



<b>Meeting</b>	Cabinet
<b>Date and Time</b>	Wednesday, 25th January, 2023 at 9.30 am.
<b>Venue</b>	Walton Suite, Winchester Guildhall

**Note:** This meeting is being held in person at the location specified above. Members of the public should note that a live video feed of the meeting will be available from the council's YouTube channel ( [youtube.com/WinchesterCC](https://www.youtube.com/WinchesterCC) ) during the meeting.

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 working days before the meeting. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

## AGENDA

### PROCEDURAL ITEMS

- 1. Apologies**  
To record the names of apologies given.
- 2. Membership of Cabinet bodies etc.**  
To give consideration to the approval of alternative arrangements for appointments to bodies set up by Cabinet or external bodies, or the making or terminating of such appointments.
- 3. Disclosure of Interests**  
To receive any disclosure of interests from Members and Officers in matters to be discussed.  
*Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.*



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

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

## **BUSINESS ITEMS**

5. **Public Participation**

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

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

6. **Minutes of the previous meeting held on 14 December 2022.** (Pages 5 - 12)

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on Thursday 19 January 2023** via [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) or (01962) 848 264 to register to speak and for further details.

7. **Leader and Cabinet Members' Announcements**

8. Asset Management Plan 2022 - 2027 (Pages 13 - 36)

**Key Decision** (CAB3377)

9. Pride in Place - Parking and access improvement programme (Pages 37 - 56)

**Key Decision** (CAB3384)

10. Winchester City Council Carbon Offsetting Policy (Pages 57 - 76)

**Key Decision** (CAB3386)

11. Ukrainian resettlement and integration programme (Pages 77 - 98)

**Key Decision** (CAB3383)

12. To note the future items for consideration by Cabinet as shown on the February 2023 Forward Plan. (Pages 99 - 104)

Laura Taylor  
Chief Executive



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17 January 2023

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

*\*With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website [www.winchester.gov.uk](http://www.winchester.gov.uk)*

### **CABINET – Membership 2022/23**

Chairperson: Councillor Tod (Leader and Asset Management)

<b>Councillor</b>	- <b>Cabinet Member</b>
Ferguson	- Deputy Leader and Cabinet Member for Community and Housing
Becker	- Cabinet Member for Inclusion and Engagement
Gordon-Smith	- Cabinet Member for Service Quality
Learney	- Cabinet Member for Climate Emergency
Power	- Cabinet Member for Finance and Value
Porter	- Cabinet Member for Place and Local Plan
Thompson	- Cabinet Member for Business and Culture

**Quorum** = 3 Members

### **Corporate Priorities:**

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

### **Public Participation at meetings**

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

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

### **Filming and Broadcast Notification**

This meeting will be recorded and broadcast live on the Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#). Please note that the video recording is subtitled but you may have to enable your device to see them (advice on how to do this is on the meeting page).

### **Disabled Access**

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

### **Terms Of Reference**

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

## CABINET

Wednesday, 14 December 2022

Attendance:

Councillors  
Tod (Chairperson)

Ferguson  
Becker  
Gordon-Smith

Learney  
Power  
Thompson

Apologies for Absence:

Councillor Porter

Members in attendance who spoke at the meeting

Councillors Horrill and Wallace

Other members in attendance:

Councillor Clear

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

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1. **APOLOGIES**

Apologies were received as noted above.

2. **MEMBERSHIP OF CABINET BODIES ETC.**

There were no changes to the membership of Cabinet bodies to be made.

3. **DISCLOSURE OF INTERESTS**

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

4. **PUBLIC PARTICIPATION**

There were no questions asked or statements made.

5. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED

That the minutes of the previous meeting held on 15 November 2022 be agreed as a correct record.

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

Councillor Tod announced adjustments to the Cabinet Member responsibilities as follows:

Councillor Becker (Cabinet Member for Inclusion & Engagement) role to be extended to include responsibility for: grants; community development; health and sport; and open space.

Councillor Ferguson (Cabinet Member for Community & Housing) role to retain responsibility for community and housing, including support for Ukrainian refugees and tackling the cost of living crisis.

Councillor Tod also announced the successful council bid to the Office of the Police and Crime Commissioner for grant funding for three mobile CCTV cameras.

On behalf of Councillor Porter, the Leader reminded that the deadline for submission of comments on the current Local Plan consultation was midnight on 14 December 2022.

Councillor Gordon-Smith reported on the re-launch of the “Your Winchester” app which had been redesigned to make it more user friendly.

Councillor Thompson announced that the council had received the £1m previously promised under the UK shared prosperity scheme. It was intended that the funds would be spent on projects across the district.

7. **COUNCIL PLAN 2020-25 REFRESH**  
(CAB3370)

Councillor Tod introduced the report and highlighted the key elements of the refresh as set out in paragraph 10.3 of the report.

At the invitation of the Leader, Councillor Wallace addressed Cabinet as summarised briefly below.

He advised that his comments related to the strategic key performance indicators (KPIs) and believed that these were not adequate to ensure the “greener faster” goal was achieved. He emphasised that the council’s own Carbon Roadmap, considered at Health and Environment Policy Committee on 6 December 2022, had highlighted that current actions were not sufficient to meet the carbon neutrality by 2030 goal. He acknowledged that the council had limited direct responsibility for travel and transport but reducing carbon emissions was a key element and KPIs could be used as a means to encourage change.

Councillor Tod and Councillor Learney responded to the comments made, including emphasising that KPIs were not the only method used to monitor progress and that the carbon neutrality targets would be closely monitored and action would be taken to ensure they were achieved.

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

**RECOMMENDED (TO COUNCIL):**

**That the Council Plan 2020 to 2025: December 2022 update be adopted.**

**RESOLVED:**

That the 2023 strategic key performance indicators (KPIs) be adopted to measure progress against the Council Plan 2020 to 2025: December 2022 update, from 1 April 2023.

**8. HOUSING COMPANY - REVISED OPTIONS AND BUSINESS CASE  
(CAB3366)**

Councillor Ferguson introduced the report and emphasised the key aim to address the shortage of good quality affordable homes to privately rent in the Winchester district which also offered good security of tenure.

At the invitation of the Leader, Councillor Horrill addressed Cabinet as summarised briefly below.

She welcomed the report, highlighting the importance of ensuring there was a mixture of tenures across the district. She queried whether in terms of future governance arrangements, it would be possible to have a wide representation of councillors on the governance body? She also requested clarification of the relationship between Housing Revenue Account (HRA) and General Fund (GF) owned properties.

Councillor Ferguson noted the request for cross party membership of the governance body for future consideration. The Corporate Head of Housing and the Housing Strategy and Development Manager responded to the query relating to HRA/GF properties.

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

**RESOLVED:**

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:
  - 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.

b. Provide high quality energy efficient council owned housing as rented homes as an alternative to the council's current housing offer to households who struggle to rent privately and access council and other affordable housing options.

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.

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 company conditions.

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.

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.

9. **TREE STRATEGY**  
(CAB3351)

Councillor Learney introduced the report which set out proposals for future management of the district's tree stock together with the budget implications. She advised that the report had been considered at Winchester Town Forum on 9 November 2022 where the relevant recommendations were approved.

At the invitation of the Leader, Councillor Wallace addressed Cabinet as summarised briefly below.

He welcomed the Strategy as an important and useful document for the future management of trees. However, he believed the council should also develop a strategy regarding planting of new trees, emphasising their importance in mitigating the impact of a changing climate. This should include new trees planted by the council itself, together with new trees over which the council had an influence over (for example, those planted as part of a planning application).

Councillor Learney, the Natural Environment and Recreation Team Manager and the Principal Tree Officer responded to the comments made including emphasising the priority to maintain existing tree stock and advising that new tree planting was covered by other council strategies.

The Natural Environment Team and Recreation Team Manager and the Principal Tree Officer responded to a number of questions from Cabinet Members on the



council's management of trees in its district, the various challenges being faced and the proposed actions to mitigate these.

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

RESOLVED:

1. That the Winchester City Council Tree Strategy be approved as set out in in Appendix 1 of the report.
2. That the budget overspend estimate of £34,347 for tree works in 2022/23 to be funded from the General Fund be noted.
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.
4. That the additional budget requirement of £33,729 plus inflation for the Tree Surveyor post from 2024/25 be noted.

10. **COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING FOR ST CLEMENTS SURGERY PUBLIC REALM WORKS**  
(CAB3379)

Councillor Tod introduced the report on behalf of Councillor Porter and outlined the proposal to use CIL funds for public realm works in connection with the new surgery.

At the invitation of the Leader, Councillors Horrill and Wallace addressed Cabinet as summarised briefly below.

Councillor Horrill

She emphasised the length of time since the original proposals for the building of a new surgery were agreed. She expressed concern that it appeared that the council was in the position of having to agree the proposed CIL funding to ensure the development proceeded.

Councillor Wallace

He supported the requirement for the new surgery to be developed but also expressed some concern about whether the use of CIL funding was appropriate in the circumstances.

Councillor Tod and the Strategic Director responded to the comments made, including clarifying the reasons for the CIL funding and emphasising that it would be towards improvements to the public realm around the development itself.

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

RESOLVED:

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.

11. **PRIDE IN PLACE - MONITORING ARRANGEMENTS AND PROVISION**  
(CAB3368)

Councillor Learney introduced the report and highlighted its link to the pride in place commitment within the refreshed Council Plan discussed earlier in the meeting.

At the invitation of the Leader, Councillor Horrill addressed Cabinet as summarised briefly below.

She welcomed the continued provision of CCTV monitoring but queried why the ideas regarding working with other local authorities referred to in the report had not been pursued further?

Councillor Learney and the Head of Programme – Place responded to comments made, including confirming that the contract would retain flexibility to work with partner organisations in the future, should that prove practicable.

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

RESOLVED:

1. That a new monitoring service contractor be appointed for a period of 5 years, subject to the existing budget of £240,000 for 23/24.

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.

3. That a procurement process be undertaken in accordance with the Council's Contract Procedure Rules and Public Contract Regulations 2015 (PCR2015).

4. That the evaluation criteria model be agreed, as set out at paragraph 11.13 of the report.

12. **Q2 FINANCE & PERFORMANCE MONITORING REPORT**  
(CAB3367)

Councillor Tod introduced the report, noting that it had been considered previously at the Performance Panel (minutes contained as appendix 5 to the report) and The Scrutiny Committee on 23 November 2022.

At the invitation of the Leader, Councillor Horrill addressed Cabinet as summarised briefly below.

She welcomed the acknowledgment of the scrutiny undertaken by the Performance Panel and asked whether Cabinet would consider requests to include additional performance indicators that the Panel would find useful in future quarterly reports.

Councillor Tod responded to comments made, emphasising that the intention was to focus on key performance indicators but that specific suggestions would be considered.

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

RESOLVED:

That the progress achieved during Q2 of 2022/23 be noted and the contents of the report be endorsed.

13. **FUTURE ITEMS FOR CONSIDERATION BY CABINET**

RESOLVED:

That the list of future items as set out in the Forward Plan for January 2023 be noted.

The meeting commenced at 9.30 am and concluded at 11.40 am

Chairperson

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CAB3377  
CABINET

REPORT TITLE: ASSET MANAGEMENT STRATEGY - 2022 TO 2027

25 JANUARY 2023

REPORT OF CABINET MEMBER: Cllr Martin Tod

Contact Officer: Geoff Coe Tel No: 07776 681761 Email gcoe@winchester.gov.uk

WARD(S): ALL WARDS

## PURPOSE

The Council's non-housing property assets (the Estate) play a significant role in generating rental income and creating opportunity for social, economic, environmental, and cultural and regeneration interventions.

The purpose of the Asset Management Strategy is to identify strategic objectives that the Estate needs to address, to make sure that Council land and buildings fully support overarching corporate plan policy and direction. For example, taking action to decarbonise the Council's corporate occupied, community asset and investment properties.

The Strategy document identifies key challenges, solutions and projects that will support the Council's vision and success over the next five years.

## RECOMMENDATIONS:

That Cabinet approve the Asset Management Strategy 2022 to 2027.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME

## 1.1 Tackling the Climate Emergency and Creating a Greener District

Carbon reduction remains a central theme when building, refurbishing and maintaining Council property. Where possible, solar panels, energy efficient boilers and enhanced building insulation are included in technical specifications. Providing more energy efficient buildings means that the Council's following climate emergency priorities are being actioned:

- a) Winchester City Council to be carbon neutral by 2024
- b) The Winchester district to be carbon neutral by 2030
- c) An increase in the proportion of journeys taken by walking, cycling and public transport

Carbon reduction and energy saving across the Council's property portfolio is a key focus and work has started with measures including solar panels, window replacement and heating system replacement. Base line technical and energy data is being prepared for all buildings. Comprehensive investigations are planned into the extent of viable carbon reduction and energy saving measures on corporate occupied buildings, community assets (such as pavilions and public conveniences) and investment properties. Regular KPIs will include progress updates on reducing carbon and energy consumption across the portfolio.

## 1.2 Homes for all

Where potential exists to utilise surplus Council land or buildings for creating new affordable homes via the HRA, options appraisals are undertaken and factored into 'Best Consideration' analysis. Site finding for new homes has become highly competitive which means that the Council are in competition with the private sector and Registered Social Landlords. Using Council owned assets for delivering new homes has therefore become more important, and means for example that redundant garage blocks and regeneration sites are being considered as opportunities to provide more affordable housing.

## 1.3 Vibrant Local Economy

We aim to use land and property assets to position Winchester district as a recognised centre for digital, creative and knowledge intensive networks.

Where feasible, the Council will support business tenants in meeting the challenge of carbon neutrality and encouraging 'green growth'.

Prioritising the needs of younger people in the redevelopment of central Winchester has been recognised and factored into the regeneration objectives.

The Council's Estate is an opportunity to work in partnership with other stakeholders to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets.

#### 1.4 Living Well

Where a public health need requires land or buildings for service delivery, the Council is in a position to work with public and private healthcare providers and via One Public Estate, to support the process of identifying suitable sites. For example, the new St Clements Surgery in Winchester City centre is to be built on a Council owned car park in Upper Brook Street.

The ambition to improve the District's Public Conveniences, is to deliver reduced health inequalities; by providing increased access to toilet facilities accessible to all. Which supports the Economic and Cultural for the District.

#### 1.5 Your Services, Your Voice

Planning policy governs the types of uses that the Estate can host, but there are frequently circumstances where more than one use may be suitable. Where redevelopment and regeneration is concerned, the Council engage with local communities to encourage feedback on marketing and development proposals. This Corporate Plan priority is adopted practice and part of how Asset Management Strategy is delivered.

## 2 FINANCIAL IMPLICATIONS

- 2.1 Effective asset management is essential in ensuring that the council can deliver its key objectives. This includes properly maintaining the council's operational assets so that it can continue to deliver services effectively and efficiently. It is important therefore to understand the ongoing investment required and incorporate it into the council's revenue and capital budgets set annually in February as well the longer-term Medium Term Financial Strategy (MTFS) and the Capital Investment Strategy. The council also holds a number of assets for the purposes of regeneration such as those held for the Central Winchester Regeneration (CWR) project many of which also generate income for the council, as well as a portfolio of investment property assets (held for rental income/capital appreciation).
- 2.2 Asset management is identified as a key theme in the Medium-Term Financial Strategy (MTFS), which recognises the important role it plays in supporting the delivery of a balanced budget and to address longer term forecast deficits. The asset portfolio generates a significant proportion of the council's annual income. The investment property portfolio was valued at £69.8m (£67.2m General Fund and £2.6m HRA) as at 31 March 2022. It generated net income after costs of just under £3m of which £2.78m General Fund and £0.18m HRA in 2021/22.

- 2.3 There are significant challenges in the current economic climate. Recent building cost inflation has resulted in several schemes being value engineered and re-tendered. In addition, BREEAM and LETI construction standards have added additional cost to the Council's capital programme, but these are considered necessary in order to tackle Climate Change and meet the council's goals of becoming carbon neutral by 2024 and as a district by 2030
- 2.4 The General Fund budget includes an Asset Management reserve which is forecast to be £3.3m by March 2023. This is the key funding resource to support maintenance and investment in council property (with the exception of council housing funded from the Housing Revenue Account and car park maintenance funded from the car park reserve). The medium-term financial strategy assumes annual revenue contributions of £250k.
- 2.5 Condition surveys are currently being commissioned that will assist in determining longer term budget requirements and whether the £250k annual contribution is sufficient to support the delivery of this Strategy.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The council is not required by law to have an Asset Management Plan, but it is considered best practice among local authorities throughout the country to have one for its area, covering all of its assets.
- 3.2 The council's properties should be kept free from health hazards, and must meet all relevant safety standards.
- 3.3 Any direct or in-direct procurement as a result of the Asset Management Strategy will be conducted in accordance with Public Contract Regulations 2015 (PCR2015) and the council's Contract Procedure Rules. Resulting contracts will be managed in-line with the council's Contract Management Framework.

### 4 WORKFORCE IMPLICATIONS

- 4.1 The Estate is managed directly by the Council via the Asset Management Team that comprises qualified Asset Management Surveyors, Building Surveyors and New Homes Development Managers. Where necessary, external specialist advice is sought on building services, construction and legal and valuation matters.

Asset Management also provide client resources from within existing staffing to a number of departments with the Council.

### 5 PROPERTY AND ASSET IMPLICATIONS

The Asset Management Strategy vision is to support a commercially focused and managed Estate that promotes the financial, social, cultural, economic and environmental interests of the District's residents, businesses and visitors.



The intention is to maintain an Estate that promotes carbon reduction, health and wellbeing, sustainability, affordable new homes, regeneration and sympathetic development, and a financially resilient portfolio where income generation is recognised as a key element of the Council's Medium Term Financial Strategy (MTFS).

## 6 CONSULTATION AND COMMUNICATION

The Asset Management Strategy has been prepared by the Corporate Head of Asset Management in consultation with Property Board members and the Portfolio Holder for Asset Management.

## 7 ENVIRONMENTAL CONSIDERATIONS

The management of Council assets will comply with and support the emerging Local Plan Policy. Environmental impact is a key focus of the Asset Management Strategy. Identifying opportunities to reduce carbon and energy consumption across the Estate is positioned as the first objective in the Strategy.

## 8 PUBLIC SECTOR EQUALITY DUTY

- 8.1 Risk and impact assessments are undertaken for fire safety and access to Council buildings, including assessing compliance with the Disability Discrimination Act. An Equality Impact Assessment of this Strategy has been completed and concluded no direct impacts against the protected characteristics.

## 9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 Property data is held on an internal secure system called Idox Uniform Version 10.6.1. The system is a Property Management System and is used by many internal departments including Planning, Licencing, and Environmental Health. Each department holds control for the maintenance of the specific module they use which is ultimately supported by IMT and Idox.
- 9.2 Data protection is managed by the individual departments
- 9.3 The information held by the Estates Module of Uniform specifically relates to Leases and Licences held between the Council and either a business or private individuals. This type of information includes names, email address, address and contact telephone number. This personal data is held to enable us to carry out and comply with the terms of the lease or licence therefore we do not need or ask for consent.

10 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
Financial Exposure		
Lower than budgeted income.	Regular monitoring of income and expenditure and review/renewal of leases	Generate rental income and save costs
Higher than budgeted maintenance costs.	Reduce scope of works	None
Insufficient reserves to finance unplanned works	Increase reserves annually	Update detailed maintenance budget forecasts
Exposure to challenge	Mitigated by Asset Management Strategy and employment of qualified Chartered Surveyors	Improve financial performance of the Estate
Innovation	Effective working in partnership with users and stakeholders takes time to develop and reach a position of trust and genuine joint working	Engage with tenants, community and stakeholders in the long-term running and development of the Council's Corporate Property Portfolio. Creation of better landlord and tenant relationships.
Reputation	Undertake extensive pre-development consultations with key stakeholders.	With wide consultation, new opportunities may become apparent.
Property Poor property condition resulting in unforeseen maintenance requirements and/or health and safety risk to users	Regular risk assessments completed and property condition surveys commissioned	
Project capacity Insufficient Estates/ Surveying resource to	Additional resources included in one off budget provision to support regen	

administer/deliver the asset management programme	work approved in Feb 2022	
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## 11 SUPPORTING INFORMATION:

- 11.1 Adopting an Asset Management Strategy is considered Best Practice. The previous strategy document covered the period 2016 to 2021 (CAB2870). The Council faces new challenges and therefore a new Strategy is required.
- 11.2 The Asset Management Strategy is a key document that supports the management of operational and non-operational assets.
- 11.3 The Strategy seeks to prioritise the following overall objectives:
- a) Reduce the Council's carbon footprint
  - b) Make Best Use of all non-housing assets
  - c) Increase rental income
  - d) Align with the Medium Term Financial Strategy
  - e) Maintain assets that are compliant with all H&S and EDI legislation and Policy
  - f) Facilitates regeneration and development
  - g) Supports the District's economic and social enterprise
  - h) Provides a fit for purpose Corporate Estate and Community Facilities
  - i) Identifies key areas of focus for the next five years
- 11.4 Key projects and priorities are set out within the Strategy. It should be noted that the Council's previous Asset Management Plan was a very detailed document listing all assets and attempting to assess management and maintenance requirements. This approach did not adequately set out priorities and has proved of very limited value in managing the overall estate. An operational Plan setting out key areas requiring investment over the 5 year period is maintained by officers and in developing this strategy, the requirement for comprehensive property surveys has been identified, both to assess maintenance requirements and carbon reduction priorities. Significant survey information is in place in relation to car parks and more recently, public conveniences. Survey work on other corporate property is currently being commissioned, focussing on key assets first and funded from the Asset reserve.

11.5 A quarterly monitoring report is produced summarising progress on all asset management programmes. It is proposed that this quarterly report be included in future reporting to the Performance Panel, which reports to the Scrutiny Committee on council wide programme and project progress.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Adopting an Asset Management Strategy is considered best practice to ensure the council is making best use of its assets and to inform future budgets and the Capital Strategy. Not having a clear asset strategy is likely to result in unforeseen resource needs and poor investment decisions.

BACKGROUND DOCUMENTS:

NONE

APPENDICES: Appendix 1: Asset Management Strategy

**WINCHESTER CITY COUNCIL**  
**ASSET MANAGEMENT STRATEGY**  
**2022 TO 2027**

**CONTENTS:**

1. Introduction
2. Vision for the Portfolio
3. Meeting Council Plan Objectives
4. Other Key Objectives
5. Key Challenges
6. Solutions
7. Governance
8. Recent Achievements
9. Areas of Focus for 2022 to 2027

## **1. Introduction**

The Council's non-housing property assets play a significant role in generating rental income and creating opportunity for social, economic, environmental and regeneration interventions.

The quality and diversity of the Council's land and property assets has been a factor of civic legacy and public service provision. This means that the Estates portfolio comprises a long list of assets including 168 land parcels ranging from grass verges to agricultural fields and parks, ancient monuments, sports and leisure facilities, public conveniences, sewage treatment works, civic offices, car parks, bridges and tunnels, and investment properties including office, retail and industrial buildings. The majority of commercial and leisure buildings are located within Winchester City. See table below for analysis by sector.

The council's 'investment property' portfolio generated a gross annual rental income of just under £3.9m in 2021/22 and was valued at £69.8m as at 31 March 2022. This represents a net yield of approximately 4.2%.

The council's 'other land and buildings' were valued at £99m as at 31 March 2022. These 'other land and buildings' include the council's operational buildings such as City Offices and the Guildhall, a car park portfolio of 94 car parks as well as a number of assets held for regeneration purposes, such as those in the Central Winchester area, which also deliver income to the council.

The Council has an ambitious development programme for the district including City Centre regeneration and the provision of 100 district-wide new affordable homes each year. This development programme relies upon the Council's land and property assets and the asset management strategies adopted, to deliver physical development, but also to bring social, economic and environmental change.

Combined annual income of over £10 million each year, derived from investment assets and car parks, means that funds have been available for resourcing development programmes whilst keeping Council Tax increases to a minimum. Protecting this revenue will however, become more critical to preserving Council services, at a time when the UK enters a period of further and deeper economic uncertainty.

The purpose of this Asset Management Strategy is to identify strategic objectives that the Estate needs to address, to make sure that Council land and buildings fully support overarching corporate plan policy and direction. Significant priority is for example being given to decarbonising the Council's corporate occupied, community asset and investment properties.

This Strategy document identifies key objectives, challenges and solutions to support the Council's vision and success over the next five years. This is a critical period

within which the economic, social and physical fabric of the district are to be key areas of focus for improvement and positive change.

The Asset Management Strategy is relevant to all Council decision making where land and property assets are involved, including movement strategies and regeneration. The only exception is the Housing portfolio that is subject to its own Asset Management Plan.

## **Non-Housing Land and Property Assets Summary**

### **Key Assets Include:**

- Central Winchester Regeneration land and property
- Station Approach Car Parks
- The Brooks Shopping Centre
- The Guildhall
- Bar End Depot
- The Goods Shed, Barfield Close
- New St Clements Surgery at Upper Brook Street
- 49/50 High Street (The Old Guild Hall) – Lloyds Bank
- Avalon House, 13/15 Chesil Street
- 75 Hyde Street
- 1, 2 & 4 The Square
- Abbey Mill, Colebrook Street
- City Offices
- River Park Leisure Centre
- Winchester Sport & Leisure Park

**Asset Types:** The WCC property Management system (Uniform) has 745 Property Assets categorised as follows:

### **Allotments (7)**

**Bridges & Tunnels (28)**, the most notable of which are the North and South Chesil Railway tunnels and sections of the Hockley Viaduct. The remaining 25 are all footbridges a good example of which is 'The Soke' which crosses Chesil Street just before the entrance to the Chesil Street MSCP

**Car Parks (97)**, this category includes Multi-Storey Car Parks (MSCP) such as the Chesil MSCP and the newly completed Barfield Park and Ride MSCP, others are The Brooks and Friarsgate MSCP. There are also surface car parks such as Colebrook Street, the park and ride sites at Otterbourne Road & Barfield Close, City centre sites such as Middle Brook street and a large number of small and single spaces throughout the district.

**Community (38)**, as well as the community centres at Weeke, Winnall, Sommers Close, Meadowside and Fraser Road this category includes various Scout huts, Museums and The Guildhall.

**Individual Garages (11)**, these are mostly individual garages around the district.

**Garage Blocks** now in the General Fund but managed by the HRA

**Garden Land/Access (94)**, all very small pieces of land generally allowing access across WCC owned parcels to individual gardens, gates & footpaths.

**Ground Rented sites including Commercial, Industrial and Residential sites (42)**, generally long leasehold sites including The Brooks Shopping Centre, industrial units on Barfield Close, Prospect Road Alresford and at Winnall Valley Road.

**Industrial Warehouses subject to direct lettings on occupational leases (20)**, includes the recently completed units at Bishops Waltham, Matleys Yard and the Biffa Depot at Barfield Close.

**Memorials and Monuments (13)**, the most notable of which are King Alfred and The Buttercross.

**Miscellaneous sites (9)**, a small group of assets that do not fit into any of the above including 'rights of Light' and the Winnall Moors Leisure reserve.

**Nitrate Mitigation Land (2)**, two small land parcels at Rook Lane, Micheldever

**Offices (40)**, numerous office properties around the district including those owned and occupied by WCC

**Land Parcels (168)**, numerous land parcels including the agricultural land at Littleton. Many of these are public open spaces.

**Public convenience (14)**

**Residential (32)**, generally properties leased out to housing associations

**Retail (87)**, numerous retail premises including high street properties, Middle Brook Street and shopping precincts in Garbett Road and Wavell Way.

**Sports and Leisure (15)**, sports facilities around the district.

**Storage Units (3)**, including unit F2 at Bar End, land behind 153 High Street and the Abbey Gardens Gardiners store.

**Sewage Treatment Works (23)**, including small installations for single dwellings.

## **2. Vision for the Portfolio**

A commercially focused and managed Estate that promotes the financial, social, cultural, economic and environmental interests of the District's residents, businesses and visitors.

An Estate that promotes health and wellbeing, environmental sustainability, new homes, regeneration and sympathetic development.



A financially resilient portfolio where income generation is recognised as a key element of the Council's Medium Term Financial Strategy (MTFS).

Use of the Council's land and property assets to help realise the City Council's Corporate Strategy and in regeneration terms to 'move forward in a timeless City'.

The top three priorities for this Plan period are:

- (i) Achieving net carbon zero across the Estate portfolio.
- (ii) Utilising land and building assets to facilitate regeneration, development and the support of community and voluntary sectors
- (iii) Protecting and growing property income

### **3. Meeting Council Plan Objectives**

#### **1: Addressing the climate emergency**

Carbon reduction remains a central theme when building, refurbishing and maintaining Council property. Where possible (such as at Winchester Leisure Park, City Offices, Barfield Close Multi story car park), solar panels, energy efficient boilers and enhanced building insulation are included in technical specifications. We also aim to incorporate sustainable travel plans and increased bio-diversity into new developments. The Council's target is to operate a Net Zero Carbon Estate by 2024.

We are encouraging renewable energy generation and the Council supports start-ups and businesses in green energy and green technology.

Carbon reduction and energy saving across the Council's property portfolio is a key focus and work has started on corporate occupied buildings to measure, monitor and mitigate energy use. This will be followed by investigations into the extent of viable carbon reduction and energy saving measures on community assets (such as pavilions and public conveniences) and investment properties. KPI's will include progress on reducing carbon and energy consumption across the portfolio.

Please see Section 9 for more details on the Estate Carbon Reduction Strategy identified as a key area of focus and designed to meet the Council's 'Greener Faster' agenda.

#### **2: Homes for All**

We are building significantly more affordable homes ourselves to ensure the right mix of homes are built for all sectors of our society, including young people. Using a new Winchester City Council owned Housing Company we will be able to deliver a wide range of housing tenures to meet local needs. We have also developed new homes technical specifications meaning that the energy efficiency of new homes is moving towards zero carbon. The Housing Asset Management Plan

tackles the Council's approach to retrofitting the existing stock of homes to improve energy performance.

### **3: Creating a vibrant local economy**

Using land and property assets to position Winchester district as a recognised centre for digital, creative and knowledge intensive networks through regeneration and development.

Supporting a 'green recovery' post COVID-19 and providing tailored, sector specific business support

Where feasible, to support business tenants in meeting the challenge of carbon neutrality and encouraging 'green growth'

Prioritising the needs of younger people in the redevelopment of central Winchester.

Working in partnership to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets

Deploying land and property assets in a way that promotes social and economic value as well as financial value. Social value may for example include subsidised lettings of community or office accommodation to community groups or third sector organisations.

### **4: Living Well**

The Council supports the deployment of Council assets to enhance community infrastructure and social wellbeing. Examples include developments such as the new King George V pavilion, a new St Clements Medical Centre and the Winchester Sports and Leisure Park.

Council assets are often used by qualifying community groups and the voluntary sector, to whom grants are available as additional and transparent support.

Open space and landscaping are important contributors to local amenity and place making. Ownership of land enables the Council to intervene for the benefit of local and wider communities.

**5: Your Council, Your Voice. Engaging with our Communities.** Where redevelopment and regeneration is concerned on the Estate, the Council engage with local communities to encourage feedback on marketing and development proposals. Extensive consultation and Engagement has taken place for example in formulating the Central Winchester Regeneration SPD; at Bar End where a Community Plan and Design Framework were adopted for the benefit of the Local Community; and at Station Approach where recent early engagement has been sought to help inform how the Station area is to be improved in the future.

Our policy, and part of the delivery of the localism agenda, is that wherever practical, buildings or land used to support community uses are transferred to the local Community, Parish or Town Council to enable local control and determination.

Local communities are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands-on management often results in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area. Managing these facilities can help to empower local communities and can bring opportunities for greater independence and financial sustainability. We are fully committed to using our assets to form long-term partnerships with suitable community organisations, to create stronger, more cohesive and more sustainable communities.

#### **4. Other Key Objectives**

**1. Alignment with the Council's Medium-Term Financial Strategy:** Asset management is identified as a key theme in the Medium-Term Financial Strategy (MTFS), which recognizes the important role it will play in supporting the delivery of a balanced budget and to address longer term forecast deficits. For example, the council's investment property portfolio generated net income in 2021/22 of just under £3m. Further income is generated from other operational assets such as those held for regeneration purposes.

Scope for additional investment in commercial property to generate a return has been limited by revisions to Public Works Loans Board lending criteria and updates to the Prudential Code to which the council must adhere. However, ensuring best use of all assets is crucial to support the delivery of the MTFS and the Asset Challenge process set out later in the Strategy will support this.

*The Capital Investment Strategy* sets out the council's capital spending programme and the principles which underpin this in order to deliver the desired priorities as set out in the Council Plan. The Capital Investment Strategy details the overall programme for the next 10 years, how this will be financed, and the impact of the programme on the council's MTFS. The Asset Management Strategy supports the Capital Investment Strategy.

Risk, benefits, programme and affordability are assessed in each business case presented for approval. Many of the projects and schemes within the Capital Programme are related to the council's properties and assets and therefore aligning the programme with the Council's Asset Management Strategy is an important consideration. The Programme and Capital Board (PAC) plays a key role in ensuring that this process takes place and that funds are identified to improve the council's assets in line with its Strategies and Plans.

**2. Protect and enhance the value of Council assets.** This is not limited to growing rental income and capital values but also means investment in the fabric of assets by funding capital and planned maintenance programmes. We identify our priorities by

undertaking a programme of condition surveys aimed at identifying maintenance requirements over a period of five to ten years. This helps budget for a five year Repairs and Renewal Programme.

Protecting and growing rental income has been achieved by actively managing and negotiating rent reviews, lease renewals, lease restructures and keeping vacant property to a minimum. For example, in the financial year 2021/22, 43 transactions were successfully negotiated that documented and secured rental income of £800,000 pa. In the previous year, 2020/21, 27 transactions were completed securing £500,000 of annual rental income.

**3. Working with Partners:** We are active members of the Hampshire One Public Estate programme, working closely with other public sector organisations across the District to explore opportunities to reduce premises costs and make assets work better for our communities and customers. This includes supporting development of community or health and social care hub solutions for our residents and businesses. We will continue to explore opportunities for partnership working with both public and private sector bodies and agencies to ensure successful delivery of the Asset Management Strategy.

**4. Supporting Local Plan and Community Plan Policies.** Examples where Asset Management Strategy links with and supports other Council policy include regeneration and development of Council assets in accordance with Local Plan policy and support for community based activities such as parks, community centres and markets.

## **5. Key Challenges**

**Rental Income and Capital Values.** Protecting and growing rental income was achieved successfully during the pandemic, albeit that the Council granted £500,000 worth of rent abatement during this period. Growing income will however, become more challenging in the immediate future given current economic forecasts. The retail investment sector has been hard hit and continues to be subject to fundamental change and financial restructuring. 80% of the Council's rental income comes from 50 tenants (total of 345 tenants). We monitor these top 50 tenants in an attempt to better understand the income risk profile of the portfolio.

We are observing some emerging commercial property trends following the pandemic, but the investment portfolio remains resilient due to the inherently varied type of property and different sector lettings. The single biggest rent is from the Brooks Shopping Centre (rent £612k PA).

**Investment Acquisitions.** Changes to the PWLB lending criteria and the Prudential Code mean that Local Authorities are now barred from new investment in property primarily for the purpose of commercial returns. This will be a significant factor in limiting rental growth. Instead, acquisitions will be limited to regeneration purposes, where financial return is not the only driving motivation and any rental income must be recycled within the project or applied to related projects with similar objectives,

rather than being applied to wider services. A detailed asset by asset approach will therefore be necessary to secure additional income growth.

**Construction cost inflation.** Labour and material costs have risen by over 20% in the last year. This means that construction and refurbishment projects that were viable are having to be value engineered or shelved. Prospects are that this situation will worsen over the next three years. This has a direct impact on development, regeneration and new homes projects.

**Demolition of income producing buildings for regeneration projects.** This is a significant issue to resolve in situations where rental income needs to be replaced from assets that are due for demolition.

**New high quality public realm and subsidised accommodation.** These all come at a capital and revenue opportunity cost and need to be carefully balanced with affordability.

**Regeneration Master Planning Costs.** These can often exceed site values and can underestimate the importance of existing rental income.

**Energy Costs.** Rising costs are impacting the Council's operational portfolio and tenant businesses. Some carbon reducing technologies such as Air Source Heat Pumps use more electricity than conventional systems, so viability needs to be considered in individual business cases.

**Council Hybrid Working.** The Council has been through a space planning exercise and is transitioning to hybrid working for staff. Accommodation needs will be carefully monitored especially given the reduced floor area available following letting of the West Wing to the University of Southampton.

**New Homes Sites.** Demand for housing development sites continues to be highly competitive. This is making sites difficult to find and often unviable for the Council to acquire for affordable housing.

**Nitrates and Phosphates.** Mitigation is being resolved for nitrates but phosphate solutions remain largely unknown. Both factors are impacting new homes delivery.

**Medium Term Financial Strategy.** The challenges in protecting and growing rental income combined with ever increasing costs required to fund capital projects, will have a direct impact upon when and if property projects can be delivered.

## 6. Solutions

**Prioritise and Mitigate Risk.** Careful prioritisation of property projects that are deliverable, affordable and risk assessed, is a key solution to address the challenges above.

**Evaluation Criteria:** Adopting Best Consideration criteria based upon measurable outcomes and measurable costs will help with prioritisation and transparency of decision making. This will include an evaluation of carbon efficiency and opportunities in each case.

**Financial Resources:** Being clear about availability of funding and affordability is a key component to establishing priorities and risk.

**Provide Cost Plan Contingencies:** Provide appropriate contingencies to allow for increasing build cost and energy price inflation.

**Challenging our Assets.** Our Asset Challenge process is managed via the Property Board and comprises Cabinet Members, Strategic Directors and senior Officers. The group meets every six weeks to review key projects and property issues and portfolio performance. The ultimate aims of Asset Challenge are to reduce costs, increase income, identify assets that should be retained for use and/or invested in, and identify those that are surplus to requirements and therefore can be sold.

**Professional Resources:** Making sure that evaluation and delivery are supported by suitably qualified in-house staff and external consultancy.

**Asset Managers:** For day to day management purposes, the investment, community and corporate portfolio is divided into six portfolios, managed by six in-house, qualified and trainee Asset Management Surveyors. This management approach creates a deeper understanding of the whole portfolio and helps cultivate better relationships with Council tenants.

**Regular Management Meetings and Reporting:** The Estates and Corporate Building Team meet regularly to review progress on key work streams affecting income and expenditure. These work streams are all captured and reviewed in quarterly KPI reports that are presented to the Property Board.

**Strategic Focus on Significant Assets:** Quarterly reporting includes monitoring the Council's rental income risk profile, and assesses risk as high, medium or low. Currently, 80% of rental income is paid by 50 tenants. Approximately 17% of rental income in Q2 2022, is categorized as at high risk of default. Maintaining a strategic focus on risks and opportunities associated with the highest value assets, is key to mitigating financial loss and creating additional value.

**Clear Decision Making:** Reinforce the decision making process, allowing suitable flexibility for delegated authority to senior Officers and the Property Board. Being clear about the role of PAC Board and other Committees in strategic decision making.

**Consider all Property and Procurement Options:** Promote efficient, effective and sustainable use of Council assets by undertaking comprehensive Options Analysis at the outset of any project that involves land and property.

**Focus on Projects that are Deliverable:** This may mean doing fewer things, but doing them successfully.

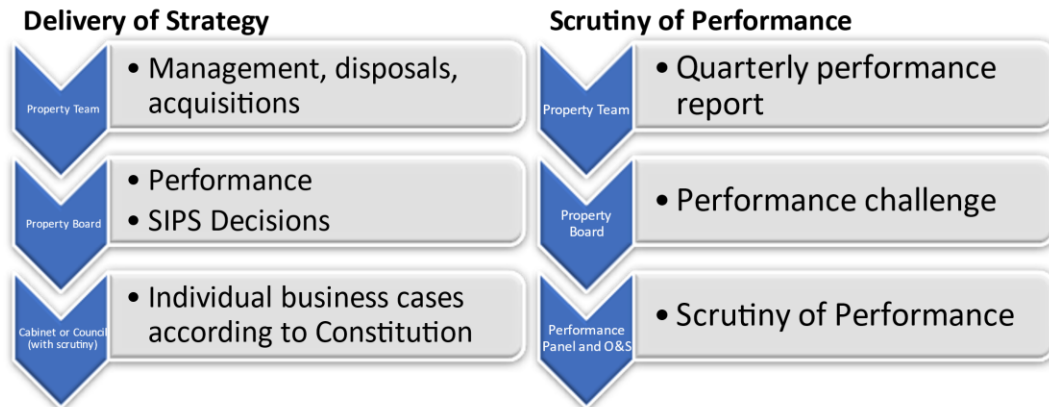
**Be Creative:** Cultivate and encourage a working ethos that develops creative thinking, creative discussion, constructive debate and opportunity to make change and make things happen.

## **7. Governance**

**Regular Reporting and Clear Governance Structure.** Concise and relevant property reporting is essential as a basis for good communication and effective decision making. Quarterly and annual portfolio reports are produced highlighting key property performance indicators including updates on:

- (i) Carbon Reduction Projects and the Estate's carbon performance
- (ii) Rent Reviews
- (iii) Lease Renewals
- (iv) Rent Arrears
- (v) Property Inspections
- (vi) Dilapidations
- (vii) Vacant Property
- (viii) Legal Cases
- (ix) Budgets
- (x) Maintenance and FM
- (xi) Corporate Projects such as regeneration and development
- (xii) Disposals and acquisitions

# Governance



The Property Team deliver the technical knowledge, undertake negotiations and perform operational tasks and prepare the quarterly reports.

The Property Board is established to oversee the Asset Management Strategy and approved property budgets and includes delegations under the Strategic Asset Purchase Scheme (SAPS). It is a non-public Board comprising the Leader, Portfolio Holders (for asset management and finance), Strategic Directors, S151 Officer, the Corporate Head of Asset Management and the Finance Manager (Capital & Treasury). The Board considers and makes recommendations on:

- Acquisitions and Disposals
- Strategic property options for individual or groups of assets, based upon the principles of Best Consideration ie Financial, Social, Economic and Environmental.

The quarterly report to track the success of this strategy will be submitted through the Council's quarterly reporting regime into the Performance Panel. Any reports seeking a Decision from the council on individual properties or business cases will be taken through the appropriate Council approval route.



## 8. Recent Achievements

We continue to demonstrate ambition and innovation in making the best use of our land and property assets and support regeneration in key areas of the District for the benefit of our communities.

Progress made on delivery so far includes:

**New Homes:** Construction of 77 new homes at The Valley. Acquisition of 54 new affordable homes in North Whiteley (under construction 2022); Letting of a construction contract to Wates for 74 new homes in Winnall

**New Employment Space:** Redevelopment of the redundant Bishops Waltham depot into a new purpose built mini business park called Quarry Business Park (completed 2021. Now fully let.

**Guildhall Nightingale Court:** Letting of The Guildhall for 18 months during the pandemic to the Court service at a rent of £400,000 pa. The Licence ended in April 2022. Following vacation of the Guildhall by the Court Service, the building is now available for hire and is being managed in-house

**Letting of West Wing, Guildhall,** to University of Southampton, School of Art.

**New Leisure Facility:** Completion of the £42m new Winchester Sport & Leisure Park

**New Car Park:** Completion of the Barfield Close car park at Bar End

**Carbon Reduction:** Implemented a range of renewable energy installations including solar panels and new windows to City Offices, solar panels on BIFFA site, WSLP and Barfield Close car park.

**Sustainable and compliant buildings:** Energy Performance Certificates have been successfully secured on all qualifying buildings for rent, which means that the Council is fully compliant for the deadline of April 2023.

**New Uses for Old Buildings:** Let Coitbury House to Property Guardians as a temporary use.

## **9. Areas of Focus for 2022 to 2027**

**Estate Carbon Reduction Strategy:** The carbon reduction strategy has been divided into three phases to optimise focus and efficiency.

- *Phase 1:* Corporate Occupied Buildings (E.g. Guildhall, City Offices, Cipher House, F2, Abbey house)
- *Phase 2:* Community Assets (E.g. WSLP, Other leisure (Pavilions), Public Conveniences, Car parks)
- *Phase 3:* Income Generating and Regeneration Assets

Work to be undertaken includes:

- Desktop study of existing feasibility studies
- Building audits and further feasibility studies where required.
- Building heat loss analysis and calculations
- Specialist technical site surveys
- Desktop assessment of energy demand.
- Identification of external funding sources; e.g. Public Sector Decarbonisation Scheme
- Site energy data analysis
- Heat loss analysis and review of heat technologies
- Analysis of additional energy savings for each building e.g. BMS, Solar, Lighting, Insulation etc.
- Site surveys to identify and verify solutions for each site
- Outline scope of works for each project
- Outline design for each project
- Indicative savings calculations for each of the projects
- Outline programme of works
- Risk register
- Tender and project manage installation for WCC

**Central Winchester Regeneration Strategy:** Following adoption of the SPD for Central Winchester, a procurement process commenced in March 2022 to identify and appoint a preferred Development Partner. Appointment anticipated April 2023.

**The former Leisure Centre at River Park:** Ongoing high level discussions with University of Southampton for Higher Education development.

**Station Approach:** A new approach to master planning the Station area has been launched taking account of additional sites, including Carfax, Cattlemarket and Network Rail car parks. Public consultation and site capacity planning is under way.

**Guildhall:** Medium term options for management of the building are under continuing review.

**St Clements Surgery:** Delivery of Health and Wellbeing Strategy by the sale of a long leasehold interest in Upper Brook Street car park for the development of a new St Clements GP surgery. Contracts are exchanged with a healthcare developer and construction is due to commence early 2023. This is six months behind schedule due to construction cost inflation requiring the scheme to be value engineered.

**Bar End Depot:** This redundant depot site has been used by Council contractors working on the new Leisure Park and more recently, the Vaultex car park construction. Now that these projects are complete the site is being marketed for sale and development.

**The Goods Shed, Barfield Close:** A planning application has been submitted for the restoration of the Old Goods Shed and development of 10 business and light industrial units. The Council may act as developer and retain the investment or alternatively the site may be sold with the benefit of a planning consent. The scheme is subject to planning approval and further viability testing. However, due to the increase in construction costs, the scheme is no longer viable so the site may be let as a temporary storage facility or used by the Council for operational purposes.

**Friarsgate Medical Centre:** Demolition and construction of a temporary pop-up City Centre park will act as an interim use before regeneration plans are agreed with a successful Joint venture partner.

**The Brooks Shopping Centre:** The future of this major freehold asset is under review following the head tenant's proposal to assign their interest. The changing retail environment has put pressure on the viability of the center in terms of lettings and occupational rents.

**Nitrates and Phosphates:** We are looking at potential land acquisitions as part of a nitrate offsetting strategy and an upgrade to the Councils sewage treatment works to mitigate phosphate impact.

**Meadowside Leisure Centre, Waterlooville:** Solar Panels are to be installed. External funding now secured.

**Budgeting:** Provide evidence to support five year capital and revenue expenditure in the maintenance and improvement of non-housing assets.

**Best Consideration and Decision Making:** To help support decision making, a scoring model for assessing Best Consideration is to be considered. Evaluation Criteria would include as examples:

*Financial Score* = highest capital or rental values

*Economic Score* = employment generation; footfall generation; business to business value; center of excellence value; opportunity for growth;

*Social Value Score* = housing needs; community support; health and wellbeing; opportunity for growth

*Carbon Neutrality Score* = what contributions are made to achieving net carbon zero targets.

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REPORT TITLE: PRIDE IN PLACE - PARKING AND ACCESS IMPROVEMENT PROGRAMME

25 JANUARY 2023

REPORT OF CABINET MEMBER: Cllr Kelsie Learney – Cabinet member for Climate Emergency

Contact Officer: Campbell Williams Tel No: 01962 848476 Email cawilliams@winchester.gov.uk

WARD(S): ALL WARDS

PURPOSE

The purpose of this report is to consider and agree the proposed Parking and Access Improvement Programme for 2023/24 and an indicative programme for 2024/25. This programme is an important aspect of the Council's Pride in Place objective.

The programme consists of both capital and revenue expenditure and is part of the Council's Asset Management Plan and delivery of the Parking and Access Strategy across the whole district.

The City of Winchester Movement Strategy recognises the importance of parking as a means to help manage traffic movements through the city and, as part of this objective, the need for additional park and ride provision has been identified. Parking management is also a tool to support wider traffic management which enables us to address the Climate Emergency and improve air quality.

The report also covers progress made in 2022/23 programme for maintaining and improving parking assets and sets out additional proposals for maintenance and enhancements of car parks for 2023/24 and beyond including proposals for digital transformation and customer service improvements in relation to parking services.

An update is provided within this report on works still to be delivered or that are no longer required as the business needs have changed. A key part of this has been the impact of, and the response to, COVID 19 which has had a significant effect on traffic levels, parking patterns, and driver behaviour. It has also had a direct impact on progress on a number of projects. A further impact has been the decision by the County Council to take back the on-street parking enforcement, which requires a

significant amount of planning, on top of which the financial outlook caused by international uncertainty has increased inflation and required some tariff amendments in the agreed medium term financial strategy.

RECOMMENDATIONS:

That Cabinet:

1. Subject to Full Council approval of the Budget and Capital Investment Strategy in February 2023, approve expenditure of £580,000 for the car park major works programme 2023/24 as outlined in appendix A.
2. Approve a 2-year fixed term post for a Project Officer to support delivery of this programme of work funded from the parking reserve fund.
3. Note the indicative programme for 2024/25 is yet to be fully defined subject to condition surveys and further evaluation work being completed.
4. Delegate to the Head of Programme in consultation with the Corporate Head of Asset Management and Cabinet Member for Climate Emergency, authority to procure and to make minor adjustments to the programme in order to meet maintenance and operational needs of the car park service throughout the year, as required.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 On-going investment in the Council's parking infrastructure is consistent with the Council Plan in relation to delivering against the priorities of tackling the climate emergency and creating a greener district with better air quality, and a vibrant local economy as well as managing our car parking offer, which includes investment in infrastructure, helps to influence customer choices and behaviour as well as supporting the local economy.
- 1.2 The planned works also help to underpin the adopted Parking and Access Strategy and take full account of the City of Winchester Movement Strategy (WMS). A report on the Electric vehicle charging strategy was considered by Cabinet in February 2020 (CAB3206) and is now being rolled out across the district.
- 1.3 The planned works support the 'pride in place' activities which are a particular area of focus for the city council. Anti-social behaviour in and around car parks can be detrimental to the resident and visitor perceptions of the city centre, and the intended programmes also support improvements in the pride in place approach that the city council is taking. Much work has been undertaken in car parks to actively remove graffiti, deal with vandalism and to undertake regular security patrols in the council's car parks affected by such activity. Officers have also been working with partners to address vandalism and antisocial behaviour.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The total programme of works identified in this report amounts to £2,149,000 in 2023/24.
- 2.2 Of the total programme, approval for expenditure is sought for £580,000 in 2023/24. Of the proposed works, £75,000 will be funded from the capital receipts reserve with the balance to be funded from the car parks' property earmarked reserve. The balance of this reserve as at 31 March 2022 was £1,899,000.
- 2.3 The items in section 13.2 are significant works and are subject to separate business cases and approvals. Further detail is provided in the supporting information below.
- 2.4 Investing in parking infrastructure will reduce the risk of loss of income from parking charges, which helps to cover rising costs of management of our facilities, by ensuring that car parks are attractive and well used facilities which are fit for purpose. This is an important component in implementing our Parking and Access Strategy across the District and will, in addition, help to prevent any claims against the Council resulting from accidents or other incidents in car parks.
- 2.5 COVID has had a significant effect on parking usage and therefore income. It is difficult at present to accurately quantify the long-term impact of COVID on

parking patterns and therefore income resulting from changes in commuter and visitor behaviour, but the actions set out in this report are identified to ensure that the council is ready to respond when a return to more normal conditions occurs.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 Under section 1 of the Localism Act 2011, the Council has the power to undertake any activity a normal person could undertake, for the benefit of the authority, its area or persons resident or present in its area. The Council is satisfied it has the enabling power(s) to procure and award a contract for services following a robust procurement exercise.
- 3.2 The Council has an obligation as a best value authority under section 3 of the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” together with a duty of care to the public to ensure that both the car parks and park and ride facilities are safe to use and maintained in a condition that is fit for purpose. It is considered by officers that the proposed programme assists the Council to meet these requirements.
- 3.3 Any procurement for goods and services will be in line with the Council’s Contract Procedure Rules and Public Contract Regulations 2015 (PCR2015) and subsequent contracts managed in-line with the Council’s Contract Management Framework.

### 4 WORKFORCE IMPLICATIONS

The majority of works will be managed or delivered ‘in house’ by the Council’s Parking, Estates, Special Maintenance and Transport and Engineering Teams. Delivering the programme of work included in this report will require officer time in order to plan, organise and to implement it.

### 5 PROPERTY AND ASSET IMPLICATIONS

Works are in line with the Council’s Asset Management Programme and reflect the operation of Council car parks.

### 6 CONSULTATION AND COMMUNICATION

The proposals in this paper are as set out in the Winchester Movement Strategy and the Parking and Access Strategy and reflect the consultation results of both. The Parking and Access Strategy was agreed by Cabinet on 11<sup>th</sup> March 2020 and the Winchester Movement Strategy was approved by Cabinet on 20<sup>th</sup> March 2019.

Where major works are undertaken, local ward councillors will be consulted before works begin.

### 7 ENVIRONMENTAL CONSIDERATIONS



Environmental considerations have informed the programme in terms of delivering measures which will help to reduce our carbon footprint in line with the Climate Emergency declaration and commitment to improve air quality in Winchester particularly in respect of energy efficient lighting systems, future provision of electric vehicle charge points, cycle parking and park and ride provision.

## 8 EQUALITY IMPACT ASSESSEMENT

- 8.1 An Equality Impact Assessment has been undertaken in relation to the overall programme of works set out in appendix B of this report. A significant number of the Council's car parks have achieved Disabled Parking accreditation from Disabled Motoring UK. Individual actions which may have an impact on equality matters will be assessed on a case by case basis.

## 9 DATA PROTECTION IMPACT ASSESSMENT

All new projects will note and adhere to any requirements regarding Data Protection and GDPR, both internal and external, and with the recommendations of the data impact assessment.

## 10 RISK MANAGEMENT Risks are set out below.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
Property – failing to maintain Council property in an attractive and safe condition may lead to complaints, reduced usage and claims against the Council.	Continued inspection and associated investment to address defects means that car parks remain fit for purpose and are safe.	Opportunities to explore new technology in areas such as energy efficient lighting, emissions reductions and new build facilities and reduce costs whilst including measures, which address the Climate Emergency.
Community Support – Poor car parking will undermine confidence in the Council to support its communities.	Maintain and improve the parking offer.	Utilise the new RingGo contact for phone payments which offers significant benefits to customers and the council
Timescales	n/a	n/a
Project capacity, - – Inadequate resources result in a failure to deliver projects.	Additional staff employed to deliver projects where needed.	Use car parking reserve to fund officer post to enable delivery of workload
Financial / VfM – failing to have safe and well managed car parks and reliable /working parking machines that give customers a range of payment options, may	Investment in replacing machines each year has taken place and this has enabled customers in all town centre car parks to have a range of payment options and ensured that	Creates efficiencies and delivers customer aspirations enhancing the Council's reputation.  Opportunity to generate income and customer

result in loss of income and detrimentally effect the implementation of the Parking & Access Strategy	customers are able to make payment. It also means that the Council's parking stock is Payment Card Industry ['PCI'] compliant and will help to assist in achieving Digital Transformation Projects such as the new Council reception project.	improvements from the recently procured new RingGo contract.
Financial - Costs	Increasing prices in the current period of high inflation could limit the number of projects that can be delivered for this budget.	Getting fixed priced quotes where possible and careful budget management of the programme at project level.
Legal – The Council has an obligation to maintain its car parks in a safe condition for all users.	Maintaining car parks in a safe condition helps to minimise claims from injuries and damage to vehicles; this helps to reduce any possible reputational damage and financial claims.	
Innovation - Missing opportunities to invest in new technology including energy efficient lighting would mean that the Council would fail to realise energy efficiencies/reductions in our carbon footprint and other savings.	The Council continues to investigate and implement lighting and other measures to improve the parking stock and to reduce energy consumption costs and the Council's carbon footprint.	
Reputation - Failing to maintain car parks and to carry out preventative and reactive repairs to an acceptable standard may damage the reputation of the Council and attract criticism from customers as well as reducing use and therefore income.	By carrying out a programme of condition surveys and other inspections and subsequent repairs, the Council will ensure it has attractive and safe car parks which will encourage use.	Safe and well managed car parks, should encourage additional use and will provide for the needs of all members of our communities.

## 11 SUPPORTING INFORMATION:

- 11.1 The Parking and Access strategy is publicly available on the parking pages of the council's website. [Winchester Parking and Access strategy -](#)

The Parking and Access Strategy was formulated alongside the Winchester Movement Strategy (WMS) to ensure it contributes to its core priorities of reducing city centre traffic, supporting healthier lifestyle choices and providing investment in infrastructure to support sustainable growth. It should be noted that the County Council will be taking back control of on-street parking from October of this year. The City Council will remain responsible for public car parks so it will be important that both authorities work together through joint parking and access plans for on and off-street parking and to ensure that both approaches are aligned and support the Winchester Movement strategy objectives.

- 11.2 The parking and access improvement programme sets out the spending plans for 2023/24 incorporating both capital and revenue costs. It consists of a variety of works including building improvements maintenance and equipment replacement; car park resurfacing and improvements; future parking provision; and new software solutions to improve efficiency and deliver customer expectations, as well as improvements to reduce the Council's carbon footprint. These include improving cycle parking across the district catering for different types of bicycles and the needs of different areas. These improvements have been informed by consultation with key stakeholders and is being planned and delivered in partnership with the County Council. A further joint project with the County Council is the development of Local Cycling and Walking Improvement Plans for Winchester and the remaining part of the district. A draft plan has been produced and consulted upon for Winchester and is currently being revised to take account of comments received. The plan for the rest of the district is being developed with key input from stakeholders and should be ready in draft form later this year.
- 11.3 Some funding has been allocated from the parking and access programme to support bus services. The bus industry is still recovering from the impact of covid and passenger numbers are still less than they were pre-covid. Also, the Government did not allocate any funding to the county council following its bid for Bus Service Improvement Grant and the County Council is currently considering its own funding across all service areas including bus support. As such the way this programme supports bus services in the future needs further thought and discussion with the County Council.
- 11.4 The programme set out in this report includes expenditure proposals for 2023/24 and an indicative programme for 2024/25. For 2023/24 the total proposed programme including any carry forwards amounts to £2,149,000 of which £1,839,000 is classified as capital expenditure and £310,000 as revenue expenditure.
- 11.5 The programme set out in detail in Appendix A reflects the current needs and priorities of the Council and helps deliver the Council Plan in terms of its sustainable transport, asset management and broader strategic objectives. In particular this programme of works is:
- Encouraging a change in parking behaviour to support carbon and air quality objectives;

- improving health and safety;
- delivering our general obligations for maintenance and equipment replacement in relation to its assets;
- additional cycle and car parking provision where appropriate;
- digital transformation;
- reducing the Council's energy consumption;
- delivering enhanced customer service

## 12 **2022/23 Programme – Progress**

12.1 As an update on works that have taken place since the previous report to Cabinet in January 2022 (CAB 3330), the following projects have been undertaken or are in the process of being completed.

12.2 The total programme for 2022/23 was £889,000.

### **Improved air quality and lower carbon**

<b>Park and Ride improvements (£200k)</b>	
Resurfacing and repair works are required in the park and ride car parks to improve usage, particularly at Barfield and St Catherine's. Works in 2022/23 are expected to be £100,000 with the remainder carried out in 2023/24	Works have been programmed to repair the required sections of the Barfield park and ride car park for early 2023, with further works planned at St Catherine's in 23/24
<b>To support cycling provision and study (£50K)</b>	
To improve the provision of secure cycle parking and access across the District – with better provision for electric bikes, cargo bikes and improved CCTV coverage of bike parking areas. Separately we will survey interest in on-street bike hangars in residential areas. This will include carrying out study work as required as part of a District wide Local Cycling and Walking Improvement plan.	Jointly funded project with Hampshire County Council. A plan for providing enhanced cycle parking facilities has been agreed with key stakeholders and it is intended to install these in the spring. Cycle lockers have been installed at Barfield 2 park and ride and at new leisure centre along with additional cycling parking at leisure centre. Joint work with Hampshire Police on bike security marking has also been taking place.
<b>Improved car park signage (£35k)</b>	
£50,000 was approved in 2021/22 to improve signage and encourage people to use better value parking outside the Air Quality Management Area and walk into the centre, and of this it is estimated that	New signs have been added to several car parks, with Chesil being totally re-signed from top to bottom, alongside improvements in other car parks including in the market

£15,000 will be spent in year with £35,000 being carried forward to 2023/24	towns.
<b>Development and delivery of a parking and access strategy for the market towns (£25k)</b>	
To improve condition and effectiveness of the main market towns in line with parking and access plans.	Completed signage work in Alresford and Wickham. A signage scheme has also been designed for Bishops Waltham to be delivered early in 2023. In addition a new service level agreement for Alrebury park has been agreed with New Alresford Town Council and a management arrangement and associated new parking charges implemented in Station car park, New Alresford, including adding motorcycle bays
<b>Chesil MS – additional CCTV (£25k)</b>	
Additional CCTV is required at the Chesil MS car park in order to extend the coverage of the cameras to support improved usage of the park and walk car parks.	A cost estimate and scheme design for additional CCTV to cover each floor in Chesil multi storey car park has been obtained. It is intended to implement these changes in 23/24.
<b>Bus access enhancements (£10k)</b>	
As part of enhancing access an allocation is being made to help pump prime service enhancements, service extensions, or support the move to electric buses at park and rides at service retender during 2023. It may be that significant improvements will require further funding from the parking reserve.	Detailed discussions have taken place with bus operators about effective use of this funding. An effective use of this funding has not yet been identified.

### Modern Payments and enforcement

<b>Pay machine upgrade (£100k)</b>	
To roll out contactless payments and vehicle registration number input to support better payment and enforcement systems.	Apart from individual payment machines, such as in the railway station car park in Alresford, and 22/23 planned additions to Bishops Waltham and Wickham, the majority (c £75k) will be rolled forward to 23/24.
<b>Upgrade to public WIFI (£20k)</b>	
To enable phone and electronic payment throughout large central car parks, which in turn reduces the need for machines and	Work has been scoped out however the deployment of this has been rolled forward to 23/24 to provide

cash collection at high cost.	this upgrade along with the amended tariffs following CAB3374 General Fund and Mid Term Financial Strategy 15 <sup>th</sup> November 2022.
<b>Civil Enforcement Officer equipment (£30k)</b>	
To replace and enhance CEO equipment to ensure their safe and continuous operation, through new mobile phone and telemetry and video cameras.	Completed with new mobile phone, telemetry and video cameras
<b>Improved customer service (£10k)</b>	
Purchase of letter response master system or equivalent (carried forward from 2021/22)	Rolled forward to 23/24, and subject to development of improved parking policy to support the move away from on street parking

### Accessible and safe

<b>Garnier Road surfacing (£10k)</b>	
Feasibility study, design and business case for an improved and possibly charged car park at Garnier Road with signage, more blue badge spaces and supporting enforcement, which would then enable better access to the Handlebar Cafe, Hockley viaduct, St Catherine's Hill and the Itchen Navigation Heritage Trail for people with limited mobility as well as better management of the car park.	Design work has been completed during 22/23 to provide 2 accessible disabled parking bays. It is intended to implement these in 23/24 along with improved signage. Further consideration will be given to the management and charging mechanism used at this car park.
<b>Updates to CCTV system (£150k)</b>	
The indicative estimate to update the CCTV system is likely to cost around £150,000, and would involve a project to replace and improve upgrades to the whole system to make it fit for purpose in the future and include allowing additional cameras to be connected, however project would flex depending upon what objectives are required for CCTV in the future.	Will be completed during 22/23 and is supporting improved access to footage and reporting abilities from the team managing the CCTV system. It will also enable additional cameras to be monitored.
<b>Car park repairs and remarking (£25k)</b>	
Responsive repair and maintenance works across the Council's car parks as required throughout the year – including improved walking routes through car parks where appropriate.	This project will remain on the improvement plan on an annual basis.

### 13 Proposals for 2023/24

13.1 The proposed programme for 2023/24 is £580,000 and the indicative programme for 2024/25 is summarised below and listed in Appendix 1:

<b>Improved air quality and lower carbon</b>	
<b>Park and Ride improvements</b>	<b>£100,000</b>
Resurfacing and repair works are required in the park and ride car parks to improve usage, particularly at St Catherine's. Works in 2022/23 are expected to be completed in Barfield at a cost of £100,000 with the remainder carried out in 2023/24 in St Catherine's.	
<b>To continue to support cycling provision and study</b>	<b>£20,000</b>
Ongoing work to improve the provision of secure cycle parking and access across the District – with better provision for electric bikes, cargo bikes and improved CCTV coverage of bike parking areas.	
<b>Improved car park signage</b>	<b>£35,000</b>
Over 21/22 and 22/23 the anticipated spend on parking signage will be c.£50,000. With the agreed tariff changes and rises, there will be a need to continue improving signage, both within and directing to the car parks to ensure residents and visitors are able to take advantage of the range of tariffs and payment mechanisms available to them.	
<b>Development and delivery of parking and access strategy actions in the market towns</b>	<b>25,000</b>
To improve condition and effectiveness of the main market towns in line with parking and access plans.	
<b>Chesil MS – additional CCTV</b>	<b>75,000</b>
Additional CCTV is required at the Chesil MS car park in order to extend the coverage of the cameras to support improved usage of the park and walk car parks. £25,000 of this is carried forward from 22/23	

<b>Modern Payments and enforcement</b>	
<b>Pay machine upgrade</b>	<b>75,000</b>
To roll out improved payment machines to reduce ongoing maintenance costs and improved customer service. Carried over from 22/23.	
<b>Upgrade to public WIFI</b>	<b>20,000</b>
To enable phone payment throughout large central car parks, which in turn reduces the need for machines and cash collection at high cost. Carried over from 22/23	
<b>Improved customer service</b>	<b>10,000</b>
Purchase of letter response master system or equivalent (carried forward from 22/23), but dependent on new parking policies being written to allow accurate enforcement after the hand back to the County Council of the agency agreement in October 23	

<b>Accessible and safe</b>	
<b>Garnier Road surfacing</b>	<b>20,000</b>
Installation of two signed disabled bays in Garnier road car park and associated signage. This will enable better access to the Handlebar Cafe, Hockley viaduct, St Catherine's Hill and the Itchen Navigation Heritage Trail for people with limited mobility as well as better management of the car park. Further consideration will be given to the management and charging mechanism used at this car park, including potential for EV charging installation.	
<b>CCTV – camera review and replacement programme</b>	<b>75,000</b>
Work to undertake replacement CCTV cameras to upgrade where requirement is greatest.	
<b>Car park repairs and remarking</b>	<b>75,000</b>
Responsive repair and maintenance works across the Council's car parks as required throughout the year – including improved walking routes through car parks where appropriate, and painting of Chesil street car park with anti-graffiti paint.	
In addition, whilst not requiring expenditure in 23/24, looking forward to potential expenditure on 24/25, a review of options for improved variable messaging and traffic and space counting technology will be undertaken. In addition a review and update of the payment	



systems in Middle Brook street and the Brooks car park.	
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<b>Capacity to deliver</b>	
<b>Project officer</b>	<b>£50,000</b>
To employ a fixed term resource to add to the parking team to enable delivery of these projects. This is the cost of 1 years provision.	

13.2 The following major works are subject to separate approval:

<b>Works subject to separate approval</b>	
<b>Upgrades to toilets</b> - to refurbish and improve the Chesil and Worthy lane car park public toilets to ensure they are safe to use, reduce maintenance, reduce time when out of use, and improve the customer experience, meeting current design expectations.	<b>£200,000</b>
<b>Chesil Multi-Storey</b> - £350,000 was approved for expenditure to carry out the next phase of enhancement which included the replacement of fire doors, refurbishment of the public conveniences, and the resurfacing of the top floor. The fire doors were replaced in 2020 at a total cost of £51,000 with the remaining works, the resurfacing and waterproofing of the top floor, expected to be completed in 23/24.	<b>£299,000</b>
<b>Chesil Multi-Storey additional works</b> - the Capital Investment Strategy (February 2022) included £400,000 to replace 2 lifts in the car park which are nearing the end of their useful lives and are no longer economical to repair, aiming for 2023/24. Due to inflation, an increase to the budget (to £500,000) will be requested as part of the Capital Investment Strategy in February 2023. In addition, a budget of £120,000 has been allocated to replace the existing LED lighting throughout in 2024/25.	<b>£620,000</b>
<b>The Dean - New Alresford</b>	<b>£1,005,000 total cost.</b>
Officers are working with the developer and the land agent to help bring forward a development at The Dean in New Alresford, including a new public car park which is acceptable in planning terms and which provides suitable public car parking. These discussions are ongoing and a layout of a car park which will provide around 42 spaces to the rear of a new development off The Dean is being progressed. A public exhibition was held in September on the proposals and a planning application is being prepared.	

- 13.3 The ventilation system in the Brooks has been in operation since its opening. This is potentially a very significant cost to upgrade or replace and is outside the scope of this decision. It will require investigation to identify the timing and value required and to ensure the parking reserve has the capacity to respond to this requirement. However potentially the cost is c£1million, and this needs to be subject to review for addition to the long-term capital programme.

#### 14 OTHER OPTIONS CONSIDERED AND REJECTED

- 14.1 If we do not invest in decarbonisation and air quality initiatives, we will fail to deliver core council priorities in both these areas
- 14.2 Not investing in Council car parks and their infrastructure may lead to financial loss if car parks are not able to be used or are unattractive to drivers. Losses may also result if accidents occur which generate successful claims against the Council. There is also a risk of reputational damage to the Council, and an adverse impact on the city and market towns' economies, through lack of good quality parking provision which help to underpin these locations in terms of meeting business and visitor needs.

#### BACKGROUND DOCUMENTS:-

##### Previous Committee Reports:-

CAB 3070 Q1 FINANCE AND PERFORMANCE MONITORING 19<sup>th</sup> September 2018 (Brooks' lighting upgrade)

CAB3060 Q4 2017/18 FINANCIAL AND PERFORMANCE MONITORING 18<sup>th</sup> July 2018 (Virtual permits)

CAB3284 CAR PARKS MAJOR WORKS PROGRAMME 2021/22

CAB3335 General Fund Budget 17th February 2022

CAB3374 General Fund and Mid Term financial Strategy 15<sup>th</sup> November 2022.

##### Other Background Documents:-

[Winchester Movement Strategy](#)

[Winchester Parking and Access strategy -](#)

#### APPENDICES:

Appendix A – Proposed work programme for 23/24 and indicative programme for 24/25

Appendix B Equality Impact Assessment

APPENDIX A

CAR PARK / ITEM	PROJECT	Capital	Revenue	TOTAL
<u>2023/24</u>		£	£	£
Improved air quality and lower carbon	Park and Ride improvements	100,000		100,000
	To continue to support cycling provision and study		20,000	20,000
	Improved car park signage		35,000	35,000
	Development and delivery of a parking and access strategy for the market towns		25,000	25,000
	Chesil Multi Storey – additional CCTV (25k is c/fwd from 22/23)	75,000		75,000
Modern payments and enforcement	Pay Machine upgrade (c/fwd from 22/23)		75,000	75,000
	Upgrade to public WIFI (c/fwd from 22/23)	20,000		20,000
	Improved customer service (c/fwd from 22/23)		10,000	10,000
Accessible and Safe	Garnier road resurfacing		20,000	20,000
	CCTV camera review and replacement programme	75,000		75,000
	Car park repairs and remarking		75,000	75,000
Capacity to deliver	Project officer		50,000	50,000
<b>Total expenditure to be approved</b>		<b>270,000</b>	<b>310,000</b>	<b>580,000</b>
<b>Other works subject to separate approval</b>				
Chesil and Worthy Lane car parks	Toilets upgrade	200,000		200,000
Chesil MS	Resurfacing and waterproofing of the top floor. Budget and expenditure has already been approved.	299,000		299,000
Car Park at the Dean (Previously approved)	Acquisition of land and car park development, subject to planning related funding	600,000		600,000
Chesil lifts	Replacement of the two lifts within Chesil park and Walk	500,000		500,000
		<b>1,569,000</b>	<b>0</b>	<b>1,569,000</b>
<b>TOTAL PROGRAMME</b>		<b>1,839,000</b>	<b>310,000</b>	<b>2,149,000</b>

<b>Indicative 2024/25</b>		<b>£</b>	<b>£</b>	<b>£</b>
Improved air quality and lower carbon	To continue to support cycling provision and study		20,000	20,000
	Development and delivery of a parking and access strategy for the market towns		25,000	25,000
	Improved car park signage		35,000	35,000
Accessible and Safe	CCTV camera review and replacement programme	75,000		75,000
	Car parking repairs and remarking		25,000	25,000
	Review of pay on foot barrier technology at Middle Brook Street and the Brooks car park		10,000	10,000
	Variable messaging and traffic count /space availability technology to be installed	50,000		50,000
	Toilet upgrades at the park and rides		50,000	50,000
Capacity to deliver	Project officer		50,000	50,000
<b>Other works subject to separate approval</b>		<b>125,000</b>	<b>255,000</b>	<b>280,000</b>
Car Park at the Dean (Previously approved). First payment only.	Acquisition of land and car park development, subject to planning related funding	405,000		405,000
Chesil MS	Replacement of LED lighting	120,000		120,000
<b>Other works total</b>		<b>525,000</b>	<b>0</b>	<b>525,000</b>

Appendix BEquality Impact assessment

<b>Directorate:</b>	<b>Your Service Area:</b>	<b>Team:</b>	<b>Officer responsible for this assessment:</b>	<b>Date of assessment:</b>
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Parking and access projects
2	Is this a new or existing policy?	This programme of work supports delivery of existing policies including the Winchester Movement Strategy, Parking and Access Strategy, air quality management area and carbon reduction targets.
3	Briefly describe the aim and purpose of this work.	parking and access projects as set out above
4	What are the associated objectives of this work?	As set out above, to support visitor infrastructure in safe and economical manner and conserve long term assets This work supports air quality and carbon reduction objectives.
5	Who is intended to benefit from this work and in what way?	Residents and visitors to Winchester
6	What are the outcomes sought from this work?	Project dependent – but improved community safety, reduced cost and climate change
7	What factors/forces could contribute or detract from the outcomes?	Local or national forces and factors.
8	Who are the key individuals and organisations responsible for the implementation of this work?	Staff and partners of the city council
9	Who implements the policy or project and who or what is responsible for it?	Parking services

		<b>Please select your answer in bold.</b>		<b>Please provide detail here.</b>
10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	Y	<b>N</b>	We do not believe so.

10b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance.		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	N	We do not believe so.
11b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance.		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> <li>• <i>Physical access</i></li> <li>• <i>Format of information</i></li> <li>• <i>Time of interview or consultation event</i></li> <li>• <i>Personal assistance</i></li> <li>• <i>Interpreter</i></li> <li>• <i>Induction loop system</i></li> <li>• <i>Independent living equipment</i></li> <li>• <i>Content of interview)</i></li> </ul>	Y	N	<p>Changes and improvements to car parks could affect individuals and their access if not designed carefully</p> <p>Important considerations include the location and availability of disabled and mother and toddler parking provision, the height of payment machines, the type of signing used, lighting and the provision and maintenance of lifts.</p> <p>All of these factors are carefully considered in the design and installation of schemes and equipment in car parks and reflected in the improvements that we are bringing forward.</p> <p>Reference is made of the results of our resident's survey and census data to inform our decisions.</p>
D12b	What existing evidence (either presumed or otherwise) do you have for this?	<p>Reference is made of the results of our resident's survey and census data to inform our decisions.</p> <p>We also regularly talk to representatives' groups such as the BID, Chamber of Commerce and local</p>		

		town and parks council to identify issues and solutions to local concerns.  We review any complaints received and take appropriate action. Our Civil Enforcement Officers regularly receive direct feedback from customers in our car parks which we consider carefully and reflect in any proposals being brought forward.		
13a	Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?	Y	<b>N</b>	We do not believe so.
13b	What existing evidence (either presumed or otherwise) do you have for this?	Based on best practice and customer feedback.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y		Access could be affected by several issues such as lighting levels, heights of payment machines, provision of disabled parking spaces, steps and or lift provision.
14b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance.		
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	<b>N</b>	We do not believe so
15b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance		
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	<b>N</b>	We do not believe so
16b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance		
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil	Y	<b>N</b>	We do not believe so

	partnership differently in a negative way?			
17b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance		
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N	We do not believe so
18b	What existing evidence (either presumed or otherwise) do you have for this?	Customer feedback and assessment of best practice and guidance		

19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	Potentially yes in relation to age, disability
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Race:
				Sex:
				Disability: details included above
				Sexual orientation:
				Age: details included above.
				Gender reassignment:
				Pregnancy and maternity:
				Marriage and civil partnership: Religious belief:
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	Through good provision of lighting, signing, payment machines, disabled car parking, and good access via lifts etc.		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	Yes and addressed through ongoing improvements and adaptations.

Signed by completing officer	Campbell Williams
Signed by Service Lead or Corporate Head of Service	Andy Hickman



CAB3386  
CABINET

REPORT TITLE: WINCHESTER CITY COUNCIL CARBON OFFSETTING POLICY

25 JANUARY 2023

REPORT OF CABINET MEMBER: Cllr Kelsie Learney, Cabinet Member for Climate  
Emergency

Contact Officer: Anna Wyse Tel No: 01962 848 403 Email:  
[awyse@winchester.gov.uk](mailto:awyse@winchester.gov.uk)

WARD(S): ALL

## PURPOSE

This paper presents the approach to be adopted by Winchester City Council to help meet its carbon neutrality target by 2024 in the form of an offsetting policy for the council's own carbon emissions.

A range of options and approaches were presented to the Health and Environment Policy Committee in March 2022 and this proposed policy draws on that work. A clear policy direction was given that offsetting should be considered as the last option and that carbon elimination, reduction and removal actions should be taken first. It also references the recently produced Winchester District Carbon Neutrality Roadmap. Although the prime focus of that work is the wider district carbon emissions and this policy is for the council's operation carbon emission it does have an important relationship in particular regard to nature based solutions.

Determining the route and approach that will help the council to be carbon neutral demonstrates the enhanced focus on going greener faster to address the climate change challenges the district and its residents and businesses are facing.

## RECOMMENDATIONS:

That Cabinet:

- 1 Approves the Winchester City Council Offsetting Policy with regard to a hierarchy approach of:

- 1.1 Carbon emission reduction
  - 1.2 Carbon credits creation
  - 1.3 Carbon removal
  - 1.4 Buying carbon credits from accredited UK schemes.
- 2 Supports the inclusion of the Offsetting Policy into the Annual Carbon Neutrality Action Plan 2023.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 Tackling the Climate Emergency and Creating a Greener District
- 1.2 The 2023 edition of the Council Plan recognises the top main challenge facing the district is “the climate emergency and the pressing need to reduce the Winchester district’s carbon footprint.” In response an enhanced focus will be given to going greener faster. The four main areas of activity are:
- a) Reducing carbon emissions
  - b) Ensuring environmental resilience
  - c) Reducing energy demand, increasing renewable energy
  - d) Offsetting
- 1.3 In addition the offsetting was identified in the Carbon Neutrality Action Plan (CNAP) 2019 as one of the approaches by which the council could achieve its aim of becoming carbon neutral by 2024. This proposed Council Carbon Offsetting Policy sets out how the council will offset any residual carbon emissions resulting from its operations, once all efforts have been made to reduce emissions.

### 2 FINANCIAL IMPLICATIONS

- 2.1 There is a high likelihood that there will be a need to offset remaining emissions in order to achieve our target of being a carbon neutral council by 2024. Based on the current carbon footprint report for the council (2020/21) it is estimated that the residual carbon at the end of 2024 be 1,500 tCO<sub>2</sub>e which will be the responsibility of the council to offset. Based on the options set out in table 1 this would cost between £15,000 - £112,500 p.a. to purchase offsetting credits, or require a significant capital investment in solar farm development (or similar).

2.2 Table 1. Council offsetting policy options

Option	Scheme	Estimated cost	Potential annual CO2 saving
<b>Energy generation</b> – build / invest in solar farm development	Sell energy generated to the national grid for OFGEM to provide a Renewable Energy Guarantees of Origin (REGO) certificate - megawatt hours that can be to off-set	Estimated capital investment – to be determined  Potential for surplus income generation.	2,152 tCO2e (based on 10 MWp array)
<b>Green (Gas) Energy purchase</b>	Gas purchase as certificated renewable from plant in UK. (to align with decarbonised electricity purchase)	£55 / tCO2e	335.8 tCO2e
<b>Purchase of credits from local (nature based solution) schemes</b>	Working with South Downs National Park Authority – developing a scheme “Net Zero with Nature - National Park UK” <a href="#">Net Zero With Nature - National Parks</a>	£75,000 available from Shared Prosperity Fund for 2023-5.	To be confirmed.
<b>Purchase of credits from UK based schemes</b>	Wilder Carbon <a href="#">Fight the crises and invest in nature today (wildercarbon.com)</a>  Hampshire & Isle of Wight Wildlife Trust local project <a href="#">Solent Seagrass (wildercarbon.com)</a>	£75 / tCO2e  Plus one-off fee of £150 and annual fee of £795	Dependent on number of units purchased.
	UK Woodland Carbon Code – a purchase scheme <a href="#">Home - UK Woodland Carbon Code</a>	£10 - £20 / tCO2e	Dependent on number of units purchased.

2.3 The council’s UK Share Prosperity Fund investment plan has included a project proposal from South Downs National Park Authority. An indicative budget of £75,000 has been allocated to work with landowners and farmers on landscape reviews, restoration plans, business plans and help with starting to implement plans.

2.4 The council allocated a budget reserve of £750,000 in 2019 to support its climate emergency declaration and to help deliver the actions set out in the Carbon Neutrality Action Plan. Much of this budget is therefore already allocated to projects currently being implemented or planned for in the next two years.

- 2.5 The Medium Term Financial Strategy approved by Cabinet in November (CAB3374) includes an annual revenue budget of £200,000 for delivery of climate emergency work from 2023/24, from which some of the costs associated with offsetting would be met. Larger projects to deliver infrastructure such as renewable energy schemes or woodland creation would be assessed for suitability to be added to the future capital programme on a case by case basis. The potential for external funding and grants will also be explored and bid for where appropriate. There be opportunity to partner with the private sector to share financial risks.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 There are no legal and procurement implications arising directly from this policy. The projects identified within the offsetting policy will be subject to input and review, at their time of implementation, by Legal Services and Procurement. Compliance with the council's Financial Procedure Rules, Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015) will be adhered to where applicable.

### 4 WORKFORCE IMPLICATIONS

- 4.1 There are no workforce implications immediately resulting from this Offsetting Policy, as its implementation will be managed by the staff resources in the Sustainability Team.

### 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 The proposed offsetting policy does recommend that the council build or invest in a new solar farm within the district. This would become a council asset and as such will have implications for ongoing management and maintenance and end of life disposal costs. These will have to considered and factored into of the detailed business case for project approval in order to cover any future resource or financial liabilities for the council.

### 6 CONSULTATION AND COMMUNICATION

- 6.1 The Health and Environment Policy Committee considered an evidence base review for an approach to carbon offsetting for the district at its March 2022 meeting. The questions covered the following topics:
- a) Community Energy Projects
  - b) Mapping of available council land for tree planting and renewable energy
  - c) Nitrate offsetting
  - d) Full assessment of costs for trees (including planting, resources and management costs)
  - e) Development and scale of solar farms
  - f) Lead in times for offsetting and estimated costs
  - g) Carbon Offset Fund (provision to set offsetting limits for developers)
  - h) The need to educate to raise understanding and awareness

6.2 The committee’s debate concluded that offsetting should be considered as the last resort to achieving carbon neutrality.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 The two primary approaches to offsetting proposed will have environmental implications. In the case of a solar farm development, as with any development consideration will have to be given to the impact on the landscape, bio-diversity and its own carbon emissions. There is also the potential to generate positive environmental impact by increasing bio-diversity. These will be subject to detailed review as part of the feasibility work and any future planning application.

7.2 The use of only accredited local or UK schemes for nature based solutions to carbon offsetting will ensure projects do achieve the carbon and environmental outcomes required.

8 PUBLIC SECTOR EQUALITY DUTY

8.1 A PSED Impact Assessment has been completed and has identified no negative impacts. The assessment is given in Appendix 1.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 NONE

10 RISK MANAGEMENT

10.1 The council’s current overall risk appetite is moderate, meaning it is open to innovative ways of working and to pursue options that offer potentially substantial rewards, despite also having greater level of risks.

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p><b>Financial Exposure</b>            Cost of investment in carbon reduction, elimination and removal schemes escalates and is unpredictable.            Increase in assets increases ongoing operational and maintenance costs</p>	<p>Projects are subject to business case review including financial viability before investment decisions are made.            Sources of external funding are sought and applied for to support delivery of projects.</p>	<p>Potential of partnerships and private investment to share risk.</p>
<p><b>Exposure to challenge</b>            The council is challenged over carbon offsetting as</p>	<p>The policy supports a reduction first approach</p>	

Risk	Mitigation	Opportunities
greenwashing or buying itself out of achieving carbon neutrality.	with local nature based solutions to sequester carbon, lastly followed by purchasing carbon credits from only verified offsetting schemes if required.	
<b>Innovation</b> Development of new nature based solutions do not generate the carbon credits required to support offsetting.	Reviews of national accredited scheme have been undertaken and projects will use the Woodland Carbon Code as a guide.	Working with reputable and knowledgeable partners such as the Hants & Isle of Wight Woodland Trust and South Downs National Park will ensure schemes are correctly designed and implemented to enable them to be accredited.
<b>Reputation</b> The council is criticised for not achieving carbon neutrality.	The council has committed to an enhanced focus to going greener faster in its 2023 Council Plan.  The adoption of an offsetting policy with a clear commitment to carbon reduction first demonstrates the intension to achieve the carbon neutrality target.	The council in adopting new approaches and solutions can be seen as a leader and build its reputation.
<b>Achievement of outcome</b> The interventions in the CNAP are not implemented in the next two years, the carbon reduction proposed is not realised requiring a far larger residual carbon emission to be offset.	Annual carbon monitoring and reporting will track progress over the next two year period – January 2023 to December 2024.  The Carbon Board will drive delivery of specific business cases / projects that have a carbon reduction or carbon removal benefit to be	

Risk	Mitigation	Opportunities
	<p>deployed by the end of 2024.</p> <p>To support this key Performance Indicators will be reported Quarterly for number of houses which have received retrofit adjustments.</p> <p>Monthly for recycling rates; energy usage (kWh) at corporate buildings; renewable energy generated (kWh) from solar panels installed on council operational buildings.</p>	
<p><b>Property</b></p> <p>By increasing the council's assets (energy generation scheme or land with nature based solutions) it increases the council's liabilities and maintenance responsibilities (and costs)</p>	<p>Projects are subject to business case review including financial viability before investment decisions are made, including how the cost of any going liabilities will be funded.</p>	
<p><b>Community Support</b></p> <p>Communities are not in favour of changes to land use in their local areas to accommodate energy reduction or removal measures.</p>	<p>During the design and planning of any projects in local communities the council will engage and listen to the views of residents and businesses. Information and evidence will be given that explain and support any decisions made.</p>	<p>Polling by Survation in 2022 suggested that communities are in favour of renewable energy generation within Winchester district.</p>
<p><b>Timescales</b></p> <p>Not allowing enough time to design, develop and implement offsetting policy action risks achievement of council</p>	<p>The offsetting policy has been proposed to enable the necessary actions to commence now for delivery over the next 24</p>	<p>Early adoption means the council has an opportunity to develop the relationships required to secure UK offsetting well</p>

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
operations being carbon neutral by the end of 2024.	months.	in advance of other local authorities with later targets. Costs are managed as demand for offsets rises in the future.
<p><b>Project capacity</b></p> <p>Lack or unavailability of council staff resources reduces capacity to deliver.</p>	<p>An organisation wide approach to delivering CNAP and meeting carbon reduction targets has been adopted. This provides resilience in the event of reduced capacity in any one area.</p> <p>A Carbon Board of senior officers and Cabinet Members oversees programme delivery including allocation of resources.</p>	<p>Income generated from renewable energy projects could be used to support CNAP delivery in the future.</p>

## 11 SUPPORTING INFORMATION:

### 11.1 **Context for the Offsetting Policy**

11.2 Carbon offsetting is practiced by many businesses, public sector organisations and government, but there is no unifying definition which explains what it means. For the purpose of this report, carbon offsetting is defined as ‘the practice of reducing or removing greenhouse gas emissions to balance ongoing greenhouse gas emissions, in order to achieve claims such as climate neutrality or net zero’ (Environment Agency, 2021).

### 11.3 Environment Agency

11.4 The Environment Agency publish its report “Achieving Net Zero: A review of the evidence behind potential carbon offsetting approaches” in October 2021. It was a comprehensive review of 17 offsetting approaches scored against the following criteria:

- Readiness for implementation
- Speed and scale
- Permanence (impact is not reversed)
- Leakage (reduction in emissions in one area leads to increase in another)
- Additionality (reductions that would not
- Co-benefits
- Confidence in the science
- Measuring impact
- Risks and barriers
- Costs



have happened otherwise)

11.5 Using a red, amber and green rating system, the approaches were then ranked from high to low based on how extensively they met each of the above criteria. The ranked approaches are:

- |  |   |
|--|---|
| 1. Woodland creation                     | 11. Floodplain restoration  |
| 2. Upland peat restoration               | 12. Saltmarsh restoration   |
| 3. Biochar                               | 13. Grassland   |
| 4. Hedges and trees outside of woodlands | 14. Seagrass restoration  |
| 5. Household insulation                  | 15. Kelp restoration  |
| 6. Household low carbon heating          | 16. Constructed wetland   |
| 7. Soils management: pasture             | 17. Other built environment measures (such as renewable electricity consumption, reducing water consumption, building with timber and low carbon transport) |
| 8. Soils management: arable              |   |
| 9. Enhanced weathering                   |   |
| 10. Lowland peat restoration             |   |

11.6 The review also concluded that to achieve true net zero, only carbon offsetting projects that remove greenhouse gases (GHGs) can be used. There are currently only two accredited carbon offsetting standards in the UK – the Woodland Carbon Code and the Peatland Code, with another three codes currently under consideration: saltmarsh, hedgerow, and soil carbon codes.

11.7 Oxford University

11.8 In September 2020 Oxford University published its report ‘Oxford Principles for Net Zero Aligned Carbon Offsetting’ as a guide to help ensure offsetting actually helps to achieve a net zero society. The first of these principle has direct reliance to the approach to be adopted by the council and the proposed off-setting policy “Prioritise reducing your own emissions first, ensure the environmental integrity of any offsets used, and disclose how offsets are used”.

11.9 The Oxford Principles report recommends that organisations:

- a) Cut emissions, as much as possible through energy efficiency measures
- b) Use verifiable, and correctly accounted for, high quality offsets
- c) Maintain transparency in recording and reporting carbon emissions, targets and the type of offsets used.
- d) Regularly revise / review offsetting approach as best practice evolves.

11.10 The Winchester District Carbon Roadmap

11.11 The council commissioned Carbon Roadmap was completed in October 2022. It includes sections on carbon in habitats assessment and nature-based

interventions to provide an evidence base of approaches to offsetting. It provides carbon sequestration estimates and approaches to future nature based solutions.

11.12 The consultation WSP used its Habitat Carbon Tool to quantitatively assess and estimate the total carbon stock stored within habitats and the current rate of carbon sequestration / emissions (the carbon flux). A high-level summary of the results of the assessment are given in Table 2, and shows the estimated baseline carbon stock and carbon flux of woodland currently within the district, and how this will have changed by 2030

11.13 Table 2. Summary of Carbon Storage Habitat Assessment.

		Total Stored Carbon (ktCO <sub>2</sub> )	Total Carbon Flux (ktCO <sub>2</sub> ha-1 yr-1)	Change in Total Stored Carbon from Baseline (ktCO <sub>2</sub> )
Woodland	Baseline	8,103.80	-44	-
	2030	8,661.50	-50.7	<b>557.7</b>
Broad Habitats	Baseline	11,484.10	-31.7	-

11.14 The results show that the current amount of carbon stored across all of the district's habitats (which include, for example, woodlands, grasslands, and hedgerows) is 11,484.0 ktCO<sub>2</sub>, and that specifically for woodland the total storage is 8,103.8 ktCO<sub>2</sub>. The current projection for carbon stored in the district's woodland shows that an extra 557.7 ktCO<sub>2</sub> will be stored through carbon sequestration by 2030. It should be noted that this carbon storage contributes to the districts carbon emission targets, but shows quantity and potential of nature based solutions for offsetting.

11.15 Further, despite the future predictions for carbon the council cannot claim carbon credits towards a carbon neutrality strategy from areas of existing woodland. The permanent transfer from non-woodland to new woodland habitat is required to claim carbon credits. In line with the Woodland Carbon Code, any carbon credits generated a set target of carbon credits officially registered prior to planting new woodland areas, which will then be monitored and reported upon to ensure the carbon sequestration targets are delivered.

11.16 As part of the work to develop the Local Plan, the 2021 Call for Sites invited the submission of "green sites". The nine sites that came forward and could be used for carbon offsetting, biodiversity net gain and offsetting, green infrastructure, nitrogen offsetting, renewable energy, and brownfield land are included in a green sites register.

11.17 The Carbon Roadmap recommends the council considers carbon sequestration through nature-based approaches. Specific examples include,

the restoration of forests, the restoration of grasslands and wetlands and sustainable land management activities through changes in agriculture.

#### 11.18 **Winchester City Council Off-setting Policy Proposal**

11.19 The council has only two more years in which to take action to become a carbon neutral organisation - January 2023 to December 2024. Based on a forward trajectory of carbon reductions, using the annual Carbon Footprint report, the council is likely to need to offset an estimated 1,500 tCO<sub>2</sub>e in residual carbon emissions at the end of 2024 in order to meet the target set in its 2019 Climate Emergency Declaration.

11.20 The clear direction of this policy is that offsetting should be considered as the last option and that carbon elimination, reduction and removal actions should be taken first. Only when the impossible to reduce emissions remain should the purchase of carbon offset credits be considered and then only from verified local or UK schemes.

##### **1. Carbon emission reduction –**

**i. Continue to deliver and invest in energy efficiency measures** as identified in the council's Carbon Neutrality Action Plan. Carbon reduction in the region of 2,152 tCO<sub>2</sub>e.

**ii. Switch to purchasing green gas** – generated in UK based plants. Carbon reduction of 335.8 tCO<sub>2</sub>e based on 2021/22 carbon footprint.

11.21 The recommended offsetting policy to achieve carbon neutrality for the council follows a hierarchy of approaches.

##### **2. Carbon credit creation**

**i. build / invest in a local solar farm energy generation project.** Complete by October 2023 the site identification, feasibility and viability work to enable construction of utility scale solar farm. This could produce a projected carbon offset of up to 2,455 tCO<sub>2</sub>e in the form of a REGO Certificate based on an 11.36MWp solar PV facility. This should be sufficient to match the council's carbon footprint when the CNAP actions are fully implemented and leave some headroom.

**ii. continue to install small scale / roof top solar PV** on the council estate. Carbon offset of 30tCO<sub>2</sub>e.

**iii. secure credits from existing council solar PV installations**

##### **3. Carbon removal**

i. creating local nature based projects, within the district, by working with the South Down Nation Park Authority on its Net Zero with Nature and supported by the council's UK Shared Prosperity Fund investment plan. Carbon removal figures cannot yet be estimated as this project is in the early stages, however developing opportunities for local offsetting projects

that build skills and support economic development in the district is a promising opportunity.

#### **4. Buying carbon credits**

ii. using accredited national nature based projects under the Woodland Carbon Code or HIWWT's Wilder Carbon Scheme. Carbon offset will depend on number of credits purchased.

11.22 It is recommended that this policy is included in the next revision of the CNAP setting out the priorities for 2023/24 delivery. Embedding the council's offsetting policy within this plan will ensure it is delivered as part of the carbon elimination, reduction and removal first approach and not as a separate and unconnected action. Adopting a basket of offsetting approaches as outlined above provides a balanced approach that will minimise the risk of looking outside of this hierarchy to achieve the council's offsetting requirements.

11.23 In addition the annual review of the CNAP provides the place to publicly record and report carbon emissions, targets and the type of offsets used. Providing the necessary transparency and opportunity to review and revise review offsetting approach as best practice evolves.

11.24 The council may seek to externally verify that it has met its target. The British Standards Institution (BSI) has an assessment standard, PAS 2060, which provides a recognised method of substantiating that claims of carbon neutrality are genuine. PAS 2060 is an option for the council, however advice will be sought and consideration given on how best to verify the council's status as a carbon neutral organisation in due course.

#### **11.25 Conclusion**

11.26 In order for an organisation to be considered carbon neutral it needs to have a method by which it will offset any ongoing or impossible to eliminate residual carbon emission. An Offsetting Policy is therefore an important element of any carbon neutrality plan.

11.27 The council has been delivering projects to stop or reduce its carbon emissions since it declared a climate emergency in 2019. This has included switching to the purchase of green electricity, investing in energy efficiency measures in council buildings and funded the installation of five solar PV arrays on its buildings – Winchester Sport and Leisure Park, Cipher House, Bishops Waltham Depot, City Offices and the Barfield 2 Park and Ride Extension. Implementation of projects will continue over the next two years, however even with this there will be carbon emission that will require offsetting.

11.28 This proposed Winchester City Council Offsetting Policy, based on evidence and current best practice, provides a clear, accountable and measurable approach to undertake any offsetting actions. It is consistent with the members and public desire that offsetting should be a last resort and used

only if necessary. By having an approved policy now enables the required design, development and implementation to be planned over the coming two years, rather than wait until it is too late to take action.

## 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Do not set out a policy approach to offsetting council residual carbon emissions. This option was rejected. In order to verifiable carbon offsetting that supports the approach that offsetting is a last resort it is necessary to have a clear and accountable framework to guide carbon reduction and removal project work.

12.2 Purchase carbon credits from international offset projects. This option was rejected. Debate on the report at the Health & Environment Committee on the approaches to carbon offsetting in March and in the workshops held when the Carbon Neutrality Action Plan was being developed in late 2019, strongly voiced the desire retain the co-benefits of energy generation and nature based offsetting solutions within the district, region or lastly the UK.

### 12.3 BACKGROUND DOCUMENTS:-

Winchester District Carbon Roadmap, October 2022

#### Previous Committee Reports:-

HEP021: Carbon Neutrality Programme – Carbon Offsetting, 2 March 2022

#### Other Background Documents:-

Environment Agency (2021). Achieving net zero: A review of the evidence behind potential carbon offsetting approaches – <https://www.gov.uk/flood-and-coastal-erosion-risk-management-research-reports/achieving-net-zero-carbon-emissions-a-review-of-the-evidence-behind-carbon-offsetting>

University of Oxford (2020). The Oxford Principles for Net Zero Aligned Carbon Offsetting – <https://www.smithschool.ox.ac.uk/publications/reports/Oxford-Offsetting-Principles-2020.pdf>

#### APPENDICES:

Appendix 1. Public Sector Equality Duty Impact Assessment.

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## Winchester City Council

# Equality Impact Assessment Template (EIA)

### Section 1 - Data Checklist

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

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

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?	NO	This is a new policy
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?	YES	This policy was discussed at Health & Environment in march 2022 and at the Carbon Board made up of senior officers and cabinet members
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	NO	
4	Do you have any concerns regarding the implementation of this policy or project?	NO	
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?	NO	
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?	YES	The council declared a carbon emergency in the summer of 2019 and has allocated staffing and budget to deliver a range of carbon reduction and mitigation plans, projects and community actions.
7	Are there any other issues that you think will be relevant?	NO	

## Section 2 - Your EIA form

<b>Directorate:</b> Place	<b>Your Service Area:</b> Economy & community	<b>Team:</b> Sustainability	<b>Officer responsible for this assessment:</b> Susan Robbins	<b>Date of assessment:</b> 22 December 2022
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Winchester City Council Carbon Offsetting Policy
2	Is this a new or existing policy?	New
3	Briefly describe the aim and purpose of this work.	The approach to be adopted by Winchester City Council to help meet its carbon neutrality target by 2024 in the form of an offsetting policy for the council's own carbon emissions.
4	What are the associated objectives of this work?	Determining the route and approach that will help the council to be carbon neutral by 2024
5	Who is intended to benefit from this work and in what way?	The council by meeting its operational targets for carbon emissions Residents and business through the co-benefits of economy activity, wellbeing and health.
6	What are the outcomes sought from this work?	The policy sets a clear, measurable and accountable framework to guide the council work on carbon reduction and removal project work.
7	What factors/forces could contribute or detract from the outcomes?	Availability (or lack) of investment into carbon reduction measures. Availability (or lack) of land for nature based solution projects. Planning permission and licences for any land use changes.
8	Who are the key individuals and organisations responsible for the implementation of this work?	The council sustainability team Partners such as Hampshire County Council, South Downs National Park Authority, WinACC.
9	Who implements the policy or project and who or what is responsible for it?	The council sustainability team



		Please select your answer in <b>bold</b> . Please provide detail here.		
10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	Y	<b>N</b>	
10b	What existing evidence (either presumed or otherwise) do you have for this?			
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	<b>N</b>	
11b	What existing evidence (either presumed or otherwise) do you have for this?	Community impact assessment completed along with review of existing hirers		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> <li>• <i>Physical access</i></li> <li>• <i>Format of information</i></li> <li>• <i>Time of interview or consultation event</i></li> <li>• <i>Personal assistance</i></li> <li>• <i>Interpreter</i></li> <li>• <i>Induction loop system</i></li> <li>• <i>Independent living equipment</i></li> <li>• <i>Content of interview)</i></li> </ul>	Y	<b>N</b>	
12b	What existing evidence (either presumed or otherwise) do you have for this?			
13a	Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?	Y	<b>N</b>	
13b	What existing evidence (either presumed or otherwise) do you have for this?			
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	<b>N</b>	

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

19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Race: Sex: Disability: Sexual orientation: Age: Gender reassignment: Pregnancy and maternity: Marriage and civil partnership: Religious belief:

21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?			
22	Do any negative impacts that you have identified above impact on your service plan?	Y	<b>N</b>	

Signed by completing officer	Susan Robbins
Signed by Service Lead or Corporate Head of Service	

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CAB3383  
CABINET

REPORT TITLE: UKRAINIAN RESETTLEMENT AND INTEGRATION PROGRAMME

25 JANUARY 2023

REPORT OF CABINET MEMBER: Cllr Paula Ferguson, Cabinet Member for Community & Housing

Contact Officer: Susan Robbins Tel No: 01962 848 461 Email srobbins@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides an indicative spending plan for the funding allocated to the council by Hampshire County Council under the government's Homes for Ukraine scheme.

This plan covers two new areas of support work to help Ukrainian families and individuals to move into their own accommodation and settle into their local communities. The spending plan is for the period 2023 to 2025.

RECOMMENDATIONS:

That Cabinet:

1. Approve the Homes for Ukraine Move-on Accommodation & Community Integration – proposed spending plan 2023 to 2025 as set out in Table 4.
2. Delegate authority to the Service Lead Communities and Wellbeing and Service Lead for Strategic Housing in consultation with the Cabinet Member for Community and Housing to amend the 2023-2025 spending plan as needs and requirements of the Homes for Ukraine Scheme change.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 The current and proposed activity supported by the funding from the Homes for Ukraine scheme aligns directly with achieving four of the council's priority outcomes; Homes for All, Vibrant Local Economy, Living Well and Your Services Your Voice.
- 1.2 Homes for All
- 1.3 A key aspect of this proposed Ukrainian resettlement and integration programme is to ensure, as far as possible, that Ukrainian guests are able to access longer term suitable accommodation and to live more independently. Working directly and in partnership with landlords and other providers to access accommodation and with the voluntary sector to help our Ukrainian guests integrate into the community will help to ensure the district has diverse, healthy and cohesive communities.
- 1.4 Vibrant Local Economy
- 1.5 A key aspect of helping Ukrainian guests to live independently will be to enable them to access opportunities for high quality, well-paid employment across the district. This will also include enabling self-employment and business start-ups.
- 1.6 Living Well
- 1.7 We want all residents to live healthy and fulfilled lives. To do this, activities should focus on the most disadvantaged areas, communities and groups, supporting a greater diversity of residents. The provision of good quality housing, employment and volunteering, community connections and a sense of belonging are linked to and have a positive impact on wellbeing and health inequalities.
- 1.8 Your Services, Your Voice
- 1.9 To ensure all residents have the opportunity to make their voice heard, there needs to be a focus on accessibility and inclusiveness especially in decision-making and so that services can be used by all. Engaging with and enabling Ukrainian guests to co-design the integration and independent living support and activities will be fundamental to successful outcomes for individuals and communities. Enabling a diversity of voices to be heard supports the council Listening Better priority.

### 2 FINANCIAL IMPLICATIONS

- 2.1 The Secretary of State for Levelling Up, Housing and Communities launched the Homes for Ukraine (HFU) scheme on 14 March 2022 to provide support to

those fleeing the war in Ukraine. Under the scheme individual hosts offered homes or a spare room rent-free to Ukrainian guests for as long as they are able, with a minimum stay of six months. In return, they received a £350 payment per month. The government further announced financial support of £10,500 per guest and Hampshire County Council (HCC) (as the grant administering body) allocated to districts £1,680 per guest for initial set up and emergency accommodation costs as follows:

- a) £105 per guest for initial arrival activity, local communication and welcome packs etc.
  - b) £1,575 per guest for voluntary sector coordination, support events, translation. Single Point of Contact for support needs. Support during early weeks/months. Specialist Case workers including housing and homelessness, support for re-matching and escalated housing issues.
- 2.2 HCC advised an initial instalment for Winchester district of £740,880, based on an anticipated 441 Ukrainian guests. The spending plans for the delivery of housing support and community support activity costing £727,000 were approved by Cabinet at its meeting on 22 June 2022 (CAB3340) and are summarised in tables 1 and 2 (see sections 11.3 and 11.4). At the end of November 2022 the district had welcomed 375 Ukrainian guests (215 families) and received a proportion of its funding, with payments to date from Hampshire County Council totalling £331,792 (as of 7 December 2022).
- 2.3 This will increase as our number of refugees grows, with the total estimated funding allocation for this work rising to £950,880, based on a total estimated number of 566 expected guests.
- 2.4 Through Hampshire County Council, a second tranche of funding is now being allocated for new areas of activity to support Ukrainian guests. The total estimated allocation to Winchester City Council is £839,000 and this covers two new strands of support are:
- a) £273,000 Move-on accommodation support based on £5,000 per family with an estimated need from 20% of our 273 families
  - b) £566,000 Community integration support of £1,000 per guest based on the total estimated number of guests of 566.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The proposals outlined in the report for expenditure of this grant funding will, where applicable, be in accordance with the council's Contract Procedure Rules and the Public Contracts Regulations 2015 (contracts) or are permitted under the subsidy control regime (grants). Ongoing legal support will be provided, as required, in relation to the expenditure of this grant.

### 4 WORKFORCE IMPLICATIONS

- 4.1 Additional staff resources were funded from the allocation approved at the June Cabinet. This included three case officers; one Housing Options Officer (Ukrainian lead) and two 'Homes for Ukrainian Resettlement Officers', as well as a Community Liaison Officer. These are contracted until August & September 2023 and it is the intention to extend these for a further six months, funded from additional monies received for the arrival of more Ukrainians in the intervening period. These contracts will be reviewed again late in 2023.
- 4.2 The management of these staff and the current range of activities is resourced by Strategic Housing and Community Team staff. A great deal of additional resource has been volunteered across the council by those helping at the information hubs either to run them or provide access to support services. Their help and expertise has been invaluable, but cannot be sustained over a two year period as envisaged with this next stage of support.
- 4.3 Further internal staff resourcing is therefore required specifically to support the community integration strand of work. The costs of this will be met from the HFU allocation. In addition external capacity will be procured for areas of work such as outreach, facilitating co-design and community engagement and community leadership development. This will also be funded from the HFU grant allocation.
- 4.4 The Strategic Housing and Community teams will still provide staff resource to manage and participate in delivery of activities. This will involve:
- a) Commissioning services and support
  - b) Support and attending engagement events
  - c) Monitoring and reporting outcomes.

## 5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 Recommendations within the report have no immediate impact on council property and assets.

## 6 CONSULTATION AND COMMUNICATION

- 6.1 The areas of activity in the proposed spending plan have been discussed and agreed with the Cabinet Member for Community and Housing.
- 6.2 Senior officers have met with the Ukrainian Team and are drawing up an action plan for the next 12 months. The brief has been outlined at regular meeting with members who champion the City of Sanctuary movement and representatives from the City of Sanctuary.

## 7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 Providing access to local activities and support reduces the need for people to travel to central locations and supports the principle of a 15 minute community. Community engagement builds more resilient communities better



able to support themselves and work together in response to future challenges and change.

## 8 PUBLIC SECTOR EQUALITY DUTY

8.1 Under s149 (1) of the Equality Act the council must have due regard, in the exercise of its functions, (and Cabinet must, as the decision maker in respect of the proposed decision, have due regard) to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- b) Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share them.
- c) Foster good relations between persons who share relevant protected characteristics and persons who do not share them.

8.2 The PSED Equality Impact Assessment is provide in Appendix 1.

## 9 DATA PROTECTION IMPACT ASSESSMENT

9.1 The council will hold personal information regarding individual guests and hosts, which will be stored and managed in accordance with the council's policy and the results of the data impact assessment. In addition, partner voluntary and community organisations commissioned to deliver support services and engagement activities may also require the holding of individual personal data. The council's services contract between the council and the organisation includes a data protection clause setting out obligations to ensure compliance in accordance with council policy and the results of the data impact assessment.

## 10 RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p><b>Financial Exposure</b></p> <p>Risk of not committing resources in line with spending plan.</p> <p>The programme under or overspends on the budget allocation and profile.</p> <p>HFU monies are insufficient to meet needs of hosts and guests</p>	<p>County wide Finance group and HCC keeping demand under review.</p> <p>Detailed financial performance monitoring will be built into the programme management and reporting.</p> <p>Expenditure will not be at</p>	

HFU allocations from government / Hampshire County Council are reduced or stopped.	risk.	
<b>Exposure to challenge</b> See reputation risk		
<b>Innovation</b> Traditional methods of engagement fail to secure trust and do not recognise diversity and new ways of working together	New approaches to engagement and enabling local groups and people to come together to design and agree the activities and support they want to deliver themselves will be a fundamental aspect of this work.	New approaches used and lessons learned can be replicated in other areas of work and support the council's Listening Better priority
<b>Reputation</b> Failing to adequately support the needs of HFU families/guests creates negative sentiment against the council  Additional support to a defined group of people within the community creates negative sentiment and perception of unfair treatment	Information on the scheme and the support it is providing needs to be shared widely to build understanding.  Opportunities for community events and cultural activity are aimed at fostering greater understanding and to break down prejudices.	An opportunity to offer enhanced and wider community support to the most excluded and vulnerable residents.  Opportunities to work in partnership with community and voluntary sector partners on community development/integration.
<b>Achievement of outcome</b> The interventions in the HFU spending plan are not implemented and the benefits proposed are not realised.	Additional resources will be created to ensure the plans can be implemented.	
<b>Property</b> None		
<b>Community Support</b> Stakeholders do not	Partners and stakeholders will be	Further developed approaches to

<p>participate in the delivery of interventions.</p> <p>Ukrainian guests do not engage or take up the support on offer</p>	<p>involved and informed as plans for activities and support are developed to ensure they are able to participate.</p> <p>Work to involve Ukrainian guests in the co-design of the support for community integration and independent living will help ensure the right support is on offer</p>	<p>engagement will ensure that a comprehensive cross section of stakeholders is engaged bringing forward new and different voices and opinions to further facilitate action.</p>
<p><b>Timescales</b></p> <p>Support is not provided when it is needed.</p>	<p>The high-level spending plan enables delivery to commence immediately to ensure those already in need of help can receive it.</p>	
<p><b>Project capacity</b></p> <p>Lack of council staff resources reduces capacity to deliver the projects.</p> <p>Lack of resources in partners and community leaders delays or prevents delivery of projects.</p>	<p>The council will commit additional staff resources to be funded from the HFU Community Integration grant.</p> <p>Partners and community leaders will be supported and provided with funding for additional resources if required to ensure resilience in delivery of the programme.</p>	

## 11 SUPPORTING INFORMATION:

### 11.1 **Background**

11.2 At the June 2022 meeting Cabinet considered the spending plans for two significant government grants; one to support the council work on homelessness prevention and the other the Homes for Ukraine scheme. In respect of the latter a spending plan for housing and community support was approved.

11.3 The approved spending plan for strategic housing support included activities set out in Table 1 to be funded from the estimated allocation at the time of £609,000.

Table 1 Homes For Ukraine Scheme – Strategic Housing approved spending plan 2022/23

<b>Proposal</b>	<b>Status</b>	<b>Estimated Cost</b>
Employment of three case officers, one Housing Options Officer (Ukrainian lead) and two 'Homes for Ukrainian Resettlement Officers'	Completed Actual to date: £46,465	£120,000
Use of emergency accommodation placements – based on assumption that 80 families may be rendered homeless and need emergency accommodation for a period of six weeks	£1,372.31 spent to date Assisted 2 families	£392,000
A translation service	£3,601.67 spent to date Ongoing	£37,000
A flexible prevention fund to assist the host and Ukrainian refugee to sustain their current accommodation	£31,780.21 spent to date Assisted 17 families into alternative accommodation	£50,000
Mental health wellbeing support and training for staff	Being sourced	£10,000
<b>TOTAL</b>		<b>£609,000</b>

- 11.4 In addition a proportion of the grant funding was allocated to supporting guests to integrate into Winchester's community across the district. This work is being led by the Community team and the approved spending plan for £118,000 included activities detailed in Table 2 below.

Table 2: Home For Ukraine Community Support - approved spending plan 2022/23

<b>Proposal</b>	<b>Status</b>	<b>Estimated Cost</b>
Recruit temporary Liaison Officer for the support hub – June 2022	Complete via contract with Citizen's Advice Bureau & a Casual worker contract Actual to date:	£8,000
Recruit 1 FTE Community Liaison Officer (Ukraine) on a 12 month contract	Completed Actual to date: £13,861	£45,000
Translation (materials) and interpretation costs	Completed – Welcome guides produced in English, Ukrainian and	£12,000

<b>Proposal</b>	<b>Status</b>	<b>Estimated Cost</b>
	Russian Actual to date: £9306	
Central information /support hub x 12	Completed 10 Hubs held in Guildhall Winchester Actual to date: £3645	£7,000
Outreach hubs (in 5 locations)	Completed – Hubs held at Bishops Waltham, Alresford, Denmead, Kings Worthy, Colden Common Actual to date: £200	£7,000
Community integration and cultural district events	In progress Two guests and host culture events held, plus One combined integration event with regards to housing support and provision	£10,000
CVS voluntary sector community support work	Being sourced	£10,000
Recruit 0.6 FTE Ukraine support administration officer on a 12 month contract	Completed Actual spend to date: £4,058	£19,000
<b>TOTAL</b>		<b>£118,000</b>

11.5 The Government's original HFU scheme guidance was that from six months of the family settling with their host, the host and the Local Authority should support the family into their own accommodation if they are unable to, or do not wish to, return to Ukraine. This was later extended to 12 months after settling and amended again to two years. Ukrainian families are eligible to access public funds for three years, which means they can apply for benefits, work and apply for social housing. In recognition that guests and families are now seeking to move on from their hosts, and in order to support a move to private rented accommodation or independent living, further HFU funds have been allocated. The spending plan that was presented to Cabinet in June 2022 outlined the council's intention on how to spend the initial funding. Some of this funding remains unspent, but the funding is not constrained by the financial year and can be utilised over a three year period so it is anticipated that it will be spent in full.

11.6 **Detailed proposal**

11.7 The work detailed to support Ukrainians and host families, and funded through the Homes for Ukrainians scheme, continues to be delivered by the

council's Strategic Housing and Communities teams. Indeed as people continue to arrive in the district it is important that they receive the same welcome and support as those who arrived before them. The methods used to provide this support will change over time to meet the needs in the most effective and efficient ways. In the next phase of activity this could happen through occasional outreach hubs or individual welcome/orientation sessions.

- 11.8 However the two new areas of support in the second tranche of allocated funding require a new spending plan for those specific activities. This work stream is constantly evolving and there is a need to allow for flexibility in the council's response as funding allocations, demands and circumstances change. Therefore, this report provides an indicative allocation and use of the new funds, particularly in respect of additional staff costs and activities, but this may change as the situations and need/demand changes.

Table 3. Homes for Ukraine - New Allocation of Grant Support

Scheme	Allocation based on actuals to date (Families)	Allocation based on estimated totals (Guests)	Difference Actual/Estimates
Move-on Accommodation Support Scheme	£213,000	£273,000	£60,000
Community Integration	£375,000	£566,000	£191,000
Total	£588,000	£839,000	£251,000

- 11.9 The funding allocated to these two new schemes is significant and should be used over an appropriate period to ensure the continued availability of support to families and individuals yet to arrive or in need of help. At the same time consideration is to be given to the needs of those already here and for whom funding is available now. The future spending plans will therefore extend over the next two financial years with an expenditure profile that is weighted towards next year (2023/24). This enables funds based on actual families and individual guests to be used whilst deferring to 2024/25 the estimated, and at risk, allocation should the numbers not be reached.

- 11.10 The proposed spending plan for these two new strands of support is given in Table 4. It supports the principles of providing immediate support and guidance and enhancing integration and independent living. Overall the HFU work programme in terms of support offered is based on the following themes:

- a) Securing access to longer-term housing
- b) Communication and advice
- c) Access to support services
- d) Wellbeing, peer support and social warm spaces

- e) Working towards independence and employment
- f) Cultural awareness
- g) Community integration and empowerment

**Table 4. Homes for Ukraine Move-on Accommodation & Community Integration – proposed spending plan 2023 to 2025.**

<b>Strand of Support</b> • Areas of proposed support	Year 1 2022/23 Feb-Mar 2023	Year 2 2023/24	Year 3 2024/25	Total
<b>Move-on Accommodation Support Scheme (Families)</b>				
<i>Number of families</i>	3	40	11	54
Incentivise landlords to house Ukrainian families e.g. • Contact and relationship building, rental deposits and advance rent	£15,000	£200,500	£60,000	£273,000
<i>Number of Guests</i>	25	250	191	566
<b>Community Integration</b>				
<ul style="list-style-type: none"> <li>• Removing language barriers</li> <li>• Additional staff - Community team officers to stimulate and coordinate activity and contract management /monitoring.</li> <li>• Facilitating engagement with guests to co-design the integration and independent living support and activities.</li> <li>• Developing community leadership and advocates.</li> <li>• Commissioning of community outreach, support services and community development with voluntary &amp; community sector partners.</li> <li>• Employment, business start-up advice sessions.</li> <li>• Cultural events, activities and celebrations to bring people and places together.</li> <li>• Releasing creative talent.</li> <li>• Establishing / making accessible local clubs, groups and societies.</li> <li>• Making activities accessible and relevant to a multi-generational community.</li> <li>• Addressing issues of wellbeing and health.</li> </ul>	£25,000	£350,000	£191,000	£566,000

<b>Strand of Support</b>	Year 1 2022/23 Feb-Mar 2023	Year 2 2023/24	Year 3 2024/25	Total
<ul style="list-style-type: none"> <li>• Areas of proposed support</li> </ul>				
<ul style="list-style-type: none"> <li>• Liaising with partners and supporting their activities</li> <li>• Helping groups to access funding to support their activities</li> </ul>				

11.11 As before there will be a joint responsibility between Strategic Housing and Communities teams for the management of fund expenditure and delivery of the support, which will be implemented in consultation with the Cabinet Member for Community & Housing.

#### 11.12 **Conclusions**

11.13 It is recommended that the council accepts and uses the HFU scheme funding allocated to it by Hampshire County Council for the two strands of support it has determined as incentivising private landlords to house Ukrainian families and for community integration. Due to levels of certainty about the exact numbers requiring help and the exact nature of the help needed it is only possible, at this time, to provide a high level spending plan to indicate that the funds will be used for the purpose for which they are intended.

11.14 Therefore, it is further recommended that delegated authority been given to the Service Lead Communities and Wellbeing and Service Lead for Strategic Housing, in consultation with the Cabinet Member for Community and Housing, to amend and extend the 2023-2025 spending plan as needs and requirements of the Homes for Ukraine Scheme change.

#### 12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 Do not accept the HFU funding allocation. This option is rejected as the council is not resourced to deliver the housing and community support required by Ukrainian refugee guests and families seeking to live in the district.

12.2 Delay approval of a spending plan until more detailed information can be provided. This option is rejected as there is an immediate need to provide housing and community support to the hundreds of guests and families that have already been welcomed to the district. By devising a high level plan, specific and bespoke actions can be developed in partnership with community & voluntary organisations, local communities and Ukrainians. It is not possible to predetermine the exact nature of the support wanted or needed over the next two years.

#### BACKGROUND DOCUMENTS:-



Previous Committee Reports:-

CAB3340: The Homelessness Prevention Grant/Homes for Ukraine Programme – Spending Plan 2022/23, 22 June 2022

Other Background Documents:-

None

APPENDICES:

Appendix 1. PSED Assessment

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## Winchester City Council

### Equality Impact Assessment Template (EIA)

#### Section 1 - Data Checklist

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

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

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?	NO	
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?	YES	
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	NO	
4	Do you have any concerns regarding the implementation of this policy or project?  <i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i>	NO	
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?	NO	
6	Do you have any past experience delivering similar policies or projects which may	YES	The Housing and Community teams have been delivering a range of support under the Home for Ukraine scheme and have developed

		Yes/No	Please provide details
	inform the implementation of your scheme from an equality impact point of view?		<p>contacts and dialogue with hosts and Ukrainian families and guests to help inform the sort of support wanted and how this can be designed to meet their needs.</p> <p>The housing team is highly experienced in providing housing advice and support to a range of people with different and often complex needs.</p> <p>The community team are highly experience is engagement and community development work.</p>
7	Are there any other issues that you think will be relevant?	YES	Working with a multi-generation and diverse community will need to sensitive to and understand different cultural and individual needs.

## Section 2 - Your EIA form

<b>Directorate:</b> Place	<b>Your Service Area:</b> Community & Wellbeing	<b>Team:</b> Community Team	<b>Officer responsible for this assessment:</b> Susan Robbins Corporate Head of Economy & community	<b>Date of assessment:</b> 16 December 2022
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	<b>Question</b>	<b>Please provide details</b>
1	What is the name of the policy or project that is being assessed?	Homes for Ukraine – Community Resettlement and Integration Programme
2	Is this a new or existing policy?	Extension of a programme that commenced in June 2022, but with new funding to support two specific areas of work: Move-on Accommodation Scheme and Community Integration
3	Briefly describe the aim and purpose of this work.	There are two strands to work in this funded programme:  1 Move-on Accommodation scheme: to incentivise landlords to house Ukrainian families e.g. rental deposits, advance rent,  2. Community Integration e.g. <ul style="list-style-type: none"> <li>• Community empowerment and local leadership</li> <li>• Communication and advice</li> <li>• Access to support services</li> <li>• Wellbeing and peer support</li> <li>• Working towards independence and employment</li> <li>• Cultural awareness, creativity and talent</li> </ul>
4	What are the associated objectives of this work?	To support Ukrainian families and guest to secure and maintain suitable and appropriate housing and to integrate effectively into community life.
5	Who is intended to benefit from this work and in what way?	Ukrainian refugees – more secure housing of their own, feeling welcome, safe and secure in their local communities, wellbeing and health improvements, employment education and culture. Host families – supporting their guest to move to their own accommodation. Local residents – bringing together people in local areas to aid the understanding and respect of different cultures.
6	What are the outcomes	

	sought from this work?	
7	What factors/forces could contribute or detract from the outcomes?	<p>HFU monies are insufficient to meet needs of hosts and guests</p> <p>HFU allocations from government / Hampshire County Council are reduced or stopped.</p> <p>Failing to adequately support the needs of HFU families/guests creates negative sentiment against the council.</p> <p>Additional support to a defined group of people within the community creates negative sentiment and perception of unfair treatment.</p> <p>Stakeholders do not participate in the delivery of interventions.</p> <p>Ukrainian guests do not engage or take up the support on offer.</p>
8	Who are the key individuals and organisations responsible for the implementation of this work?	<p>Hampshire County Council is the lead authority for the HFU programme and allocates the funding support to district councils on agreed shares and activities.</p> <p>The council will work in partnership with a range of community and voluntary sector organisations, local groups and societies, parish councils and statutory agencies such as DWP.</p>
9	Who implements the policy or project and who or what is responsible for it?	Strategic Housing Service and Community Team Winchester City Council.

		Please select your answer in <b>bold</b> . Please provide detail here.		
10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?	<b>Y</b>	<b>N</b>	Ukrainian families and guests are from a specific ethnic group and this funding is specifically to support them, so other races and ethnic groups are excluded from benefitting from these funds.
10b	What existing evidence (either presumed or otherwise) do you have for this?	Funding from central government (via HCC) is conditional on benefit being for Ukrainian nationals.		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	<b>Y</b>	<b>N</b>	The majority of guest families comprise females and their dependent children. This group has specific needs that might not be appropriately met through all host accommodation. The host vetting process has matched guests with appropriate host

				accommodation.
11b	What existing evidence (either presumed or otherwise) do you have for this?	Guest numbers and demographics demonstrate the number of females and dependent children.		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> <li>• <i>Physical access</i></li> <li>• <i>Format of information</i></li> <li>• <i>Time of interview or consultation event</i></li> <li>• <i>Personal assistance</i></li> <li>• <i>Interpreter</i></li> <li>• <i>Induction loop system</i></li> <li>• <i>Independent living equipment</i></li> <li>• <i>Content of interview)</i></li> </ul>	Y	N	<p>The availability (or ability to adapt) private rented accommodation may result in families or guest with specific needs may result in them not being to find new homes or may experience delay in being able to moving.</p> <p>Community events, social activities and being able to participate in engagement and co-design activities could potential exclude people if there are not planned and arranged to meet specific needs.</p>
12b	What existing evidence (either presumed or otherwise) do you have for this?	<p><b>Disability and housing, UK: 2019, Source ONS</b></p> <ul style="list-style-type: none"> <li>• Disabled people in 2019 were less likely to own their own home, with just 42.4% owning their own home, compared with 53.2% of non-disabled people.</li> <li>• One-quarter (24.7%) of disabled people in 2019 rented social housing, compared with just 8.2% of non-disabled people.</li> <li>• Young disabled people in 2019 (ages 16 to 24 years) were less likely to live with their parents (67.6%) than young non-disabled people (73.1%), but this pattern reverses for ages 25 to 54 years.</li> <li>• Disabled people aged 16 to 64 years (in 2019) with severe or specific learning difficulties were the least likely to own their own home (of all main impairment types), with just 4.1% owning their own home, compared with 42.4% of disabled people overall in that age group.</li> </ul>		
13a	Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?	Y	N	The Private Landlord and Community Integration work strands are a universal service for all Ukrainian families and guests.
13b	What existing evidence (either presumed or otherwise) do	N/A		

	you have for this?			
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	The Private Landlord and Community Integration work stands are a universal service for all Ukrainian families and guests.
14b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	N	Ukrainian families and guests are from a specific ethnic group and this funding is specifically to support them, so other ethnic groups are excluded from benefitting from these funds.
15b	What existing evidence (either presumed or otherwise) do you have for this?	The majority of Ukrainians are Eastern Orthodox Christians.		
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	N	The Private Landlord and Community Integration work stands are a universal service for all Ukrainian families and guests.
16b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?	Y	N	The Private Landlord and Community Integration work stands are a universal service for all Ukrainian families and guests.
17b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N	The Private Landlord and Community Integration work stands are a universal service for all Ukrainian families and guests.
18b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		

19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	There is potential for groups other than Ukrainians to feel excluded due to the exclusive use of this funding.
20	Can this negative impact be justified on the			<b>Race: YES</b>



	grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Sex: Disability: Sexual orientation: Age: Gender reassignment: Pregnancy and maternity: Marriage and civil partnership: <b>Religious belief: YES</b>
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	<p>Careful planning of communication strategy around the Ukraine work to ensure wider community understanding of the work and the reasons for it.</p> <p>The planning and arranging of engagement and co-design activities by the council will consider these issues as a priority.</p> <p>Commissioned services from organisations will require them demonstrate how they have considered equality, diversity and inclusion within the delivery of the service</p> <p>Local community events, social activities and groups should be supported and advised in ensuring they are accessible.</p>		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	

Signed by completing officer	Susan Robbins, Corporate Head of Economy & Community
Signed by Service Lead or Corporate Head of Service	

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## Forward Plan of Key Decisions

February 2023

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

This is the Forward Plan prepared for the period **1 - 28 February 2023** and will normally be replaced at the end of each calendar month.

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

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

The Plan has been set out in the following sections:

**Section A** – Cabinet

**Section B** - Individual Cabinet Members

**Section C** - Officer Decisions

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



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

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

**Cllr Martin Tod**

Leader of the Council

3 January 2023

<b>Cabinet Members:</b>	<b>Title</b>
• Cllr Martin Tod	Leader & Cabinet Member for Asset Management
• Cllr Paula Ferguson	Deputy Leader & Cabinet Member for Community & Housing
• Cllr Kathleen Becker	Inclusion & Engagement
• Cllr Russell Gordon-Smith	Service Quality
• Cllr Kelsie Learney	Climate Emergency
• Cllr Margot Power	Finance & Value
• Cllr Jackie Porter	Place & the Local Plan
• Cllr Lucille Thompson	Business & Culture

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

Decisions made by Cabinet

Page 101	1	Treasury Management Strategy 2023/24	Cabinet Member for Finance & Value	Expenditure > £250,000	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-23	9-Feb-23 23-Feb-23	Open
		Capital Investment Strategy 2023-2033	Cabinet Member for Finance & Value	Expenditure > £250,000	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-23	9-Feb-23 23-Feb-23	Open
	3	General Fund Budget 2023/24	Cabinet Member for Finance & Value	Expenditure > £250,000	All Wards	Liz Keys		Cabinet Council	Feb-23	9-Feb-23 23-Feb-23	Open
	4	Housing Revenue Account (HRA) Budget 2023/24	Cabinet Member for Community & Housing	Expenditure > £250,000	All Wards	Gillian Knight	Cabinet report	Cabinet Council	Feb-23	9-Feb-23 23-Feb-23	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
5	Land transaction	Cabinet Member for Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet report	Cabinet	Feb-23	9-Feb-23	Part exempt 3
6	Central Winchester Regeneration (CWR) Archaeology	Cabinet Member for Asset Management	Expenditure > £250,000	Town Wards	Veryan Lyons	Cabinet report	Cabinet Committee: Regeneration	Feb-23	7-Feb-23	Open
7	Housing Services Compensation Policy	Cabinet Member for Community & Housing	Significantly effect on 2 or more wards	All Wards	Gillian Knight	Cabinet report	Cabinet Committee: Housing	Feb-23	2-Feb-23	Open
8	New Homes Programme Update	Cabinet Member for Community & Housing	Expenditure > £250,000	All Wards	Andrew Palmer	Cabinet report	Cabinet Committee: Housing	Feb-23	2-Feb-23	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
9	Private Sector Housing Renewal Strategy	Cabinet Member for Community & Housing	Significantly effect on 2 or more wards	All Wards	Karen Thorburn	Cabinet report	Cabinet Committee: Housing	Feb-23	2-Feb-23	Open
10	Disabled Facilities Grants	Cabinet Member for Community & Housing	Expenditure > £250,000	All Wards	Gillian Knight	Cabinet report	Cabinet Committee: Housing	Feb-23	2-Feb-23	Open
<b>Section B</b> Decisions made by individual Cabinet Members										
13	None									
<b>Section C</b> Decisions made by Officers										
14	Treasury Management - decisions in accordance with the Council's approved	Cabinet Member for Finance & Value	Expenditure > £250,000	All Wards	Designated HCC Finance staff, daily	Designated working papers	Designated HCC Finance staff, daily	Feb-23	Feb-23	Open

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