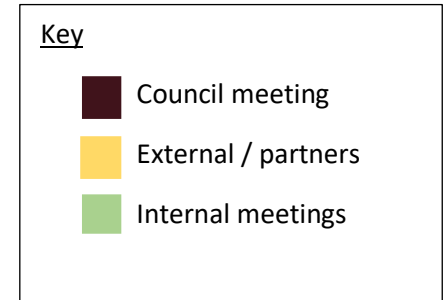
External

The council will continue to host a business advisory panel throughout the life of the GEDS. This public forum will aim to foster collaboration and engage the wider business community in the achievement of the strategy. This will include seeking input on plans for the forthcoming period.

A steering group of key stakeholders and representative organisations has been established and will continue to meet throughout the duration of the two year action plan. The purpose of the steering group will provide a shared focus on achieving

GEDS outcomes across the district through a clear, consistent and resources effective approach to the delivery of projects and investments by all those who have a role to play or influencing those that do.

Governance diagram



7. Routes to delivery

The GEDS has been developed collaboratively across the district's business community. This collaboration will continue and intensify as this strategy develops the implementation plans around each action. It is recognised that this action plan will be delivered in collaboration with key stakeholders and representative organisations including EM3 LEP, Hampshire County Council, South Downs National Park Authority, Hampshire Chambers of Commerce, Federation of Small Businesses, Winchester BID, Sustrans, University of Winchester, Winchester School of Art, Sparsholt College, Sustainable Business Network along with the wider business community and other appropriate representative bodies and stakeholders.

Action groups will be established where appropriate to support the delivery of this two year plan. Such groups will be facilitated by council officers and made up of officers, businesses, stakeholders and representative organisations who have an interest in and can enable the delivery of the action and its associated implementation plan.

An **implementation group** that comprises of officers across the council who will work together to ensure the action plan and associated Green Economic Development Strategy outcomes are fully embedded in appropriate strategies, policies and work programmes. The group will be responsible for delivery of projects being undertaken by the action groups.

8. Prioritising the Action Plan

The GEDS suggested thirty-four actions under six key themes. These actions represent varying degrees of priority and fall into one or more of the following categories:

- Enabling Policy
- Investment/Delivery
- Partnership Working
- Research/Feasibility

A number of actions will move through one or more of the above categories during its life cycle.

Of the initial thirty-four actions four have not been included in this action plan. This is because they will be considered in, and form part of, other actions; are already part of the team's main work programme; or have been superseded by other activity. These are:

IB2: Collaborate to refresh CRM and business relationship management – this is part of the team's ways of working included in the council partnership management guidance.

IB8: Deliver a post-COVID relocation prospectus – this is superseded by the market materials for Central Winchester Regeneration and covered in the marketing and the promotions as part of the High Streets' Priority Action Plan.

CCVE3: Co-ordinate rural tourism businesses – this will be included in the Sustainable Tourism Strategy work.

CCVE4: Co-ordinate us of local creative capabilities in non-creative businesses and vice versa – this will be included in the Cultural Strategy work.

A range of activities have been undertaken in order to establish which actions will be taken forward and which will form part of the first two year action plan. This included and the detail of which are given in the Appendices:

- A series of meetings and exercises undertaken with the Steering Group
- A Business Advisory Panel which included live on-line
- Review sessions with Corporate Heads of Service and associated teams to consider how GEDS priorities align with existing work programme priorities and delivery timelines across the council
- An Impact and Effort analysis
- A co-benefit/co-dependency analysis
- A division of responsibilities overview

By undertaking the above activities and engagement the remaining thirty actions have been prioritised against a timeline of phased delivery, within the following three specific phases:

- Phase 1: 2022 – 2024
- Phase 2: 2024 – 2027
- Phase 3: 2027 – 2032

The Action Plan demonstrates separately those actions which are:

- Blue – completed - Will be delivered in their entirety in the action plan period shown
- Green – commenced or commencing in the first two year action plan and delivery will be realised in future action plans
- Yellow – concept - Are in an exploratory/development phase prior to delivery

Phase 1 will aim to achieve:

Stage	Lead	Number
Completed Actions completed in their entirety by the end of this phase	3 = Economy & Tourism Teams	3
Commenced Actions that are already underway and where delivery will be during and beyond Phase 1	2 = Economy Team 1 = Transport Team 2 = Housing Team 1 = Natural Environment & Recreation Team	6
Concept Actions that will commence exploratory/research/feasibility activity during this phase, but not be delivered until future phases	6 = Economy Team 3 = Transport Team 3 = Housing Team 1 = Natural Environment & Recreation Team 2 = Sustainability Team	12

The actions being delivered in Phase 1 Action Plan outlined below have been assessed as high impact, as illustrated in the impact effort analysis. The chart below illustrates eight actions receiving intervention in the Phase 1 Action Plan, of which four are high impact but which also require high effort and the remaining four are also high impact but require lower effort.

Policy Theme code	Policy Theme	Action Plan description	HE/Hi	LE/Hi	2022/23	2023/24
IB7	Innovative Business & Economy	Encourage repurposing retail space	Grey	White	Yellow	Green
SFE1	Skills & competitiveness	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Grey	White	Green	Green
CCVE1	Culture, creative & visitor economy	Deliver a Sustainable Cultural Strategy	White	Grey	Blue	Blue
CCVE2	Culture, creative & visitor economy	Deliver a Sustainable Tourism Strategy	White	Grey	Blue	Blue
T3	Connected, public & electric transport	Collaborate with HCC on Bus Improvement Plan	Grey	White	Green	Green
T4	Connected, public & electric transport	Collaborate with HE and HCC on the Movement Strategy	White	Grey	Green	Green
HC2	Affordable, low carbon housing	Deliver a significant retrofit campaign	White	Grey	Green	Green
HC4	Affordable, low carbon housing	Encourage increased housing supply	Grey	White	Yellow	Yellow

9. Phase 1 Action Plan

Completed: Actions delivered in their entirety

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
CCVE1	Culture, creative & visitor economy	Deliver a Sustainable Cultural Strategy	Tourism Marketing & Development Team	Hampshire Cultural Trust Play to the Crowd Cultural Network Winchester School of Art University of Winchester Festivals Group	Net CO2 emissions reduced to zero Increased business density and diversity		
CCVE2	Culture, creative & visitor economy	Deliver a Sustainable Tourism Strategy	Tourism Marketing & Development Team	Discover Winchester Attractions Group Visit Hampshire Tourism South East Visit England/Britain Relevant sustainability partners	Net CO2 emissions reduced to zero Increased business density and diversity		
CCVE5	Culture, creative & visitor economy	Co-ordinate the establishment and operation of a creativity-themed business cluster network	Economy & Cultural Development Teams	Hampshire Cultural Trust Play to the Crowd	Increased business and density Higher skills and productivity		

Commenced: Actions where delivery includes and is beyond Phase 1

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
IB7	Innovative Business & Economy	Encourage repurposing retail space	Economy Team	Winchester City BID Market Town Representation Landlords & Real Estate Agents	Increased business density & diversity		
SFE1	Skills & competitiveness	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Economy Team	Hampshire County Council EM3 LEP	Net CO2 emissions reduced to zero Higher Skills and Productivity		
T4	Connected, public & electric transport	Collaborate with HE and HCC on the Movement Strategy	Transport Team	Hampshire County Council Highways England	Net CO2 emissions reduced to zero		
HC1	Affordable, low carbon housing	Encourage low or zero carbon regeneration site testbed and development	Housing Team		Net CO2 emissions reduced to zero		
HC2	Affordable, low carbon housing	Deliver a significant retrofit campaign	Housing Team		More affordable, sustainable, and flexible housing stock Net CO2 emissions reduced to zero Reduced socio-economic and spatial inequality		
GI5	Green infrastructure, biodiversity & renewable energy	Deliver urban heat mitigation measures	NERT Team		Increased biodiversity and green infrastructure		

Concept: Actions in exploratory & research stage / first year of delivery

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
IB1	Innovative Business & Economy	Collaborate to extend the EM3 LEP digital spine	Economy Team	LEP/HCC	Increased business density & diversity Reduced socio-economic and spatial inequality		
IB3	Innovative Business & Economy	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	Economy Team		Increased business density & diversity		
IB4	Innovative Business & Economy	Co-ordinate a digital cluster programme	Economy Team		Net CO2 emissions reduced to zero Increased business density and diversity		
IB5	Innovative Business & Economy	Co-ordinate a single business carbon reduction and responsible management programme	Economy Team		Net CO2 emissions reduced to zero More local renewable energy Higher skills and productivity		
IB6	Innovative Business & Economy	Deliver flexible, affordable grow on/small SME space	Economy Team		Increased business density & diversity Reduced socio-economic and spatial inequality		

Policy Theme code	Policy Theme	Action Plan description	Implementation Lead	Example Action/Implementation Group External stakeholders	GEDS Outcome	2022/23	2023/24
T1	Connected, public & electric transport	Deliver a plan for the next phase of EV charging infrastructure strategy	Transport & Sustainability Teams		Net CO2 emissions reduced to zero Greener Transport & less congestion		
T2	Connected, public & electric transport	Deliver new park and ride capacity to the north of the city.	Transport & Major Projects Teams	In partnership with HCC	Net CO2 emissions reduced to zero Greener transport and less congestion		
T3	Connected, public & electric transport	Collaborate with HCC on Bus Improvement Plan			Net CO2 emissions reduced to zero Greener transport and less congestion		
T5	Connected, public & electric transport	Co-ordinate a high profile EV fleet commitment	Transport Team		Net CO2 emissions reduced to zero		
HC4	Affordable, low carbon housing	Encourage increased housing supply	Housing Team		More affordable, sustainable, and flexible housing stock		
GI7	Green infrastructure, biodiversity & renewable energy	Co-ordinate green energy initiatives	Sustainability Team		More local renewable energy Reduced socio-economic and spatial inequality		
GI8	Green infrastructure, biodiversity & renewable energy	Co-ordinate renewable energy and energy efficiency innovation and skills programme			More local renewable energy		

Action for Phases 2 and 3

The remaining eight actions are prioritised for later phases of the GEDS action plans.

			Phase 1	
			2022/23	2023/24
Policy Theme code	Policy Theme	Action Plan description		
SFE2	Skills & competitiveness	Co-ordinate development of a rural innovation hub for energy efficiency and generation		
T6	Connected, public & electric transport	Deliver a feasibility for electric vehicle car club scheme		
HC3	Affordable, low carbon housing	Collaborate to transform Whiteley into an urban village exemplar		
G11	Green infrastructure, biodiversity & renewable energy	Deliver green infrastructure and ecosystem services in built-up areas		
G12	Green infrastructure, biodiversity & renewable energy	Co-ordinate local food producers and landowners to enhance biodiversity		
G4	Green infrastructure, biodiversity & renewable energy	Collaborate with water supply companies on measures for surface water management		
G16	Green infrastructure, biodiversity & renewable energy	Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity		
G19	Green infrastructure, biodiversity & renewable energy	Co-ordinate development of a Regional Green Growth Institute		

Phase 2 and 3 action plans are outlined in the Appendices Section 7. *(add link)*

As described previously, the action plans which underpin the overall GEDS delivery are agile and as such will adjust in response to factors affecting prioritisation over the life of the strategy. Therefore those actions outlines in phases 2 and 3 should at this stage be regarded as indicative.

10. Framework Implementation Plans Phase 1

Stage	Links to Implementation Plans
<p>Completed</p> <p>Actions completed in their entirety</p>	<p>CCVE1: Deliver a Sustainable Cultural Strategy</p> <p>CCVE1: Deliver a Sustainable Cultural Strategy</p> <p>CCVE5: Co-ordinate the establishment and delivery of a creative sector themed business cluster network</p>
<p>Commenced</p> <p>Actions that are already underway and where delivery will be during and beyond Phase 1</p>	<p>IB7 Encourage repurposing retail space</p> <p>SFE1 Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy</p> <p>T4 Collaborate with HE and HCC on the Movement Strategy</p> <p>HC1 Encourage low or zero carbon regeneration site testbed and development</p> <p>HC2 Deliver a significant retrofit campaign</p> <p>GI5 Deliver urban heat mitigation measures</p>
<p>Concept</p> <p>Actions that will commence exploratory/research/feasibility activity</p>	<p>IB1 Collaborate to extend the EM3 LEP digital spine</p> <p>IB3 Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.</p> <p>IB4 Co-ordinate a digital cluster programme</p> <p>IB5 Co-ordinate a single business carbon reduction and responsible management programme</p>

	IB6	Deliver flexible, affordable grow on/small SME space
	T1	Deliver a plan for the next phase of EV charging infrastructure strategy
	T2	Deliver new park and ride capacity to the north of the city.
	T3	Collaborate with HCC on Bus Improvement Plan
	T5	Co-ordinate a high profile EV fleet commitment
	HC4	Encourage increased housing supply
	GI7	Co-ordinate green energy initiatives
	GI8	-ordinate renewable energy and energy efficiency innovation and skills programme

Phase 1 Example Implementation Plans

CCVE2: Deliver a Sustainable Tourism Strategy

The current Destination Management Plan has expired. An agile Communications Plan has been in place to underpin activity during the course of the Pandemic. It is now timely to produce a new collaborative strategy in order to:-

- Provide a strategic context in which Winchester as a destination of choice may remain competitive, strengthen existing sectors and products whilst developing new ones in support of this key economy across the district
- Align the visitor economy with the carbon neutral targets set out for the council and district
- Continue to recover and re-position this key sector following the pandemic
- Respond to the changes at regional level and recognise potential changes at national level in respect of the DMO review

Activities/Stages of delivery	Examples
Develop a governance structure to deliver the development of the strategy	
Develop and evidence base	National, regional and local context SWOT Competitor/Gap Analysis/Sector development opportunities Assessment of sectors associated and interdependent/benefit from the visitor economy
Define external national, regional and local stakeholders considering existing groups and gaps as well as internal stakeholders.	Initiate agile and robust programme of engagement to :- - gain broad ownership of the strategy - recognise stakeholder priorities - test development of the strategy at key milestones

<p>Agree vision, aims, objectives and outcomes of the strategy</p>	<p>Net CO2 emissions reduced</p> <p>Increased density and diversity of visitor offer / contribute to place-making and overall enhancement and conservation of the district's cultural, natural and historic assets whilst minimising damage to environment.</p> <p>Increased spend and length of stay</p> <p>Improved visitor experience</p> <p>Improved sustainable travel options</p> <p>Inclusive and accessible offer open to all</p> <p>Increased connectivity and co-operation between sectors within and associated with the visitor economy including maximising the use of local supply chains – including food supplies</p>
<p>Develop a framework delivery model/roadmap</p>	<p>Create a series of themes, priorities, actions, underpinned by KPIs and associated resources, roles and responsibilities required for delivery</p>
<p>Define governance structure to underpin delivery of strategy and the role for Winchester City Council/Visit Winchester</p>	
<p>Compile industry/outward facing strategy document and launch</p>	

T4: Collaborate with HE and HCC on the Movement Strategy

The [Winchester Movement Strategy \(WMS\)](#) was adopted by Hampshire County Council and Winchester City Council in spring 2019. It identifies these three priorities:

- Reduce city centre traffic
- Support healthier lifestyle choices
- Invest in infrastructure to support sustainable growth.

Programme of work
A new Park and Ride site on Andover Road
Changes to cost & amount of city centre car parking
Convert eastern parts of one-way system to two-way streets
Creating better public spaces in the city centre
Create a high-quality walking route from the railway station to the Winchester Sports and Leisure Park at Bar End
Provide safe cycle routes on corridors into and through the city centre
Provide bus priority measures on main routes into the city centre
Invest to improve the attractiveness of local bus services
Install additional loading bays within the city centre and changes to timing of servicing access
Seek to establish a delivery hub on edge of city to reduce lorry movements in the city centre

HC2: Deliver a significant retrofit campaign

Financial resource

CAB3334 (February 2022) allocated £15.7m to fund “retrofit” works to council homes over 10 years

Staffing

A retrofit assessor, designer and installer have been appointed.

Programme of work

Programme of Work	Timeline
Work with Net Zero Solutions and the National Energy Foundation to produce a long term retrofit plan	September 2022
'Making Homes Carbon Neutral' programme initially targeted at properties that become void with an EPC rating of Band D and below in order to bring as many properties as possible up to an EPC C rating and above.	Target 100 homes per year
Pilot scheme of two council Swedish Houses in Bramdean receive full retrofit works.	Achieved
Appoint a monitoring system company	June 2022
Sheltered housing and communal areas upgrade to LED lighting	Achieved in 85% of schemes
Energy audits of the highest carbon emitting sheltered housing sites to be commissioned.	Completed
Work with tenants on the retrofit journey via the Council's Tenant Representation Group 'Tenant an Council Together' (TACT)	Ongoing
Review of heating and hot water systems as set put in CAB3293 (para.16.4 (a) to (c)). (Add target date)	

**WINCHESTER DISTRICT TEN YEAR
GREEN ECONOMIC DEVELOPMENT STRATEGY:
DRAFT ACTION PLAN 2022 – 2024**

Appendices



BHP33 – Appendix 2
Section 2

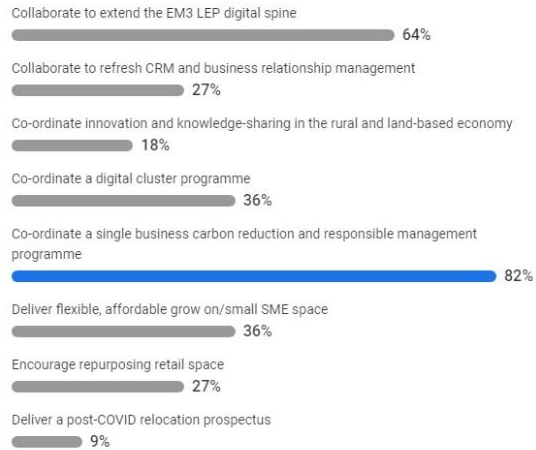
Steering Group Action Prioritisation Exercise

Innovative business and economy (GEDS p35-p38)			
POTENTIAL ACTIONS	Priority High / Medium / Low <i>Please select</i>	Is your organisation currently engaged in this area of work, or something similar. <i>Please select Yes or No below</i>	If <i>Yes please provide a short summary</i> below or link to any appropriate online documents below
IB1: Collaborate to extend the EM3 LEP digital spine			
IB2: Collaborate to refresh CRM and business relationship management			
IB3: Co-ordinate innovation and knowledge-sharing in the rural and land-based economy			
IB4: Co-ordinate a digital cluster programme			
IB5: Co-ordinate a single business carbon reduction and responsible management programme			
IB6: Deliver flexible, affordable grow on/small SME space			
IB7: Encourage repurposing of retail space			
IB8: Delivery a post COVID relocation prospectus			
Page 1 of 2 Additional actions are missing and should be considered in the action plan. <i>Enter each one below and rank in the adjacent column</i>	Priority High / Medium / Low <i>Please select</i>		
Networks and Groups			
What networks and groups does your organisation work with that relate to the policy theme? <i>Please list these below</i>	What is the role of each group, how you work with them? <i>Please indicate below</i>		

Section 3

Business Advisory Panel live polling results

Poll 1A - Please select the top 3 actions that you think are the highest priority to tackle in the next two years

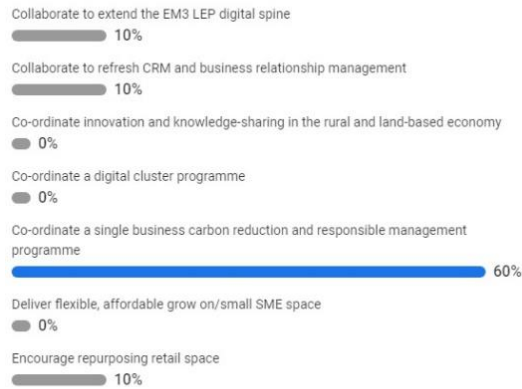


Poll 2A: Please select the top 3 actions that you think are the highest priority to tackle in the next two years

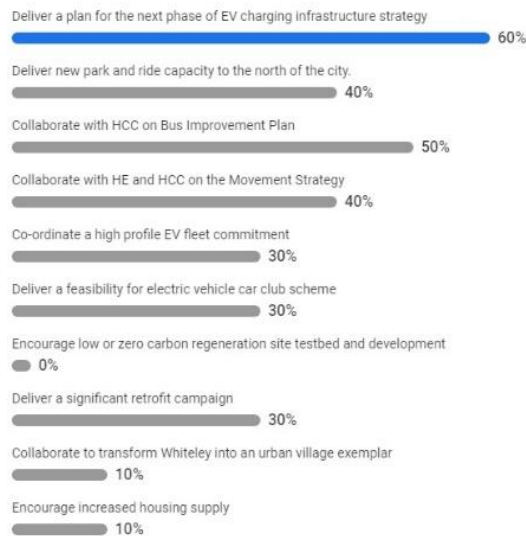


BHP33 – Appendix 2

Poll 1B: Please select the one action which you think needs the most work in order to achieve



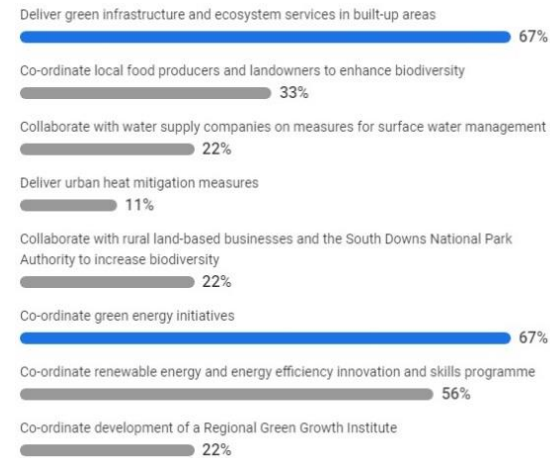
Poll 3A: Please select the top 3 actions that you think are the highest priority to tackle in the next two years



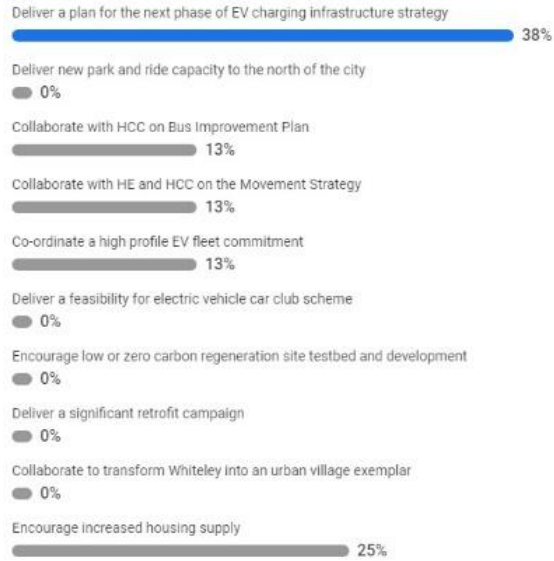
Poll 2B: Please select the one action which you think needs the most work in order to achieve



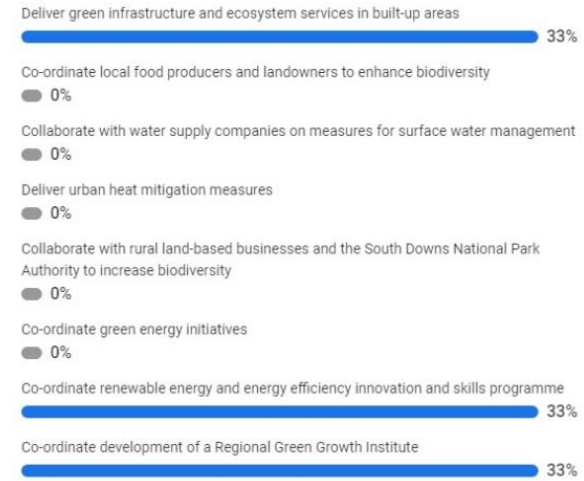
Poll 4A: Please select the top 3 actions that you think are the highest priority to tackle in the next two years



Poll 3B: Please select the one action which you think needs the most work in order to achieve



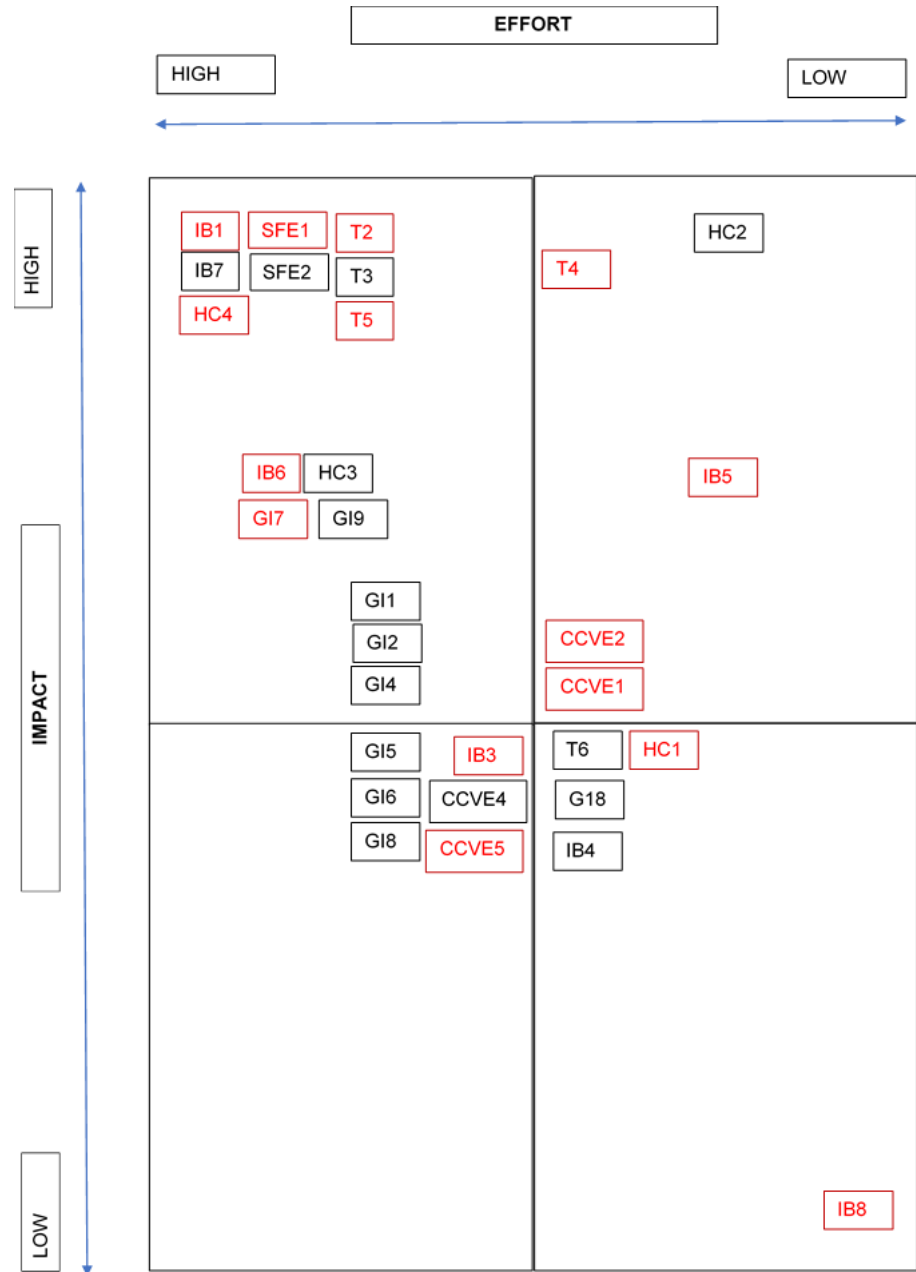
Poll 4B: Please select the one action which you think needs the most work in order to achieve



BHP33 – Appendix 2 Section 4

Effort Impact Analysis

Policy Theme code	Action Plan description	EFFORT IMPACT ANALYSIS			
		HE/HI	HE/LI	LE/HI	LE/LI
IB1	Collaborate to extend the EM3 LEP digital spine				
IB3	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.				
IB4	Co-ordinate a digital cluster programme				
IB5	Co-ordinate a single business carbon reduction and responsible management programme				
IB6	Deliver flexible, affordable grow on/small SME space				
IB7	Encourage repurposing retail space				
SFE1	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy				
SFE2	Co-ordinate development of a rural innovation hub for energy efficiency and generation				
CCVE1	Deliver a sustainable Cultural Strategy				
CCVE2	Deliver a Sustainable Tourism strategy				
CCVE5	Co-ordinate the establishment and operation of a creativity-themed business cluster network				
	Deliver a plan for the next phase of EV charging infrastructure strategy				
	Deliver new park and ride capacity to the north of the city.				
	Collaborate with HCC on Bus Improvement Plan				
T4	Collaborate with HE and HCC on the Movement Strategy				
T5	Co-ordinate a high profile EV fleet commitment				
	Deliver a feasibility for electric vehicle car club scheme				
HC1	Encourage low or zero carbon regeneration site testbed and development				
HC2	Deliver a significant retrofit campaign				
HC3	Collaborate to transform Whiteley into an urban village exemplar				
HC4	Encourage increased housing supply				
G1	Deliver green infrastructure and ecosystem services in built-up areas				
G12	Co-ordinate local food producers and landowners to enhance biodiversity				
G14	Collaborate with water supply companies on measures for surface water management				
G15	Deliver urban heat mitigation measures				
G16	Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity				
G17	Co-ordinate green energy initiatives				
G18	Co-ordinate renewable energy and energy efficiency innovation and skills programme				
G19	Co-ordinate development of a Regional Green Growth Institute				
TOTAL NO OF ACTIONS BY E/ANALYSIS		16	6	5	5
NO OF PHASE 1 ACTIONS BY E/ANALYSIS		7	2	4	1



**BHP33 – Appendix 2
Section 5**

Co-benefit Co-dependency analysis

			CO BENEFIT/CO DEPENDENCY ANALYSIS									
Policy Theme code	Policy Theme	Action Plan description										
IB1	Innovative Business & Economy	Collaborate to extend the EM3 LEP digital spine	IB4	IB6	CCVE2	HC3						
IB3	Innovative Business & Economy	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	SFE1	SFE2	IB5	G2	G6	G7	G8	G9		
IB4	Innovative Business & Economy	Co-ordinate a digital cluster programme	IB1	HC3								
IB5	Innovative Business & Economy	Co-ordinate a single business carbon reduction and responsible management programme	G1	G5	G7							
IB6	Innovative Business & Economy	Deliver flexible, affordable grow on/small SME space	IB7									
IB7	Innovative Business & Economy	Encourage repurposing retail space	IB6	CCVE2								
SFE1	Skills & competitiveness	Co-ordinate development of a low carbon ofsite and Sustainable Construction Skills Academy	HC1	HC3	HC4	G18						
SFE2	Skills & competitiveness	Co-ordinate development of a rural innovation hub for energy efficiency and generation	IB3	IB5	IB6	T1	T5	T6	G7	G8		
CCVE1	Culture, creative & visitor economy	Deliver a Sustainable Cultural Strategy	IB7	CCVE2	T1/2/3/4	HC4	G7	G8				
CCVE2	Culture, creative & visitor economy	Deliver a Sustainable Tourism Strategy	IB3	IB7	CCVE1	T1/2/3/4	HC4	G2	G6	G7	G8	
CCVE4	Culture, creative & visitor economy	Co-ordinate use of local creative capabilities in non-creative businesses	IB1	IB3	IB4	IB7	CCVE1	CCVE2	G6			
CCVE5	Culture, creative & visitor economy	Co-ordinate the establishment and operation of a creativity-themed business cluster network	IB3	IB7	CCVE1&2							
T1	Connected, public & electric transport	Deliver a plan for the next phase of EV charging infrastructure strategy	T6	T2	T4	HC3	T3	G9				
T2	Connected, public & electric transport	Deliver new park and ride capacity to the north of the city.	T1	T3	T4	CCVE1	CCVE2	T6				
T3	Connected, public & electric transport	Collaborate with HCC on Bus Improvement Plan	T4	T2	CCVE1	CCVE2	HC3					
T4	Connected, public & electric transport	Collaborate with HE and HCC on the Movement Strategy	T1	T2	T3	T5	T6	CCVE1	CCVE2			
T5	Connected, public & electric transport	Co-ordinate a high profile EV fleet commitment	T4	IB5								
T6	Connected, public & electric transport	Deliver a feasibility for electric vehicle car club scheme	T1	T2	T4							
HC1	Affordable, low carbon housing	Encourage low or zero carbon regeneration site testbed and development	HC4	SFE1	G7	G8	G9					
HC2	Affordable, low carbon housing	Deliver a significant retrofit campaign	G7	SFE2								
HC3	Affordable, low carbon housing	Collaborate to transform Whiteley into an urban village exemplar	G7	G8	G5	G4	T1	IB1	IB4			
HC4	Affordable, low carbon housing	Encourage increased housing supply	HC1	T1	G7	G8	G9	SFE1				
G1	Green infrastructure, biodiversity & renewable energy	Deliver green infrastructure and ecosystem services in built-up areas	CCVE2	SFE2	T4	G5	G7					
G2	Green infrastructure, biodiversity & renewable energy	Co-ordinate local food producers and landowners to enhance biodiversity	IB3	IB5	CCVE2	G9						
G4	Green infrastructure, biodiversity & renewable energy	Collaborate with water supply companies on measures for surface water management	CCVE1	G1	G6							
G5	Green infrastructure, biodiversity & renewable energy	Deliver urban heat mitigation measures	G9	CCVE2								
G6	Green infrastructure, biodiversity & renewable energy	Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity	CCVE2	G1								
G7	Green infrastructure, biodiversity & renewable energy	Co-ordinate green energy initiatives	CCVE2	G9	G8	HC3	HC1	T1	CCVE2	IB3		
G8	Green infrastructure, biodiversity & renewable energy	Co-ordinate renewable energy and energy efficiency innovation and skills programme	G7	G5	HC3	HC1	CCVE2	IB3	IB5			
G9	Green infrastructure, biodiversity & renewable energy	Co-ordinate development of a Regional Green Growth Institute	CCVE2	G8	G7	HC3	HC1	T5	IB3	IB5	SFE1/2	
CO BENEFIT												
CO DEPENDENT												

BHP33 – Appendix 2

Section 6

Division of Responsibilities

Phase 1 Action Plan – Actions delivered in their entirety

				Phase 1	
		Phase 1 Action/Implementation Lead	Example Action/Implementation Group External stakeholders	2022/23	2023/24
Policy Theme code	Action Plan description				
CCVE1	Deliver a Sustainable Cultural Strategy	Tourism Marketing & Development Team	Hampshire Cultural Trust Play to the Crowd Cultural Network Winchester School of Art University of Winchester Festivals Group		
CCVE2	Deliver a Sustainable Tourism Strategy	Tourism Marketing & Development Team	Discover Winchester Attractions Group Visit Hampshire Tourism South East Visit England/Britain Relevant sustainability partners		
CCVE5	Co-ordinate the establishment and operation of a creativity-themed business cluster network	Economy & Cultural Development Teams	Hampshire Cultural Trust Play to the Crowd		

BHP33 – Appendix 2

Division of Responsibilities

Phase 1 Action Plan - Actions where delivery includes and is beyond Phase 1

		Phase 1 Action/Implementation Lead	Example Action/Implementation Group External stakeholders	2022/23	2023/24
Policy Theme code	Action Plan description				
IB7	Encourage repurposing retail space	Economy Team	Winchester City BID Market Town Representation Landlords & Real Estate Agents		
SFE1	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Economy Team	Hampshire County Council EM3 LEP		
T4	Collaborate with HE and HCC on the Movement Strategy	Transport Team	Hampshire County Council Highways England		
HC1	Encourage low or zero carbon regeneration site testbed and development	Housing Team			
PS2	Deliver a significant retrofit campaign	Housing Team			
	Deliver urban heat mitigation measures	NERT Team			

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BHP33 – Appendix 2

Division of Responsibilities

Phase 1 Action Plan – Actions in exploratory & research stage/first year of delivery

			Phase 1	
			2022/23	2023/24
			Phase 1 Action/Implementation Lead	
Policy Theme code	Action Plan description			
IB1	Collaborate to extend the EM3 LEP digital spine	Economy Team		
IB3	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	Economy Team		
IB4	Co-ordinate a digital cluster programme	Economy Team		
IB5	Co-ordinate a single business carbon reduction and responsible management programme	Economy Team		
IB6	Deliver flexible, affordable grow on/small SME space	Economy Team		
IB7	Encourage repurposing retail space	Economy Team		
T1	Deliver a plan for the next phase of EV charging infrastructure strategy	Transport & Sustainability Teams		
T2	Deliver new park and ride capacity to the north of the city.	Transport & Major Pojects Teams		
T5	Co-ordinate a high profile EV fleet commitment	Transport Team		
HC1	Encourage low or zero carbon regeneration site testbed and development	Housing Team		
HC4	Encourage increased housing supply	Housing Team		
GI7	Co-ordinate green energy initiatives	Sustainability Team		

**BHP33 – Appendix 2
Section 8**

GEDS actions and outcomes

		GEDS Outcome
Policy Theme code	Action Plan description	
IB1	Collaborate to extend the EM3 LEP digital spine	Increased business density & diversity Reduced socio-economic and spatial inequality
IB3	Co-ordinate innovation and knowledge-sharing in the rural and land-based economy.	Increased business density & diversity
IB4	Co-ordinate a digital cluster programme	Net CO2 emissions reduced to zero Increased business density and diversity
IB5	Co-ordinate a single business carbon reduction and responsible management programme	Net CO2 emissions reduced to zero More local renewable energy Higher skills and productivity
IB6	Deliver flexible, affordable grow on/small SME space	Increased business density & diversity Reduced socio-economic and spatial inequality
IB7	Encourage repurposing retail space	Increased business density & diversity
SFE1	Co-ordinate development of a low carbon offsite and Sustainable Construction Skills Academy	Net CO2 emissions reduced to zero Higher Skills and Productivity
SFE2	Co-ordinate development of a rural innovation hub for energy efficiency and generation	Higher skills & productivity More local and renewable energy Net CO2 emissions reduced to zero
CCVE1	Deliver a Sustainable Cultural Strategy	Net CO2 emissions reduced to zero Increased business density and diversity
CCVE2	Deliver a Sustainable Tourism Strategy	Net CO2 emissions reduced to zero Increased business density and diversity
CCVE4	Co-ordinate use of local creative capabilities in non-creative businesses	Increased business and density Higher skills and productivity
CCVE5	Co-ordinate the establishment and operation of a creativity-themed business cluster network	Increased business and density Higher skills and productivity

T1	Deliver a plan for the next phase of EV charging infrastructure strategy	Net CO2 emissions reduced to zero Greener Transport & less congestion
T2	Deliver new park and ride capacity to the north of the city.	Net CO2 emissions reduced to zero Greener transport and less congestion
T3	Collaborate with HCC on Bus Improvement Plan	Net CO2 emissions reduced to zero Greener transport and less congestion
T4	Collaborate with HE and HCC on the Movement Strategy	Net CO2 emissions reduced to zero
T5	Co-ordinate a high profile EV fleet commitment	Net CO2 emissions reduced to zero
T6	Deliver a feasibility for electric vehicle car club scheme	Net CO2 emissions reduced to zero
HC1	Encourage low or zero carbon regeneration site testbed and development	Net CO2 emissions reduced to zero
HC2	Deliver a significant retrofit campaign	More affordable, sustainable, and flexible housing stock Net CO2 emissions reduced to zero Reduced socio-economic and spatial inequality
HC3	Collaborate to transform Whiteley into an urban village exemplar	More affordable, sustainable, and flexible housing stock Net CO2 emissions reduced to zero Reduced socio-economic and spatial inequality
HC4	Encourage increased housing supply	More affordable, sustainable, and flexible housing stock
G1	Deliver green infrastructure and ecosystem services in built-up areas	Increased biodiversity and green infrastructure
G2	Co-ordinate local food producers and landowners to enhance biodiversity	Increased biodiversity and green infrastructure
G4	Collaborate with water supply companies on measures for surface water management	Increased biodiversity and green infrastructure
G5	Deliver urban heat mitigation measures	Increased biodiversity and green infrastructure
G6	Collaborate with rural land-based businesses and the South Downs National Park Authority to increase biodiversity	Increased biodiversity and green infrastructure
G7	Co-ordinate green energy initiatives	More local renewable energy Reduced socio-economic and spatial inequality
G8	Co-ordinate renewable energy and energy efficiency innovation and skills programme	More local renewable energy
G9	Co-ordinate development of a Regional Green Growth Institute	Increased business density & diversity

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REPORT TITLE: WINCHESTER DISTRICT HIGH STREETS' PRIORITY PLAN –
UP-DATE AND PROGRESS REPORT

21 JUNE 2022

REPORT OF PORTFOLIO HOLDER: Councillor Thompson, Cabinet Member for
Business and Culture

Contact Officer: Andrew Gostelow Tel No: 07980 732149 Email
agostelow@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides the Policy Committee with a final progress report on the one year tactical Winchester District High Streets' Priority Plan (HSPP) developed in response to the impact of the COVID-19 restrictions and operational measures on, in particular, the retail, leisure and hospitality sector.

The Policy Committee provided comment on the draft High Streets' Priority Plan at its meeting on 22 June and on 21 September 2021, received a revised plan and progress report on its delivery.

RECOMMENDATIONS:

The Policy Committee are asked to:

1. Note the progress made against the action in the one year High Streets' Priority Plan.
2. Make comments on the proposed options for a new plan to March 2024 or 2025

1 RESOURCE IMPLICATIONS

- 1.1 The Winchester District High Streets' Priority Plan is being delivered by the Economy & Community Service teams, with staff resources deployed from Economy, Tourism and Community.
- 1.2 The delivery of a number of the projects identified in the Plan has been made possible by aligning this activity to that of the funding the council received under the Government and ERDF programmes;
- a) Reopening High Street Safely (RHSS) - £110,972 from June 2020 to March 2021 then extended to July 2021;
- b) Welcome Back Fund (WBF) – £110,971 from April 2021 to March 2022.
- 1.3 The council had grant agreements for the use of these funds that set out the eligible expenditure and outcome measures. The plans for these funds were developed in consultation with Winchester BID and representatives from the market towns including ward members, town / parish councils and local trade associations and chambers of commerce. We continued to work with these representatives on the implementation of projects and will again work in collaboration with them as we formalise the activities within the second year of the High Streets' Priority Plan.
- 1.4 The WBF enabled the council to appoint a temporary part-time project officer, to co-ordinate activity, liaise with partners and support the programme management and monitoring for the period of 13 September 2021 – 3 March 2022.
- 1.5 All contracts were managed in accordance with the council's contract management framework in order to maximise the opportunities presented and grant funding provided.

2 SUPPORTING INFORMATION:

2.1 **Background**

- 2.2 The Policy Committee considered the Winchester District High Streets' Priority Plan 2021-22 at its June meeting. The Plan had been developed as a short term tactical plan to "reinvigorate our District's high streets post COVID-19, to support our businesses to reopen and innovate and to enable people to enjoy social and cultural experiences again."

3 **Progress Report**

- 3.1 The District High Streets' Priority Plan included an action plan that identified specific actions and projects that would be delivered in 2021-22. A detailed progress report on the actions included in given in Appendix 1. The following

is a summary drawing out some of the highlights from what has been achieved as completed activity between April 2021 and April 2022.

3.2 Business support

ShopAppy - e-commerce platform
 Over 175 businesses engaged on the platform, offering over 3669 products and services for purchase and generating over 24,000 views

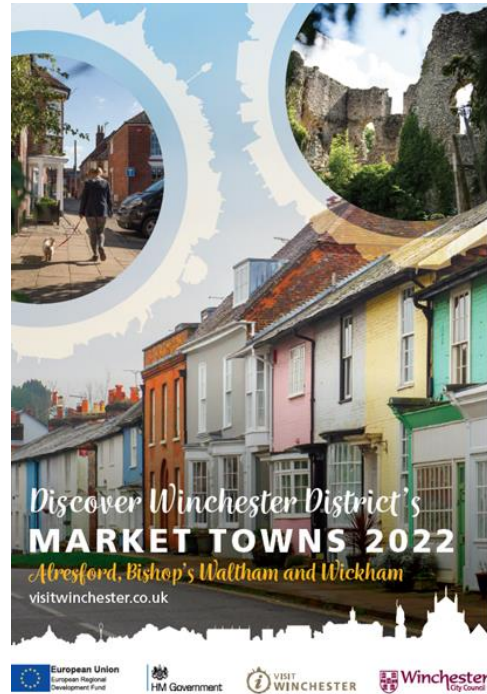
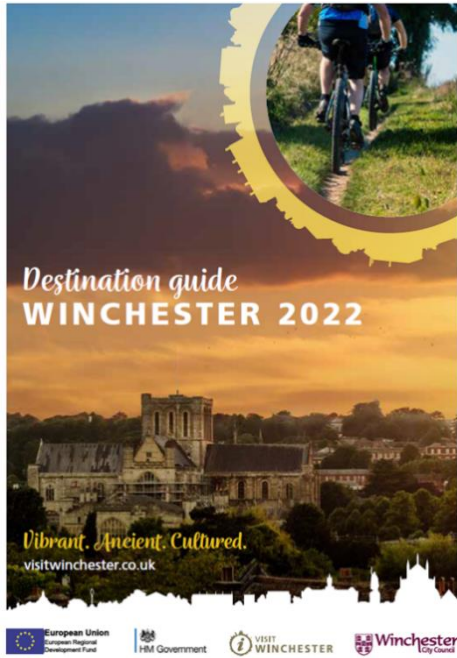


Festive wayfinding was installed on the walking route from the designated Christmas Park and Ride to create a sense of anticipation and deliver direct engagement to support footfall to high street retail business in the city.

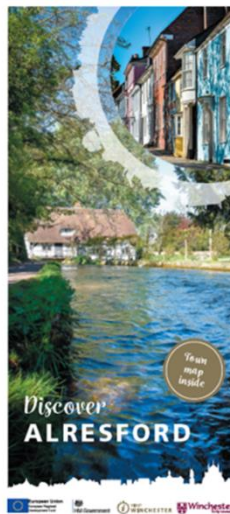


3.3 Promotion and Campaigns

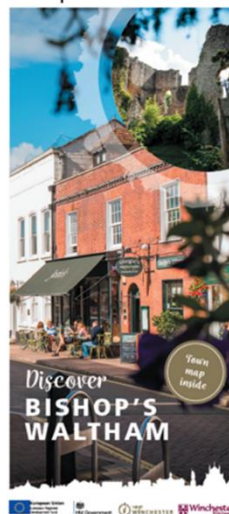
A suite of promotional print to raise awareness and drive footfall has been produced. This comprises of a Welcome Back to Winchester district wide guide plus additional individual market town guides and town visitor maps.



Alresford



Bishops Waltham



Wickham



3.5 Events

Two key events were undertaken to drive footfall during typically quieter periods and to add value to the experience for visitors to the high street during popular periods; Lights in the City at the start of February and Winchester Outdoor Cinema in April.



3.6 Vacant unit window dressing

With the Debenhams building vacant for some time and given its prominent position within the city high street, the windows were dressed to improve the sense of place and experience for visitors.



4 **Outcomes monitoring**

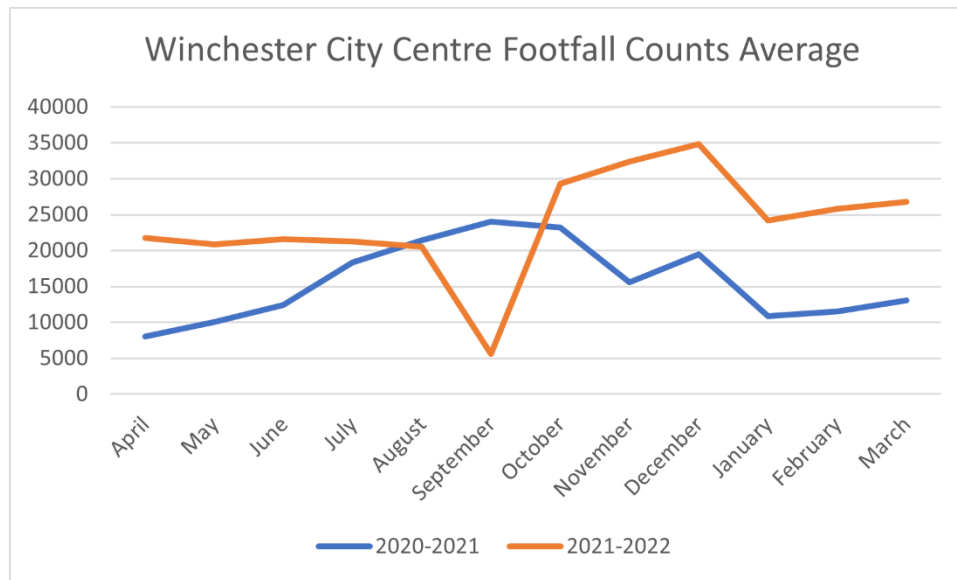
4.1 In order to measure the success of the Plan and its delivery a set of indicators were identified for quarterly monitoring with a full review at the end of the plan period.

4.2 Footfall

4.3 City centre footfall data is collected by Winchester BID. In April 2019 (pre-COVID) the average weekly count was 28,402; in April 2020 when the first

restrictions were put in place it was 8,064; in April 2021 it was much recovered to 21,741. April 2022 it was 27,936 so very close to being back to pre-pandemic levels.

Chart 1. Average weekly footfall counts 2020-2021 compared to 2021-2022



4.4 Vacancy rates

4.5 City centre vacancy rates are provided by the Winchester Business Barometer produced by Prof. Kind. In April 2022, the city centre vacancy rate was 8.5% which is a slight fall from April 2021 figure of 9.3% and April 2020 figure of 5.4%. The typical vacancy rate pre-COVID was on average 6.9%. The national figure is 14.4% (Retail Gazette April 2022).

4.6 Business closures / openings

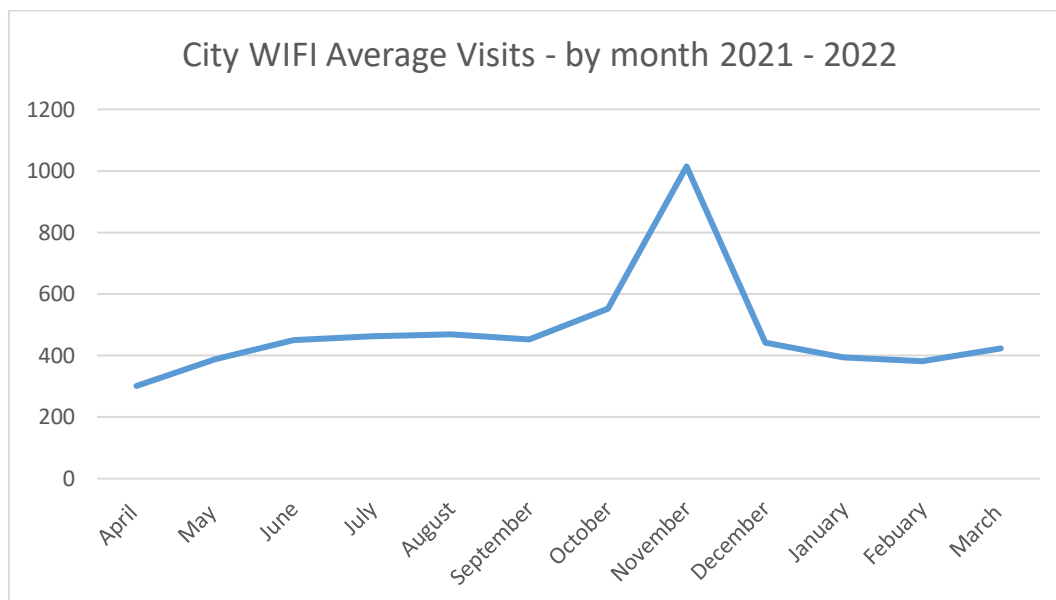
4.7 In the market towns we are aware of five business closures between April 2021 and March 2022; one in Alresford, two in Wickham and two in Bishop's Waltham. We estimate there have been five new openings. From information provided by Winchester BID, we estimate in the city centre there have been a net loss of 14 businesses. During this period, a number of businesses have changed premises. The vacancy rate is now coming down and national brands, such as Oliver Bonas and Giggling Squid as well as new independents are choosing to locate there.

4.8 City Centre WIFI use

4.9 The city WIFI launched in September 2020 so there is data available for the full year of the HSPP. From April there is a small and steady increase in total number of visits until November when there was a spike in usage from an average total visits of 453 to 1015 then back to 442 in December – as shown

in Chart 2. A possible reason for this jump is that is coincided with Christmas light switch on and Christmas digital trail.

Chart 2. City WIFI average monthly total visits



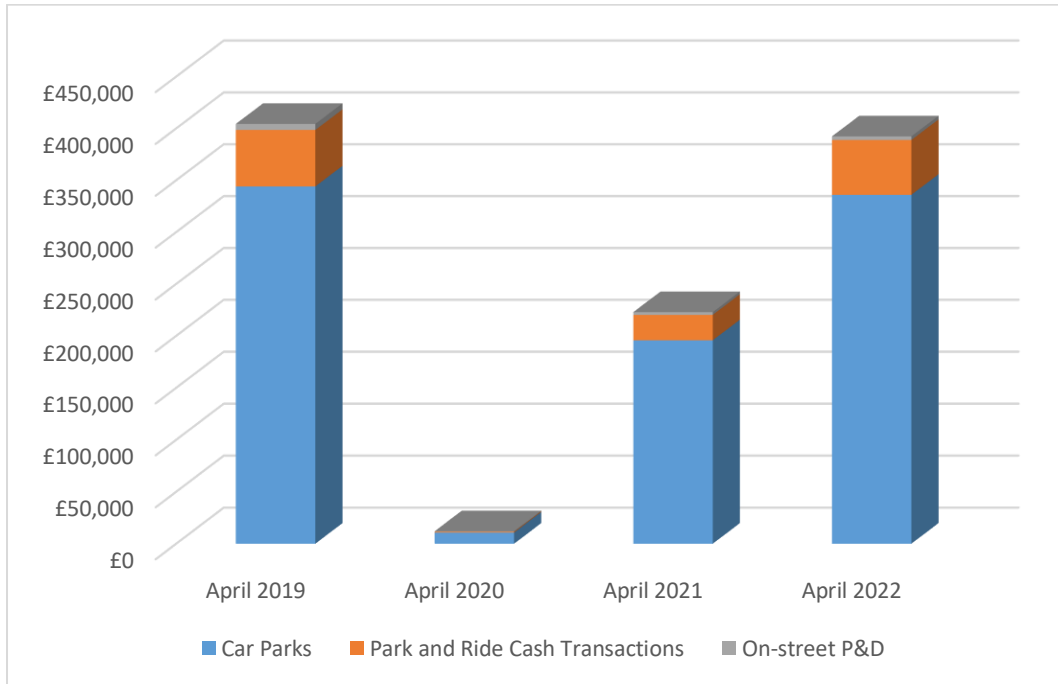
4.10 Car parking use

Table 1. District Car Park Use (income)

Location	April 2019	April 2020	April 2021	April 2022
Alresford	£6,048.50	£123.46	£3,578.87	£5,445.63
Bishops Waltham	£4,807.33	£127.34	£1,346.46	£4,007.05
City*	£413,062.50	£12,112.59	£224,985.03	£397,216.97
Wickham	£4,387.67	£33.17	£1,733.96	£3,986.80
Total	£471,862.00	£56,318.56	£275,931.32	£455,308.45

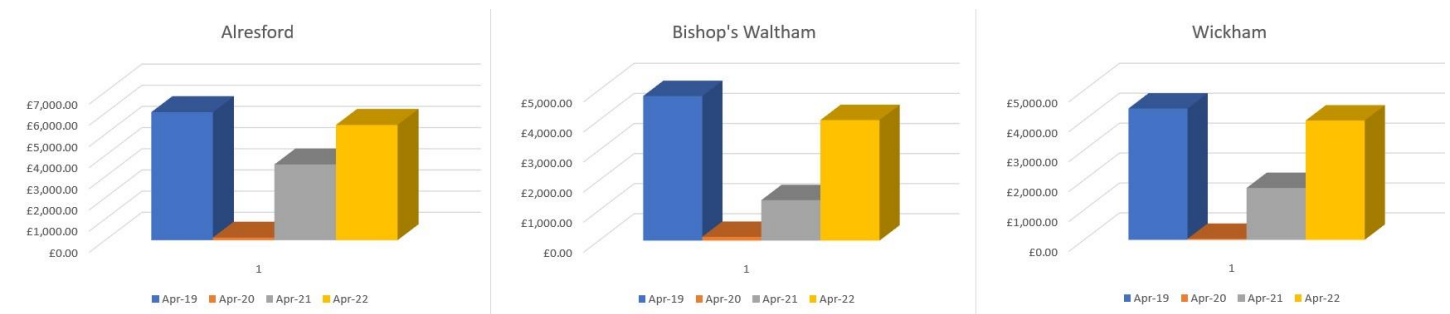
* The city car parks include all car parks in city, park and ride and pay and display on street parking, but not residents permits.

Chart 3: Winchester car park use breakdown (income)



All figures net of VAT
 VAT Rate - On-street - Zero
 VAT Rate - Park and Ride - 2.4%
 VAT Rate - Car Parks - 20%

Chart 4. Trend in car park use in market towns pre: during and post COVID-19 restrictions (income)



4.11 **Conclusion**

4.12 As detailed in the action plan up-date and progress table (Appendix 1) much has successfully been delivered over the past year in support of the district's high streets, their businesses and customers.

4.13 In particular and as highlighted earlier in the report, from the work on events and promotions, business support and vacant window dressing, it can be

seen from the performance measures that footfall and car park usage is returning to pre-pandemic levels. Much of the delivery was enabled by the Welcome Back Fund from Government and the EDRF. However there were aspects that should be built upon – a legacy of sorts. This includes:

- a) Activation of the high streets with events that attract a range of people.
- b) Acting on the findings from the research on festivals and the street markets.
- c) Building and strengthening the work with the market towns and Whiteley.
- d) Getting better data and evidence to understand issues and impact.

4.14 Even before the challenges brought about by the pandemic high streets and Winchester's city centre were experiencing changing consumer habits and the threat from on-line retailing. Therefore a continued focus on supporting our high streets as places to enjoy, attracting people to use them, and helping our business adapt and grow is still needed and the objectives the High Streets' Priority Plan remain valid:

- **Build on our high streets' brand** and build confidence.
- **Create better connections** between residents and their local centres.
- Strengthen the connection between organisations, businesses and events to **create a whole town experience for the benefit of all.**
- Make more of our **places as social and community hubs.**
- **Celebrate what we have** and our new successes - independent retail, festivals, events, attractions, creative and cultural venues.
- **Foster business resilience** so that our high street businesses survive, capitalise on change, grow and prosper.

4.15 The options for the creation of the next HSPP are proposed in the following section.

5 **Next Steps - Winchester District High Streets' Plan 2022-24 or 2025**

5.1 When the High Streets' Priority Plan (HSPP) was created it was envisaged that a longer term framework would be developed for a two to three year period. Since delivering the one year Plan a number of factors have changed that have implications for the way a Plan could be developed and resourced. The Policy Committee is asked to comment on the proposed next steps in order to continue to support the future of the high streets across the district.

- a) Align the period of activity with the Green Economic Development Strategy (Draft) Action Plan 2022-2024(BHPC33) and bring it into the GEDS programme of actions.

- b) The GEDS (Draft) Action Plan 2022-2024 identifies the creation of a Sustainable Tourism Strategy and a Sustainable Cultural Strategy. A range of agreed future High Street actions could be incorporated into these as many of the delivery elements are complementary; events; promotions and campaigns and business support.
- c) The Shared Prosperity Fund requires the development of an investment plan to detail the interventions and outcomes to be achieved with council's £1m grant allocation between 2022 and March 2025. Actions to support the future of the high street could be aligned to this programme and cover the three year period to March 2025. The formulation of the investment plan also requires stakeholder engagement and support; and could be used to identify both actions and the funding resources to support the district's high streets and the retail, leisure and hospitality sector under the Fund's themes of Community and place; Supporting local business; and People and skills.

6 OTHER OPTIONS CONSIDERED AND REJECTED

- 6.1 The Policy Committee report in June 2021 identified options considered and rejected in relation to the High Streets Priority Plan. This is an up-date and progress report, so no additional options have been considered at this time.
- 6.2 The options that have been considered for a future High Streets Priority Plan are:

Do not create a new plan – this has been rejected. The importance of the district's high streets to residents, business, students and visitors necessitates a coherent and co-ordinated approach to their future, sustainable success.

BACKGROUND DOCUMENTS:

Previous Committee Reports:-

BHP018 22 JUNE 2021 WINCHESTER DISTRICT HIGH STREETS' PRIORITY PLAN 2021/22 22

<https://democracy.winchester.gov.uk/documents/s15764/BHP018%20High%20Streets%20Priority%20Plan%20FINAL.pdf>

Other Background Documents:-

Reopening High Streets Safely Grant Action Plan, 17th July 2020, Revised 10th November 2020.

Welcome Back Fund New Activity Form, 28 May 2021

[Winchester BID Business Barometer 40th Edition January to September 2021, 19th October 2021](#)

[Winchester business barometer - Google Drive](#)

Share Prosperity Fund Prospectus:

<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus>

APPENDICES:

Appendix 1. Action Plan progress report

Project Delivery Plan - Progress Report April 2022

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
Build our brand			
Lead	<p>New campaigns and marketing promotions: trails, things to do itineraries; packages of activities.</p> <p>Target new audiences: residents; families; newly working from home</p>	<p>Approved combined market towns guide and individual map for each market town.</p> <p>Television commercial (in collaboration with Visit Hampshire) aired at The Hundred tournament across 4 matches in July/August.</p> <p>New Trail launched</p> <ul style="list-style-type: none"> Tree Trail – launched Green Week <p>Visit Winchester progressive web app for Keats trail on OS Secret Stories app</p> <p>New audiences:</p> <ul style="list-style-type: none"> About Winchester feature to reach residents audiences Autumn staycations – city & market town breaks with itineraries for exploring the districts' market towns. 	<p>A Discover Winchester District's Market Towns guide has been produced featuring Wickham, Alresford and Bishop's Waltham. 20,000 copies of have been produced and will be distributed via Brochure Connect as well as in response to visitor enquiries to influence a visit. Copies are also available online at visitwinchester.co.uk and in the visitor information centre.</p> <p>Town maps have been produced for visitors once in destination. 10,000 copies have been produced for each of the market towns of Wickham, Alresford and Bishop's Waltham. These will be available for visitors via a range of outlets and distributed regionally via Brochure Connect.</p> <p>A Welcome Back to Winchester guide, which covers the whole of the district has been produced. 20,000 copies will be distributed via the Visitor Information Centre, Brochure Connect and mailed out in response to VIC enquiries. It is also available online at visitwinchester.co.uk</p> <p>A range of Christmas marketing and promotion activities were undertaken including:-</p> <ul style="list-style-type: none"> Promotional activities via Christmasinwinchester.co.uk which received over 33,182 page views (1 Nov – 31 Dec 2021) during the festive period.

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
			<ul style="list-style-type: none"> • Social media engagement via Twitter (80.7K impressions), Facebook and Instagram generated an audience reach of 12,973 (Facebook) and 4,754 (Instagram). • Christmas in Winchester Press Release issued and 41 click throughs from the Trav Media Platform (network and sharing platform for media professionals). Further follow up contact made from i Newspaper and the Metro requiring more info. An approach from the Times for more images and various travel blogs including Rosemary and Pork Belly. Press release also on christmasinwinchester.co.uk received 4,199 page views. • Christmas in Winchester wayfinding signage was installed on the walking route from the designated Festive Park and Ride. <p>Winchester – Lights in the City event was delivered. A short promotional film for the event was commissioned and released on Facebook and YouTube www.youtube.com/watch?v=bJTl0zmDYSA&t=9s. Digital content encouraged visitors to the event to explore the rest of the city's evening economy and come back in the day to explore attractions. The trail was available to follow digitally via visitwinchester.co.uk, attracting 3479 views and the event listing generating 3,652 page views. Two press releases were issued – one launching the event and one announcing the extension and coverage was received in the Hampshire Chronicle and About Winchester.</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
			<p>A promotion video entitled 'Shop, Eat, Explore' was launched during English Tourism Week (18-27 March) and received over 500 views on YouTube here: www.youtube.com/watch?v=RP8iffh4S5w (and 195 page views on the dedicated Visit Winchester website page). Also published in the Council's e-newsletter to Residents.</p>
Enable	Street cleanliness and repair for a quality public realm	<p>Scoping and costing of improvement has been undertaken</p> <p>Meeting with Town Forum member to discuss public realm management</p>	A new post of Town Manager has been appointed to.
Influence	<p>Commence work on strategic propositions for:</p> <ol style="list-style-type: none"> 1. Night-time economy 2. Cultural Manifesto 3. Street Markets 	A Request for Quote (RFQ) to procure an external agency to undertake an assessment of Street Markets is being drafted.	<p>The Retail Group were procured to produce and Street Markets study. It included a review of the street markets across the district including a survey of business, market traders and stakeholders. It considered consumer perception using studies already undertaken. Indicative Economic Modelling was produced along with a GAP analysis and recommendations for future development and growth of the markets offering across the district.</p> <p>The findings of this study will be discussed with market town colleagues and the Estates team in order to influence long term development opportunities.</p> <p>Budget approval for the appointment of a Creative: Cultural Sector Development Officer</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
			was secured. An appointment will be made during the summer. A key focus of this role will be to produce a Sustainable Cultural Strategy which will embody a cultural manifesto.
Create connections			
Lead	<p>Stay Local / Love local campaigns.</p> <p>Places to meet information / promotion</p>	<p>Launched '5 things to do this weekend' and '5 things to do this week' videos running alternate weeks since October across our social media channels and associated blog on Visit Winchester website.</p> <p>Made in Winchester campaign launched</p>	<p>Two Visit Winchester adverts were placed in BRITAIN magazine – the official magazine of VisitBritain, attracting a readership of 155,000 and is a respected voice on UK travel, heritage, culture and style. A full page advert placed on the inside back cover sat alongside four pages of editorial coverage on Winchester in the March/April 2022 issue. . Its readers are an affluent mix of high-earning nationals and anglophiles, with a high number in North America. 80,000 copies are printed and sold in high profile outlets including WH Smiths, Waitrose, Marks & Spencer's and Barnes & Noble in the U.S.</p> <p>Three B2C e-news were issued with an average open rate of 36% and click rate of 2.8%, including key features and themes on new for 2022, Spring in Winchester, discounts, Licoricia unveiling, English Tourism Week in Winchester plus a feature on a market town in each and one B2B (40% open rate and 5% click rate). The B2B e-news provided updates on Visit Winchester activity and campaigns for 2022 plus news from partners.</p> <p>Eleven themed blogs have been published on visitwinchester.co.uk during quarter 4 including</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
			<p>content to support our attractions with their school half- term holiday activities and events, Valentine's Day – supporting local independent eateries and shops, International Women's Day (discover Winchester's famous women), Licoricia statue unveiling, Tourism Week and Bishop's Waltham Henry VIII anniversary events – also supporting the market town businesses. February half-term holiday ideas and Tourism Week received the highest page views at 450 and 334 page views respectively.</p> <p>Six '5 things to do in Winchester district this week/weekend...' blogs and associated social posts published this quarter, content included attractions' exhibitions/events/shows etc., market town and themed historical trails, Lights in the City, hire an e-bike and discover the district and the Pancake Day Race.</p> <p>An advert was placed in the Saturday Times Travel Checklist on Saturday 19 March which put Winchester district in front of over 1.1 million readers with 488,000 copies printed. The Times readership aligns well with our visitor demographic and the advert promoted our heritage city, vibrant market towns, countryside and visitor attractions.</p> <p>Discover Winchester PR consultant has worked with journalists from the New Zealand Herald and the Daily Mail to arrange press trips to the district in March. Also issued 'affordable Easter' press</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
			<p>release at the end of March in response to enquiries supported by associated blog content on social media via Visit Winchester channels.</p> <p>For quarter 4, visitwinchester.co.uk website sessions were up 139% compared with the same period for 2021 (up by 35% compared with the same period in 2020 – pre pandemic) in 2020) and number of users increased by 127% compared with the same period for 2021 (up 31% compared with quarter 4 in 2020 - pre-pandemic . This equates to an average of 25,789 users per month for this period in 2022 versus 11,376 in 2021 (19,744 in 2020).</p> <p>Visit Winchester Facebook audience reach for quarter 4 was up 98% on previous 3 months. A slight drop on reach in Instagram compared with quarter 3 was expected due to increased activity in December as a result of the 12 days of Christmas competition. Twitter 89k impressions slightly down on last period/last year. However, engagement is up by 13% across all social media channels.</p>
Enable	Mobilise the delivery of the Vision for Winchester actions. 15 minute city: Culture and Communities	<p>The approach to implementing the Winchester Town Vision considered at Town Forum meeting on 16 September 2021</p> <p>Application to the Community Renewal Fund was submitted to support Cultural and Communities outcomes. This was</p>	Progress report was given to the March Winchester Town Forum meeting.

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
		unsuccessful, however it can act as a pipe line project ready for any other opportunities to apply for funding.	
Influence	Flexible co-working spaces in local high streets.	See section at the end of the table on – Make Winchester Work for You – launches in with Hampshire County Council;	
Businesses and events to create a whole town experience			
Lead	Promote a holistic and curated programme of festivals and events	<p>WCC update given at Festivals in Winchester meeting on 14 Oct (9 attendees)</p> <p>RFQ for Lights Festival issued; event to be held in February 2022</p> <p>Cultural Network Meeting held at Inn the Park 16 September attracted approx. 14 guests</p> <p>Arts News continues to be issued monthly.</p>	Tourism South East was commissioned to conduct a review study of festivals across the Winchester district. As part of the study, festival organisers were asked to complete a short survey at the beginning of January. The final report produced by Tourism South East was received at the end of March and the findings are currently under review.
Enable	<p>Support businesses to engage with festivals and events so they are whole town experiences.</p> <p>Hospitality trade to link to local producers / events to offer weekend packages.</p>	<p>The Monthly Business Bulletin now includes a monthly update in the Business Bulletin of upcoming Festivals and Events in the District.</p> <p>A 2022 Festivals/Events summary is being prepared to be shared in the January 2022 Business Bulletin.</p> <p>Links to identify hospitality trade identified to work with Festivals/Events to promote</p>	<p>Ichthus was procured to deliver Winchester – Lights in the City event themed around Winter to Spring at key locations across the city. The event initially ran from 29 January 2022 to 6 February 2022 but due to popular demand this was extended to 13 February 2022. The objective of the event was to bring footfall to the city at a typically quiet period.</p> <p>The event was supported by a partnership of local organisations including Winchester Cathedral,</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
		<p>alongside their events to create a whole City experience with the bigger Festivals.</p> <p>Meeting with The Hat Fair to discuss past business engagement and will continue to work with them to encourage further business engagement for 2022.</p>	<p>Hampshire Cultural Trust, Play to the Crowd, Winchester BID.</p>
Influence	<p>Food and drink - Hampshire Fare – work with the providers and producers across the district.</p>	<p>Meeting with Hampshire Fare, who champion local food producers with a view to work on joint projects such as promoting local food and drink suppliers in the District.</p>	<p>A draft Food & Drink trail to incorporate the city and the market towns has been produced and will be launched during the summer.</p>
Places as social and community hubs			
Lead	<p>Build the role of the VIC as a community hub.</p> <p>Winchester Sport & Leisure Park opens.</p> <p>Organise outdoors social activities e.g.</p> <ul style="list-style-type: none"> • a summer “stage” in Abbey Gardens or Busket Yard • outdoor cinemas, • outdoor beach. <p>More social spaces / places to sit and meet.</p>	<p>New centre opened on 29 May 2021.</p> <p>No opportunity to progress this type of event at an appropriate location or time, but investigations and discussions on options have been taking place:</p> <p>Meeting with Play to the Crowd to gain scope on their capacity to programme an outdoor theatre in Busket Yard, if Winchester City Council were to fund the temporary outdoor stage.</p> <p>Further research has been completed on other options, such as an outdoor Cinema.</p>	<p>Following this fund’s investment in public realm improvements at Busket Yard this location was chosen to host an outdoor cinema. Events Gear were procured to deliver four screenings, including matinees and early evening performances across the weekends of 16/17 and 23/24 April. The event was very popular with 200 tickets being allocated for each performance. All performances sold out within 72 hours of release.</p> <p>Given the success of this event discussions will be undertaken to explore a longer term model of delivery.</p>

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
Enable	<p>Kings Walk and Friarsgate as new outdoor community spaces.</p> <p>Vacant Shop – pop-up and temporary uses. Liaise with planning and business rates, estates teams to identify and resolve barriers to reusing space.</p> <p>Sports based events – e.g. outdoor table tennis, to coincide with and link to national sporting events / celebrations</p>	<p>Buskett Yard public realm improvements completed.</p> <p>Rediscover campaign across RPLC and 157/158 High Street installed. Encouraging people to support district's high streets, independent shopping/food and drink/days out.</p> <p>No opportunity to progress this type of event at an appropriate location – e.g. vacant shop.</p> <p>Cross council meeting to collate information and guide on how communities can hold Jubilee celebrations</p>	<p>A comprehensive guide for community groups on how to hold a Jubilee events, including street parties was published in March.</p>
Influence	<p>Undertake conversations with landlord and letting agents to establish what would enable pop up and temporary uses.</p> <p>One off creative / light trail and show and VR experience.</p> <p>Education style event supported by kid's entertainments – soft play area.</p>	<p>Vacant post has delayed this engagement</p> <p>Light Festival in February 2022 has been scoped and quotations are currently being invited.</p> <p>Research completed that indicates there is a gap for this in the Winchester District. But no opportunity to progress this type of event at an appropriate location – e.g. vacant shop.</p>	

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
Celebrate what we have and achieved			
Lead	Deliver a programme of campaigns: <ul style="list-style-type: none"> • Dream Now, Travel later, • Shop local / love local, • King Alf trail, • Wellbeing campaign – connect with others; be active; keep learning, • Digital trails. 	Discover Winchester members committed to renewals. Digital summer campaigns: Launch of Tree Trail Win a hamper of local produce vouchers Top ten green spaces to explore in Winchester this summer Summer holidays in Winchester Time for a staycation Heritage Open Days Made in Winchester 5 B2C e-newsletters issued Autumn Festivals – Heritage Open Days, Family fun – Halloween Half Term – 5 things to do this weekend (23-24 Oct) Flower Festival Christmas offer via christmasinwinchester.co.uk Winchester Feature in British Travel Journal	Eat, Shop, Explore Winchester promotional film delivered. New guides delivered: -Welcome back to Winchester Destination guide -Discover Winchester District's Market Towns -Market Towns Maps (See p.4 – Create Connections/Lead for reporting stats).
Enable	VIC to showcase local independents. Displays – shop windows and pop-ups that can be used by local creative /arts businesses.	No1 Independent street shop front displayed in VIC with associated PR to support Independents week. Shop front retained and acts as a focal point to promote the ShopAppy aggregated Click & Collect service hosted by the VIC.	The Debenhams building has been wrapped to improve the impact and look of this currently vacant unit. Providing a sense of place, the imagery included heritage attractions across the city. Some of these windows were also back lit as part of the Lights in the City event.

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
	Offer space to showcase independent businesses in a shared market place / students start-up businesses product testing.	The VIC also acts as a collection point for Zedify, who are delivering ShopAppy orders via their electric bike service. The VIC have significantly extended their range of locally produced retail range.	Development work continued around a Made in Winchester brand concept to further support local independent creatives
Influence	Find ways to get online customer to come to the store so digital online and high-street experience is linked. Supporting businesses to adapt to provide a special experience / up-selling.	ShopAppy has held a number of webinars to support the businesses gaining footfall in store from their online reach.	
Foster business resilience			
Lead	COVID-19 Business Support and Information – Digital Islands. E-commerce platform for local online and delivery collaboration. COVID-19 Marshals and Ambassador patrols.	Digital Islands Business support programme delivered Over 150 businesses signed up across Alresford, Bishop's Waltham and Wickham. VIC to be aggregated click and collect location and also signed up. COVID Marshals undertook patrol weekly (Thursday to Sunday) across the district high streets to July 2021. VIC Information Officers undertake periodic street patrols to meet and greet high street users	Shopappy e-commerce platform was delivered. Over 175 businesses engaged on the platform, offering over 3669 products and services for purchase and generating over 24,000 views. Businesses have been kept informed of the latest support, advice and information available via regular updates to dedicated business pages on Winchester.gov.uk and business bulletins. The business bulletins continue to serve as one of the “go to” places for latest information with three being dispatched in the last quarter

Objective and Role	Action	Progress / Update Q1 and Q2 April to October 2021	Progress / Update Q3 and Q4 November 21 to March 2022
Enable	<p>Business diversification and innovation funds.</p> <p>Business challenges grant</p>	<p>Additional Restrictions Grants (ARG) programme TAD Round two 16 September 2021 £289,336.97 to 32 organisations</p> <p>COVID Business Challengers Fund £65,000 to 18 organisations</p> <p>Crowd funding green business fund launched 6 September 2021</p>	<p>The Winter Support Payment Grant Programme was developed and delivered supporting 651 businesses or organisations were paid a total of £1,351,560.</p>
Influence	<p>Make Winchester Work for You – launches in with Hampshire County Council.</p>	<p>Phase one Completed July 2021</p> <p>Marketing campaign to promote Winchester to London based companies that have a high number of employees that commute from Winchester:</p> <ul style="list-style-type: none"> • A bespoke Winchester location web page created • A mailshot to over 5,000 targeted London business recipients • 320,289 impressions received overall • 3,031 total clicks to Satellite Office webpages • Winchester LinkedIn posts received 13,802 impressions with a reach of 6,596 views • Four satellite office business space enquiries for the Winchester District 	<p>Phase two Autumn 2021</p> <p>The Guardian Ad Campaign – Making Hampshire Work for you – Phase 2 will aim to reach a new audience through targeting the London based readers of a national broadsheet newspaper.</p> <p>Follow up the HCC for a progress report on inward investment enquiries.</p>

BHP32
BUSINESS & HOUSING POLICY COMMITTEE

REPORT TITLE: BUSINESS AND HOUSING POLICY COMMITTEE - WORK PROGRAMME 2022/23

21 JUNE 2022

Contact Officer: Matthew Watson Tel No: 01962 848317 Email: mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Business and Housing Policy Committee work programme is published by the committee and is updated at the beginning of each committee cycle and prior to each meeting.

This report sets out the work of the policy committee for the year ahead, which deals with largely forward looking, policy development work and pre-decision scrutiny relevant to the specific priority area(s) of the Council Strategy. The detailed terms of reference of the committee is set out in part 2 - article 7 and part 4 of the constitution.

[Part 2 - Article 7 Overview and Scrutiny Committees.pdf \(winchester.gov.uk\)](#)

[Part 4 - Part 4.3 - Overview and Scrutiny Procedure Rules.pdf \(winchester.gov.uk\)](#)

Please note that following the introduction of the constitution referred to above, subsequent amendments have been agreed by full council which are required to be incorporated into a revised constitution. See: <https://democracy.winchester.gov.uk/ieListDocuments.aspx?CId=138&MId=1870&Ver=4>

RECOMMENDATIONS:

1. That the committee considers the items listed in Appendix 1 of the report and agrees the matters it wishes to consider during the 2022/23 municipal year and delegates to officers, in consultation with the chairperson, authority to set the detailed work programme.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

1.1 This paper seeks to ensure that:

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

Both objectives help to support the governance of the council and its decision-making structures.

2 FINANCIAL IMPLICATIONS

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

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The authority to take the decisions set out in this report are pursuant Part 3.2 of the council constitution and the Local Government Acts 1972 and 2000 and the Localism Act 2011.

4 WORKFORCE IMPLICATIONS

4.1 The committee will need to assess its work priorities so that they can be supported from within available resources.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None.

6 CONSULTATION AND COMMUNICATION

6.1 All members of the committee are invited to put forward work programme suggestions using the template at appendix 2.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 None.

8 PUBLIC SECTOR EQUALITY DUTY

- 8.1 The work programme for the committee will take account of recommendations by the newly formed Equality, Diversity and Inclusion Members' Forum and be updated to include reports arising from the identification of equality issues that impact on the committee's work.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 None required.

10. SUPPORTING INFORMATION:

10.1 Work Programme for the 2022/23 Municipal Year

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

There are several issues that regularly form part of the committee's work programme, and these have been incorporated into the 2022/23 draft programme in Appendix 1.

11 OTHER OPTIONS CONSIDERED AND REJECTED

- 11.1 Not to produce a work plan. This was rejected as it is usual practice at the start of the new municipal year and at each committee meeting to consider whether any changes are required.

BACKGROUND DOCUMENTS

None.

APPENDICES

Appendix 1: Draft Work Programme for 2022/23

Appendix 2: Work Programme Request Form.

WINCHESTER CITY COUNCIL – BUSINESS & HOUSING POLICY COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for Committee	
1	Compensation Policy	Gillian Knight	21 Jun 2022	
2	Empty Homes Strategy (DD50)	Karen Thorburn	21 Jun 2022	
3	Green Economic Development Strategy - Update	Susan Robbins	21 Jun 2022	
4	High Street Plan update	Susan Robbins	21 Jun 2022	
5	Private Sector Housing Renewal Strategy (DD51)	Karen Thorburn	29 Sep 2022	
6	Housing Company	Gillian Knight	29 Sep 2022	
7	Housing Strategy	Gillian Knight	29 Nov 2022	



Work Programme Suggestion Form

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

If you need further assistance, please contact Democratic Services.

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

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

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

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

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