

Decisions taken by the Cabinet on Wednesday, 14 December 2022

Agenda Item No	Topic	Decision	Reasons	Alternative Options
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Part A – Items considered in public

A7	Council Plan 2020-25 refresh	<p>1. That the Council Plan 2020 to 2025: December 2022 update is recommended for adoption by Full Council.*</p> <p>2. That the 2023 strategic key performance indicators (KPIs) are adopted to measure progress against the Council Plan 2020 to 2025: December 2022 update, from 1 April 2023.</p> <p><i>NB recommendations to full council are not subject to call-in.</i></p>	<p>The Council Plan 2020-25 was adopted at the meeting of Full Council on 24 February 2021 and outlines the strategic priorities and outcomes that the council aims to achieve by March 2025.</p> <p>Report CAB3370 sets out a refreshed Council Plan which refines the actions and objectives for the coming years, taking into consideration both feedback from local people obtained during the council's district-wide 2022 Residents' Survey and changing economic circumstances.</p>	<p>The council could choose not to refresh the Council Plan, however it is deemed prudent to refine the actions that contribute to the delivery of the priorities periodically to ensure that the plan outcomes remain achievable and fit for purpose.</p>
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A8	Housing Company - revised options and business case	<p>1. That the business case proposal be noted and the principle be supported of establishing a wholly council owned local housing company for housing purposes to:</p> <p>a. Lease from the council and manage suitable residential council properties held in the Housing Revenue Account (HRA) and the General Fund as identified on a case-by-case basis, subject to a supportive business case.</p> <p>b. Provide high quality energy efficient council owned housing as rented homes as an alternative to the council's current housing offer to</p>	<p>The council has made a clear commitment to increase the supply of council owned affordable housing in order to address housing need, and has set a target of providing a 1000 additional new homes from 2021 – 2030.</p> <p>Providing <i>Homes for All</i> is a key priority identified within the council plan, and this includes the need to address the limited supply of housing for residents who, whilst they may not qualify to apply through the housing register, still struggle to access affordable longer-term housing within the local housing market due to both limited supply and the very high cost of private housing. This group includes those often regarded as being key workers.</p>	<p>This section summarises alternative options to establishing a local housing company and outlines why they are not the preferred options with specific reference to Winnall.</p> <p>a) <u>Develop a Community Lettings Plan</u>. To let the Winnall flats as Affordable Rented Housing through the council's housing register with introductory and secure tenancies with the council acting as landlord. It could allow those in employment to be prioritised for the Winnall new build properties and remains a potential alternative option to leasing them to a local housing company.</p>

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		<p>households who struggle to rent privately and access council and other affordable housing options.</p> <p>c. Take advantage of an early opportunity to lease from the council and manage one block of 41 units of accommodation currently being developed at Winnall.</p> <p>2. That the Corporate Head of Housing be authorised to develop detailed proposals that will be brought back to Cabinet for consideration. To include the strategic and financial business case, governance arrangements, director appointments and specific</p>	<p>To support meeting this priority the council is seeking to establish a wholly owned local housing company that would provide high quality, energy efficient homes at reasonable rents.</p> <p>Setting up a local housing company that leases properties from the council will allow it to act in a manner similar to an “institutional grade landlord” offering a product that compliments the council’s other housing offers and addresses this gap in the local housing market. Importantly, it would offer tenants far greater security as the housing company, as the landlord, would have a long-term commitment to renting homes to the community. Tenants would</p>	<p>However, while also limiting financial risk, the approach would not fulfil the community commitment to diversify tenure (though it would be likely to diversify the community mix) or be likely to meet all the Winnall housing scheme project objectives.</p> <p>b) <u>Let as Affordable Rented:</u> Housing via a Housing Register Allocation. Letting through the housing register without a community lettings plan in place would carry a risk of stock residualisation given the high numbers and high density of council rented properties</p>

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		<p>company conditions.</p> <p>3. That it be agreed that the proposals in report CAB3366 supersede the housing company investment and development model set out in CAB3139 (HSG) and CAB3160.</p> <p>4. That the Corporate Head of Asset Management be authorised to make a non-material amendment submission to the Local Planning Authority to change the description of development to delete reference to sub-market rent in relation to the accommodation currently being developed at Winnall.</p>	<p>benefit from living in a well designed, energy-efficient home, high quality property management and maintenance services provided by the council’s own landlord team as well as the security of democratically accountable governance arrangements.</p> <p>The vehicle would allow individual opportunities to be considered on a case by case basis with the first opportunity being to lease to the company 41 new flats currently under construction by the council in Winnall. As well as delivering the benefits outlined above this would fulfil a commitment made to the community to ensure the development creates a greater diversity of tenure on the Winnall Estate.</p>	<p>already in the local area. This would not fulfil the local community promise of diversifying tenure nor would it be likely to meet all the Winnall housing scheme project objectives or achieve project benefits. There would be a reputational risk for the council given previous commitments to the community along with potential estate management issues.</p> <p>c) <u>Lease to another housing provider</u>: It may be possible to lease to a Registered Provider/landlord or to enter into a joint venture. This approach has the</p>

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			<p>Report CAB3366 sets out a proposal for the establishment of a local housing company and includes an illustrative business model based on leasing 41 new flats in Winnall to the company.</p> <p>Though considered in the past, establishing a commercial vehicle to support the construction/development of new housing at a time when construction costs are subject to significant volatility would be a very high risk to the council. New homes will continue to be developed through the Housing Revenue Account and if appropriate, a proportion of those homes could be leased to the new housing company</p>	<p>ability to deliver tenure diversity and to target the new homes at households in employment. However, informal discussions with other landlords and councils suggest it is unlikely that this would give the council the same degree of control over the use of the property as a local housing company given it would not be the sole shareholder or hold all (or indeed any of) the board positions. It would also be less likely to achieve the Winnall new build scheme project objectives and benefits. The approach would not necessarily be any less complex than the local housing company</p>
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			<p>to address the priority set out above. This would be evaluated on a case-by-case basis.</p>	<p>approach and would present a reputational risk for the council due to it having less control.</p> <p>d) <u>Sell as Shared Ownership Homes (through shared ownership leases with the council)</u>. This option is unlikely to meet all the Winnall new build scheme project objectives and benefits. The remainder of the new Winnall housing development will be shared ownership homes with a mix of 1 and 2 bedroomed homes. The demand for additional shared ownership flats is unclear and an attempt to dispose of the block of 41</p>

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				homes on a shared ownership basis would present a risk to the council in terms of sales rates and income. There may also be a limited number of lenders who are prepared to provide mortgages on such a large number of shared ownership flats based in one location.
A9	Tree Strategy	<ol style="list-style-type: none"> 1. That the Winchester City Council Tree Strategy be approved as set out in in Appendix 1 of report CAB3351. 2. That the budget overspend estimate of £34,347 for tree works in 2022/23 to be funded from the General Fund be noted. 	<p>Report CAB3351 presents the Winchester City Council Tree Strategy to Cabinet for approval.</p> <p>The Tree Strategy sets out how the council can address both its legislative and managerial duties in relation to trees, in order to protect and enhance the district's tree stock in a sustainable</p>	The option of not producing a Tree Strategy was rejected. Whilst the council has a number of operational practices and procedures relating to trees, these have evolved over the years. Our existing working practices are based on experience, technical knowledge, legislation and engagement with residents and others.

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		<p>3. That the additional budget requirement of £66,784 for tree works from 2023/24 onwards to be funded from the General Fund be noted.</p> <p>4. That the additional budget requirement of £33,729 plus inflation for the Tree Surveyor post from 2024/25 be noted.</p>	<p>and appropriate manner, whilst recognising its value to people and places.</p> <p>The report sets out the budget implication associated with the Strategy and with the sound management of the council's tree stock. It also reflects on the risk associated with deviating from the approach set out in the Strategy. It is the first time the council has produced a tree strategy and its main purpose is to establish a set of policies by which the council will manage its tree stock and its statutory function in relation to trees.</p>	<p>There is a need to bring these together in a single document which can be accessed by others and which states the council's position on a range of work areas.</p> <p>If the tree survey programme was not continued beyond the initial 2-year period, the council would have no understanding of the condition of its trees other than in response to complaints or reports. This was the situation for a number of years prior to the start of the 2-year survey programme and led to a high level of works to address the poor condition of many trees that had deteriorated over time. This approach leaves the council exposed to risk of legal claims in the event that</p>

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				a tree falls and causes injury to person or property, so has been discounted.
A10	CIL funding for St Clements Surgery Public Realm works	<p>That budget and expenditure for a capital grant of £100,000 be approved, to be funded from the Winchester City Council District CIL receipts, for the public realm improvements associated with the construction of a new surgery and primary healthcare facility on Upper Brook Street, Winchester.*</p> <p><i>NB – not classed as a key decision and therefore not subject to call-in</i></p>	<p>The purpose of report CAB3379 is for Cabinet to agree the funding from Winchester City Council District CIL receipts for the improvement of public realm works on the highway at Upper Brook Street, Winchester. The works will be delivered in association with the development of a new primary healthcare facility to replace the existing St Clements Surgery.</p>	<p>Direct development of the St Clements Surgery by the council was considered but was rejected due to the unacceptable risk of cost escalation and delay.</p> <p>Not providing a £100,000 contribution towards public realm works was considered and rejected because it jeopardised the developer's ability to deliver this important primary healthcare facility.</p>
A11	Pride in Place - Monitoring arrangements and provision	<p>1. That a new monitoring service contractor be appointed for a period of 5 years, subject to the existing budget of</p>	<p>Winchester City Council is committed to working with our partners to deliver pride in place for our district with attractive public areas where</p>	<p>The options considered are listed as Appendix 1 to report CAB3368.</p>

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		<p>£240,000 for 23/24.</p> <p>2. That authority be delegated to the Head of Programme Place and the Service Lead for Legal, in consultation with the Cabinet Member for the Climate Emergency, to finalise the tender documentation and associated documents; and enter into a contract.</p> <p>3. That a procurement process be undertaken in accordance with the Council’s Contract Procedure Rules and Public Contract Regulations 2015 (PCR2015).</p> <p>4. That the evaluation criteria model be agreed,</p>	<p>people feel safe and secure. Monitoring systems such as CCTV provide an evidence base, and public assurance of safety through the monitoring and reporting of incidents.</p> <p>The provision of CCTV is separated into the CCTV hardware and associated technology and secondly the monitoring of the system. Currently the City Council is in the process of upgrading the underlying CCTV technology as provided for in CAB3329. The Council owns and maintains the monitoring and recording equipment.</p> <p>The monitoring service provides the people with the expertise and skills to provide the physical monitoring of the cameras.</p>	

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		as set out at paragraph 11.13 of report CAB3368.	This service also provides us with a 24/7 emergency contact person. It is currently under contract that is due to expire in May 2023. The purpose of report CAB3368 is to seek approval to procure a new monitoring Service to replace the contract that is about to come to an end.	
A12	Q2 Finance & Performance Monitoring Report	That the progress achieved during Q2 of 2022/23 be noted and the contents of report CAB3367 be endorsed.	<p>Report CAB3367 and Appendix 1 provide a summary of the council's progress during the period July to September (Q2) 2022 against the five priorities in the refreshed Council Plan 2020-25, adopted by Council on 24 February 2021.</p> <p>Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as</p>	None.

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			<p>of 30 September 2022.</p> <p>Appendix 3 provides the data, where available, for Q2 against each of the Strategic Key Performance Indicators (KPIs).</p> <p>Appendix 4 includes highlight reports for each of the Council's 'Tier 1' programmes and projects.</p> <p>Appendix 5 are the action notes of the Performance Panel meeting that took place on 7 November 2022.</p>	