



Meeting	Cabinet
Date and Time	Thursday, 16th March, 2023 at 9.30 am.
Venue	Walton Suite, Winchester Guildhall (& a live stream video broadcast available via youtube.com/WinchesterCC)

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) 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.
 - a) St John's Winchester Charity – nomination of director (until February 2026)
- 3. Disclosure of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.
Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.



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

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

BUSINESS ITEMS

5. **Public Participation**

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

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

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 4.30pm on Friday 10 March 2023** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

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

7. Establishing a local housing company (Pages 5 - 66)

Key Decision (CAB3401)

8. Risk Management Policy 23/24 (Pages 67 - 112)

Key Decision (CAB3381)

9. Q3 Finance & Performance Monitoring Report (Pages 113 - 202)

Key Decision (CAB3380)

Laura Taylor
Chief Executive

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8 March 2023

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

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

CABINET – Membership 2022/23

Chairperson: Councillor Tod (Leader and Asset Management)
Councillor

Councillor	- Cabinet Member
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 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](#)

REPORT TITLE: ESTABLISHING A LOCAL HOUSING COMPANY

16 MARCH 2023

REPORT OF CABINET MEMBER: Councillor Paula Ferguson (Deputy Leader and Cabinet Member for Community and Housing)

Contact Officer: Gillian Knight Tel No: 01962 848 577

Email gknight@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report proposes the establishment of a wholly owned local housing company for the purposes set out and agreed in CAB3366 (14 December 2022), namely to:

- 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.
- Provide high quality energy efficient council owned housing 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.
- 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.

It recommends agreeing the next steps that are necessary at this stage so that the project can progress in a timely, well managed manner. The report precedes the development of detailed proposals set out in CAB3366 which are scheduled for presentation to Cabinet Committee: Housing for decision in July 2023 (when the final strategic business and financial cases will be considered); and makes recommendations in respect of the company name, model articles of association, shareholder agreement and appointment of directors.

The company will remain dormant until detailed proposals have been considered and approved, but early establishment will provide company directors with the flexibility to take key decisions on company business which would otherwise be deferred to later in the year.

RECOMMENDATIONS:

1. Agree proposed draft shareholder agreement as at Appendix A.
2. Agree proposed draft memorandum of articles as at Appendix B.
3. Subject to agreeing the shareholder agreement and memorandum of articles agree that in consultation with the Strategic Director: Resources (Monitoring Officer), Corporate Head of Asset Management and the Corporate Head of Finance (S.151 Officer), to authorise the Strategic Director (with housing responsibility) to establish a council owned housing company for the purposes set out in in CAB3366.
4. Approve the company name as Venta Living.
5. Appoint the following as company directors:
 - a) Strategic Director (non-housing responsibility).
 - b) Two councillors with nominations to be reviewed after one year.
6. Agree to authorise the Corporate Head of Housing to advertise and recruit up to two independent and remunerated directors with the requisite skills to the board of the company.
7. Authorise the Strategic Director (with housing responsibility) to enter into a resourcing contract with the local housing company subject to an agreed business plan to provide services to the company.
8. Authorise the Strategic Director (with housing responsibility) in consultation with the Strategic Director: Resources (Monitoring Officer) and the Deputy Leader and Cabinet Member for Community and Housing to finalise details of the draft articles of association, and shareholder agreement.
9. Note that full Council will consider and agree the reserved matters in the shareholder agreement.

IMPLICATIONS:**1 COUNCIL PLAN OUTCOME**

1.1 The establishment of a local housing company supports the following Council Plan priorities:

- a) Tackling the climate change and creating a greener district – the proposal provides the opportunity to provide sustainable homes close to employment and services. The Winnall flats are designed to be highly sustainable. Their convenient location within the city supports the Council Plan objectives to promote walking, cycling and use of public transport.
- b) Homes for all – meeting local need through a wider range of tenures.
- c) Vibrant local economy – supporting working households to live and work in the district.
- d) Your service, your voice – better options for renting in response to survey feedback¹ from younger households.

2 FINANCIAL IMPLICATIONS

2.1 A full financial business case will be brought back to members before the housing company becomes active. The financial implications of this report are limited to set up costs which can be managed within existing budgets. It is expected that the two independent company directors will require remuneration. The final financial business case will need to allow for this.

2.2 The establishment of a local housing company will lead to an increase in the audit fees of the council. At present this is unquantifiable, but the increase in audit risk created by the need to produce group accounts (consolidating the company within the council's financial statements) will lead to an increase in the current audit fee, which is currently approximately £70k per annum.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 The legal implications were set out in the previous Cabinet report CAB3366. In particular that paper clarified:

- a) That the council has the power to establish the local housing company pursuant to the general power of competence under Section 1 of the Localism Act 2011.
- b) An investment of £300k in the local housing company would fall within the limit of “minimal financial assistance” under the subsidy control regulations.

¹ Young Persons survey – WCC, 2022

- c) The grant of a lease on the 41 dwellings at Winnall would comprise a single "disposal" under the 2013 General Consent and the transfer of dwellings from the HRA has to be transferred at market value and the transfer of assets held in the General Fund must be at best consideration.
 - d) As the sole shareholder the council could direct the company to provide the accommodation at specific rent levels, which in turn would be a consideration which a valuer in an arm's length transaction would consider.
 - e) The council can provide staff and services to the local housing company under a resourcing contract and charge a margin for the services it provides. As the local housing company will be established in compliance with the criteria necessary for a 'Teckal' company, the council can provide it with services in compliance with the Public Contract Regulations 2015 by taking advantage of the Teckal or "in-house" exemption.
- 3.2 The next legal step in the process is the incorporation of the company. Once incorporated, the local housing company will become a separate legal entity and will have a board of directors, appointed by the council.
- 3.3 The company will have its own shareholder agreement (Appendix A) and articles of association (Appendix B). The shareholder agreement will identify a list of "reserved matters" which will require the council's authorisation before proceeding, thereby providing a mechanism for the council to control the activities of the company. Trowers and Hamlins solicitors have been appointed to provide legal advice and assistance with the drafting of the documentation.
- 3.4 The fourth schedule of the shareholder agreement sets out the role of Cabinet Committee: Housing and Council in relation to the council's governance. In essence, Cabinet Committee: Housing provides advice on the business plan and company operations which are then considered at full Council.
- 3.5 Work has also begun on a draft lease for the Winnall properties. It is currently envisaged that it will be a lease for 15 years with an option for a new lease for 15 years. Lease costs to the local housing company will be agreed following a valuation review closer to the time that the development is due to complete. Further reviews based on the increase in the Consumer Price Index will be undertaken every five years, with a minimum and maximum rise.
- 3.6 The local housing company will be responsible for repairs in accordance with the terms of the lease, which, is proposed, for the first 15 years will be an internally repairing lease, and the second 15 years, a fully repairing lease. In the period that the city council constructor warranties, guarantees and insurances, it will use these to put right any damage covered by those, after which the local housing company will be responsible.

- 3.7 The local housing company will also be responsible for all white goods and any other items provided by the council and will have to replace them during the life of the lease. The council will insure the building and recharge the local housing company for the costs.
- 3.8 The lease will provide for use solely for Assured Shorthold Tenancies and selling the lease, or subletting the whole, will not be allowed.
- 3.9 The lease will not have the protection of the Landlord and Tenant Act 1954. The lease will end in 15 years and if the local housing company exercises its right under the agreement, it will get a new lease. The new lease will also be outside the protection of the Landlord and Tenant Act 1954 and at the end of the lease the local housing company will not automatically be entitled to a new lease. It will only get a new lease if the city council decides to enter a new lease with it.

4 WORKFORCE IMPLICATIONS

- 4.1 CAB3366 noted that the units transferred to the local housing company will be managed by existing teams within the council's Housing Service. Governance (including company secretary) and financial services will also be provided to the company by the council. To do this it will be necessary for the council to enter into a resourcing contract with the company.
- 4.2 It was previously agreed by members that three senior council officers be appointed to the Board of Directors (CAB3160, September 2019). It is important that there is no conflict between staff roles as council employees and directors, so the original proposals have been reviewed. At this point in time, it is recommended that the nominations from the council for directors of the company include unremunerated councillors with nominations reviewed after one year. This reflects external legal guidance and is set out in the articles of association. As the company matures and develops it would be good practice for the council's nominated directors to change, with councillors being replaced by independent directors.
- 4.3 The nature and extent of work undertaken by council officers means that staff will not work for the company on a dedicated basis. Consequently, although contracts of employment will be reviewed, it is not anticipated that there will be a need for changes.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 Each potential asset transfer will need to be considered on its own merits supported by a business case. The council will need to be a "willing seller" and the local housing company a "willing purchaser" of homes proposed for lease. The revised financial business model for Winnall flats presented to Cabinet in December 2022 (CAB3366) supports the transfer of those existing assets to the housing company. A final financial business case for Winnall will be presented to members for decision before any leasing arrangements are entered into. The company will remain dormant until that point.

6 CONSULTATION AND COMMUNICATION

- 6.1 In addition to extensive consultation already undertaken (CAB3366 refers), officers are continuing to liaise with councils and other registered providers who have established housing companies. This is proving invaluable as work progresses to address operational priorities and embed relevant processes.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 As with all new homes provided by the council, properties leased to the housing company will be energy efficient, have lower carbon emissions and be resilient to climate change. In particular, overheating, flood risk and extreme weather events. They will also provide an opportunity for residents to live and work in closer proximity to jobs and services, thereby reducing the need to travel.

8 PUBLIC SECTOR EQUALITY DUTY

- 8.1 The proposals in this report are consistent with the current Housing Strategy, which was subject to an Equality Impact Assessment. The proposals expand the housing offer to the community and compliment the council's current offer which includes social and affordable rented housing and shared ownership homes. This supports the *Homes for All* priority.
- 8.2 A panel of officers and the Cabinet Member for Inclusion and Engagement has been established to further review compliance with the Duty in March 2023.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 Not required at this stage but will be addressed as the operational model develops.

10 RISK MANAGEMENT

- 10.1 Key risks and opportunities are outlined below.

Risk	Mitigation	Opportunities
Financial Exposure Set up costs e.g., staff time and professional fees.	Costs incurred ahead of future Cabinet consideration will be limited to those necessary to ensure the local housing company can be in place and operational before the Winnall flats are due for completion. The process of setting the	Establishing the local housing company at this stage will mitigate against additional costs that may be incurred should it be necessary to undertake urgent set up activities at a later stage and ensure that existing staff are not diverted

Risk	Mitigation	Opportunities
	<p>company up involves the production of articles and memorandum of association, the registration of the company name at companies house and the identification of the directors and company secretary. All these activities can be contained within the remaining budget provision. The registration with HMRC and the setting up of a bank account either at the same time or subsequently will not involve material costs.</p> <p>The company will be dormant until members consider detailed proposals.</p>	<p>from their substantive day to day service delivery activities.</p>
<p>Exposure to challenge</p>	<p>The council has the power to establish a local housing company as set out in section 3 of this paper. The EqlA within the current Housing Strategy applies. A specific EqlA will be undertaken in March 2023.</p>	
<p>Innovation</p> <p>Establishing a new local housing company and control of that company by the council.</p>	<p>The council's role as sole shareholder will ensure control over the local housing company. The shareholder agreement (including reserved matters) and memorandum articles of association require agreement.</p> <p>Due diligence carried out including external legal advice, intelligence gathering and discussions with local authorities and other register providers.</p>	<p>An innovative approach that enables homes to be offered to a vehicle that has freedoms to deliver to a broader market than the council can through its current housing stock/options, thereby supporting the council's Homes for All priority.</p>
<p>Reputation</p>	<p>Complete necessary actions</p>	

Risk	Mitigation	Opportunities
Delay in local housing company set up may compromise delivery of project objective for Winnall and scheme occupation with consequent reputational risk	in a timely manner that recognises the risks associated with the local housing company not being operational by the time that the Winnall flats are completed. The recommendations set out in the paper are intended to facilitate this.	
Achievement of outcome A delay would compromise the delivery of the outcome for Winnall flats set out in CAB3366	Complete necessary actions in a timely manner that recognises the risks associated with the local housing company not being operational by the time that the Winnall flats are completed. The recommendations set out in the paper are intended to facilitate this.	
Property	No formal agreements to lease properties to the local housing company will be made without further member approval (it is intended to bring a detailed paper to Cabinet in July 2023).	
Community Support A delay would compromise the delivery of the community supported outcomes of tenure diversification for Winnall flats set out in CAB3366	Complete necessary actions in a timely manner that recognises the risks associated with the local housing company not being operational by the time that the Winnall flats are completed. The recommendations set out in the paper are intended to facilitate this.	
Timescales A delay would compromise the delivery of the outcome for	Complete necessary actions in a timely manner that recognises the risks associated with the local housing company not being	

Risk	Mitigation	Opportunities
Winnall flats set out in CAB3366	operational by the time that the Winnall flats are completed. The recommendations set out in the paper are intended to facilitate this.	
Project capacity	Staff time is allocated as part of the service and project planning process. Ahead of future Cabinet consideration activities are limited to those necessary to ensure the local housing company can be in place and operational before the Winnall flats are due for completion.	Establishing the local housing company at this stage will mitigate against any need to re-deploy staff should it be necessary to undertake urgent set up activities at a later stage. This will ensure that existing staff are not diverted from their substantive day to day service delivery activities.

11 SUPPORTING INFORMATION:

Background

- 11.1 CAB3366 set out the extensive background to this proposal, noting in particular that:
- a) The need for good quality private rented housing in the district is well documented.
 - b) A wholly owned company would be well placed to broaden the council's current housing offer as a landlord with a long-term commitment to the provision of housing, but that traditional council housing would remain the "core product."
 - c) The "institutional grade" purpose built, well designed, energy efficient homes at Winnall would be attractive to those seeking a private rental, as would management by a landlord committed to providing homes for rent in the longer-term.
 - d) The units at Winnall were likely to be affordable to single person households earning around median level incomes including health professionals, teachers, skilled tradespersons as well as younger people in the early stages of their careers.

- e) Potentially, there would be additional benefits from the short-term transfer to the company of existing assets from both the HRA and General Fund.
 - f) To function effectively within a tight and constrained operating budget, the company would need to be run commercially, with rents set at levels which reflect local market conditions.
 - g) As with any commercial venture, this approach carries risks and that the financial business case remains marginal.
- 11.2 Since the Cabinet decision in December 2022, considerable progress has been made to set up the company and develop the approach to leasing the new Winnall flats. Standard procedures and clear service standards are being developed to ensure effective day to day operation. Staff training on Assured Shorthold Tenancy management is being developed and a review of IT systems is underway.
- 11.3 A stakeholder analysis has been undertaken and a marketing strategy is being developed for Winnall to ensure the new homes are let without undue delay, and that there is a high level of awareness amongst those groups often regarded as key workers. This includes working closely with the NHS Integrated Care Board housing advice hub recently established to support staff across the area, including those working for the Southern Health Foundation NHS Trust and at the Royal Hampshire County Hospital.
- 11.4 In addition, as an outcome from a Cabinet Office sponsored One Public Estate key worker housing initiative, discussions are underway about an option of sub-leasing a small number of Winnall flats to NHS organisations in the locality, to house health professionals to support workforce planning and the delivery of health services to the community. If these discussions progress further, the company may include this as part of their business plan for the council to consider.
- 11.5 Agreement has now been reached with the Local Planning Authority (LPA) that phosphate mitigation at Winnall is not required as pre-commencement conditions have been discharged and there is positive engagement with both the LPA and landowners regarding nitrate mitigation.

Proposal

- 11.6 It is proposed that the local housing company be established in advance of Cabinet consideration of detailed proposals. This will enable directors to take early decisions on company business and avoid the risk that the company be non-operational when the development at Winnall completes.
- 11.7 As outlined in December 2022 (CAB3366) it is intended that the council will be the sole shareholder. Model articles of association and shareholders agreement are appended, and as previously agreed, (CAB3139 March 2019) it is recommended authorisation to finalise the articles of association and

shareholder agreement are delegated to the Strategic Director (with housing responsibility) in consultation with the Strategic Director: Resources (Monitoring Officer) and Cabinet Member for Community and Housing.

- 11.8 As previously noted, the shareholder agreement will identify a list of reserved matters which will serve as a mechanism for the council to control the activities of the company. The reserved matters will be presented to Cabinet for decision in July. Common reserved matters include:
- a) The appointment and/or removal of any directors.
 - b) Agreeing the annual business plan.
 - c) Changing the company's name.
- 11.9 The council must nominate directors to the company board. Care should be taken to avoid any conflict of interest due to nominees' positions as both council officers and company directors. The model articles allow for five directors. It is recommended that the following are nomination to the Board as Directors:
- a) Strategic Director (non-housing responsibility).
 - b) Two councillors with nomination to be reviewed after one year.
- 11.10 Given the nature of the company it is recommended that the council seek to recruit up to two independent and remunerated directors with the relevant skills required for the company.
- 11.11 The model articles provide the shareholder with the ability to appoint and remove directors. The model articles allow for remuneration of directors as approved by the shareholder.
- 11.12 Selecting a name for the company at this stage is essential to allow the company to be registered. The choice of Venta Living represents the name for Winchester (Venta Belgarum) in Roman times. It is important that the company name has its own identity and branding to provide a clear distinction between the business of the company and the council. Should the company wish to change its name in the future or adopt a "trading as" brand this will be possible within the shareholder agreement.
- 11.13 As noted in CAB3366 it is proposed that the council also perform the company secretary role. To do this there will need to be a resourcing contract between the council and the local housing company.

Conclusion

- 11.14 Providing *Homes for All* is a key priority identified within the Council Plan. This includes the need to address the limited supply of housing for residents who

may not qualify for social housing but struggle to access affordable longer-term housing.

- 11.15 To support the *Homes for All* priority Cabinet have agreed to the principle of establishing a wholly owned local housing company to lease properties from the council (CAB3366).
- 11.16 The company would be able to offer Assured Shorthold Tenancies to those in employment, including those regarded as key workers. As sole shareholder, the council will retain a high degree of control. As a landlord with a long-term commitment to the local community, it could offer tenants greater security of occupation. Tenants would benefit from well-designed, energy-efficient homes, high-quality property management and maintenance services, as well as the security of democratically accountable governance arrangements.
- 11.17 This wider housing offer to the community would not only provide increased opportunities for housing for those in employment, it would also support the local economy and essential service provision, increase Winchester town-based accommodation, reduce commuting, and promote sustainable travel choices.
- 11.18 Final details will be presented to Cabinet in July 2023, including strategic and financial business cases, and the reserved matters to be included in the shareholders agreement.
- 11.19 In order to ensure that the project progress without delay, members are asked to agree the essential preliminary steps outlined in the recommendations above. As previously noted, the company will be dormant until final approval to proceed is given by Cabinet.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 Establishment of the company could be deferred until detailed proposals, including the strategic and financial business case, are submitted to Cabinet for decision in July. However, this would risk failure to meet project milestones and threaten project objectives. If established sooner, directors can take early decisions on company business. This will help to ensure that the company is well placed to take responsibility for the development at Winnall in late 2023.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB3366: *Housing Company – Revised Options and Business Case*
Cabinet, 14 December 2022

BHP022: *New Homes Programme Update*
Business and Housing Policy Committee, 21 September 2021

Presentation: *Housing Development Strategy*

Business & Housing Policy Committee 1 December 2020

CAB3160: *Establishing the Winchester Housing Company*
Cabinet, 18 September 2019, and Council 25 September 2019

Presentation: *Housing Company*
Business and Housing Policy Committee 18 June 2019

CAB3139(HSG): *Establishing the Winchester Housing Company*
Cabinet (Housing) Committee 20 March 2019 and Cabinet 25 March 2019

CAB2990(HSG): *Establishing Local Housing Companies to Support New Homes Development*
Cabinet (Housing) Committee 22 November 2017 and Cabinet 6 December 2017

CAB2911(HSG) – *Establishing Local Housing Companies to Support New Homes Development*
Cabinet (Housing) Committee 22 March 2017

CAB2616(HSG): *Options for Increasing the Supply of Affordable Housing*
Cabinet (Housing) Committee 1 October 2014

Other Background Documents: -

None.

APPENDICES:

Appendix A – Draft Shareholder Agreement

Appendix B – Draft Memorandum of Articles

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dated

2023

Winchester City Council

and

[Venta Living]

Shareholder Agreement

in respect of [Venta Living]

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Shareholder Agreement

dated 2023

Parties

- (1) **Winchester City Council** of City Offices, Colebrook Street, Winchester, SO23 9LJ (the **Council**); and
- (2) **[Venta Living]** (company no [REDACTED]) whose registered office is at City Offices Colebrook Street, Winchester, SO23 9LJ (the **Company**).

Introduction

- (A) The Company was incorporated in England under the Companies Act 2006 on [REDACTED] and, at the date of this Agreement, 1 Share is in issue and is registered in the name of and is beneficially owned by the Council as sole shareholder.
- (B) The Company has been incorporated by the Council pursuant to the general power of competence in the Localism Act 2011 and all other powers thereto enabling.
- (C) This Agreement sets out the terms upon which the Council will participate in the Company as its shareholder.

Agreed Terms

1 Definitions and Interpretation

1.1 In this Agreement:

Articles means the articles of association of the Company;

Business means the business of the Company as set out in clause 2;

Business Day means a day (other than a Saturday or Sunday) on which the banks in the City of London are open for retail business;

Business Plan means the Company's plan for delivery of the Business as set out in Schedule 2 as updated or amended in accordance with clause **Error! Reference source not found.**;

Cabinet Committee: Housing means the group of three elected members of the Council's Cabinet appointed by the Council to the Cabinet Committee: Housing with responsibility for (i) overseeing Company activity, (ii) providing strategic guidance to the Council, and (iii) advising the Council in its capacity as shareholder;

Cabinet Committee: Housing Protocol means the protocol set out in Schedule 4;

Council Consent means consent of the Council (to be provided by full Council) which is required for the Council Consent Matters in accordance with clause 3.7;

Council Consent Matters means those matters listed in Schedule 1;

Council Representative has the meaning set out in clause 3.8;

Debt Recovery Policy means the policy of the Company in relation to the recovery of debt owed to it by a tenant of a Dwelling as adopted by the Company [(and amended from time to time with Council Consent;

Director means a director of the Company;

Dwelling means any dwelling owned by the Company from time to time;

Environmental Information Regulations means the Environmental Information Regulations 2004;

Finance Documents means the [] which was entered into by the Council and the Company relating to the provision of funding for the Business from the Council;

Financial Model means the financial model set out in the Business Plan and initialled by way of identification by the signatories to this Agreement, as amended from time to time with Council Consent;

FOIA means the Freedom of Information Act 2000;

Information has the meaning given to it under section 84 of the FOIA;

Policies mean the Debt Recovery Policy, Remuneration and Expenses Policy and the Rent, Allocations and Lettings Policy and such other policies as the Council requires the Company to adopt and notifies to the Company from time to time;

Remuneration and Expenses Policy means a policy adopted by the Company (following receipt of Council Consent) and amended from time to time in relation to the remuneration (including salary, bonus, the provision of benefits-in-kind, reimbursement of expenses or otherwise) of employees (if any), officers and consultants;

Rent, Allocations and Lettings Policy means the policy of the Company under which it will allocate, set the rents of and let Dwellings, as adopted by the Company and amended from time to time in accordance with Council Consent;

Request for Information has the meaning set out in the FOIA or any apparent request for information made under the FOIA or the Environmental Information Regulations;

Shares means the ordinary shares of £1 each in the issued share capital of the Company;

Terms of Reference means the terms of reference for the Cabinet Committee: Housing as determined by the Council;

United Kingdom means the geographical area of the United Kingdom of Great Britain and Northern Ireland as at the date of this Agreement.

1.2 A reference to a statutory provision includes a reference to:

1.2.1 a statutory amendment, consolidation or re-enactment (whether before or after the date of this Agreement);

- 1.2.2 statutory instruments or subordinate legislation (as defined in section 21(1) of the Interpretation Act 1978) or orders made under the statutory provision (whether made before or after the date of this Agreement); and
- 1.2.3 statutory provisions of which the statutory provision is an amendment, consolidation or re-enactment.
- 1.3 Reference to:
- 1.3.1 a person includes a legal or natural person, partnership, trust, company, government or local authority department or other body (whether corporate or unincorporate);
- 1.3.2 a statutory or regulatory body shall include its successors and any substituted body;
- 1.3.3 an individual includes, where appropriate, his personal representatives;
- 1.3.4 the singular includes the plural and vice versa; and
- 1.3.5 one gender includes all genders.
- 1.4 Unless otherwise stated, a reference to a clause or schedule is a reference to a clause or schedule to this Agreement and a reference to this Agreement includes its schedules.
- 1.5 Clause headings in this Agreement are for ease of reference only and do not affect its construction.
- 1.6 In construing this Agreement the so-called ejusdem generis rule does not apply and accordingly the interpretation of general words shall not be restricted by words indicating a particular class or particular examples.
- 1.7 Where a provision of this Agreement imposes an obligation, cost or liability on the Parties, that obligation, cost or liability shall be construed as being against those Parties jointly and severally, and where a provision of this Agreement gives a claim, benefit or right to the Parties, that claim, benefit or right attaches to those Parties jointly.
- 1.8 Where a consent and/or permission is required under this Agreement from one party to the other that consent and/or permission shall not be unreasonably withheld or delayed.

2 **Business**

- 2.1 The Business of the Company shall be:
- 2.1.1 to purchase and/or lease property within the Council's administrative area;
- 2.1.2 own and rent private residential accommodation in accordance with the Rent, Allocations and Lettings Policy;
- 2.1.3 to provide good quality, well managed homes which complement the Council's existing and planned housing provision and support the growing local demand for a mix of housing tenures; and

2.1.4 to deliver a financial return for the benefit of the Council and/or to fund the Company's future Business activities;

together with any activities reasonably incidental to the above.

2.2 The first Business Plan of the Company is set out in Schedule 2 to this Agreement. Before the end of each accounting period, the Directors shall (in accordance with this Agreement) consider and, if appropriate, adopt an updated and revised Business Plan in accordance with paragraph 2 of the Cabinet Committee Protocol.

2.3 No adoption, variation or replacement of any Business Plan shall take effect unless such adoption, variation or replacement has been undertaken in accordance with clause 2.2 and paragraph 2 the Cabinet Committee Protocol.

2.4 Upon the Council's request, the Company will provide copies of the Policies to the Council.

2.5 The Company shall not acquire any property or otherwise trade outside of the Council's administrative area without Council Consent.

3 **Conduct of the Company's Affairs**

3.1 Meetings of the Directors shall be held no fewer than four times in every year and at not longer than three monthly intervals.

3.2 With the exception of those matters requiring Council Consent pursuant to clause 3.7, the management of the Company shall be vested in the Directors.

3.3 On the receipt of Council Consent, the Directors may appoint a managing director on such terms as they may think fit, who shall be responsible for the day to day management of the Business within the terms of the Business Plan and this Agreement and perform such duties as may be delegated to them by the Directors. The Directors may only remove such managing director with Council Consent, and appoint a replacement on such terms as they may think fit providing that no such appointment shall be made without Council Consent.

3.4 Without prejudice to the generality of the foregoing, the Directors will determine the general policies of the Company and the manner in which the Business is to be carried out, subject to (a) the Business Plan, (b) those matters requiring Council Consent pursuant to clause 3.7 and (c) any other provisions of this Agreement or any other agreement entered into between the Council and the Company. In particular, the Directors shall exercise all voting rights and other powers of control available to them in relation to the Company so as to procure (in so far as they are able in the exercise of such rights and powers) that, at all times during the term of this Agreement, the Company shall:

3.4.1 carry on and conduct its business and affairs in a proper and efficient manner, for its own benefit and in accordance with both the Business Plan and good business practices; and

3.4.2 transact all its business on arm's length terms, save where the Council has consented to the Company acting otherwise.

- 3.5 The Company shall not carry out any activity which would render the holding of Shares by the Council unlawful, provided that where a proposed change of law would render such shareholding unlawful the Council will use its reasonable endeavours to take such steps as are necessary to allow it to continue lawfully to hold its Shares.
- 3.6 If the Company requires any approval, consent or licence for the carrying on of its Business in the manner in which it is from time to time carried on or proposed to be carried on, the Company will obtain and maintain the same in full force and effect.
- 3.7 The Company shall ensure that none of the Council Consent Matters shall be carried out without the prior consent in writing of the Council.
- 3.8 The Council shall authorise a Council officer (the **Council Representative**) to notify the Company of the Council's decision on any matter requiring Council Consent. Notification in writing by the Council Representative to the Company shall be conclusive of a decision of the Council on a Council Consent Matter.
- 3.9 The Company shall permit any Director to discuss the affairs, finances and accounts of the Company with any designated officers of the Council at any time. All books, records, accounts and documents relating to the business and the affairs of the Company shall be open to the inspection of any such person, who shall be entitled to make any copies thereof as he deems appropriate to keep the Council properly informed about the business and affairs of the Company or to protect its interests as shareholder. Any information secured as a consequence of such discussions and examinations shall be kept confidential by the Council in accordance with the terms of clause 7.
- 3.10 The Company agrees with the Council that it will:
- 3.10.1 maintain effective and appropriate control systems in relation to the financial, accounting and record-keeping functions of the Company;
 - 3.10.2 report at all general meetings and to the Council (at such intervals and in such manner as the Council and the Company may agree from time to time) on:
 - (a) the Company's progress on the objectives contained in the Business Plan; and
 - (b) any matters which may adversely impact on the Company's performance against the same;
 - 3.10.3 otherwise keep the Council informed of the progress of the Company's business and affairs and in particular will procure that the Council is given such information and such access to the officers, employees and premises of the Company as it may reasonably require, in accordance with the provisions of clause 6.
- 3.11 The Company shall not breach nor cause the Council to be in breach of the Local Authorities (Companies) Order 1995.
- 3.12 The Company must ensure that:

- 3.12.1 it obtains the Council's express consent prior to the appointment of its auditors; and
- 3.12.2 such auditors maintain the Council's financial year end as the Company's financial year end.

4 **Covenants**

The Company covenants to the Council in as set out in Schedule 3.

5 **Termination**

5.1 This Agreement shall terminate upon:

- 5.1.1 the written agreement of the Council and the Company; or
- 5.1.2 when a resolution is passed by the Council or creditors of the Company, or any order made by a court or other competent body or person instituting a process that shall lead to the Company being wound up and its assets being distributed among the creditors and the Council;
- 5.1.3 the Company ceasing to carry on its business; or
- 5.1.4 the Company being convicted of a criminal offence; or
- 5.1.5 the Council as sole shareholder giving not less than 90 days written notice to the Company of the date on which all or part of this Agreement will terminate,

but shall cease and determine in respect of a Council (without prejudice to the Council's accrued rights, obligations or liabilities) upon the Council ceasing to hold Shares in the Company.

6 **Monitoring and Reporting**

6.1 The Company shall (so far as practicable and subject always to meeting any obligations under company law) align its accounting practices with the Council.

6.2 The Company shall, within 5 Business Days of a written request by the Council to do so, provide the Council and the Cabinet Committee: Housing with some or all of the following information:

- 6.2.1 monthly financial reports including management accounts, profit and loss, balance sheet, cash flow and forecast;
- 6.2.2 unaudited accounts within one month of the end of the Financial Year;
- 6.2.3 annual audited accounts three months after the end of that Financial Year;
- 6.2.4 copies of Board meeting minutes;
- 6.2.5 explanations and data (in the format specified by the Council) needed for its own accounting purposes and to enable production of group accounts; and

- 6.2.6 any other information reasonably required by the Council.
- 6.3 The Company must maintain complete and accurate accounting and other financial records giving a true and fair view of the business and affairs of the Company.
- 6.4 The Council and its authorised representative(s) shall have the right, on giving to the Company reasonable notice, and during normal business hours, to inspect the accounts, books and all financial and all other records of the Company.
- 6.5 The accounting reference date for the Company shall be aligned with the Council's accounting reference date in each year.

7 Confidentiality

- 7.1 The Council and the Company mutually undertake that they shall not at any time during this agreement disclose to any person any confidential information concerning (as appropriate) the business, affairs, customers, clients or suppliers of the other party except as permitted by clause 7.2.
- 7.2 The Council and the Company may disclose each other's confidential information:
- 7.2.1 to their employees, officers, representatives or advisers who need to know such information for the purposes of exercising the party's rights or carrying out its obligations under or in connection with this agreement. The Council and the Company shall ensure that their employees, officers, representatives or advisers to whom they disclose the other party's confidential information comply with this clause 7; and
 - 7.2.2 as may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.
- 7.3 The Council and the Company acknowledge that each is subject to the requirements of the FOIA and the Environmental Information Regulations, and shall each facilitate the other's compliance with its Information disclosure requirements pursuant to and in the manner provided for in clauses 7.4 and 7.7.
- 7.4 If either the Council or the Company (each a **Recipient**, as the case may be) receives a Request for Information in relation to Information that the other is holding and which the Recipient does not hold itself, the Recipient shall refer to the other party such Request for Information as soon as practicable and in any event within five Business Days of receiving a Request for Information, and the other party shall:
- 7.4.1 provide the Recipient with a copy of all such Information in the form that the Recipient requires as soon as practicable and in any event within ten Business Days (or such other period as the Recipient acting reasonably may specify) of the Recipient's request; and
 - 7.4.2 provide all necessary assistance as reasonably requested by the Recipient to enable the Recipient to respond to a Request for Information within the time for compliance set out in Section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.

7.5 Following notification under clause 7.4, and up until such time as the other party has provided the Recipient with all the Information specified in clause 7.4, the other party may make representations to the Recipient as to whether or not or on what basis Information requested should be disclosed, and whether further information should reasonably be provided in order to identify and locate the information requested, provided always that the Recipient shall be responsible for determining, at its absolute discretion:

7.5.1 whether Information is exempt from disclosure under the FOIA and the Environmental Information Regulations; and

7.5.2 whether Information is to be disclosed in response to a Request for Information; and

7.5.3 in no event shall the other party respond directly to a Request for Information unless the Request for Information is addressed to it.

7.6 The Council and the Company acknowledge that (notwithstanding the provisions of clause 7.1) the Recipient may, acting in accordance with the Cabinet Office Freedom of Information Code of Practice under part I of the Freedom of Information Act 2000, be obliged under the FOIA or the Environmental Information Regulations to disclose Information concerning the other party:

7.6.1 in certain circumstances without consulting with the other party; or

7.6.2 following consultation with the other party and having taken their views into account.

7.7 The Council and the Company shall each transfer to the other any Request for Information which it receives but is addressed to the other as soon as practicable and in any event within three Business Days of receiving it.

7.8 The Council and the Company acknowledge that any lists provided which list or outline Confidential Information are of indicative value only and that a Recipient may nevertheless be obliged to disclose Confidential Information in accordance with clause 7.6.

8 **Cabinet Committee: Housing**

8.1 The Company and the Council shall comply (and the Council shall procure that the Cabinet Committee: Housing shall comply) with the Cabinet Committee: Housing Protocol.

9 **No Partnership**

Nothing in this Agreement gives rise to a partnership between the Council and the Company or constitutes one as the agent of the other.

10 **Contracts (Rights of Third Parties) Act 1999**

10.1 Unless the right of enforcement is expressly granted, it is not intended that a third party, other than a lawful successor in title or a lawful assignee, should have the right to enforce a provision of this Agreement pursuant to the Contracts (Rights of Third Parties) Act 1999.

10.2 The Council and the Company may rescind or vary this Agreement without the consent of a third party to whom an express right to enforce any of its terms has been provided.

11 **Waiver**

11.1 The rights of each of the Council and the Company in respect of a breach of this Agreement shall not be affected by completing, by rescinding, or failing to rescind, this Agreement, or by failing to exercise, or delaying in exercising, a right or remedy, or by anything else, except a specific authorised written waiver or release. A single or partial exercise of a right or remedy provided by this Agreement or by law does not prevent its further exercise or the exercise of another right or remedy.

11.2 Waiver of a breach of a term of this Agreement, or of a default under it, does not constitute a waiver of another breach or default nor affect the other terms of this Agreement.

11.3 The rights and remedies provided in this Agreement are cumulative and not exclusive of any other rights or remedies.

12 **Variation**

A purported variation of this Agreement is not effective unless in writing and signed by or on behalf of each of the Council and the Company.

13 **Invalidity**

If a provision of this Agreement is held to be illegal or unenforceable, in whole or in part, under an enactment or rule of law, it shall to that extent be deemed not to form part of this Agreement and the enforceability of the remainder of this Agreement shall not be affected. The Council and the Company agree to negotiate in good faith to agree the terms of a mutually satisfactory provision to be substituted for the provision found to be illegal or unenforceable.

14 **Entire Agreement**

14.1 This Agreement (together with any documents entered into under it or at the same time as it) supersedes all prior understandings and agreements between the Council and the Company (whether written or oral) relating to its subject matter and contains the entire agreement between the Council and the Company relating to its subject matter.

14.2 The Council and the Company each acknowledge that they do not enter into this Agreement on the basis of, and do not rely on, warranties or representations made, or agreed to, by any person (whether a party to this Agreement or not).

14.3 The Council and the Company waive their rights against each other in respect of warranties and representations (whether written or oral) not expressly set out or referred to in this Agreement.

14.4 Nothing in this clause 14 limits or excludes liability for fraud.

15 **Status of this Agreement**

In the event of any ambiguity or discrepancy between the provisions of this Agreement and the Articles, then it is the intention of the Council that the provisions of this Agreement shall prevail. Accordingly, the Company shall take all available steps and do all practicable acts and things as may be necessary or desirable, so as to give effect to the provisions of

this Agreement and shall further if necessary procure (insofar as it is able to do so by the exercise of those rights and powers) any required amendment to the Articles.

16 Consents

16.1 Consents, notices, approvals or agreements to be given by the Council under this Agreement shall be given in writing.

16.2 Where this Agreement provides that a matter is subject to the consent, approval or Agreement of any party then (except as expressly provided otherwise), it shall be in the absolute discretion of the party concerned as to whether (and if so, on what terms and conditions) the consent, approval or agreement is made.

17 Communications

17.1 Any notice or other communication under or in connection with this Agreement shall be in writing and shall be delivered personally or sent by first-class post (and by air mail if overseas) or by email as follows:

17.1.1 if to the Council, to:

Address: [City Offices, Colebrook Street, Winchester, Hampshire, SO23 9LJ
]

Email: []

marked for the attention of []

17.1.2 if to the Company, to:

Address: [City Offices, Colebrook Street, Winchester, Hampshire, SO23 9LJ
]

Email: []

marked for the attention of []

or to such other person, address, or email as the Company or the Council may specify by notice in writing to the other.

17.2 In the absence of evidence of earlier receipt, any notice or other communication shall be deemed to have been duly given:

17.2.1 if delivered personally, when left at the address referred to in clause 17.1;

17.2.2 if sent by mail, other than airmail, two Business Days after posting it;

17.2.3 if sent by email, when sent provided there has been no communication by the recipient to the senders that the email has not been received,

17.2.4 provided always that a notice given in accordance with the above but received on a day which is not a Business Day or after business hours on a Business Day will only be deemed to be given on the next Business Day.

18 **Counterparts**

18.1 This Agreement may be executed in a number of counterparts and by the Council and the Company on different counterparts, but shall not be effective until each party has executed at least one counterpart.

18.2 Each counterpart, when executed, shall be an original, but all the counterparts together constitute the same document.

19 **Governing Law and Jurisdiction**

19.1 This Agreement and the rights and obligations of the Council and the Company shall be governed by and construed in accordance with the laws of England.

19.2 The Council and the Company irrevocably submit to the exclusive jurisdiction of the courts of England in respect of any dispute or claim arising out of or in connection with this Agreement or any of the documents to be executed pursuant to this Agreement or their subject matter or formation (including non-contractual disputes or claims).

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In witness whereof the parties have executed this Agreement as a deed.

The **Common Seal** of)
Winchester City Council)
was hereunto)
affixed in the presence of:)

.....
Authorised Signatory

executed as a deed by)
[Venta Living])
acting by:)
a director in the presence of:

Director

Witness signature

Name

Address

Schedule 1

Council Consent Matters

Part A - Corporate Matters

The Company shall not, unless it has Council Consent do some or all of the following:

- 1 vary in any respect its articles of association or the rights attaching to any of its shares;
- 2 permit the registration (upon subscription or transfer) of any person as a member of the Company other than the Council in accordance with the terms of this Agreement and/or any permitted transferees;
- 3 increase the amount of its issued share capital except as provided in this Agreement, grant any option or other interest (in the form of convertible securities or in any other form) over or in its share capital, redeem or purchase any of its own shares or effect any other reorganisation of its share capital;
- 4 issue any loan capital or enter into any commitment with any person with respect to the issue of any loan capital;
- 5 make any borrowing other than under the Finance Documents;
- 6 apply for the listing or trading of any shares or debt securities on any stock exchange or market;
- 7 pass any resolution for its winding up or present any petition for its administration (unless it has become insolvent);
- 8 engage in any business other than as contemplated by the Business Plan or defray any monies other than in good faith for the purposes of or in connection with the carrying on of such business;
- 9 form any subsidiary or acquire shares in any other company or participate in any partnership or joint venture (incorporated or not);
- 10 close down any business operation, or dispose of or dilute its interest in any of its subsidiaries for the time being, or dispose of any material asset unless in each case such closure or disposal is expressly contemplated by the Business Plan;
- 11 amalgamate or merge with any other company or business undertaking;
- 12 alter its name or registered office;
- 13 enter into any transaction or arrangement of any nature whatsoever (including, for the avoidance of doubt, a service contract) with any of its directors or any person who is connected (within the meaning of sections 1122 and 1123 of the Corporation Tax Act 2010) to any of its directors whether or not any other person shall be party to such transaction or arrangement;
- 14 enter into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms;

- 15 create or permit to be created any mortgage, charge, encumbrance or other security interest whatsoever on any material asset or its business in whole or in part or any of its shares other than:
 - 15.1 pursuant to the Finance Documents;
 - 15.2 liens arising in the ordinary course of business;
 - 15.3 any charge arising by the operation or purported operation of title retention clauses and in the ordinary course of business;
- 16 adopt or amend its Business Plan;
- 17 change either:
 - 17.1 its statutory auditors;
 - 17.2 its financial year end;
- 18 make or permit to be made any material change in the accounting policies and principles adopted by the Company in the preparation of its accounts except as may be required to ensure compliance with relevant accounting standards under the Companies Act 2006 or any other generally accepted accounting principles in the United Kingdom;
- 19 make any loan (otherwise than by way of deposit with a bank or other institution the normal business of which includes the acceptance of deposits) or grant any credit (other than in the normal course of trading) or give any guarantee (other than in the normal course of trading) or indemnity (other than in the normal course of trading);
- 20 give any guarantee, suretyship or indemnity to secure the liability of any person or assume the obligations of any person outside the scope of its Business Plan;
- 21 factor or assign any of its book debts;
- 22 establish or amend any profit-sharing, share option, bonus or other incentive scheme of any nature for directors, officers or employees;
- 23 establish or amend any pension scheme or grant any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family;
- 24 appoint (including setting terms of appointment), remove or dismiss any Director;
- 25 employ (including setting terms of employment) or dismiss the managing director;
- 26 agree to remunerate (by payment of salary, bonus, the provision of benefits-in-kind or otherwise) or to increase the remuneration of any employee, officer or consultant to the Company unless the annual aggregate amount of such remuneration (by payment of salary, bonus, the provision of benefits-in-kind or otherwise) is in accordance with the Company's current Remuneration or Expenses Policy or Business Plan;
- 27 institute, settle or compromise any material legal proceedings (other than debt recovery proceedings in the ordinary course of business, in accordance with the Debt Recovery

Policy, or where the value of such claim is reasonably believed by the Company to be less than £25,000) instituted or threatened against it or submit to arbitration or alternative dispute resolution any dispute if the effect of this is that its solvency may be imperilled, or it may require additional funding in order to undertake its Business Plan;

- 28 make any agreement with any revenue or tax authorities or make any claim, disclaimer, election or consent for tax purposes if the effect of this is that its solvency may be imperilled, or it may require additional funding in order to undertake its Business Plan.

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Part B - Operational Matters

The Company shall not, unless it has Council Consent, do some or all of the following:

- 1 acquire any land or assets with a value which would mean that the aggregate value of the land and assets held by it exceeds by 10% of the value set out in the current Business Plan;
- 2 enter into any contract which would mean that the aggregate value of its current contracts exceeds by 10% of the value set out in the current Business Plan;
- 3 enter into, as lessor or as lessee, any finance lease which would mean that the aggregate value of such arrangements entered into exceeds by 10% of the value set out in the current Business Plan.
- 4 adopt or amend the:
 - 4.1 Financial Model; or
 - 4.2 Policies.

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Schedule 2
First Business Plan

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**Schedule 3
Company Covenants**

The Company covenants with the Council as follows:

- 1 only to acquire land or assets if any such acquisition is in accordance with both the Financial Model and the Business Plan; and
- 2 to comply with the Policies.

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Schedule 4

Cabinet Committee: Housing Protocol

1 The role of the Cabinet Committee: Housing

1.1 The Cabinet Committee: Housing shall have a delegated authority to carry out on behalf of the Council the following role:

1.1.1 advise the Council on:

- (a) the overall strategic direction of the Company;
- (b) the Company's progress against the Policies, Business Plan, Financial Model and the Council's policies and objectives;
- (c) risks that the Company's activities might pose to the Council; and
- (d) such other matters as the Council may require from time to time;

1.1.2 receive and consider reports provided by the Company in accordance with clause 3.10.2 of this Agreement and this Protocol;

1.1.3 consider, comment on and suggest content for and amendments to the Business Plan in accordance with paragraph 2 of this Protocol; and

1.1.4 attend such meetings of the Company as the Council may request in order to facilitate its role.

1.2 In undertaking its role, the Cabinet Committee: Housing shall consult with such officers of the Council as the Council may direct.

2 Business Plan

2.1 The Company shall send a revised version of the then current Business Plan to the Council when available (and in any event not less than once per year) and invite the Council to provide comments on the proposed Business Plan.

2.2 Each Business Plan shall be substantially in the format of the previous Business Plan (unless otherwise stipulated by the Council).

2.3 The Council will respond to the Company on the proposed Business Plan as soon as reasonably practicable (and in any event within three months) following receipt of the proposed Business Plan.

2.4 The Council may, at its discretion, consult the Cabinet Committee: Housing in connection with the proposed Business Plan.

2.5 The Cabinet Committee: Housing and/or the Council may provide commentary on the proposed Business Plan to the Company and upon receipt of the Cabinet Committee: Housing or the Council's comments, the Company shall have one month in which to address such comments including, where required by the Council or the Cabinet Committee: Housing, submission of a revised Business Plan to the Council.

- 2.6 Subject to the receipt of Council Consent, before the end of each accounting period, the Directors shall (in accordance with this Agreement and this paragraph 2) consider and, if appropriate, adopt an updated and revised Business Plan. No adoption, variation or replacement of any Business Plan shall take effect unless such adoption, variation or replacement has received Council Consent.
- 2.7 Notwithstanding any other provision of this paragraph 2, following Council Consent and the requisite approval by the Directors of a new proposed Business Plan or an amended or updated Business Plan, such draft Business Plan shall become, or such amended or updated Business Plan shall become, the Business Plan for the relevant accounting periods.
- 2.8 For any period when a proposed Business Plan sent by the Company to the Council under paragraph 2.2 has not been approved by the Council and/or adopted by the Directors in accordance with this paragraph 2:
- 2.8.1 the relevant existing Business Plan shall continue to be the Business Plan of the Council; and
- the Company shall be permitted to re-submit a revised Business Plan in accordance with the provisions of paragraph 2.5.

3 **Meetings**

- 3.1 Meetings of the Cabinet Committee: Housing (**Cabinet Committee: Housing Meetings**) shall be held at least four times in every year and at not longer than three monthly intervals, in accordance with the Terms of Reference.
- 3.2 The Company shall provide the Cabinet Committee: Housing with such information as may be requested by the Council or the Cabinet Committee: Housing in order to facilitate the Cabinet Committee: Housing Meetings.
- 3.3 At least three Directors shall attend the Cabinet Committee: Housing Meetings.

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**Articles of association
of [Venta Living]**

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www.trowers.com

trowers & hamlins

Company number: [REDACTED]

Private company limited by shares

Articles of association

of

[Venta Living]

1 Model articles not to apply

The model articles of association for private companies limited by shares contained in Schedule 1 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these Articles shall not apply to the company. References to **the articles** shall be to the following articles of association as amended from time.

2 Defined terms

In the articles, unless the context requires otherwise:

bankruptcy includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

board means the board of directors of the company from time to time;

chairman has the meaning given in article 14;

chairman of the meeting has the meaning given in article 46;

Companies Acts means the Companies Acts (as defined in section 2 of the Companies Act 2006), in so far as they apply to the company;

director means a director of the company, and includes any person occupying the position of director, by whatever name called;

distribution recipient has the meaning given in article 38;

document includes, unless otherwise specified, any document sent or supplied in electronic form;

electronic form has the meaning given in section 1168 of the Companies Act 2006;

fully paid in relation to a share, means that the nominal value and any premium to be paid to the company in respect of that share have been paid to the company;

hard copy form has the meaning given in section 1168 of the Companies Act 2006;

holder in relation to shares means the person whose name is entered in the register of members as the holder of the shares;

instrument means a document in hard copy form;

ordinary resolution has the meaning given in section 282 of the Companies Act 2006;

paid means paid or credited as paid;

Parent means Winchester City Council or any successor body thereto;

participate, in relation to a directors' meeting, has the meaning given in article 12;

proxy notice has the meaning given in article 52;

shareholder means a person who is the holder of a share;

shares means shares in the company;

special resolution has the meaning given in section 283 of the Companies Act 2006;

subsidiary has the meaning given in section 1159 of the Companies Act 2006;

transmittee means a person entitled to a share by reason of the death or bankruptcy of a shareholder or otherwise by operation of law; and

writing means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

Unless the context otherwise requires, other words or expressions contained in these articles bear the same meaning as in the Companies Act 2006 as in force on the date when these articles become binding on the company.

3 **Liability of members**

The liability of the members is limited to the amount, if any, unpaid on the shares held by them.

4 **Objects clause**

The company's objects are unrestricted.

5 **Directors' general authority**

Subject to the articles, the directors are responsible for the management of the company's business, for which purpose they may exercise all the powers of the company.

6 **Shareholder's reserve power**

6.1 The shareholder may, by special resolution, direct the directors to take, or refrain from taking, specified action.

6.2 No such special resolution invalidates anything which the directors have done before the passing of the resolution.

7 **Directors may delegate**

7.1 Subject to the articles, the directors may delegate any of the powers which are conferred on them under the articles:

7.1.1 to such person or committee;

7.1.2 by such means (including by power of attorney);

7.1.3 to such an extent;

7.1.4 in relation to such matters or territories; and

7.1.5 on such terms and conditions;

as they think fit.

7.2 If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.

7.3 The directors may revoke any delegation in whole or part, or alter its terms and conditions.

8 **Committees**

8.1 Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the articles which govern the taking of decisions by directors.

8.2 The directors may make rules of procedure for all or any committees, which prevail over rules derived from the articles if they are not consistent with them.

9 **Directors to take decisions collectively**

9.1 The general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a decision taken in accordance with article 10.

9.2 If:

9.2.1 the company only has one director; and

9.2.2 no provision of the articles requires it to have more than one director,

the general rule does not apply, and the director may take decisions without regard to any of the provisions of the articles relating to directors' decision-making.

10 **Unanimous decisions**

10.1 A decision of the directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter.

- 10.2 Such a decision may take the form of a resolution in writing, which may consist of several copies each signed by one or more eligible directors or to which the eligible directors have otherwise indicated agreement in writing.
- 10.3 References in this article to eligible directors are to directors who would have been entitled to vote on the matter had it been proposed as a resolution at a directors' meeting.
- 10.4 A decision may not be taken in accordance with this article if the eligible directors would not have formed a quorum at such a meeting.

11 **Calling a directors' meeting**

- 11.1 Any director may call a directors' meeting by giving notice of the meeting to the directors or by authorising the company secretary (if any) to give such notice.
- 11.2 Notice of any directors' meeting must indicate:
- 11.2.1 its proposed date and time;
 - 11.2.2 where it is to take place; and
 - 11.2.3 if it is anticipated that directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.
- 11.3 Notice of a directors' meeting must be given to each director, but need not be in writing.
- 11.4 Notice of a directors' meeting need not be given to directors who waive their entitlement to notice of that meeting. A director may waive the requirement that notice of a meeting of the directors or of a committee of the directors be given to him at any time before or after the date on which the meeting is held by notifying the company to that effect. Where a director gives such notice after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

12 **Participation in directors' meetings**

- 12.1 Subject to the articles, directors participate in a directors' meeting, or part of a directors' meeting, when:
- 12.1.1 the meeting has been called and takes place in accordance with the articles, and
 - 12.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.
- 12.2 In determining whether directors are participating in a directors' meeting, it is irrelevant where any director is or how they communicate with each other.
- 12.3 If all the directors participating in a meeting are not in the same place, the meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chairman of the meeting is.

13 **Quorum for directors' meetings**

- 13.1 At a directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- 13.2 The quorum for the transaction of business of the directors shall be three unless the number of directors is fewer than three in which case the quorum shall be all directors of the company.
- 13.3 If the total number of directors for the time being is less than the quorum required, the directors must not take any decision other than a decision to request that the Parent appoints such number of further directors as are required to make up the board under article 21.

14 Chairing of directors' meetings

- 14.1 The board shall appoint a director to chair the directors' meetings.
- 14.2 The person so appointed for the time being is known as the chairman.
- 14.3 The Parent may require the directors to terminate the chairman's appointment at any time upon giving written notice to the company.
- 14.4 If the chairman is not participating in a directors' meeting within ten minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.

15 Casting vote

- 15.1 If the numbers of votes for and against a proposal are equal, the chairman or other director chairing the meeting has a casting vote.
- 15.2 But this does not apply if, in accordance with the articles, the chairman or other director is not to be counted as participating in the decision-making process for quorum or voting purposes.

16 Conflicts of interest

- 16.1 If a proposed decision of the directors is concerned with an actual or proposed transaction or arrangement with the company in which a director is interested, then provided that the director has disclosed his interest in such actual or proposed transaction or arrangement with the company in accordance with the Companies Acts or the provisions of these articles, he may nevertheless be counted as participating in the decision-making process for quorum and voting purposes in respect of any such matter in which the director is in any way interested, and shall not, save as otherwise agreed, be accountable to the company for any benefit which he derives under or in consequence of any such transaction or arrangement.
- 16.2 For the purposes of this article, references to proposed decisions and decision-making processes include any directors' meeting or part of a directors' meeting.
- 16.3 Subject to article 16.4, if a question arises at a meeting of directors or of a committee of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chairman whose ruling in relation to any director other than the chairman is to be final and conclusive.

16.4 If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chairman, the question is to be decided by a decision of the directors at that meeting, for which purpose the chairman is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

17 **Authorisation of directors' conflicts of interest**

17.1 For the purposes of section 175 of the Companies Act 2006, as amended, consolidated or re-enacted from time to time, the directors shall have the power to authorise any relationship, situation or other matter which would or might otherwise constitute or give rise to a breach by a director of the duty to avoid conflicts of interest set out in that section of the Companies Act 2006 (a **Conflict Situation**). Any reference in these articles to a conflict of interest includes a conflict of interest and duty and a conflict of duties.

17.2 For the purposes of sections 175 and 180(4) of the Companies Act 2006 and for all other purposes, it is acknowledged that a director may be or become subject to a Conflict Situation or Conflict Situations as a result of his also being or having been (or being party to an agreement or arrangement or understanding or circumstances under which he may become) an employee, director, trustee, member, partner, officer or representative of, or a consultant to, or a direct or indirect investor in and/or otherwise involved with or interested in, any of the Parent, the company, its subsidiaries, any of its holding companies or any subsidiary of any of its holding companies (as such terms are defined in section 1159 of the Companies Act 2006) or any of its shareholders.

17.3 No director shall be in breach of the duty to avoid conflicts of interest in section 175 of the Companies Act 2006 as a result of, and no authorisation is required in respect of, any Conflict Situation envisaged by article 17.2 having arisen or existing in relation to him.

17.4 Authorisation of a matter under this article 17 shall be effective only if:

17.4.1 the matter in question shall have been proposed in writing for consideration by the directors, or in such other manner as the directors may determine;

17.4.2 any requirement as to the quorum at the meeting of the directors at which the matter is considered is met without counting the director in question and any other interested director (together, the **interested directors**); and

17.4.3 the matter was agreed to without the interested directors voting or would have been agreed to if the votes of the interested directors had not been counted.

17.5 Unless otherwise determined by the directors (excluding the interested directors), any authorisation of a matter under this article 17 shall extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter so authorised.

17.6 Any authorisation of a matter under this article 17 shall be on such terms and/or conditions as the directors (excluding the interested directors) may determine, whether at the time such authorisation is given or subsequently and may be varied or terminated by the directors (excluding the interested directors) at any time. Such terms or conditions may include (without limitation) terms and conditions as to the duration, renewal and/or revocation of the authorisation, and/or the exclusion of the interested directors from all information and discussion of the matter in question. A director shall comply with any

obligations imposed on him by the directors (excluding the interested directors) pursuant to any such authorisation.

17.7 If a director receives or has received any information otherwise than by virtue of his position as a director of the company and in respect of which he owes a duty of confidentiality to another person, the director is under no obligation to:

17.7.1 disclose any such information to the company, the directors or any other director or employee of the company; or

17.7.2 use or apply any such information in connection with the performance of his duties as a director;

provided that to the extent that such duty of confidentiality arises out of a situation or relationship which would or might otherwise constitute or give rise to a breach by the director of the duty to avoid conflicts of interest set out in section 175 of the Companies Act 2006, this article 17.7 shall apply only if such situation or relationship has been authorised by the directors under this article 17.

17.8 A director shall not, save as otherwise agreed by him, be accountable to the company for any benefit which he (or a person connected with him) derives from any matter authorised by the directors under this article and any contract, transaction or arrangement relating thereto shall not be liable to be avoided on the grounds of any such benefit.

18 **Records of decisions to be kept**

18.1 The directors must ensure that the company keeps a record, in writing, for at least 10 years from the date of the meeting, appointment and/or decision recorded (as applicable), of:

18.1.1 all proceedings at meetings of the directors and of committees of the board including the names of the directors present at each such meeting;

18.1.2 all appointments of officers made by the board; and

18.1.3 every unanimous or majority decision taken by the directors.

19 **Directors' discretion to make further rules**

Subject to the articles, the directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to directors.

20 **The board**

Unless otherwise determined by ordinary resolution, the number of directors is not subject to any maximum and the minimum number is one.

21 **Appointment and removal of directors**

21.1 Notwithstanding any other provision of these articles, the Parent may at any time and from time to time:

21.1.1 appoint any person to be a director (provided that any such appointment does not cause the number of directors to exceed a number fixed by or in accordance with these articles as the maximum number of directors); and/or

21.1.2 remove any director from office.

21.2 Every such appointment or removal shall be effected by notice in writing to the company and shall take effect immediately (or on such later date, if any, specified in the notice). Any such notice of appointment or removal may consist of several documents in similar form, each signed by or on behalf of one or more holders.

21.3 In any case where, as a result of bankruptcy, the company has no shareholders and no directors, the trustee in bankruptcy or other transmittee(s) of the last shareholder to have a bankruptcy order made against him has the right, by notice in writing, to appoint a natural person (including himself) who is willing to act and is permitted to do so to be a director.

22 **Termination of director's appointment**

A person shall be ineligible for appointment to the board and if already appointed ceases to be a director as soon as:

22.1 that person ceases to be a director by virtue of any provision of the Companies Act 2006 or is prohibited from being a director by law;

22.2 that person has for more than six consecutive months been absent without permission of the directors from meetings of directors held during that period and the directors resolve that person's office be vacated;

22.3 a bankruptcy order is made against that person;

22.4 a composition is made with that person's creditors generally in satisfaction of that person's debts;

22.5 a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;

22.6 notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms;

22.7 that person is an employee of any shareholder in the company and ceases to be employed as such for any reason;

22.8 that person is removed by the Parent by a notice in writing to the company; or

22.9 that person is or becomes a person disqualified from elected membership of a local authority.

23 **Directors' remuneration**

Directors may undertake any services for the company that the directors decide and be remunerated in accordance with the company's policy thereby **provided that** no sum shall be paid to a director who is an elected member of the Parent.

24 **Directors' expenses**

The company may pay any reasonable expenses which the directors properly incur in connection with their attendance at:

24.1 meetings of directors or committees of directors;

24.2 general meetings; or

24.3 separate meetings of the holders of any class of shares or of debentures of the company,

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the company **provided that** no sum shall be paid to a director who is an elected member of the Council.

25 **Company secretary**

The directors may appoint a company secretary for such term, at such remuneration and upon such conditions as they think fit. Any company secretary may be removed or replaced by the directors.

26 **Nil- or partly-paid shares permitted**

If the company at any time has nil or partly-paid shares in issue, articles 52 to 62 (inclusive) of the model articles of association for public companies contained in Schedule 3 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these articles, shall apply to the company and form part of these articles as if the text of such provisions was set out in full in these articles.

27 **Allotment of shares**

27.1 Save as authorised from time to time by an ordinary resolution of the shareholders, the directors shall not exercise any power to allot shares or to grant rights to subscribe for, or to convert any security into, any shares in the company.

27.2 Sections 561 and 562 of the Companies Act 2006 shall not apply to any allotment of equity securities (as defined in section 560 of the Companies Act 2006) by the company.

28 **Powers to issue different classes of share**

28.1 Subject to the articles, but without prejudice to the rights attached to any existing share, the company may issue shares with such rights or restrictions as may be determined by ordinary resolution.

28.2 The company may issue shares which are to be redeemed, or are liable to be redeemed at the option of the company or the holder, and the directors may determine the terms, conditions and manner of redemption of any such shares.

29 **Company not bound by less than absolute interests**

Except as required by law, no person is to be recognised by the company as holding any share upon any trust, and except as otherwise required by law or the articles, the company

is not in any way to be bound by or recognise any interest in a share other than the holder's absolute ownership of it and all the rights attaching to it.

30 **Share certificates**

30.1 The company must issue each shareholder, free of charge, with one or more certificates in respect of the shares which that shareholder holds.

30.2 Every certificate must specify:

30.2.1 in respect of how many shares, of what class, it is issued;

30.2.2 the nominal value of those shares;

30.2.3 the amount paid up on the shares to which it relates; and

30.2.4 any distinguishing numbers assigned to them.

30.3 No certificate may be issued in respect of shares of more than one class.

30.4 If more than one person holds a share, only one certificate may be issued in respect of it.

30.5 Certificates must:

30.5.1 have affixed to them the company's common seal, or

30.5.2 be otherwise executed in accordance with the Companies Acts.

31 **Replacement share certificates**

31.1 If a certificate issued in respect of a shareholder's shares is:

31.1.1 damaged or defaced; or

31.1.2 said to be lost, stolen or destroyed,

that shareholder is entitled to be issued with a replacement certificate in respect of the same shares.

31.2 A shareholder exercising the right to be issued with such a replacement certificate:

31.2.1 may at the same time exercise the right to be issued with a single certificate or separate certificates;

31.2.2 must return the certificate which is to be replaced to the company if it is damaged or defaced; and

31.2.3 must comply with such conditions as to evidence, indemnity and the payment of a reasonable fee as the directors decide.

32 **Share transfers**

32.1 Shares may be transferred by means of an instrument of transfer in any usual form or any other form approved by the directors, which is executed by or on behalf of the transferor.

32.2 The instrument of transfer of any share taken on formation of the company by a subscriber to the company's memorandum of association need not be executed by or on behalf of the transferee even where the share is not fully paid.

32.3 No fee may be charged for registering any instrument of transfer or other document relating to or affecting the title to any share.

32.4 The company may retain any instrument of transfer which is registered.

32.5 The transferor remains the holder of a share until the transferee's name is entered in the register of members as holder of it.

32.6 The directors may refuse to register the transfer of a share, and if they do so, the instrument of transfer must be returned to the transferee with the notice of refusal unless they suspect that the proposed transfer may be fraudulent.

33 **Transmission of shares**

33.1 If title to a share passes to a transmittee, the company may only recognise the transmittee as having any title to that share.

33.2 A transmittee who produces such evidence of entitlement to shares as the directors may properly require:

33.2.1 may, subject to the articles, choose either to become the holder of those shares or to have them transferred to another person; and

33.2.2 subject to the articles, and pending any transfer of the shares to another person, has the same rights as the holder had.

33.3 But transmittees do not have the right to attend or vote at a general meeting, or agree to a proposed written resolution, in respect of shares to which they are entitled, by reason of the holder's death or bankruptcy or otherwise, unless they become the holders of those shares.

34 **Exercise of transmittees' rights**

34.1 Transmittees who wish to become the holders of shares to which they have become entitled must notify the company in writing of that wish.

34.2 If the transmittee wishes to have a share transferred to another person, the transmittee must execute an instrument of transfer in respect of it.

34.3 Any transfer made or executed under this article is to be treated as if it were made or executed by the person from whom the transmittee has derived rights in respect of the share, and as if the event which gave rise to the transmission had not occurred.

35 **Transmittees bound by prior notices**

If a notice is given to a shareholder in respect of shares and a transmittee is entitled to those shares, the transmittee is bound by the notice if it was given to the shareholder before the transmittee's name has been entered in the register of members.

36 **Procedure for declaring dividends**

36.1 The company may by ordinary resolution declare dividends, and the directors may decide to pay interim dividends.

36.2 A dividend must not be declared unless the directors have made a recommendation as to its amount. Such a dividend must not exceed the amount recommended by the directors.

36.3 No dividend may be declared or paid unless it is in accordance with shareholders' respective rights.

36.4 Unless the shareholders' resolution to declare or directors' decision to pay a dividend, or the terms on which shares are issued, specify otherwise, it must be paid by reference to each shareholder's holding of shares on the date of the resolution or decision to declare or pay it.

36.5 If the company's share capital is divided into different classes, no interim dividend may be paid on shares carrying deferred or non-preferred rights if, at the time of payment, any preferential dividend is in arrears.

36.6 The directors may pay at intervals any dividend payable at a fixed rate if it appears to them that the profits available for distribution justify the payment.

36.7 If the directors act in good faith, they do not incur any liability to the holders of shares conferring preferred rights for any loss they may suffer by the lawful payment of an interim dividend on shares with deferred or non-preferred rights.

37 **Calculation of dividends**

Except as otherwise provided by these articles or the rights attached to shares, all dividends must be:

37.1 declared and paid according to the amounts paid up on the shares on which the dividend is paid; and

37.2 apportioned and paid proportionately to the amounts paid up on the shares during any portion or portions of the period in respect of which the dividend is paid.

If any share is issued on terms providing that it ranks for dividend as from a particular date, that share ranks for dividend accordingly. For the purposes of calculating dividends, no account is to be taken of any amount which has been paid up on a share in advance of the due date for payment of that amount.

38 **Payment of dividends and other distributions**

38.1 Where a dividend or other sum which is a distribution is payable in respect of a share, it must be paid by one or more of the following means:

38.1.1 transfer to a bank or building society account specified by the distribution recipient either in writing or as the directors may otherwise decide;

38.1.2 sending a cheque made payable to the distribution recipient by post to the distribution recipient at the distribution recipient's registered address (if the

distribution recipient is a holder of the share), or (in any other case) to an address specified by the distribution recipient either in writing or as the directors may otherwise decide;

38.1.3 sending a cheque made payable to such person by post to such person at such address as the distribution recipient has specified either in writing or as the directors may otherwise decide; or

38.1.4 any other means of payment as the directors agree with the distribution recipient either in writing or by such other means as the directors decide.

38.2 In these articles, the **distribution recipient** means, in respect of a share in respect of which a dividend or other sum is payable:

38.2.1 the holder of the share; or

38.2.2 if the share has two or more joint holders, whichever of them is named first in the register of members; or

38.2.3 if the holder is no longer entitled to the share by reason of death or bankruptcy, or otherwise by operation of law, the transmittee.

39 **No interest on distributions**

The company may not pay interest on any dividend or other sum payable in respect of a share unless otherwise provided by:

39.1 the terms on which the share was issued, or

39.2 the provisions of another agreement between the holder of that share and the company.

40 **Unclaimed distributions**

40.1 All dividends or other sums which are:

40.1.1 payable in respect of shares; and

40.1.2 unclaimed after having been declared or become payable,

may be invested or otherwise made use of by the directors for the benefit of the company until claimed.

40.2 The payment of any such dividend or other sum into a separate account does not make the company a trustee in respect of it.

40.3 If:

40.3.1 twelve years have passed from the date on which a dividend or other sum became due for payment; and

40.3.2 the distribution recipient has not claimed it,

the distribution recipient is no longer entitled to that dividend or other sum and it ceases to remain owing by the company.

41 **Non-cash distributions**

41.1 Subject to the terms of issue of the share in question, the company may, by ordinary resolution on the recommendation of the directors, decide to pay all or part of a dividend or other distribution payable in respect of a share by transferring non-cash assets of equivalent value (including, without limitation, shares or other securities in any company).

41.2 For the purposes of paying a non-cash distribution, the directors may make whatever arrangements they think fit, including, where any difficulty arises regarding the distribution:

41.2.1 fixing the value of any assets;

41.2.2 paying cash to any distribution recipient on the basis of that value in order to adjust the rights of recipients; and

41.2.3 vesting any assets in trustees.

42 **Waiver of distributions**

Distribution recipients may waive their entitlement to a dividend or other distribution payable in respect of a share by giving the company notice in writing to that effect, but if:

42.1 the share has more than one holder; or

42.2 more than one person is entitled to the share, whether by reason of the death or bankruptcy of one or more joint holders, or otherwise,

the notice is not effective unless it is expressed to be given, and signed, by all the holders or persons otherwise entitled to the share.

43 **Authority to capitalise and appropriation of capitalised sums**

43.1 Subject to the articles, the directors may, if they are so authorised by an ordinary resolution:

43.1.1 decide to capitalise any profits of the company (whether or not they are available for distribution) which are not required for paying a preferential dividend, or any sum standing to the credit of the company's share premium account or capital redemption reserve; and

43.1.2 appropriate any sum which they so decide to capitalise (a capitalised sum) to the persons who would have been entitled to it if it were distributed by way of dividend (the persons entitled) and in the same proportions.

43.2 Capitalised sums must be applied:

43.2.1 on behalf of the persons entitled; and

43.2.2 in the same proportions as a dividend would have been distributed to them.

- 43.3 Any capitalised sum may be applied in paying up new shares of a nominal amount equal to the capitalised sum which are then allotted credited as fully paid to the persons entitled or as they may direct.
- 43.4 A capitalised sum which was appropriated from profits available for distribution may be applied in or towards:
- 43.4.1 paying up new debentures of the company which are then allotted credited as fully paid to the persons entitled or as they may direct;
- 43.4.2 paying up any amounts unpaid on existing shares held by the persons entitled.
- 43.5 Subject to the articles the directors may:
- 43.5.1 apply capitalised sums in accordance with articles 43.3 and 43.4 partly in one way and partly in another;
- 43.5.2 make such arrangements as they think fit to deal with shares or debentures becoming distributable in fractions under this article (including the issuing of fractional certificates or the making of cash payments); and
- 43.5.3 authorise any person to enter into an agreement with the company on behalf of all the persons entitled which is binding on them in respect of the allotment of shares and debentures to them under this article.

44 **Attendance and speaking at general meetings**

- 44.1 A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.
- 44.2 A person is able to exercise the right to vote at a general meeting when:
- 44.2.1 that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
- 44.2.2 that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
- 44.3 The directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- 44.4 In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
- 44.5 Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

45 **Quorum for general meetings**

No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum. A duly appointed representative of the Parent shall constitute a quorum.

46 **Chairing general meetings**

46.1 If the directors have appointed a chairman, the chairman shall chair general meetings if present and willing to do so.

46.2 If the directors have not appointed a chairman, or if the chairman is unwilling to chair the meeting or is not present within ten minutes of the time at which a meeting was due to start:

46.2.1 the directors present; or

46.2.2 (if no directors are present), the meeting,

must appoint a director or shareholder to chair the meeting, and the appointment of the chairman of the meeting must be the first business of the meeting.

46.3 The person chairing a meeting in accordance with this article is referred to as **the chairman of the meeting**.

47 **Attendance and speaking by directors and non-shareholders**

47.1 Directors may attend and speak at general meetings, whether or not they are shareholders.

47.2 The chairman of the meeting may permit other persons who are not:

47.2.1 shareholders of the company; or

47.2.2 otherwise entitled to exercise the rights of shareholders in relation to general meetings,

to attend and speak at a general meeting.

48 **Adjournment**

48.1 If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chairman of the meeting must adjourn it.

48.2 The chairman of the meeting may adjourn a general meeting at which a quorum is present if:

48.2.1 the meeting consents to an adjournment; or

48.2.2 it appears to the chairman of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

48.3 The chairman of the meeting must adjourn a general meeting if directed to do so by the meeting.

48.4 When adjourning a general meeting, the chairman of the meeting must:

48.4.1 either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and

48.4.2 have regard to any directions as to the time and place of any adjournment which have been given by the meeting.

48.5 If a general meeting is adjourned, then notice of the time and place to which it is adjourned shall be given:

48.5.1 to the same persons to whom notice of the company's general meetings is required to be given; and

48.5.2 containing the same information which such notice is required to contain.

48.6 No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

49 **Voting: general**

A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the articles.

50 **Errors and disputes**

50.1 No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

50.2 Any such objection must be referred to the chairman of the meeting, whose decision is final.

51 **Poll votes**

51.1 A poll on a resolution may be demanded:

51.1.1 in advance of the general meeting where it is to be put to the vote, or

51.1.2 at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

51.2 A poll may be demanded by:

51.2.1 the chairman of the meeting;

51.2.2 the directors;

51.2.3 any member (present in person or by proxy) having the right to attend and vote at the meeting or by a duly authorised representative of a corporation.

51.2.4 A demand for a poll may, before the poll is taken, be withdrawn. A demand so withdrawn shall not invalidate the result of a vote on a show of hands declared before the demand was made.

51.3 Polls must be taken immediately and in such manner as the chairman of the meeting directs.

52 **Content of proxy notices**

52.1 Proxies may only validly be appointed by a notice in writing (a **proxy notice**) which:

52.1.1 states the name and address of the shareholder appointing the proxy;

52.1.2 identifies the person appointed to be that shareholder's proxy and the general meeting in relation to which that person is appointed;

52.1.3 is signed by or on behalf of the shareholder appointing the proxy, or is authenticated in such manner as the directors may determine; and

52.1.4 is delivered to the company in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.

52.2 The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

52.3 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

52.4 Unless a proxy notice indicates otherwise, it must be treated as:

52.4.1 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and

52.4.2 appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

53 **Delivery of proxy notices**

53.1 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the company by or on behalf of that person.

53.2 An appointment under a proxy notice may be revoked by delivering to the company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

53.3 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

53.4 If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

54 **Proxies and corporate representatives**

The failure of any proxy or corporate representative to vote in accordance with any instructions given by the member by whom such proxy or corporate representative is appointed shall not invalidate the result of any vote in which the proxy or corporate representative has participated and the company and the directors shall be under no duty to enquire as to the instructions given to any such proxy or corporate representative.

55 **Amendments to resolutions**

55.1 An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:

55.1.1 notice of the proposed amendment is given to the company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chairman of the meeting may determine); and

55.1.2 the proposed amendment does not, in the reasonable opinion of the chairman of the meeting, materially alter the scope of the resolution.

55.2 A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if:

55.2.1 the chairman of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed; and

55.2.2 the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.

55.3 If the chairman of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chairman's error does not invalidate the vote on that resolution.

56 **Written resolutions and decisions of the Parent**

56.1 A proposed written resolution of the members of the company (or of a class of members) shall lapse if it is not passed before the end of the period of six months beginning with the circulation date of such resolution (as defined in section 290 of the Companies Act 2006).

56.2 If the Parent makes a decision which is required to be taken in a general meeting or by means of a written resolution, that decision shall be valid and effectual as if agreed by the Company in general meeting. Any decision taken by the Parent pursuant to this article 56 shall be recorded in writing and delivered by the Parent to the Company for entry in the Company's minute book.

57 **Means of communication to be used**

57.1 Subject to the articles, anything sent or supplied by or to the company under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the company.

57.2 Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.

57.3 A director may agree with the company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

57.4 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:

57.4.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five working days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five working days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);

57.4.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;

57.4.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

57.4.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

57.5 For the purposes of this article, no account shall be taken of any part of a day that is not a working day.

57.6 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was delivered to an address permitted for the purpose by the Companies Act 2006.

58 **Company seals**

58.1 Any common seal may only be used by the authority of the directors.

58.2 The directors may decide by what means and in what form any common seal is to be used.

58.3 Unless otherwise decided by the directors, if the company has a common seal and it is affixed to a document, the document must also be signed by at least one authorised person in the presence of a witness who attests the signature.

58.4 For the purposes of this article, an authorised person is:

58.4.1 any director of the company;

- 58.4.2 the company secretary (if any); or
- 58.4.3 any person authorised by the directors for the purpose of signing documents to which the common seal is applied.

59 No right to inspect accounts and other records

Except as provided by law or authorised by the directors or an ordinary resolution of the company, no person is entitled to inspect any of the company's accounting or other records or documents merely by virtue of being a shareholder.

60 Provision for employees on cessation of business

The directors may decide to make provision for the benefit of persons employed or formerly employed by the company or any of its subsidiaries (other than a director or former director or shadow director) in connection with the cessation or transfer to any person of the whole or part of the undertaking of the company or that subsidiary.

61 Indemnity

61.1 The company may indemnify any relevant officer out of the assets of the company from and against any loss, liability or expense incurred by him or them in relation to the company (including any liability incurred in connection with the activities of the company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006)) provided that this article shall have effect, and any indemnity provided by or pursuant to it shall apply, only to the extent permitted by, and subject to the restrictions of, the Companies Act 2006. This article does not allow for or provide (to any extent) an indemnity which is more extensive than as permitted by the Companies Act 2006 and any such indemnity is limited accordingly. This article is also without prejudice to any indemnity to which any person may otherwise be entitled.

61.2 To the extent permitted by, and subject to the restrictions in, the Companies Act 2006 and without prejudice to any indemnity to which he may otherwise be entitled, the board shall have the power to provide funds to meet any expenditure incurred or to be incurred by any relevant officer in defending any criminal or civil (including regulatory) proceedings, or in connection with an application under the Companies Act 2006, or to enable him to avoid incurring such expenditure.

61.3 Without prejudice to the provisions of article 62, the directors may exercise all the powers of the company to purchase and maintain insurance for the benefit of any person who is a relevant officer or an employee or former employee of the company or any associated company or who is or was a trustee of a retirement benefits scheme or another trust in which a relevant officer or an employee or former employee is or has been interested, indemnifying him against liability for negligence, default, breach of duty or breach of trust or any other liability which may lawfully be insured against by the company.

61.4 In these articles:

- 61.4.1 companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate;

61.4.2 relevant officer means any current or former director, secretary or other officer of the company or an associated company (including any company which is a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006)), other than any person (whether an officer or not) engaged by the company (or associated company) as an auditor, to the extent he acts as an auditor.

62 **Insurance**

62.1 The directors may decide to purchase and maintain insurance, at the expense of the company, for the benefit of any relevant director in respect of any relevant loss.

62.2 In this article:

62.2.1 a relevant director means any director or former director of the company or an associated company;

62.2.2 a relevant loss means any loss or liability which has been or may be incurred by a relevant director in connection with that director's duties or powers in relation to the company, any associated company or any pension fund or employees' share scheme of the company or associated company; and

62.2.3 companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate.

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REPORT TITLE: ANNUAL REVIEW OF THE RISK MANAGEMENT POLICY
2023/24

16 MARCH 2023

REPORT OF CABINET MEMBER: Councillor Margot Power, Cabinet Member for
Finance and Value

Contact Officer: Liz Keys, Corporate Head of Finance Tel No: 01962 848226

Email lkeys@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report presents the annual review of the council's Risk Management Policy and Risk Appetite 2023/24. These define the council's arrangements for identifying and managing risks and its integration with corporate governance and performance management.

There have been updates and additions to the key risks that appear on the Corporate Risk Register over the course of 2022/23, resulting from the quarterly reviews by ELB and Audit and Governance Committee.

This report seeks consideration and approval of the reviewed Risk Management Policy and Risk Appetite Statement for 2023/24.

RECOMMENDATIONS:

1. That Cabinet approve the Risk Management Policy for 2023/24, its Risk Appetite Statement for 2023/24 and the updated Corporate Risk Register.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Effective use of risk management supports the council's management of threats and opportunities to achieve the priorities included in the Council Plan 2020-25.
- 1.2 Included in the Risk Management Policy is the Risk Appetite Statement for the council which supports members and officers in decision making by setting out where the council is comfortable taking different levels of risk by Council Plan Priority, and which levels are unacceptable.

2 FINANCIAL IMPLICATIONS

- 2.1 None directly as a result of this report. However, where there is a potential increase in risk likelihood or impact identified, additional spend may be required to manage those risks properly and adequately. Budget approval would be subject to the processes set out in the council's Financial Procedure Rules.

3 LEGAL AND PROCUREMENT

- 3.1 The council's Risk Management Policy is an important element of the overarching governance framework ensuring that the council has a robust process for evaluating risks as part of the decision-making process.
- 3.2 There are no direct legal or procurement issues arising from this report.

4 WORKFORCE IMPLICATIONS

- 4.1 Management of risk is an integral part of service delivery. Corporate Heads of Service are required to review operational risks with their management teams regularly and ensure specific project risk registers are established, monitored and maintained throughout the project lifecycle.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None.

6 CONSULTATION AND COMMUNICATION

- 6.1 Consultation on the content of the report has been undertaken with Cabinet and in particular the Cabinet Member for Finance and Value. Consultation has also taken place with the Executive Leadership Board (ELB).
- 6.2 The council's Audit and Governance Committee reviewed the draft Risk Management Policy 2023/24 at their meeting on 2 March 2023 and their comments were noted by the Cabinet Member for Finance and Value.
- 6.3 In the draft version of the Risk Management policy presented to Audit & Governance Committee, the risk appetite had been overlaid on the risk scoring matrix and the red, amber, green (RAG) risk scores. It was felt that using the risk appetite terminology to describe levels of risk could lead to

confusion. As a result, the proposed RAG status overlay on the table has been removed to ensure a clear distinction between terminology to describe the risk appetite and that to describe the risk score.

- 6.4 Additional clarification to describe the meaning of the RAG statuses for risk scores was also circulated to Audit & Governance Committee and has been added to section 6.

7 ENVIRONMENTAL CONSIDERATIONS

- 8 None directly as a result of this report. However where there is an expected increase in environmental risk likelihood or impact, additional measures to manage those risks would be identified in the relevant business case before being approved.

9 PUBLIC SECTOR EQUALITY DUTY

- 9.1 Understanding inequality in our district and looking at ways to address is listed as a challenge we are facing. A programme of activity is underway to improve our insight into all our residents' experiences of their council.
- 9.2 An Equality Impact Assessment (EqIA) has been undertaken to assess the impacts of the Risk Management Policy see Appendix 2.

10 DATA PROTECTION IMPACT ASSESSMENT

- 10.1 None required.

11 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property</i>	None	None
<i>Community Support</i>	None	None
<i>Timescales</i>	None	None
<i>Project capacity</i>	None	None
<i>Financial / VfM</i>	None	None
<i>Legal – ensuring that the council has robust risk management in place protects the council from Legal challenges</i>	Ensure that the risk management policy is up to date, reviewed regularly and adhered to.	Identify and mitigate against risk which may enhance the council's reputation
<i>Innovation – not realised</i>	The Risk Management Appetite allows for decisions taken to incorporate opportunities for innovation within clear parameters.	The Risk Management Appetite is specific to the different Council Plan priorities.
<i>Reputation – ensuring that the council has in place robust arrangements to manage its risks</i>	This report sets out the principles and arrangements for the council to manage its risks	A robust Risk Management Policy supports the council to identify, assess and manage its risks in a

		consistent and effective way
<i>Other</i>	None	None

12 SUPPORTING INFORMATION:

- 12.1 This report presents the updated Risk Management Policy for 2023/24 (Appendix 1) which sets out the council's approach to risk management, the Risk Appetite and details the arrangements for managing risk. The Policy forms part of the governance and performance management arrangements at the council.
- 12.2 The Policy sets out the framework for identifying the significant risks (Corporate risks) that are relevant to the achievement of the council's strategic and operational objectives; evaluating their potential consequences; and implementing the most effective way of managing and monitoring them.
- 12.3 In-line with best practice, the council evaluates its risks using a four-point scale for the likelihood or probability of the risk occurring and the impact caused should the risk occur. These are rated between low and significant. A score for each risk is then calculated using the four-by-four matrix with the lowest score being one and the highest sixteen.
- 12.4 Included as an appendix to the Policy is the council's Corporate Risk Register which includes the risks that are of greatest significance to the council in the context of the aims and objectives that are set out in the Council Plan 2020-25. These risks are owned and regularly reviewed by ELB.
- 12.5 Report AG096 presented on 2 March 2023, contained details of the Q3 and Q4 ELB review and the amends made to the Corporate Risk Register.
- 12.6 The corporate risks are currently considered to be:
- Capacity to deliver services
 - Ensuring decisions are made on customer insight and engagement
 - The need to ensure effective business continuity plans
 - The need to maintain effective strategic partnerships
 - The need to ensure financial resilience
 - A focus on strategic planning for housing
 - Protection against digital attacks through effective cyber security
 - Responding to the Climate Emergency
 - Responding to events caused by climate change
 - Responded to the challenges of nutrient neutrality, specifically phosphates
- 12.7 The risk related to nutrient neutrality (phosphates) was escalated to the Corporate Risk Register from the Operational Risk Register in December 2022 as a result of the Q3 ELB review. This is due to the current risk

associated with this to be considered as highly likely with a significant impact. The Corporate Head of Planning and Regulatory Services and the Strategic Director are actively managing the risk to ensure controls are put in place to reduce the risk to acceptable levels.

- 12.8 The Risk Management Policy reflects best practice and there have been no major updates, amends or additions.
- 12.9 The main changes to the Risk Management Policy as a result of this annual review are:

Change Description	Reason
Additional requirement for ELB to review high-risk and escalated operational risks as part of their quarterly review (Section 4). Note: this already happens in practice but was not formalised in the previous version of the policy	To ensure strategic oversight of high risk and escalating operational risks.
Issue management added as part of ELB's role Section 5 (Corporate Planning and Operational Management)	Clarification on who is responsible for risks that materialise and become issues.
Programme and Capital (PAC) Board added to Section 5 (Corporate Planning and Operational Management)	Clarification on roles and responsibilities.
A para added to 'How do we evaluate risks?' (Section 6)	To provide an explanation of the red, amber and green (RAG) ratings.
<p>The council's Risk Appetite definitions and levels (Section 8) have been revised as follows:</p> <p>The Risk Appetite for the Council Plan priority '<i>Tackling the climate emergency and creating a greener district</i>' has been revised from 'moderate' to 'open.'</p> <p>The Risk Appetite for the Council Plan priority '<i>Your services, your voice</i>' has been revised from 'cautious to 'moderate.'</p>	<p>To align with the refreshed Council Plan.</p> <p>To reflect the urgency of the climate crisis we will consider options with elevated levels of risk if they deliver required outcomes faster.</p> <p>We want to be more ambitious than low risk, safe delivery options that are likely to have restricted potential for reward/return. The risk appetite has been revised to reflect the commitment to continuing to provide high quality, good value, resilient services that are continuously improving.</p>
Addition of a table and narrative on assessing risk appetite (Section 8)	To give guidance to Officers and decision takers in terms of assessing

Change Description	Reason
	the Risk Appetite.
The three lines of defence model in Section updated to the most current version (Section 12)	Identified as previous version being out of date (no material impact).

- 12.10 Regular updates are reported to Audit and Governance Committee on the Corporate Risk Register and management actions in place to manage and/or mitigate the risks.
- 12.11 The Policy also includes the council's risk appetite statement, which sets out the level of risk the council is prepared to take whilst also making the most of opportunities and innovation when they arise. This has been reviewed and the previous risk appetite, defined overall as 'moderate,' is still considered to be appropriate. The council continues to tend towards exposure to only modest levels of risk in order to achieve acceptable outcomes. As per the above summary of changes to the Policy for 2023/24, the risk appetite levels for two of the Council Plan priorities have been revised. Further detail on the risk appetite is included in section 8 of the Risk Management Policy.
- 12.12 This policy has been reviewed to ensure it and the council's revised project management methodology are in alignment.
- 12.13 As part of the revised project management methodology, the approved Risk Register template must be completed for every project to ensure all necessary information is captured. All risks must be recorded, and mitigation actions identified. A responsible person (the risk owner) must be assigned to each risk. The risk register must then be monitored and maintained throughout the lifecycle of the project.

13 OTHER OPTIONS CONSIDERED AND REJECTED

13.1 None.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

None.

Other Background Documents: -

None.

APPENDICES:

Appendix 1 – Risk Management Policy 2023/24

Appendix 2 – Equality Impact Assessment (EqIA)



Risk Management Policy

2023/24

Version Control – Risk Management Policy 2023/24			
Version	1.0	Approved by	Cabinet
Date last amended	07/03/2023	Approval date	16/03/2023
Lead officer	Liz Keys S151 Officer	Review date	01/04/2024

Version History			
Date	Version Number	Summary of Changes	Author
26/01/2023	1.0	Annual review and refresh in-line with best practice	Amy Tranah – Service Lead, Corporate Support

Please contact the author of this document if you require it in an alternative format, such as large print or a coloured background.



1. Introduction

As part of Winchester City Council's (the council) arrangements to ensure good governance, the purpose of effective risk management is to provide assurance and demonstrate that the council is 'risk aware.' This entails being able to identify risks, evaluate their potential consequences and determine the most effective methods of controlling or responding to them.

The council believes that risk needs to be managed rather than avoided and that consideration of risk should not stifle innovation and creativity.

This policy outlines the approach the council takes with regard to its responsibility to manage risks and opportunities using a structured, focused and proportional methodology. Risk management is integral to all policy and project planning and operational management throughout the council and integrates with our corporate governance and performance management.

This approach to risk management actively supports the achievement of the agreed actions, projects and programmes included as set out in the Council Plan 2020-25.

Risk can be thought of as possibility that an action or event will affect the council's ability to achieve its objectives or outcomes.

Good risk management is about identifying what might go wrong, assessing our level of tolerance towards that and then putting in place measures to prevent the worst from happening, or to manage the situation if something does go wrong. It is also about assessing what must be done to support achievement of the council's objectives and acting in a way that makes this more likely to happen.

2. Our corporate approach to risk management

Risk management is about providing assurance by being 'risk aware.' Risk is ever present in everything that we do and some risk taking is inevitable if the council is to achieve its objectives. Risk management is about making the most of opportunities when they arise and achieving objectives once those decisions are made. By being 'risk aware' the council is better placed to avoid threats and take advantage of opportunities.

The aim of our Risk Management Policy is to be fit for purpose, reflect our size and the nature of our various operations, and use our skills and capabilities to the full.

Risk management is most effective as an enabling tool, so we need a consistent, communicated and formalised process across the council. The council is a corporate member of ALARM, a not-for-profit professional membership association that has supported risk and insurance professionals in Public Service Organisations in the UK for 30 years and this policy has been developed in-line with best practice.

Robust project management processes and principles will enable identification of potential risks early in the process and set out how these can be managed. Staff training in project management and risk management principles is essential to embed good practices.

By embedding a culture of risk management into the council, members and officers are able to make effective decisions about services and the use of financial resources to ensure that the council's objectives are met.

An effective corporate approach to risk management will:

- Make it more likely that the council's priorities will be achieved
- Safeguard the organisation and provide assurance to members and officers
- Become part of every manager's competency framework, job description and performance appraisal
- Provide support to the overall governance of the organisation
- Improve decision making
- Identify issues early on
- Provide a greater risk awareness and reduce surprises or unexpected events
- Develop a framework for structured thinking
- Ensure best use of finances as risks are identified and managed and exposure to risk is minimised
- Facilitate achievement of long-term objectives
- Ensure a consistent understanding of and approach to risks

3. Our risk management framework

Risk management is the process of identifying significant risks relevant to the achievement of the council's strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of managing and monitoring them.

The framework and process arrangements supporting risk management at the council involve:

- A Risk Assessment Tool (section 4)
- Details of how risk management supports corporate planning and operational management (section 5)
- Risk appetite statement (section 8)

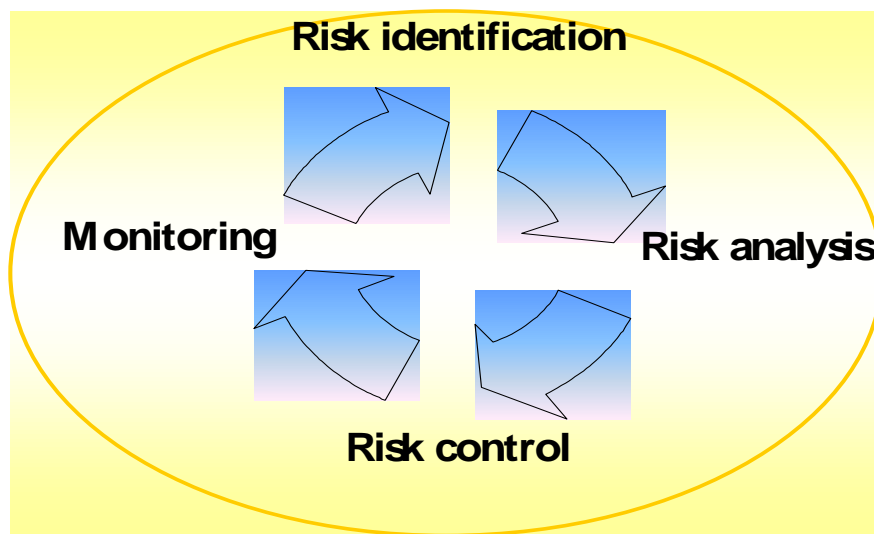
- Monitoring and review arrangements (section 10)
- A timetable linked to corporate governance programme (section 11)

4. Risk Assessment Tool

The Principles

The council generally manages risk effectively within the course of its normal operations through its management structure and governance arrangements.

Risk Assessment Tool



When identifying risks, it can be helpful to use the following sources of risk as prompts to ensure that all areas of risk are considered:

Sources of Risk	Risk Examples
Property, Infrastructure and Assets:	Functioning of transport, communications and utilities infrastructure. The impact of storms, floods and pollution. Security and safety of property, plant equipment and infrastructure
Political, Legal and Regulatory:	Effects of change of government policy, UK legislation (where applicable), national or local political or control, meeting the administration’s Council Plan outcomes. Issues of timing. Following the organisation’s stated/agreed policy. Legality of operations
Professional judgement & activities	Risks inherent in professional work such as assessing clients’ welfare or planning or response to the Equalities Act.

Sources of Risk	Risk Examples
Reputation	Affecting the public standing or perception of the council, partnerships, or individuals (affecting the council). Management of issues that may be contentious with the public or the media.
Technological	<p>Capacity to deal with obsolescence and innovation, product reliability, development and adaptability or ability to use technology to address changing demands.</p> <p>Business continuity – ability to continue operations / service delivery if unable to access systems, property or with limited staff (e.g. pandemic).</p>
<p>Commercial:</p> <p>Competition & markets</p> <p>Contracts & partnerships</p>	<p>Affecting the competitiveness (cost and quality) of the service and/or ability to deliver value for money and general market effectiveness.</p> <p>Dependency on or failure of contractors to deliver services or products to the agreed cost and specification. Procurement contract and relationship management. Overall partnership arrangements, e.g. for pooled budgets or community safety. PFI, and regeneration.</p>
<p>People:</p> <p>Customer & Stakeholder – related</p> <p>People management & human resources</p>	<p>Satisfaction of citizens, users, central and regional government and other stakeholders. Managing expectations – consulting & communication on difficult issues.</p> <p>Managing changes to services that may affect staff and/or ways of working. Resourcing the implementation of the option. Employment issues (TUPE etc.), Maintaining effective health & safety of staff and users.</p>
Financial:	<p>Risk of loss of capital or investment; or of committing the organisation to budgeted increased future costs.</p> <p>Risk of fraud or non-compliance with tax regulations.</p>
<p>Sustainability:</p> <p>Environmental</p> <p>Social Factors</p> <p>Financial</p>	<p>Environmental consequences arising from option (e.g. in terms of energy efficiency, pollution, recycling emissions etc.)</p> <p>Effects of changes in demographic, residential and social trends on ability to deliver objectives.</p> <p>Costs, long term financial sustainability/ reliance on finite or</p>

Sources of Risk	Risk Examples
(Economic)	vulnerable funding streams. Financial control, fraud and corruption.

Note: Failure to manage risks in any of the above categories may lead to financial, reputational, legal, regulatory, safety, security, environmental, employee, citizen and operational consequences.

It is important to maintain a sense of proportionality with day-to-day risk and the following principles will be applied:

- Managers have a good understanding of their services and service developments and are able to adequately identify the risks involved.
- Managers understand the limits that the organisation places on the action that can be taken by any individual officer. There is a general awareness of what management action is appropriate and where further consultation and approvals are required with colleagues and more senior managers. The organisation therefore recognises its risk appetite in relation to the decisions it takes.
- There is a good level of understanding of what risk it is acceptable to take during the normal course of work and the organisation recognises its risk appetite in relation to its ongoing activities.
- Unnecessary bureaucracy should be avoided, in particular by preparing documentation solely to demonstrate (rather than support or enhance) effective management. The cost (in terms of the time involved) relative to the benefit gained by defining every possible risk in detail and assigning impact and likelihood scores to each risk associated with every planned or current activity is deemed too great to be generally worthwhile. However where there are known concentrations of risk, such as in new service developments or relating to our programme of tier 1 projects, managers understand that they must document, monitor and manage these risks using the council's scoring framework. Similarly, the senior leadership team (or whoever is appropriate) should seek to identify, assess and manage those risks that seem likely to cause problems or bring benefits at a corporate level.
- The internal audit team at the Southern Internal Audit Partnership (SIAP) work with the responsible Strategic Director and Executive Leadership Board (ELB) to consider the council's assurance needs and makes its own assessment of the internal audit work required to provide this assurance.
- Managers are encouraged and supported to consider the potential threats and opportunities involved in any new service developments and improvements, and to monitor ongoing performance. Documentation of risks, related controls

and mitigating action plans should be considered where this is helpful and appropriate and, where this is the case, risk registers should be prepared. This is likely to be appropriate for specific service development projects when project risk registers must be monitored closely by the lead project manager and sponsor.

- It is the responsibility of all staff to assess risks associated with their work and projects and to escalate any potential existing or emerging risks which they feel cannot be managed within sensible parameters to ELB.
- The Programme Management and Capital Strategy (PAC) Board regularly review the risks of all major projects (Tier 1 and 2) and capital programme schemes.

Identification of risks

ELB regularly reviews the Corporate Risk Register and decides if any risks need to be escalated, if there are any emerging risks to be added or any risks that should be removed. Risk owners for corporate risks are generally a member of ELB. The Risk Register records a Risk Description, Risk Owner and details of potential causes, consequences and controls. The inherent risk should be assessed and recorded (the original level of risk before treatment measures have been taken into consideration) and also the residual risk (the remaining level of risk after risk mitigation and control measures have been taken into consideration.) ELB also review the current controls and decide if any further are needed or whether the residual risk is accepted.

The Corporate Risk Register is included as an appendix to the Risk Management Policy and formally agreed each year by cabinet. Audit and Governance Committee reviews the risks and policy to make comments to cabinet on the efficacy of the arrangements for managing risk at the council.

Service or operational risks are reviewed by the relevant Corporate Head of Service (CHoS) on an ongoing basis and significant risks added to the relevant statement of assurance during the spring of each year.

Increases to the ratings of Operational Risks are reported to ELB and they review the current controls and whether further mitigation measures are required.

ELB also review the high-risk Operational Risks to identify if any are linked to current Strategic Risks so that impact can be assessed and considered in the whole.

The council's project management methodology is based on best practice frameworks including PRINCE2 and the Association of Project Management (APM). Incorporated within this methodology is a robust process for the management of project risks. Project risk registers must be created for each new project and maintained throughout the project life cycle.

Overarching project risks (for example, failure to deliver on a specific project) may be included in the corporate risk register if they are of sufficient importance at this level and/or the risks are being poorly managed for whatever reason. Tier 1 and Tier 2 project risks are reviewed regularly by the PAC Board.

The Annual Governance Statement is also a key part of risk management and plays an important role in the identification and escalation of risks. The statement is produced following a review of the council's governance arrangements and explains how the council delivers good governance. Underpinning the statement are the individual statements of assurance which are completed by each Service Lead and include details of significant risks for their service area. Risks which have additional corporate significance are escalated into the Annual Governance Statement which reads across into the Corporate Risk Register.

It is important for Service Leads to refer to this Policy when completing their statement of assurance and providing details of risks affecting the pursuit of the objectives of the team (although this is not the only time risks will be considered).

5. How risk management feeds into corporate planning and operational management

By embedding risk management into existing policy and service planning processes, members and officers are able to make informed decisions about the appropriateness of adopting a policy or service delivery option.

The information resulting from the risk management approach acts as one of the key pieces of information incorporated into the development of corporate, business and service plans. Risk management is an essential element in establishing policy, developing plans and enhancing operational management.

In order to formalise and structure risk management at the council, it is recognised that there are obvious and clear links between risk management and strategic objectives; financial planning; policy making & review and performance management. The linkages are as follows:

a) The Council Plan reflects the desired outcomes for the district, informed by consultation with the public and stakeholders and sets out the priority outcomes for the council and identifies the important issues that will be addressed over the life of the Plan through the work of the council and its partners. During the lifetime of the Plan there will be direct and indirect threats to the achievement of the outcomes, and these are risks that must be effectively managed.

b) As part of the annual planning process each team considers the key actions to be taken and targets for performance and Corporate Heads of Service prepare strategic service plans for their areas. An assessment of the risks forms part of this planning

which is an identification and prioritisation of the most significant risks faced in delivering the key priorities for the year, with actions identified to mitigate and manage these. These actions are then managed as part of the normal business of the team.

c) All staff have an annual appraisal which monitors progress being made and sets objectives for the coming year required to deliver service plan actions and achieve. As part of this, risk management is cascaded down to risk owners as an objective which aims to gain their support and awareness to ensure effective management of risk within the council. Risk Owners are required to review and update their risks quarterly. This process is managed via the council's Risk Management software with Risk Owners being prompted to update risks in accordance with the policy. This ensures corporate visibility of new, escalated and deescalated risks for reporting as appropriate.

d) Measurement of performance against the Council Plan outcomes, performance indicators and key tasks is achieved in a number of ways:

- In addition to day-to-day management, teams carry out a regular review of progress in their area, which includes assessment of progress against Council Plan actions, performance trends and risks. Where appropriate, exceptions are reported to the ELB for consideration and agreement of corrective action, if required.
- ELB also keep an overview of financial plans, with service performance and emerging risks with corporate risks being reviewed quarterly. If a risk materialises and becomes a live 'issue' the response to this and owner of the issue is agreed by ELB.
- The Scrutiny Committee, via the Performance Panel receives quarterly reports that provides an update on the progress achieved against the actions included in the Council Plan and any significant issues are raised with cabinet.
- PAC Board consider risks for major projects and capital programme schemes

6. How do we evaluate risks?

The council evaluates its identified risks on a four-point scale on the likelihood or probability of the risk occurring and the impact caused should the risk occur being rated between low and significant.

RAG (Red-Amber-Green) ratings, also commonly known as 'traffic lighting,' are used to summarise risks (original and residual). At a basic level Green means low-risk or likelihood and that any risk is being well managed; while Amber and Red indicate progressively more significant or likely risks that require more action to manage down to a tolerable level.

The council has chosen to divide the rating into RAG bands as shown on the risk map below:

		IMPACT			
		Low (1)	Moderate (2)	Major (3)	Significant (4)
LIKELIHOOD	Highly Likely (4)				
	Likely (3)				
	Unlikely (2)				
	Highly Unlikely (1)				

Impact Rating

The following table provides the definitions which should be used when determining whether a risk would have a Low, Moderate, Major or Significant impact.

Impact is defined as the impact to the organisation should the risk materialise.

Each potential risk area should be considered, and the highest impact scored should be the score (1-4) that is used to define the overall impact score.

	Low (1)	Moderate (2)	Major (3)	Significant (4)
Financial	Less than £20K	£20k or over and less than £250K	£250K or over and less than-£2MK	£2M plus
Service Provision	No effect	Slightly Reduced	Service Suspended Short Term / reduced	Service Suspended Long Term Statutory duties not delivered
Health & Safety	Sticking Plaster / first aider	Broken bones/illness Lost time, accident or	Loss of Life/Major illness – Major injury incl broken	Major loss of life/Large scale major illness

		occupational ill health	limbs/hospital admittance. Major ill health	
Morale	No effect	Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
Reputation	No media attention / minor letters	Adverse Local media	Adverse National publicity	Remembered for years
Govt relations	One off single complaint	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently

Likelihood Rating

Likelihood is the chance of a risk materialising.

It is unlikely that in many cases the probability of a risk occurring can be calculated in a statistically robust fashion as we do not have the data to do so. However, as an indicator, the likelihood is defined by the following probability of a risk occurring:

Likelihood	Probability
Highly Unlikely (1)	1% to 25% chance in 5 years
Unlikely (2)	26% to 50% chance in 5 years
Likely (3)	51% to 75% chance in 5 years
Highly Likely (4)	76% to 100% chance in 5 years

7 How we respond to risks

Once a risk has been identified, the council need to decide and agree what it is going to do about it. The recognised approaches to controlling risks are described as the five key elements or 5 T's; Tolerate, Treat, Transfer, Terminate and Take the opportunity. These are described in more detail below. It is generally accepted that where a risk can be reduced through some form of treatment or mitigation in a cost-effective fashion then it is good to do so.

As a general principal once a risk has been identified, consideration needs to be given to the five T's and that the chosen approach is seen as being cost-effective so that the control of the risk is not disproportionate to the expected benefits.

The five T's are:

- Treatment** By far the greatest number of risks will be addressed in this way by using appropriate control counter measures to constrain the risk or reduce the impact or likelihood to acceptable levels. Examples include strategy, process, people or systems improvement.
- Transfer** For some risks the best response may be to transfer them and might be done by transferring the risk to another party to bear or share the risk, e.g. through insurance, contracting or entering into a partnership. Reputation risk can never be transferred.
- Tolerate** Where it is not possible to transfer or treat the risk, consideration needs to be given to how the consequences are managed should they occur. This may require having contingency plans in place, for example, Business Continuity Plan which creates capacity to tolerate risk to a certain degree.
- Terminate** Some risks will only be treatable, or containable to acceptable levels by terminating the activity that created them. It should be noted that the option of termination of activities may be severely limited in government when compared to the private sector; a number of activities are conducted in the government sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved. This option can be particularly important in project management if it becomes clear that the projected cost / benefit relationship is in jeopardy.
- Take the Opportunity** This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats; an opportunity arises to exploit positive impact. For example, if a large sum of capital funding is to be put at risk in a major project, are the relevant controls judged to be good enough to justify increasing the sum of money at stake to gain even greater advantages? The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities. For example, a drop in the cost of goods or services frees up resources which can be re-deployed.

8. Risk Appetite

ALARM defines risk appetite as “*The amount of risk to the organisation, or subset of it, it is willing to accept.*” (Source: ALARM Risk Management Toolkit 2021).

A clearly understood and articulated risk appetite statement assists with the risk awareness for the council and supports decision making in pursuit of its priority outcomes and objectives.

The council’s Risk Appetite Statement is an integral part of its Risk Management Policy and ensures that the opportunities the council is willing to take to achieve its strategic outcomes and objectives are measured, consistent and compatible with the capacity to accept and manage risk and do not expose the council to unknown, unmanaged or unacceptable risks.

This statement will be reviewed and approved by cabinet annually. The approved statement will be included as an appendix to the Risk Management Policy. The council may decide to move the appetite up or down based on a number of influencing factors including financial and capacity, and the council may have a higher ‘aspirational’ risk appetite once sufficient assurance is gained and processes put in place to manage the higher levels of risk.

Risk management is about being ‘risk aware.’ Risk is ever present in everything that we do and some risk taking is inevitable if the council is to achieve its objectives. Risk management is about making the most of opportunities when they arise and achieving objectives once those decisions are made. By being ‘risk aware’ the council is better placed to avoid unforeseen problems and take advantage of opportunities that arise.

We recognise risk management as a vital activity that underpins and forms part of our vision, values and strategic objectives, (including operating effectively and efficiently), as well as providing confidence to our community.

The council's Risk Appetite 2023/24

The council will take fair, measured and targeted levels of risk to achieve the priority objectives included in the Council Plan. There will be opportunities for the council to be innovative or work differently and any identified risks will need to be considered against the anticipated cost and efficiency benefits.

When analysing the risk associated with decisions, the council considers the parameters around five key areas of risk, illustrated in the following diagram.



The Risk Appetite Statement supports members and officers in decision making by setting out where Cabinet is comfortable accepting different levels of risk, and which levels of risk are potentially unacceptable. The council's risk appetite should be considered in conjunction with the risk section of all committee reports when decisions are made.

The council's current overall risk appetite is defined as MODERATE (see table below for definitions). This means the council remains open to innovative ways of working and to pursue options that offer potentially substantial rewards, despite also having greater level of risks. However, the council's preference is for safe delivery options which have a lower degree of risk, especially for those services required by statute.

Risk Appetite Definitions	
Avoid	No appetite. Not prepared to take risk.
Averse	Prepared to accept only the very lowest levels of risk, with the preference being for ultra-safe delivery options, while recognising that these will have little or no potential for reward/return.
Cautious	Willing to accept some low risks, while maintaining an overall preference for safe delivery options despite the probability of these having mostly restricted potential for reward/return.
Moderate	Tending always towards exposure to only modest levels of risk in order to achieve acceptable outcomes.
Open	Prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associated risk.
Hungry	Eager to seek original/creative/pioneering delivery options and to accept the associated substantial risk levels in order to secure successful outcomes and meaningful reward/return.

Risk appetite is not a single, fixed concept and there will be a range of appetites for different risks which may vary over time. The council's risk appetite by corporate priority and guiding principles are set out below:

Council Plan Priority	Risk Appetite	
Tackling the climate emergency	Open	Reflecting the urgency of the climate crisis we will consider options with elevated levels of risk if they deliver required outcomes faster.
Homes for all	Open	We will choose innovative solutions which may bring elevated levels of risk in order to provide homes that are: <ul style="list-style-type: none"> • Affordable • sustainable • with low energy usage and low bills built in the right areas for our changing communities.
Living well	Moderate	We will continue to facilitate and deliver solutions, often working with partners, that produce positive outcomes for all our residents. We will usually take moderate to low-risk options.
Vibrant local economy	Moderate	We will tend towards exposure to modest levels of risk in order to deliver positive outcomes for our local economy in these challenging times.
Your services, your voice	Moderate	We will, in order to ensure resilience, enhance our services and make the best use of our resources and explore alternative delivery models. We will tend towards moderate risk exposure to deliver good levels of service.

Assessing Risk Appetite

Effective risk management should support informed decision-making. A key consideration in balancing risks and opportunities to support informed decision-making and preparing tailored responses is the conscious and dynamic application of the organisation's risk appetite.

To give guidance to Officer's in terms of assessing project and decision risk against the council's risk appetite, the below table maps the risk appetite definitions above to the impact and likelihood set out in Section 6:

		I M P A C T			
		Low (1)	Moderate (2)	Major (3)	Significant (4)
L I K E L I H O O D	Highly Likely (4)	Cautious	Open	Hungry	Hungry
	Likely (3)	Cautious	Open	Hungry	Hungry
	Unlikely (2)	Averse	Moderate	Open	Open
	Highly Unlikely (1)	Averse	Cautious	Moderate	Open

9. Risk Registers

Individuals view risk in different ways, based on past experiences, personal beliefs and outlook, which impact risk perception. Having a structure and process improves consistency and alignment, ensuring a clear consensus on the prioritised risks facing an organisation, recorded in a risk register.

Risk registers are reference documents that summarise the different risks that might occur and record the potential impact to the council. Just because a risk is included on the risk register does not mean that the council thinks it will happen, but it does mean that the council thinks it is worth seeking to manage. The risk score is, therefore, based on a 'reasonable worst-case scenario.' The methodology for the scoring of risks is included in section 6 above.

The council maintains several risk registers, and these are:

- Corporate Risk Register – this register records the most significant risks for the council or those risks which may prevent the council from achieving its

strategic objectives as set out in the Council Plan. Corporate Risks are managed by ELB.

- Operational Risk Register – includes risks that might affect the delivery of individual services but would not in isolation threaten the council’s overall objectives. Operational risks are managed by the Corporate Heads of Service.
- Project and Programme Risk Registers – provides a register of the risks that if they occur have a positive or negative effect on the achievement of the project’s and programme objectives. Project or Programme Managers manage project and Programme risks.

10. How we monitor and report risk

Risk management must be embedded into decision making, business planning and performance management arrangements so that it is central to the way the council works. It contributes to the concept of ‘No Surprises,’ ‘Getting it right first time’ and ‘Having a Plan’ which will be useful should the unexpected happen.

The framework of monitoring and reporting has been developed using the council’s performance management software; Pentana, which is able to record the risks onto the system with the relevant risk owner having access so that monitoring and updating can take place.

This requires:

- ELB monitors and reviews progress against corporate risks as part of its quarterly monitoring meeting, making a judgement on any risks referred for escalation and identifying any risks that can be moved to operational risk registers. Results of these reviews will form part of the regular monitoring report submitted to the Audit and Governance Committee and reported to Cabinet if decisions on any procedure or policy changes are needed.
- The Audit and Governance Committee receives regular monitoring reports that provide assurance that the risks identified on the Corporate Risk Register are being adequately managed. The Audit and Governance Committee may decide to receive in-depth reports for the most significant risks on the register or risks that are causing concern.

If at any time a risk other than those on the Corporate Risk Register (for example an operational risk) is scored ‘red’ full details should be presented to the next ELB meeting for further consideration and approval of appropriate mitigation action and controls if required. This may include escalation to the Corporate Risk Register.

All council committee reports include a section titled “Risk Management.” The purpose of this section is for the author to demonstrate and provide evidence that the risks associated with the content of the report have been properly identified, assessed and evaluated. The table in this section is split into categories of potential

risk sources. Consideration should also be given to the council's Risk Appetite to support decision making. This sets out the amount and type of risk that the council is prepared to seek, accept or tolerate.

11. Timetable

Risk management is an integral part of corporate governance, and in particular is closely linked with performance management. Therefore the cyclical timetable for risk management follows that of the performance management framework:

When	Who?	What?
Winter / Spring	Executive Leadership Board	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register Budget and Service Plan risks considered Reviews and comments on the draft Risk Management Policy and Risk Appetite Statement and for the coming year
	Audit and Governance Committee	<ul style="list-style-type: none"> Review the Corporate Risk Register and monitoring report Reviews and comments on the draft Risk Management Policy and Risk Management Appetite for the coming year
	Cabinet	<ul style="list-style-type: none"> Approval of updated Risk Policy for the forthcoming year Approval of Risk Appetite for forthcoming year Approval of Corporate Risk Register
Summer	Executive Leadership Board	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register
	Audit and Governance Committee	<ul style="list-style-type: none"> Review the Corporate Risk Register and monitoring report In-depth update for significant corporate risks as requested
Autumn	Executive Leadership Board	<ul style="list-style-type: none"> Quarterly review of Corporate Risk Register
	Audit and Governance Committee	<ul style="list-style-type: none"> Review the Corporate Risk Register and monitoring report In-depth update for significant corporate risks as requested

12. Risk Management roles and responsibilities

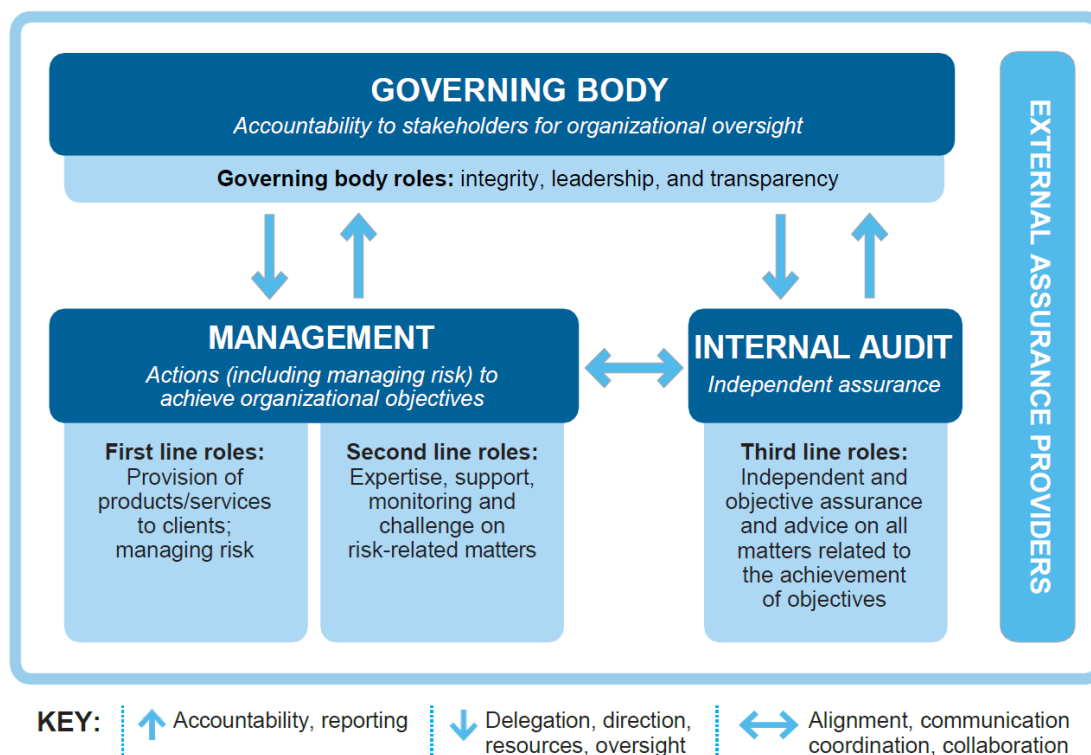
Assurance can come from many sources within an organisation. A concept for helping to identify and understand the different contributions the various sources can provide is the Three Lines of Defence model. By defining the sources of assurance in three broad categories, it helps to understand how each contributes to the overall level of assurance provided and how best they can be integrated and mutually supportive

This concept is widely known among the insurance, audit and banking sectors as a risk governance framework. The concept can be used as the primary means to demonstrate and structure roles, responsibilities and accountabilities for decision making, risk and control to achieve effective risk management, governance and assurance.

The following table is an example of the three lines of defence concept.

Example: Three line of defence model from the Institute of Internal Auditors (IIA)

The IIA's Three Lines Model



First line of defence:

As the first line of defence, Service Leads or service managers own and manage risks within their service area. They are also responsible for implementing appropriate corrective action to address, process and control weaknesses.

Service Leads are also responsible for maintaining effective internal controls and managing risk on a day-to-day basis. They identify, assess, control and manage risks ensuring that their services are delivered in accordance with the council's aims and objectives.

Second line of defence:

The second line of defence relates to the strategic direction managed by ELB and the council's oversight functions (e.g. Finance, Legal Services, Procurement and HR) which are responsible for defining policies, setting direction, ensuring compliance and providing assurance.

Included within the Anti-Fraud and Corruption Policy is the council's Whistleblowing Policy which encourages staff to report concerns which may expose the council to risk.

Third line of defence:

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve the organisations operations. It helps the council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The aim of internal audit's work programme is to provide assurance to management, in relation to the business activities, systems or processes under review that the framework of internal control, risk management and governance is appropriate and operating effectively; and risks to the achievement of the council's objectives are identified, assessed and managed to a defined acceptable level.

Such risks are identified through senior management liaison and internal audits own assessment of risk. External audit, inspectors and regulators also provide assurance on the management of risk and delivery of objectives.

S151 Officer:

In addition to the three main lines of defence, there is the role of the S151 Officer. CIPFA outlines one element of the role as, "demonstrates integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks"

Other Specific Responsibilities

Who	What
Members	Elected members are responsible for governing the delivery of services to the local community. Members have a responsibility to understand the strategic objectives and risks that the council faces and will be made aware of how these risks are being managed.
Cabinet	<ul style="list-style-type: none"> • To ensure that effective arrangements are in place throughout the council, and these are kept up to date, • Approving the council's Risk Management Policy and Risk Appetite, • Monitoring the council's risk management and internal control arrangements via an exception reporting process, • Ensuring that Cabinet decisions made are cognisant of the council's Risk Appetite.
Audit and Governance Committee	The Audit and Governance Committee's role is to provide independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance, and to monitor the effective development and operation of risk management and corporate governance in the council.
Executive Leadership Board (ELB)	<p>ELB is pivotal in promoting effective risk management and ensuring that it is embedded in the culture of the council.</p> <p>The key responsibilities for the Chief Executive, S151 officer and ELB are:</p> <ul style="list-style-type: none"> • Promoting the implementation of the council's risk management arrangements on a corporate basis • Supporting and promoting the benefits of effective risk management throughout the council • Supporting the identification and assessment of risk on an ongoing basis • Annually review the Corporate Risks to be presented to Cabinet • Managing the Corporate Risks
Programme and Capital (PAC) Board	<ul style="list-style-type: none"> • Regularly review the progress of the council's major projects and capital programme schemes. Includes review of risk registers, oversight of programme management and budget management
Corporate Heads of	Senior managers have responsibility for minimising and

Who	What
Service, Service Leads and Senior Managers	<p>managing risk within their teams. They will demonstrate their commitment to risk management through:</p> <ul style="list-style-type: none"> • Being actively involved in the identification and assessment of risks • Developing relevant action plans for the key risks and establishing relevant performance indicators to measure their performance through the performance management framework • Incorporating the risk management process into business/service planning processes • Monitoring the Teams' risks regularly and on no less than a quarterly basis • Encouraging staff to be open and honest in identifying risks or potential opportunities • Ensuring that the risk management process is part of all major projects and change management initiatives • Ensuring that the risk management process is part of all major procurements and contract management activity • Monitoring and reviewing action plans regularly to effectively treat risks
Risk and Insurance Support	<ul style="list-style-type: none"> • Facilitate and support the procurement of the council's insurance programme and the management of claims. • Support managers in understanding where risk can be transferred by the use of insurance mechanisms
Service Lead – Corporate Support	<ul style="list-style-type: none"> • Provide risk management leadership and support across the council, • Provide assistance with and prepare management reports. • Support the Executive Leadership Board and senior managers on risk related issues.
All staff	<p>All staff have the responsibility for council risks and must understand their role in the council's risk management arrangements including the Anti-Fraud and Corruption Policy which includes the Whistleblowing Policy. Training and support is provided at the staff induction and periodically.</p> <p>All staff are expected to know how to recognise, assess and evaluate risk, when to accept risk and to recognise that risks can create opportunities for the council.</p>
Southern Internal	The role of the Southern Internal Audit Partnership who

Who	What
Audit Partnership	act as the council's Internal Auditors is that of an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. It will be responsible for undertaking an assessment of the council's risk management and internal control mechanisms as part of the review of corporate governance arrangements.

Everyone involved in risk management has a responsibility to identify learning from risks and their management.

Corporate Risk Register

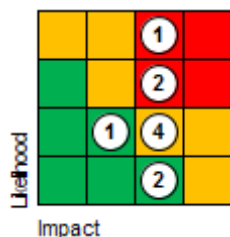
Significant risks have been reviewed by ELB and the following table provides details of the risks that are included on the Corporate Risk Register for 2023/24.

Corporate Risk Register 2023/24



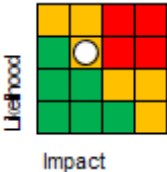
As of 16 March 2023

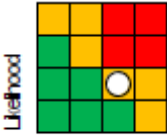
Residual Risk Summary:

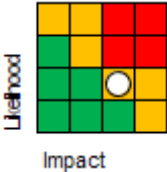
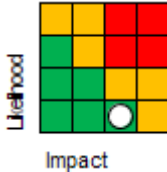


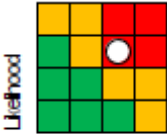
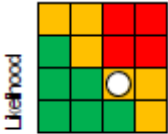
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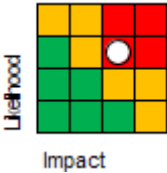
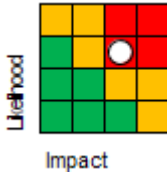
Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
CR001	Given competing demands and multiple complex priorities, the risk is that the council does not maintain capacity to deliver services	Chief Executive	<ul style="list-style-type: none"> • Ambitious council plan with multiple strands of activity • Staff resources are lean, and teams are working at capacity to deliver services at current levels of demand • Outbreak of a pandemic that increases the pressure to continue to provide critical services as well as respond to 	<ul style="list-style-type: none"> • If decision making is slow, delays occur, and potentially available resources are redeployed or become unavailable if they are externally sourced. • Implementation of business continuity plan to target work in critical areas in cases of staff shortage. • If staff lack political awareness, middle 		<ul style="list-style-type: none"> • Council Plan is distilled into key priorities by service. If capacity becomes an issue, prioritisation of activity is in place • Critical activities are reviewed with Cabinet alongside a refreshed Council Plan approved in January'23 • Proactive approach to communications internal and external 	

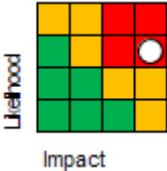
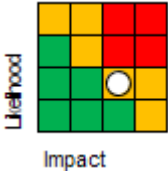
Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
Page 97			the needs of residents and businesses affected by the pandemic <ul style="list-style-type: none"> • Competition from the private sector for key staff roles e.g. planning, project management • Tension between day-to-day and strategic priorities • Key skills not in the right place 	managers will be slow to redeploy resource to current priorities <ul style="list-style-type: none"> • If staff are diverted then can't deliver on other lower-level priorities or day-to-day work • Reputation is damaged as the council is not seen to be able to deliver projects • Local members are not always kept informed of activity in their area • Unable to deliver key council services 		<ul style="list-style-type: none"> • 50/50 hybrid working policy agreed • Annual Service Planning • Regular meetings with relevant cabinet members • Positive use of fixed term contracts to aid flexible resourcing • Targeted use of external resource • Reallocation of human and financial resources across and within the organisation as required • CMM review resources on a regular basis 	
	CR003	Decisions made by the council are challenged due to a lack of a strong evidence base, customer insight and engagement with change or procedural errors	Strategic Director and Monitoring Officer (MO) SE	<ul style="list-style-type: none"> • Lack of skill and/or time to identify evidence to support decision making • Lack of consultation with ward members and/ or parish council's over local issues • Procedural error in statutory process 	<ul style="list-style-type: none"> • Lack of a robust and evidence-based approach to customer engagement can lead to: <ul style="list-style-type: none"> - Reputational damage - Views that the council is too Winchester-centric 		<ul style="list-style-type: none"> • Consultation with ward and parish councillors (on matters within their ward or parish) • Risks with regard to significant projects are recognised and addressed separately via robust Project Management and

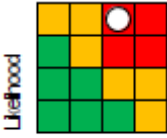
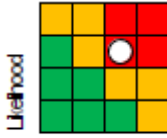
Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
Page 98			<ul style="list-style-type: none"> Inconsistent and traditional approach to customer engagement across the council Lack of awareness of the questions to ask Lack of awareness of the 'right time' to engage Lack of public awareness of the opportunity to engage Council is not aware of the full range of interested stakeholders Council may only hear the loudest voices and not the silent majority or those that do not readily engage 	<ul style="list-style-type: none"> That decisions made are Inequitable There is a perception that people's views are ignored Ward members and/or parish council's not being informed Legal/ judicial review or challenge against a decision made 		<ul style="list-style-type: none"> regular reports to the Programme and Capital Strategy Board Legal and Monitoring Officer consultation on decisions made Residents' survey completed 2022 A we asked ... you said ... we did feedback approach Proactive open and transparent communications 	
	CR004	Failure to have plans and processes in place to recover and maintain services after a major incident (including pandemic) that has a significant impact on the ability of the Council to provide its services	Strategic Director and Monitoring Officer (MO) SE	<ul style="list-style-type: none"> Not maintaining an effective corporate wide Business Continuity Plan Not regularly testing the plan and following up learning Key staff 	<ul style="list-style-type: none"> Unacceptable delay and uncertainty in returning to normal working after an emergency Adverse publicity and criticism Reputation damage Adverse social and 		<ul style="list-style-type: none"> Business Continuity Plans reviewed and tested in 2022 and a report due to ELB early 2023. Annual testing of IT Disaster Recovery Plan Critical services

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
			unavailable <ul style="list-style-type: none"> • Communication systems ineffective • Lack of awareness of Business Continuity Plan • Failure to assess business critical functions and have plans in place 	economic impact		identified with individual business continuity plans <ul style="list-style-type: none"> • Back up temporary office accommodation at Hyde Lodge • All staff able to seamlessly work from home, where job allows • 2020 internal audit resulting in substantial opinion and no identified weaknesses 	
665R006 Page 99	Breakdown of effective partnership working	Strategic Director DA	<ul style="list-style-type: none"> • Partnerships can falter due to lack of shared vision within partnerships • Money spent on Partnership working doesn't add value • Strategic partnerships may falter due to conflicting demands within individual partners • Incorrect application of the procurement regulations due to a 	<ul style="list-style-type: none"> • Significant project delivery such as major projects and new homes building programme could fail due to failure of strategic partnerships • Local delivery could fail if local strategic partners are not aligned • Reputational damage to all partners • Lack of value for money (VfM) 		<ul style="list-style-type: none"> • Annual review by each CHoS of all partnerships undertaken to identify key strategic partners • Annual performance reporting for significant partnerships by CHoS' 	

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
			misunderstanding as to how and when they apply to partnership working <ul style="list-style-type: none"> Partnerships may be unsuccessfully commissioned due to lack of skills and poor scoping Significant local, regional or national partners may close down, affecting the council 				
007 Page 100	Lack of sufficient funding and/or escalating costs over the medium term reducing financial viability and inability to achieve a balanced budget	Corporate Head of Finance and s151 LK	<ul style="list-style-type: none"> Reduced Government funding Reliance on strategic partners to deliver services and projects Macro economy, including effects of Brexit, reduces locally generated Business Rates and parking income Failure to achieve income targets Inflation rises Penalties are imposed on the Council due to falling standards in 	<ul style="list-style-type: none"> Unable to balance the budget Increased Council Tax Public's ability to pay for services Reduce services provided Demand/cost of services Increased construction costs and impact on delivery and viability of key projects Over borrowing and avoidable cost 	 <p>Likelihood</p> <p>Impact</p>	<ul style="list-style-type: none"> Strategic Budget review mid-year 22/23 Internal audit of financial stability offered substantial assurance (Dec 22) One year funding settlement in place MTFS approach setting out medium- and longer-term options Quarterly finance reporting and monitoring of key income sources Regular policy review and monitoring 	 <p>Likelihood</p> <p>Impact</p>

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
			services <ul style="list-style-type: none"> Impact of a Pandemic 			<ul style="list-style-type: none"> Scenario planning and sensitivity analysis of key risks Transformation programme to set out cost review Maintain General fund reserve of at least £2m Regular review of reserves Annual review of fees and charges 	
B008 Page 101	Availability of suitable sites to meet the strategic need for building new homes (HRA)	Strategic Director SH	<ul style="list-style-type: none"> Increasing demand for new houses High cost of housing, including private rented sector Unable to identify new sites for new houses Increasing infrastructure demands on new sites Higher build costs Increasing inflation and interest rates affecting supply 	<ul style="list-style-type: none"> Increased housing waiting list numbers Increasing homelessness Difficulty accessing housing markets Outward migration of younger residents Adverse publicity Government intervention Ability to meet the business plan target which will have a negative effect on income 		<ul style="list-style-type: none"> Plans in place to deliver significant new homes Regular monitoring of projects Revised Housing Strategy Cost benchmarking 	

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
CR009	Failure in cyber security leaving the council exposed to phishing and other attacks leading to compromised IT systems and data loss	Corporate Head of Finance and s151 LK	<ul style="list-style-type: none"> Malicious attack by Hackers for financial gain Malicious attack by Hackers to disrupt business and ability to deliver services Viral code attack in order to data mine information and identities 	<ul style="list-style-type: none"> Possible complete shutdown of Council IT Systems and Infrastructure Business\service delivery disruption Significant Financial loss Credibility and confidence lost in engaging with digital services and e-payments 		<ul style="list-style-type: none"> Mandatory Cyber Security awareness training held for all staff IT Systems and processes administered to PSN (Public Services Network) standards and protocols ITILv3 Methodology adoption for ITSM Comprehensive and regular reviews of ISP (Information Security Policies) and IT Network Access Policies Operational daily checks and proactive monitoring of Firewalls and pattern updates Staff qualified in Cyber Scheme Professional standards and within GOV UK CESG guidelines Regular system health checks and vulnerability scans System and software maintained 	

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
						to supported levels. <ul style="list-style-type: none"> Email security managed by accredited 3rd party Insurance for potential losses of a cyber attack Third party review jointly with TVBC will be undertaken early 2023 to see what further actions the councils can pro-actively take to mitigate this risk further 	
R010	Failure to effectively respond to the Climate Change Emergency and reduce the council and district carbon emissions	Strategic Director DA	<ul style="list-style-type: none"> Failure to achieve target for the council to be carbon neutral by 2024 and the district by 2030 Carbon emissions increase Air quality drops Insufficient project capacity in-house 	<ul style="list-style-type: none"> Reputational damage for failing to meet targets Increased risk of flooding - damage to property, disruption to business, health and wellbeing of displaced residents Increased risk of droughts - pressure on river system health, depleted aquifer/reservoir volumes, negative impact upon agriculture, fire risk Extreme heat and 		<ul style="list-style-type: none"> Review of progress against the Winchester Carbon Neutrality Action Plan (CNAP). Currently reviewing the milestone report to determine next actions. Climate Emergency declared Asset Management Plan 2022-2027 adopted by Cabinet Jan 2023 Greener Faster is an area of enhanced focus in 	

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
				cold - health risk for vulnerable people, pressure on emergency and health services <ul style="list-style-type: none"> Protests by lobby groups House price volatility 		the refreshed Council Plan 2023 <ul style="list-style-type: none"> £15mil HRA 	
CR011	Lack of preparedness and incapability to respond to events caused by climate change	Strategic Director DA	<ul style="list-style-type: none"> Failure to prepare for an adverse weather event, for example long period of rain, heavy snow or heatwave Failure to manage sluice gates and maintain rivers Failure to respond to an adverse weather event, e.g. making safe city footpaths and car parks after heavy snow fall 	<ul style="list-style-type: none"> Flooding causing damage to property and assets Loss of income to the council e.g. closed car parks due to snow Adverse publicity Damage to reputation 		<ul style="list-style-type: none"> Multiagency Emergency Response Plan in place, reviewed and updated annually Annual Emergency Planning exercise to test the Plan Completion of flood alleviation schemes Temporary flood defence barrier purchased and available to be used where there is a need 	
CR012	Nutrient neutrality - Phosphates	Strategic Director DA and Corporate Head of Planning and Regulatory (EE)	<ul style="list-style-type: none"> Inability for developers to achieve nutrient neutrality specifically related to phosphates will delay housing and delivery of other 	<ul style="list-style-type: none"> Adverse impact on economy Reduction in supply of new homes Inability to maintain a 5-year housing land supply leading 		<ul style="list-style-type: none"> £200k grant funding has been awarded by Government across the affected Solent area and we are currently working with PUSH to identify strategic 	

Code	Risk Description	Risk Owner	What might go wrong? (Cause)	What will happen? (Consequence)	Original Risk Rating	Current Controls	Residual Risk
			forms of residential development within the affected area	to unplanned development being permitted • Reputational damage		solutions. • A formal project is being established.	

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	ELB have been consulted.
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	Yes	This is an annual review of a well-established council policy

		Yes/No	Please provide details
	policies or projects which may inform the implementation of your scheme from an equality impact point of view?		delivering good corporate governance.
7	Are there any other issues that you think will be relevant?	No	

Section 2 - Your EIA form

Directorate: Corporate	Your Service Area: Resources	Team: Corporate Support	Officer responsible for this assessment: Amy Tranah	Date of assessment: 26/01/2023
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	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Annual review of the Risk Management Policy 23-24 CAB3381
2	Is this a new or existing policy?	Existing
3	Briefly describe the aim and purpose of this work.	Annual review to ensure the policy is fit for purpose and in-line with best practice
4	What are the associated objectives of this work?	To ensure the council has a robust risk management policy that is aligned to best practice and ensure all risks are identified, assessed and controlled through effective management actions
5	Who is intended to benefit from this work and in what way?	Officers – to ensure there is a clear policy and process to manage risk effectively within their service areas Members - to ensure there is a clear policy on risk management which can be used in the decision-making process
6	What are the outcomes sought from this work?	Robust risk management
7	What factors/forces could contribute or detract from the outcomes?	A risk management summary in relation to the decision is included in Section 11 of the report
8	Who are the key individuals and organisations responsible for the implementation of this work?	Every council officer is responsible for managing risk in the course of their work. Roles and responsibilities are set out in Section 12 of the policy.
9	Who implements the policy or project and who or what is responsible for it?	Winchester City Council via: <ul style="list-style-type: none"> • Cabinet Member • ELB / senior leadership • All team members

		Please select your answer in bold . 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	N	The Risk Management Policy 23-24 will not impact individuals or communities on the basis of race differently in a negative way.
10b	What existing evidence (either presumed or otherwise) do you have for this?	Race has no impact on the assessment or management of risk.		
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	The Risk Management Policy 23-24 will not impact individuals or communities on the basis of sex differently in a negative way.
11b	What existing evidence (either presumed or otherwise) do you have for this?	Sex has no impact on the assessment or management of risk.		
12a	<p>Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way?</p> <p><i>you may wish to consider:</i></p> <ul style="list-style-type: none"> • <i>Physical access</i> • <i>Format of information</i> • <i>Time of interview or consultation event</i> • <i>Personal assistance</i> • <i>Interpreter</i> • <i>Induction loop system</i> • <i>Independent living equipment</i> • <i>Content of interview</i> 	Y	N	<p>Some disabilities can prove a barrier to accessing important council documents.</p> <p>To reduce this barrier, alternative formats such as large print, plain text, etc. will be made available upon request.</p>
12b	What existing evidence (either presumed or otherwise) do you have for this?	Previous consultations across the council (e.g., the Housing Team's Tenant Satisfaction Survey) found that disability can prove a barrier to accessing important council documents.		
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 Risk Management Policy 23-24 will not impact individuals or communities on the basis of sexual orientation differently in a negative way.

13b	What existing evidence (either presumed or otherwise) do you have for this?	Sexual orientation has no impact on the assessment or management of risk.		
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 Risk Management Policy 23-24 will not impact individuals or communities on the basis of age differently in a negative way.
14b	What existing evidence (either presumed or otherwise) do you have for this?	Age has no impact on the assessment or management of risk.		
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	The Risk Management Policy 23-24 will not impact individuals or communities on the basis of religious belief differently in a negative way.
15b	What existing evidence (either presumed or otherwise) do you have for this?	Religious belief has no impact on the assessment or management of risk.		
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 Risk Management Policy 23-24 will not impact individuals or communities on the basis of gender reassignment differently in a negative way.
16b	What existing evidence (either presumed or otherwise) do you have for this?	Gender reassignment has no impact on the assessment or management of risk.		
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 Risk Management Policy 23-24 will not impact individuals or communities on the basis of marriage and civil partnership differently in a negative way.
17b	What existing evidence (either presumed or otherwise) do you have for this?	Marriage and civil partnership has no impact on the assessment or management of risk.		
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 Risk Management Policy 23-24 will not impact individuals or communities on the basis of pregnancy and maternity differently in a negative way.
18b	What existing evidence (either presumed or otherwise) do you have for this?	Pregnancy and maternity has no impact on the assessment or management of risk.		

	for this?	management of risk.
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19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N	People with certain disabilities could be negatively impacted if they were unable to read / access the document.									
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	<table border="1"> <tr><td>Race: N/A</td></tr> <tr><td>Sex: N/A</td></tr> <tr><td>Disability: No</td></tr> <tr><td>Sexual orientation: N/A</td></tr> <tr><td>Age: N/A</td></tr> <tr><td>Gender reassignment: N/A</td></tr> <tr><td>Pregnancy and maternity: N/A</td></tr> <tr><td>Marriage and civil partnership: N/A</td></tr> <tr><td>Religious belief: N/A</td></tr> </table>	Race: N/A	Sex: N/A	Disability: No	Sexual orientation: N/A	Age: N/A	Gender reassignment: N/A	Pregnancy and maternity: N/A	Marriage and civil partnership: N/A	Religious belief: N/A
Race: N/A													
Sex: N/A													
Disability: No													
Sexual orientation: N/A													
Age: N/A													
Gender reassignment: N/A													
Pregnancy and maternity: N/A													
Marriage and civil partnership: N/A													
Religious belief: N/A													
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	<p>The following action will be taken to ensure the Risk Management Policy 23-24 is in accordance with the Equality Act and Public Sector Equality Duty:</p> <ul style="list-style-type: none"> • Make it clear that other alternative formats are available such as large print, plain text, etc. 											
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N										

Signed by completing officer	Amy Tranah – Service Lead Corporate Support
Signed by Service Lead or Corporate Head of Service	Liz Keys – Corporate Head of Finance

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REPORT TITLE: Q3 FINANCE AND PERFORMANCE MONITORING

16 MARCH 2023

REPORT OF CABINET MEMBER: CLLR TOD – THE LEADER AND CABINET MEMBER FOR ASSET MANAGEMENT

Contact Officer: Sharon Evans Tel No: 01962 848 135

Email: sevans@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Council Plan sets out the strategic priorities of the council and this report and Appendix 1 provide a summary of the council's progress during the period October to December (Q3) 2022.

Appendix 2 provides a financial update for both the General Fund and Housing Revenue Account (HRA) as of 31 December 2022.

Appendix 3 provides the data, where available, for Q3 against each of the Strategic Key Performance Indicators (KPIs).

Appendix 4 includes highlight reports for each of the Council's 'Tier 1' programmes and projects.

Appendix 5 are the action notes of the Performance Panel meeting that took place on 15 February 2023.

RECOMMENDATIONS

That Cabinet notes the progress achieved during Q3 of 2022/23 and endorses the contents of the report.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOMES

This report forms part of the framework of performance and financial monitoring in place to report the progress being made against the projects and programmes supporting delivery of the priorities included in the Council Plan 2020-25

All the information in this report, including the narratives in Appendix 1 relate to Q3; October to December 2022.

The Council takes the opportunity to review the Council Plan on an annual basis to make any necessary strategic changes. The Council Plan 2023 refresh was adopted by Council in January 2023. There were no significant changes in strategic direction, but the Council proposed four areas of focus for the coming year. To ensure continuity of reporting, the 2023 plan will form the basis of review from April 2023 but the four areas of focus, cost of living support, greener faster, pride in place and listening better are detailed in this report.

A refreshed set of key performance indicators was adopted by Cabinet in December 2022 but to retain continuity the previously reported set of indicators are presented in this report.

2 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the contents of this report. Almost all the programmes and projects undertaken to deliver the priorities included in the Council Plan will have financial implications, some significant and these are agreed and reported separately before the commencement and during the project life cycle.

3 LEGAL AND PROCUREMENT IMPLICATIONS

Key Performance Indicators (KPIs) and performance reporting must be fit for purpose, monitored and managed to ensure effective council governance. KPIs enable evidence based quantitative management reporting and highlight when performance falls below agreed targets for improvement plans including remedial actions to be agreed and implemented.

There are no legal and procurement implications arising directly from this report, though individual projects are subject to review by Legal Services and Procurement as and when necessary and where they require consideration of the council's Financial Procedure Rules, Contract Procedure Rules and Public Contracts Regulations 2015 (PCR2015).

4 WORKFORCE IMPLICATIONS

There are no workforce implications directly, but staff are engaged and actively working across all projects.

5 PROPERTY AND ASSET IMPLICATIONS

There are no property or asset implications directly, but council assets are used to deliver this work.

6 CONSULTATION AND COMMUNICATION

Cabinet members, Executive Leadership Board, corporate heads of service and service leads have contributed into the content of this report.

This report and appendices were reviewed and considered by Performance Panel on behalf of The Scrutiny Committee on 15 February 2023. Appendix 5 are the action notes from this meeting.

A verbal update from the Chairman of the Performance Panel was given at The Scrutiny Committee meeting held 27 February 2023.

7 ENVIRONMENTAL CONSIDERATIONS

Many of the activities detailed in this report actively protect or enhance our environment and support the council and district to reduce its carbon impact. These will be considered as part of each detailed business justification case.

8 EQUALITY IMPACT ASSESSEMENT

None arising from the content of the report; however, officers will need to consider the council's Public Sector Equality Duty and complete an Equality Impact Assessment on any specific recommendations or future decisions to be made. This report is not making any decisions and is for noting and raising issues only.

9 DATA PROTECTION IMPACT ASSESSMENT

None required.

10 RISK MANAGEMENT

The council's Corporate Risk Register identifies the main risks associated with service delivery and performance and is reviewed by ELB each quarter.

Risk	Mitigation	Opportunities
<u>Community Support</u> - Lack of consultation and community engagement on significant projects that affect residents and can cause objections and lead	Regular consultation and engagement with stakeholders and residents regarding projects or policy changes.	Positive engagement and consultation can bring forward alternative options that might not have otherwise been considered.

Risk	Mitigation	Opportunities
to delay.		
<u>Timescales</u> - Delays to project delivery can lead to increased cost and lost revenue.	Regular project monitoring undertaken to identify and resolve slippage.	Improve subsequent forward planning and identify bottle necks.
<u>Project capacity</u> - Availability of staff to deliver projects.	Resources to deliver projects are discussed at the project planning stage and agreed by the project board and monitored by the Programme and Capital Strategy Board.	Opportunities present themselves for staff to get involved in projects outside their normal role enabling them to expand their knowledge and skills base as well as working with others.
<u>Financial exposure</u> - Budget deficit or unforeseen under or overspends.	Regular monitoring of budgets and financial position including forecasting to year end to avoid unplanned over/underspends. Exceptional Inflation Reserve approved in July 2022 to offset financial impact of increased inflation and price rises of some commodities particularly in the construction industry and energy price pressures.	Early notification of unplanned under/overspends through regular monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
<u>Exposure to challenge.</u>	Legal resources are discussed with project leads.	Opportunity for the use of in-house resources able to input through the life of a project with local Winchester and cross council knowledge.
<u>Innovation</u> - Improvement in service delivery.		KPIs used to evidence the need for innovation to improve service delivery.
<u>Reputation</u> - Ensuring that the council delivers the outcomes as set out in the Council Plan.	Regular monitoring and reporting of the progress the council is achieving against its priorities included in the Council Plan, including this report.	Work with communications team on press releases to promote and celebrate successes.
<u>Achievement of outcome.</u>	Through the quarterly	Benefits of lessons

Risk	Mitigation	Opportunities
	monitoring report, officers and members can monitor the progress of the priorities in the Council Plan.	learned from completed projects.
<u>Other</u> – none		

11 SUPPORTING INFORMATION:

Council on 18 January 2023 adopted the refreshed Council Plan which refined some of the actions the council will be undertaking and also outlines four areas of enhanced focus for the upcoming year.

Progress against the four areas of enhanced focus during Q3 was:

11.1 **Cost of living support** – *pivoting our services and resources to support our residents, businesses and voluntary organisations with the cost of living crisis*

Cabinet in September announced the launch of a £200,000 package of measures to provide additional support for residents who have been particularly impacted by the Cost of Living (CoL) crisis.

A dedicated section was established on the council's website for residents to find the information they need. The pages cover key CoL issues such as debt, benefits and bills; housing, energy, food and wellbeing and have received more than 7,000 visits since they were launched in October.

All organisations that offer warm spaces are being encouraged to sign up to the national "Warm Welcome" initiative, linked to by the council CoL pages. Residents and partners can now search for warm spaces across the Winchester district.

Citizen Advice is seeing a significant increase in the number of people asking for advice, specifically from groups such as disabled people/those with long-term health conditions, older people, social tenants and single people. In response, we have provided Citizen Advice Winchester with funding for additional capacity and resource that enables them to respond to the increased demand. This includes:

- Helping residents to understand and access the benefits and grants they are entitled to using the benefits eligibility checks and helping with applications (and challenging decisions). Helping with charitable support referrals (e.g. grants and food banks), utility/energy advice, debt advice and help around housing and homelessness.
- Providing emergency/crisis vouchers for people in immediate need.
- Outreach that takes services to places across the district where vulnerable people are in need and struggle to access services.

- Supporting partner organisations to build their skills and capacity to provide basic help and advice on CoL issues.

During the first month of increased service in December, Citizens Advice has seen an increase of 23% (adjusted to account for short working month) in the number of clients seen. They have also increased their percentage of calls answered from 61% to 83% within the first month.

The CoL emergency grant fund was launched on 28 November to help partner organisations provide support to residents across the district who have been particularly affected by the crisis.

Three grants, totalling a combined £9,901 have been awarded to Methodist Homes Housing Association (MHA) Communities, Street Reach and Winchester and District Young Carers. These projects will benefit more than 70 residents across Winchester district and also St Bartholomew and St Michael wards. Further applications are under consideration, and we continue to actively promote the scheme and encourage applications.

A Cost of Living summit was held that brought together partners from across the district to discuss how they can coordinate and maximise their impact on the issue. The summit took place on 22 November and was attended by over 70 delegates representing organisations from the voluntary, private and public sector. There was a strong sense of collaboration and positive discussion, with connections formed, ideas shared, and plans made.

A CoL parish briefing was held on 13 December, led by Cllr Ferguson (Deputy Leader) and supported by Cllr Tod (Leader). Representatives attended from a number of parish councils across the district and updates were provided on the CoL summit and recently launched CoL Grant Fund scheme.

We continue to assist council and private rented tenants in maintaining their tenancies through support with budget plans and money management. New tenants are screened to identify those who need early assistance with money management and/or income maximisation. The council is also investing in a low-income tracker to target those in need of income maximisation and support and improve targeting of support in the future.

Crisis food provision has been established to provide FareShare food to tenants in immediate need, supplemented by food and fuel vouchers, which are easy and quick to access. A welfare fund supports tenants with items such as white goods and furniture as a last port of call. The team also recognises the impact of the cost-of-living crisis on tenants' mental health and is working with the Primary Care Network and Social Prescribers to ensure that they can access the right mental health support.

Other support administered by the council, but funded independently from the targeted CoL support package, includes the Council Tax Reduction (CTR) scheme, Council Tax Hardship Fund, Discretionary Housing Payment and Council Tax Energy Rebate. In September we distributed £257k in food

vouchers to all CTR households (£30) and to all pensioners on Pension Credit (£65) via the Household Support Fund. Further funding of £189k has just been received from the County which will be distributed in food vouchers over the next coming weeks.

11.2 **Greener faster** – *adding weight to our commitment to achieve our net zero targets for 2024 and 2030*

The Council Plan overarching priority is to deal with the climate crisis and for the council to be carbon neutral by 2024 and the district to be carbon neutral by 2030. The climate emergency is considered to be one of the most significant challenges facing our communities and a key focus for 2023 is to go 'greener faster'. A full narrative of climate change work is set out in the main report, but forward looking activities are set out here.

Arrangements were made before the end of the year with Stagecoach for an electric bus to be brought to Winchester early in 2023. This vehicle is en route to a permanent destination in Scotland but will be in Winchester for one month and integrated into the Park & Ride fleet during that period to help us understand the operational implications and capabilities of an electric vehicle here.

Work is underway to explore using Hydrotreated Vegetable Oil (HVO) instead of Diesel Engine Road Vehicle (DERV) for the 20 waste and recycling vehicles managed and run by Biffa on behalf of the council. This has the potential to reduce emissions by 88% - 94% and would be an interim solution to improve carbon performance whilst work continues to explore the potential of using electric vehicles.

The Retrofit Ready programme was launched to all council tenants occupying standard construction council houses and bungalows with an EPC rating D or below. Tenants living in eligible homes were written to and offered a free energy assessment. This received an overwhelming response, with more than 800 positive replies wishing to register. The tenants of non-traditional (e.g. concrete; steel; timber) houses and bungalows that are EPC band D or below will be written to separately in early January 2023 as these will be subject to a much larger/deeper and separate retrofit works programme.

A tender was issued during December for a consultant or strategic partner to ensure the positive delivery of utility scale renewable energy generation scheme(s) across the district, including advice on engagement, site identification and business plan development. The consultant will advise and guide the council in the identification and development of renewable energy project(s), providing technical, legal, financial and engineering advice.

11.3 **Pride in place** – *making a visible difference to our places to delight residents and visitors*

The council has increased its resources for dealing with graffiti and vandalism across the city and appointed a new street scene officer to work closely with

the car parking team, Business Improvement District (BID) and our special maintenance team to coordinate tackling and removing graffiti from around the city.

Taking a more fundamental approach to tackling the wider vandalism and graffiti across the city, a Pride In Place task and finish group was established and as a result of partner collaboration with both internal and external services including the police, Hampshire Youth Offending Team and local youth charities. A group of young people have been identified including the primary perpetrators and an intervention programme was put in place. A successful application was made to the Police and Crime Commissioner requesting grant funding for three deployable cameras to strengthen our capability to tackle any further issues.

Contributing to making the district a safer and more welcoming place to live and work, Cabinet in December approved the retender of the CCTV monitoring service with a tender exercise to appoint a contractor for a period of 5 years.

An outline document and action plan has been developed that sets out the activities to be undertaken which includes enhanced cleaning regimes in high profile areas such as Chesil MSCP or 'grot spot' locations such as Royal Oak Passage, improvements to cycle parking with new bike shelters in Colebrook Street and Middle Brook Street car parks, 17 additional 'Sheffield' cycle stands in the city and 10 in the district, the provision of two bike maintenance stations in the city, and better bin storage areas in Bishops Waltham.

Street furniture including old and worn out benches in the High Street have been removed so that they can be refurbished or replaced with new ones, the High Street planters are being converted to additional seating after a successful trial, and benches in open spaces are also being removed and refurbished before being reinstalled.

11.4 **Listening better** – being more effective at hearing the voice of residents and enabling them to influence our decision-making.

Responding to the Listening Better priority, the action plan includes activities grouped under three themes - understanding more, listening better and acting on what we learn.

Supporting us to understand more, data from the Residents' Survey completed in 2022 and the ongoing releases of Census 2021 data are providing a valuable insight into the views and opinions of our residents

The results from the survey told us that 96% of our residents are satisfied with their local area as a place to live and compares favourably with the average for the South East area being at 74% satisfaction.

Of those surveyed, 75% of residents' are satisfied with the way that the council runs things, this is also a favourable score when compared to the average of 62% for the South East.

The recently published data from Census 2021 shows that the population of the district has increased by 9.4% or 10,905 residents since 2011 and that our residents are living longer.

Listening to feedback from our residents and to make it easier for everyone to engage with the council online, during Q3 we refreshed our 'Your Winchester' resident app. The updated version is simplified with the aim of providing a much better user experience. Feedback so far has been positive.

We have developed an Equality, Diversity and Inclusion (EDI) Action Plan that was considered by the EDI Forum at their meeting in November. The Forum will monitor progress against the action plan. During Q3 subtitles were added to all committee and Cabinet meeting videos available online.

11.5 Supporting Information

Appendix 1 to this report provides an update on the council's progress achieved during Q3 against the priorities included in the Council Plan that was adopted in February 2021. An update against the priorities included in the refreshed Council Plan adopted by Council on 18 January 2023 will be provided in the 2022/23 Q4 report.

Appendix 2 gives an update on the council's financial position for both the General Fund and Housing Revenue Account (capital and revenue) as of 31 December 2022.

Appendix 3 provides an update against the strategic key performance indicators approved by Cabinet at its meeting on 21 May 2020 (Report CAB3230 refers). The purpose of the indicators is to demonstrate the progress achieved against the five priorities included in the Council Plan.

Cabinet at its meeting on 14 December 2022 adopted a refreshed set of strategic key performance indicators that will replace the measures included in Appendix 3 from 1 April 2023.

Appendix 4 provides Information in the form of highlight reports that set out the progress of the council's 'Tier 1' projects. All information and data are as at the end of Q3 (31 December 2022).

12 OTHER OPTIONS CONSIDERED AND REJECTED

None.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB3367 – Q2 Finance and Performance Monitoring dated 14 December 2022

Other Background Documents: -

None

APPENDICES:

Appendix 1 Council Plan 2020-25 progress update – Q3 October to December 2022

Appendix 2 Financial update to 31 December 2022

Appendix 3 Strategic Key Performance Indicators Q3 update

Appendix 4 Programme and Project Management – Tier 1 project highlight reports
Q3 update

Appendix 5 Notes from Performance Panel meeting 15 February 2023

COUNCIL PLAN 2020–25

Q3 2022/23 PROGRESS UPDATE

PRIORITY – TACKLING THE CLIMATE EMERGENCY AND CREATING A GREENER DISTRICT

The climate crisis remains a significant challenge to all of us in the coming years and decades and is causing a decline in the biodiversity of the district too. Winchester City Council has committed to playing its part to tackle this global challenge and hand our district to our children and grandchildren in a better state than it is now.

What we want to achieve:

- Winchester City Council to be carbon neutral by 2024
- The Winchester district to be carbon neutral by 2030
- Reduced levels of waste and increased recycling, exceeding national targets
- Clean air, more ambitious than national targets
- Everything most residents need should be in reach by foot, bike or public transport
- Our district's extensive natural habitats safeguarded and enhanced

Over the last quarter we have achieved the following:

- **Carbon neutrality to continue to be central to everything we do**

Consultants WSP completed their roadmap to decarbonisation of the district, which was presented at Health and Environment Policy Committee in December and subsequently approved at Cabinet Member Decision Day in January. This work provides clear direction for the council's role in bringing about a reduction in carbon emissions by residents, businesses and all stakeholders across the district. In acknowledgement that BEIS data on district emissions has a two-year reporting lag, the roadmap will be used to supplement KPI TCE08 to provide more timely data on the reduction of emission achieved by intervention.

The second stage of energy efficiency works to city offices (installation of an air source heat pump) is on hold whilst we carry out some further checks on viability. The planned installation deals with 3 of the 8 boilers that heat the council offices campus, however if found to be viable may be extended to replace more than the originally proposed 3 boilers.

A further 23 members of staff received Carbon Literacy training during Q3, of which 12 have received full accreditation. This brings the number of staff trained to 151 (plus 15 elected members). As a result of staff changes and as not all trained staff have yet been accredited, a total of 49 officers and elected members are currently certified as Carbon Literate.

A highlight report for Q3 for the Carbon Neutral programme is included at Appendix 4.

- **Positive Local Plan policies which promote low carbon development, sustainable travel and increased biodiversity**

The draft Regulation 18 Local Plan that was consulted on from the 2 November to the 14 December 2022 included policies to promote and assist with low carbon development, sustainable travel and increased biodiversity.

A specialised online event on energy efficiency standards for residential homes, which was arranged during the 6 week public consultation period, was attended by over 80 people.

The Strategic Planning team received a number of responses to the draft Reg 18 Local Plan, and these are being entered into Citizen Space. The data on how many individual comments we have received on the various policies/topics will be reported in Q4.

A LPAG meeting to outline the different consultation techniques used, number of representations received, and key issues raised, will be arranged towards the end of February 2023.

A highlight report for Q3 for the Local Plan is included at Appendix 4.

- **Encourage renewable energy generation and support start-ups and businesses in green energy and green technology**

During Q3 solar PV panels continued to generate renewable energy that contributed positively to reducing the council's energy consumption and also towards reducing carbon emissions across the district. Panels at Marwell Zoo, Winchester depot (Biffa waste collection service), City Offices, Cipher House and Winchester Sport & Leisure Park generated more than 32,000 kWh, saving nearly 7.5 tCO₂e.

The panels at Marwell and Winchester Depot have saved more than 30 tCO₂e during the first year following installation.

A grant of £4,000 was awarded from the council's Greener Futures fund to Itchen Abbas and Avington Village Hall to install solar panels on the roof. The charity raised more than £10,000 in total via the council's crowdfunding platform.

Hampshire County Council's Solar Together registration phase saw 1,507 registrations from Winchester residents, which represented more than 11% of the total number. All registrants were sent their personal recommendation during October and 306 (20%) accepted their offer – the highest number of take-ups in the county.

- **Work with and enable businesses, organisations and residents to deliver the Carbon Neutrality Action Plan throughout the district**

Winchester City Council has secured funding totaling £53,399 from Low Carbon Across the South & East (LoCASE) to assist business owners in

undertaking low carbon and energy efficiency adaptations to their businesses. The majority of this provides ongoing support to local businesses by Meercat Associates, which results in referrals to LoCASE advisors. During Q3, Itchen Abbas & Avington Village Hall was awarded £9,830 for solar PV panels and three more businesses have completed applications. More details can be found in the Vibrant Local Economy section of this report.

A total of 47 applications were made by Winchester households to the government's Sustainable Warmth funding competition, managed in this area through Agility Eco's Warmer Homes scheme to supply insulation, solar PV panels and air source heat pumps in low-income households:

- 16 applications were made from households on mains gas (LAD3), bringing the total number of applications to 62, of which 11 have been completed and a further 26 are in active measures.*
- 31 applications were made from households off the gas grid (HUG1), bringing the total number of applications to 52, of which 2 have been completed and a further 33 are in active measures.*

The council has improved the information available on the website to give a better understanding and awareness of the options available to businesses, and residents. This has been done alongside the Cost of Living support, recognising the close link between the two. All schemes that are signposted on the website are recognised and credible.

- **Work towards a more sustainable food waste collection system and reduce food waste**

A number of proposals for alternative waste and recycling collection scenarios in order to meet Government future requirements are being drafted, although the Government has yet to announce formal guidance on the introduction and funding of a food waste collection system, which is their preferred direction of travel and will be made mandatory across every household by 2023.

Once funding has been confirmed, we plan to introduce a food waste collection system across the district at the earliest opportunity. Once more clarity has been provided by the Government the council will need to decide on the best course of action to meet the new objectives, this will be followed by consultation with those affected and then a period of implementation. This will be subject to further considerations and approvals in due course.

- **Continue to work with Hampshire County Council to deliver the City of Winchester Movement Strategy and prioritise walking, cycling and public transport throughout the district**

Alongside Hampshire County Council we have continued to work on the next 10 step proposals of the Winchester Movement Strategy. Primary and secondary cycle route networks are being reviewed as part of the city LCWIP and the Mini Holland Feasibility Study bid for funding from Active Travel England will, if successful, unlock funding for walking and cycling improvements in the city. As part of the Movement Strategy study work will

start to look at measures to improve public transport journey times through the city. District wide, the development of the district LCWIP is ongoing with assessments of background data having had the first engagement session.

A highlight report for Q3 for this programme is included at Appendix 4.

- **Deliver the actions in our Biodiversity Action Plan**

91% of the year 2 actions were completed by the end of 2022.

A report on the road verge project was presented to the Health and Environment Policy Committee in October and the project was well supported. A Technical Advice Note (TAN) on Biodiversity Net Gain has been prepared and has gone out to external developers for feedback.

The Tree Strategy was approved at Cabinet in December and the latest phase of tree survey work at Badger Farm has been 75% completed with work expected to be finalised by mid-January.

Land management recommendations have been built in to the Topfield Open Space Management Plan, based on the ecological surveys and mapping conducted on site. Annual ecological survey reports have been completed for our open spaces at Whiteshute Ridge, Greenacres, West Hill Cemetery and Magdalen Hill Cemetery.

- **Work with other public authorities to expand the range of materials we recycle as solutions become available**

Hampshire County Council has approved the business case for investing in a new materials recycling facility (MRF) in Eastleigh that will allow for additional materials to be accepted from kerbside collections, waste recycling centres and waste transfer stations. It is estimated that once planning permission is granted the project will take approximately 12 – 18 months until the facility is completed.

The timetable is being developed for the project to increase access to a wider range of recycling, for example pots, tubs, trays and cartons as soon as the MRF is built and opened. This is scheduled for 2025.

These are signification changes for our residents, and we will be engaging on key decisions to ensure we develop a system which offers the best carbon reduction, highest resident satisfaction and lowest overall cost.

PRIORITY – LIVING WELL

We want all residents to live healthy and fulfilled lives. We recognise that our residents are living longer and want to ensure the district offers the right mix of facilities to support good physical and mental health for all ages and abilities.

What we want to achieve:

- Reduced health inequalities
- A wide range of physical and cultural activities for all ages and abilities
- Increased opportunities for active travel
- A wider diversity of residents and businesses involved in ensuring that our services work for all, especially for residents who need more help to live well
- Attractive and well-used public facilities and green spaces with space for relaxation and play

Over the last quarter, we achieved the following:

- **Focus our activities on the most disadvantaged areas, communities and groups, supporting a greater diversity of residents**

The Council has agreed that supporting residents, businesses and voluntary organisations with the cost of living crisis be an area of enhanced focus. An update on progress is available in the Supporting Information Section of this report.

A further 26 Ukrainian families (88 individuals) moved to Winchester district bringing the total to 222 families (451 individuals). Community support hub sessions at the Guildhall continued each month, with staff from the council and partner agencies continuing to provide confidential advice, guidance and support on housing, employment opportunities, information about benefits and financial aid initiatives as well as more general support. 144 visits were made by Ukrainians or their hosts during the period, meaning 497 visits in total since the sessions started.

Four briefing sessions were provided to Ukrainian guests and their hosts during Q3. Q&A sessions regarding housing options were held for (42 attendees), sessions on cultural awareness for guests (13) and hosts (15) and a session for guests who are seeking to set up their own business (7).

Rematching of the Ukrainians to new hosts is now underway. We have supported 19 further rematches, 25 in total. A further 37 Ukrainians have been provided with housing advice in quarter 3 and 2 more households have approached the council because they are believed to be threatened with homelessness. The council has also assisted 19 Ukrainian households to access accommodation in the private rented sector

We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. For example, the core grant to Trinity has enabled a reduction in social isolation and improved

personal outcomes and confidence among hard-to-reach groups. Over the last six months 57 women have benefitted, through regular attendance at a support café and counselling sessions (156 held). Every participant reported enhanced self-confidence and self-assurance, while 95% reported reduced social isolation and increased support networks.

The Crowdfund Winchester match funding scheme closed in December 2022, with no further grants awarded but a total of £12,100 awarded during the year. Organisations in the district can still crowdfund by accessing the Crowdfunder website, and there is advice and support available to help them with their campaigns.

Demand for our district small grants continues to be high, with £10,172 awarded to 18 different not for profit organisations and community groups. Awards included £567 to support Fancy a Bop, a new community dance group set up to support older people suffering from isolation and/ or inactivity, and £500 to Awaaz Radio to help publicise this community radio provision to BAME communities in Winchester district.

The Active Lifestyle programme of classes and bespoke activities for people with long-term health conditions continues to grow in the hands of Winchester City Primary Care Network (PCN) and Everyone Active (EA). During the last quarter there were 53 referrals made to the PCN, and 39 made to EA, meaning that since the opening of the new leisure centre there have been 565 referrals made. Community classes for people with long-term health conditions have attracted 425 attendees during the 3-month period, with a total of 1,343 during the year to date.

- **Offering a wide range of accessible facilities for all to enjoy at the new Winchester Sport and Leisure Park**

WSLP continued to perform well, with health and fitness membership up slightly over the previous period to 4,944 members (an increase of 120 members). The overall monthly attendance dropped slightly, with a quarterly visitor number of 164,272, but represented an increase of 7% on the same quarter last year.

Everyone Active's free memberships to cared-for children / care experienced young people, Ukrainian refugees and individuals with Parkinson's all continued to grow. WSLP has provided an additional 30 Ukrainian memberships, taking the total to 380 (one of the highest numbers in the South region) and now has 28 memberships for individuals with Parkinson's.

- **Supporting communities to extend the range of sports and cultural facilities across the district, notably the upgraded Meadowside Leisure Centre at Whiteley agreed and planned for later this year**

Pre-start meeting held with the contractor appointed for construction of a new pavilion at KGV playing fields in Highcliffe and work is due to start on 9 January 2023.

At North Whiteley, eight allotments have been constructed with a further 21 allotments and seven raised beds for disabled users commenced during October. A new play area has been completed and will be opened imminently. New footpaths created to improve accessibility to open space at Hangman's copse and Sawpit copse.

Community Infrastructure Levy (CIL) L payments made to complete or ongoing projects including:

- *Whiteley Skate Park (£65k of CIL paid in December 2022)*
 - *Shedfield Pavilion (£50k of CIL paid in October 2022)*
- **Enable and promote safe cycleways and pathways to make it safer and more appealing for our residents to cycle and walk to their destination**

Further work on the primary and secondary cycle route networks is currently being undertaken. The development of a district wide LCWIP has commenced with the first engagement session being undertaken and assessment work of background data underway.

Also see project highlight report for Q3 included at Appendix 4.
- **Maintain and enhance the open spaces and parks**

The first phase of planned refurbishment of Abbey Gardens play area was completed in November. This work saw existing play area equipment removed and replacement of the paths and surfacing. A contractor has been selected for phase two, which will start February 2023 and is expected to be complete for the Easter holidays.

A tender was issued for the replacement of the North Walls play area. Technical reports have been commissioned to support delivery of the North Walls park plan, most of which should be undertaken during Q1 of 2023.
- **Develop Local Plan policies that promote healthy lifestyles in healthy surroundings**

The draft Regulation 18 Local Plan included a number of Local Plan policies in a new design topic on living well and creating healthy lifestyles, A key component of the draft Local Plan is the design process and the need to address all of the identified housing needs in the district whilst ensuring that the right mix of homes is built for all sectors of our society. This includes affordable housing, older persons and those with difficulties, family households, younger people, students, built to rent, self-build, custom housing and community housing. As part of the 6 week public consultation on the Regulation 18 Local Plan, a specialised online event was arranged to explain the importance of the design process, the role of design review panels and Local Design Guides. Over 80 people attended this online event.

PRIORITY - HOMES FOR ALL

Housing in our district is expensive and young people and families are moving out because they are unable to find suitable accommodation they can afford.

The Winchester district needs homes for all – homes that are affordable and built in the right areas for our changing communities.

What we want to achieve:

- More young people and families working and living in the district
- All homes to be energy efficient and affordable to run
- Diverse, healthy and cohesive communities - not just homes
- No-one sleeping rough except by choice

Over the last quarter we have achieved the following:

- **Building significantly more homes ourselves**

118 new homes were under construction at the end of Quarter 3 at sites in Winnall and Whiteley. The 1st phase of 12 new homes, built to AECB standard were completed at Whiteley.

A tender has been approved and contract awarded for the Micheldever Passivhaus pilot project for 6 flats, work is scheduled to commence in early 2023

- **Strengthening our Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people**

The draft Regulation 18 Local Plan that was consulted on in November/December 2022 included a range of policies in a 'Homes for All' topic. The representations that were submitted on the Homes for All topic are currently being analysed by Officers from the Strategic Planning Team.

A highlight report for Q3 for the Local Plan is included at Appendix 4.

- **Using the new Winchester Housing Company to deliver a wide range of housing tenures to meet local needs**

Cabinet on 14 December 2022 (report CAB3366 - Housing Company – Revised Options and Business Case) approved the proposed Business case to establish a wholly owned council Housing Company for housing purposes was approved at Cabinet on 14 December 2022.

The Local Housing Company will provide high quality energy efficient council owned homes to rent for households who struggle to rent privately and access council and other affordable housing options. The Housing Company has an opportunity to lease from the council and manage one block of 41 units of accommodation at market rents currently under development at Winnall.

The next steps are to review the strategic and financial businesses cases to develop more detailed proposals to include a final financial business case, timing, governance arrangements, director appointments and specific company conditions. Detailed proposals will be brought for consideration at Cabinet in the summer. In the meantime, operational work streams are in place to prepare for the letting and management of the 41 Winnall flats.

- **Providing support for our homeless and most vulnerable people by working directly and in partnership with the voluntary sector**

Working with partners The Beacon, Two Saints and Trinity to make plans to utilise empty space within existing projects to provide additional emergency beds over the extreme weather periods. Severe Weather Emergency Provision (SWEP) was instigated for the period 6 to 17th December 2022 and 8 individuals were supported off the streets during this period.

HCC's social inclusion tender is due for renewal in March 2023 and will be split into five lots, with Winchester being in a lot on their own. The tender is to commission the support that is delivered at the accommodation that is used to accommodate individuals who are at risk of, or have slept rough, and move on accommodation. For Winchester that is West View and Sussex Street, a total of 42 bed spaces. This process was started in September 2022 and the Service Lead for Strategic Housing was part of the panel looking at the tenders in November 2022. Unfortunately, the tenders received did not allow WCC and HCC to award the tender/contract in full. The tender was then split into two parts, with a direct award for Stage 1 accommodation made to A2 Dominion. The bids for stage 2 are currently being evaluated the successful tender will be announced once the tender process is concluded.

The annual rough sleepers count took place on 16 November 2022. WCCs result has been verified and returned to the Department for Levelling Up Housing & Communities (DLUHC). The result of the count will be published by DLUHC in February 2023.

The Strategic Housing Service have received expressions of interest from providers to deliver the housing support element of the Housing First model which was part of the council's Rough Sleepers Initiative Bid 2022-2025, the bids will to be evaluated in Jan-Feb 2023.

- **Move the energy efficiency of new and existing homes towards zero carbon**

The progress against the projects provided below also contribute to the priority of tackling the Climate Emergency and achieving a carbon neutral district by 2030.

Making Homes Carbon Neutral (CAB3293) was presented to Cabinet on 11 March 2021 and the following progress was made during Q3: -

- *Void properties are currently in the retrofit pilot programme. In addition to overcoming a number of technical hurdles and the challenge of new*

technologies, the market is still not properly ready or developed to resource and respond to the complex demands of whole house retrofits to existing properties.

The works to the pilot void properties provides a good source and opportunity for information gathering. Once the initial trail properties are complete, a full review will take place to assess value for money and the carbon savings achieved.

Changes to the existing heating/hot water system have already been completed. Flow and return temperatures have been successfully lowered to no ill effect. Final design options are still being worked up to replace the existing CHP unit with an ASHP and to only fire up the gas boilers during peak demand. The extent of savings will be known and confirmed once access to the data from HCC and the utility companies is available.

The cost of installing secondary meters for monitoring energy usage has proven to be significant. The intention is to review other ways and opportunities at each scheme to reduce energy demand and consumption. For example, by reducing unused appliances, and/or unused communal heated areas. Any impact to tenants will need to be assessed, carefully managed and in consultation with tenants to make informed and final recommendations.

The first meeting of the member/tenant/officer panel is planned for late February/early March 2023. A tenant survey was sent out in November. 706 returns have been received, including 182 who have expressed an interest in joining the heating panel focus group.

The 'Retrofit Ready' programme targets houses and bungalows as this represents 90% of council properties that have the poorest energy efficiency rating (EPC Band D or below). The tenant "Retrofit Ready" invitations were dispatched with a deadline date for return of 30 November. 806 responses have been received. The subsequent programme of energy assessments and associated remedial works will be programmed during January and rolled out from February to June 2023.

The department for Business, Energy, and Industrial Strategy (BEIS) funding competition was launched on 29 September with a closing date of 18 November 2022 for applications. The Council bid focusses on 20 non-traditional Swedish cottages and approx. 400/500 loft insulation top-ups. The bid result is expected late February/early March.

The build works for Passivhaus development proposals for Micheldever have been tendered and a quote accepted from Ascia Construction for the completion of the homes. Work will commence mid-February 2023.

- **Working with developers to ensure that they provide affordable housing and homes at fair market value as part of new developments**

Discussions have re-commenced with CALA Homes with regard to the Extra Care Scheme in phase 2B of the scheme. A project brief has been prepared

by the council in conjunction with Hampshire County Council and architects appointed to provide a capacity study to ensure site is of sufficient size to meet the S106 requirements. Negotiations are on-going with developers at Whiteley for the construction of an Extra Care scheme on an upcoming phase (as set out in the S106 agreement for the Major Development Area).

PRIORITY - VIBRANT LOCAL ECONOMY

Winchester district is home to a host of successful businesses and enterprises with high levels of employment in both our urban and rural areas. As we look beyond the COVID-19 pandemic, it is vital we restore the vibrancy of our high streets, retain and develop our existing business base and make the Winchester district a place where new businesses want to be located. We also must begin the transition to a greener more sustainable economy.

What we want to achieve:

- Increased opportunities for high-quality, well-paid employment across the district
- A shift to a greener, more sustainable economy
- New offices and workspace meet changing business needs and are located in areas with sustainable transport links
- More younger people choose to live and work in the district
- Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer.
- Winchester district attracts new and relocating businesses and enterprises

Over the last quarter we have achieved the following:

- **Working with our key stakeholders to position Winchester district as a centre for digital, creative, knowledge-intensive networks**

As part of the work to develop recognition of the district's cultural and creative sectors, the council is sponsoring and has developed the criteria for a new Cultural and Creative Award which will form part of the Winchester Business Awards 2023, organised by Winchester Business Improvement District, Hampshire Chamber of Commerce, and the Hampshire Chronicle. The new category will launch as part of the Awards event to be held on 7 February 2023.

One of the actions arising from the Winchester District ten-year Green Economic Development strategy is the coordination of a creatively themed business network. This concept was tested with representatives from the cultural sector at various opportunities during the last period and was received well. A non-creative business was secured to speak at the next Cultural Networking meeting to be held on Tuesday 24 January 2023. Topics will include marketing and PR along with a range of best practice examples that creative sector businesses attending will benefit from. This initiative will be further developed to form a co-mentoring scheme so that creative businesses can learn skills from non-creative businesses and vice versa.

Focusing on a 'green economy' post COVID-19 and providing tailored, sector specific business support

Work has commenced to develop two new strategies under the Green Economic Development Strategy (GEDS) action plan. Scoping plans for the

development of a Sustainable Tourism Strategy were considered at the Business and Housing Committee on 29 November 2022 and the scoping plan for the Cultural Strategy will be considered at the same committee on 28 February 2023. Discussions have taken place with the University of Winchester and Arts Council England to develop these respective strategies in partnership. An extensive evidence base has been completed, which will underpin the development of the Cultural Strategy and a range of stakeholder events have been set up to continue the development of this strategy.

Shared Prosperity Funds

Confirmation was received in December that the council had been allocated £1million from the UK Shared Prosperity Fund (UKSPF) to be spent between the 22/23 and 24/25 financial years. The funding will be split between three key areas: Communities and Place, Supporting Local Businesses and People and Skills.

The council's investment plan was developed in partnership with key stakeholders across the district. Funding is heavily weighted to year three (2024/25) and will consider improvements to town centres and high streets; creation of and improvements to local green spaces; local arts, cultural, heritage and creative activities; community measures to reduce cost of living; supporting decarbonisation and improving the natural environment, increased levels of digital inclusion and essential digital skills.

Supported by the UK Shared Prosperity Fund, a request to quote was issued in December for an 'Enchanted Light Garden' event planned for February/March 2023.

The council submitted its plans for the Rural England Prosperity fund in December. If successful, this will provide access to £749k of funding for activity undertaken in the 2023/24 and 2024/25 for capital projects to support rural locations and businesses across the district.

- **Supporting business in meeting the challenge of carbon neutrality and encouraging 'green growth'**

As a result of us being part of the Low Carbon Across the South & East (LoCASE) partnership of local authorities delivering support to business owners to undertake low carbon and energy efficient adaptations, 62 Winchester district businesses have accessed the service, delivered on behalf of the council by Meercats. Thirteen businesses have received over three hours extensive support to work on their carbon calculations and carbon reduction strategies and a further thirteen businesses have submitted LoCASE applications with one Winchester district business receiving funding

This support is free of charge and a dedicated webpage can be found at www.meercatassociates.com/winchester.

Further support has been provided to businesses with dedicated information on Solar PV and Green Technologies via the business bulletin and on the council web pages.

- **Prioritising the needs of younger people in the redevelopment of central Winchester**

Nothing to update for this period In 2022 the council carried out a procurement process for the selection of a development partner for Central Winchester Regeneration (CWR), to deliver a scheme for the defined area which reflects the objectives in the CWR Supplementary Planning Document (SPD) and the CWR development proposals, to provide a city space that attracts more people, supports the economy, welcomes overnight visitors and in particular enables more of our young people to stay – to build a career in their home district, to live, work and play. Final tenders were submitted in December 2022 and a preferred bidder has been identified. A decision on the preferred development partner will be brought to Cabinet on 6 March 2023.

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

Following the relaunch of the Cultural Network a range of engagement activities including attendance at meetings and e-communications were undertaken in the last period resulting in the network doubling in size. One to one meetings also took place with a range of organisations including the Nutshell on 1 December, the University of Winchester on 8 December 2022 the Color Factory on 13 December 2022. Engagement and best practice sharing across the Hampshire Arts Officers network was undertaken including attendance at a network meeting on 12 October 2022.

Open rates of Arts News were up by 14% for this period in comparison to the same period last year. Three editions have been issued featuring news and events for local creatives. Regular features include what is on, plus jobs and opportunities, special features include the completion of the St Maurice's Covert mural, relaunching the Cultural Network, a feature on Christmas and invitations to input on local plans.

The mural at St Maurice's Covert was completed at the end of October 2022. There was a photo opportunity with members upon completion and the artist said they had received lots of positive comments throughout the painting progress.

To recommence work on the West of Waterlooville Arts programme, funded through S106 contributions, a paper was considered by the West of Waterlooville Arts Advisory Panel and Forum at its last meeting on 1 November 2022. It set out the resources needed to manage the delivery of a refreshed programme. The resource commitment was agreed, and work is now underway to procure an agency to lead on this.

ZC Social Media, the appointed contractor supporting the redevelopment of Visit Winchester's social media channels, presented at the Attractions Partnership meeting in November on 'Top tips for building social media engagement – working together as a destination.'

The council continues to represent the voice of the visitor economy by attending the Tourism Southeast Alliance Meetings and Hampshire Tourism Officers Meeting where trends in tourism, best practice and the latest Visit England and Visit Britain initiatives are discussed.

Consumer marketing and promotion – Big Christmas

The council supported businesses and worked in partnership to maximise the opportunities the festive period offered. Events, activities and festive-related content were added to www.christmasinwinchester.co.uk.

Marketing & Communications

In the last period local businesses were supported through content across Visit Winchester's various social media channel and its website covering key themes including shopping local for gifts, festive food and places to stay. Consumers were encouraged to travel sustainably with links to the South Western Railway booking widget on the Visit Winchester website. One business to consumer (B2C) electronic newsletter was issued with an average open rate of 38% and click rate of 4.3%. This e-newsletter included details of the Christmas Lights Switch On, Christmas Market and festive events at attractions across the district.

Businesses operating in the visitor economy were updated on Visit Winchester activity via a business to business (B2B) e-newsletter that included the appointment of new social media contractor, update on developing the Sustainable Tourism Strategy, call for content, St Maurice's Covert mural and details of the Christmas in Winchester campaign. Issued in November with a 39% open rate and 14% click rate, it also provided businesses with information about energy support guidance from UK Hospitality and support for businesses to begin their journey to net zero along with a link for businesses to engage with the consultation on the council's draft 'Regulation 18' Local Plan.

Branded 'Christmas in Winchester' wayfinding banners were installed, in December, along the route into the city from the Park and Ride to encourage people to walk into the city. The banners carried messages aimed at supporting local businesses and attractions – for example, 'support independent businesses this Christmas,' 'walk this way to festive food and drink,' 'enjoy a family day out,' 'come back again and enjoy the rest of the district.'

Website & Social Media

[Visit Winchester](http://www.visitwinchester.co.uk) website continues to be a key platform for visitors and residents to find information about the district to inform their leisure time and

spend decisions with over 149,000 sessions and over 120,000 users between October and December. Users and sessions remain up on pre-pandemic levels for the same quarter in 2019 (11% and 12% respectively).

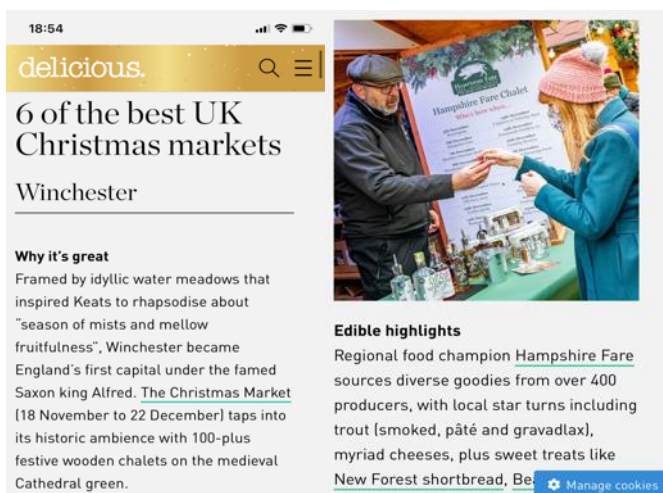
Four festive-themed blogs were published on the Visit Winchester website and the campaign site, christmasinwinchester.co.uk saw an average 817 page views per blog. 'Discover Winchester this Christmas' was the top performing blog receiving 2,394 page views.

The Rediscover Christmas in Winchester film was updated and shared via social media and the website resulting in a reach of 4.5k across all digital platforms. Shots of Christmas in the city and across the market towns were profiled along with attractions and local independent businesses. Messaging around 'free days out' was also included in order to be sensitive to households impacted by the cost of living crisis.

Reach across Visit Winchester social media platforms during the Christmas period doubled compared with the same period in 2021. Posts supported attraction partners and businesses by promoting their events and activities, ideas for free days out and travelling sustainably by train were also included. The Visitor Information Centre's Black Friday event, which saw its strongest sales since 2019, was also advertised via social media and via digital banners on the Visit Winchester website. A successful '12 days of Christmas competition' also ran on Instagram and Facebook with a prize from a local business on offer each day and an average reach of over 1,000 impressions for each post.

PR and press

Through the council's Discover Winchester PR partnership, opportunities to position Winchester district continue to be pro-actively sought and activity has continued to promote the new group of PR ambassadors and influencers, dedicated to promoting the city and district. A press release introducing the ambassadors was issued in November ('Want to find your happy place? Ask a Winchester Ambassador,' had 118 views by journalists on Trav Media) and was selected to feature on Trav Media highlights. Trav Media is the global media network providing news and information for all travel journalists and influencers. A press release entitled 'Discover Winchester this Christmas' (131 views on Trav Media) was also issued in November and coverage was received in several media outlets including Delicious Magazine.



A Canadian travel blogger behind 'Happy to Wander', a digital publication that reaches over 1.5 million readers a year, and also the founder of [ChristmasMarketsInEurope.com](https://www.ChristmasMarketsInEurope.com), one of the top resources for European Christmas Markets on the web, featured Winchester Cathedral Christmas Market in her 'Best Christmas Markets in England' roundup which was in both written and digital format: <https://www.youtube.com/watch?v=lgwK-xRdrGE> Visit England also requested content on Winchester Cathedral's Christmas Market for a press release distributed to media in October featuring 11 other destinations and attractions including Blenheim Palace, Warwick Castle, Leeds Castle, York, County Durham, Nottingham and Birmingham.

A press trip facilitated by Visit Hampshire, in collaboration with Winchester and other destinations along The St James' Way, resulted in coverage in The Guardian in December <https://www.theguardian.com/travel/2022/dec/27/i-did-the-english-leg-of-the-camino-de-santiago-starting-in-reading>

- **Promoting our independent businesses and supporting start-ups.**

In partnership with the Enterprise M3 Local Enterprise Partnership Growth Hub the council organised free business start-up training in December 2022 for Ukrainian businesses looking to set up their own business. The Growth Hub has allocated two of these businesses for further, more extensive support.

Three Winchester Business Bulletins were issued during the last quarter. The Winchester Business Bulletin has been redesigned and now includes a regular Business of the Month feature which regularly highlights independent businesses and sustainable good practice.

PRIORITY - YOUR SERVICES, YOUR VOICE

We will continue to provide high quality, good value, resilient services that are continuously improving to address the changing needs and expectations of residents, tenants, visitors, businesses and not-for-profit organisations across our district and are accessible to all whatever their circumstances.

We will give all our residents the opportunity to make their voice heard and be able to understand how the council makes its decisions.

What we want to achieve:

- An open, transparent, inclusive and enabling council
- Improved satisfaction for our services
- Good value compared to other similar authorities
- Continuous improvement in cost-effectiveness
- High accessibility and usage of our services
- Constructive and effective partnerships across the district
- A balanced budget and stable council finances

Over the last quarter we have achieved the following:

- **Continuously improving process that:**
- ***Involve the public, businesses, stakeholders and ward councillors earlier in the design, deliberation and decision-making process.***

Top-line results from the Residents' Survey have been published on the council's website and shared with parish councils via the Parish Connect email bulletin.

Residents were updated on the survey results via Your Council News email in December.

The results from the survey provided a valuable insight into the views and opinions of our residents and help support the refresh of the Council Plan and in the future shape council services.

To make it easier for everyone to engage with the council both online and in person, we have in conjunction with the refresh of the Council Plan developed an action plan that will deliver against the Listening Better area of enhanced focus.

The Station Approach consultation took place between 1 August 2022 and 21 October 2022 and over 1,000 residents and stakeholders responded.

These comments are now being reviewed to help shape proposals.

- ***Effectively respond to and learn from complaints and feedback to drive service improvement***

As a direct result of complaints received concerning the cleanliness of public conveniences, a review was undertaken into the adequacy of the

frequency of cleaning and the way the cleaning was carried out. This has resulted in improvements to the service.

Housing Services continuously use the details provided in complaints to review their service and identify potential improvements. Q3 examples are below:

- A complaint from a resident was received about the delays and lack of communication they experienced with their right to buy purchase. As a result, a dedicated homeownership team has been established. The team will be sufficiently resourced and trained to ensure the right to buy process is appropriately managed and our tenants receive a helpful and efficient service. We will also be implementing an IT management system to improve our case monitoring and ensure regulatory and legislative timescales are met.*
- Complaints related to Disabled Facilities Grants (DFG) being processed in a timely manner and the process itself were utilised to inform the revised DFG policy that is due to be presented to Housing Cabinet in February 2023.*

In December there was a period of sustained cold weather, which led to an unprecedented volume of calls being made to the council's Housing out of hours service in respect of heating breakdowns resulting in increased tenant complaints.

To remedy the initial problem, housing officers held a number of emergency meetings with its Out Of Hours Provider (First Call). This resulted First Call implementing a new-tiered system for incoming calls with Winchester City Council being assigned a high priority call response level for its social housing customers. The council has committed to undertaking an independent review of the Out of Hours housing service to explore alternative options to improve the service and improve future customer satisfaction levels.

A new initiative as part of lesson learnt is to contact all tenants in the autumn this year to remind them to test their heating systems and report issues early in preparation for the winter switch on. This will be re-enforced within tenant monthly newsletters and by a social media campaign. This is in addition to the regular boiler maintenance checks that are undertaken.

In relation to the data reported against KPI YSYV04 shown in Appendix 3, the percentage of closed complaints either partially upheld or fully upheld in Q3 decreased to 44% from 49% in Q2. There was an increase of 25% in the volume of complaints closed in Q3 compared to Q2 (Please note this includes 11 complaints received that were subsequently withdrawn). All complaints are monitored closely each Corporate Head of Service.

Q3 saw the biggest increase of complaints closed in:

- *Housing Property Services, which increased from 8 in Q2 to 18 in Q3 - the colder months result in more housing related complaints due to heating, water and boiler breakdowns.*
- *Parking Services and CCTV which increased from 6 in Q1 to 20 in Q3 - Q3 attracts more visitors to the City mainly due to Graduation week and the Christmas Market. Visitors are less used to the local parking payment systems, parking locations, we are however, reviewing the complaints to see if improvements can be made to make these clearer.*

In terms of total complaints received in Q3, this was 73 compared to 100 in Q2.

- **Embed effective partnership working with the community, voluntary groups and organisations, local businesses, our suppliers and other public bodies**

The council hosted a Cost of Living Summit in November with around 40 partner organisations from across the district in attendance that encouraged collaboration and coordination of organisations to provide maximum support for residents struggling with rising costs.

To tackle the increasing amount of graffiti appearing across the city, the council has worked collaboratively with the Business Improvement District and set up a Pride in Place task and finish group, working with the police, Hampshire's Youth Offending Team and local youth charities.

Regular meetings continue with representatives from the market towns, to discuss issues and areas of interest to support their high streets and local businesses.

Supported Winchester Business Improvement District undertake its ballot for a fourth term, which was successful.

The first meeting of the Winchester District UK Shared Prosperity Fund Partnership Board was held in November, bringing together public and private sector business, education, voluntary, environmental representatives from across the district. The Board will consider projects for funding, provide their expert insight and add value to the council's delivery of this funding programme.

In partnership with the Enterprise M3 Local Enterprise Partnership Growth Hub the Council organised free business start-up training in December 2022 for Ukrainian businesses looking to set up their own business.

As part of the public consultation on the Reg 18 Local Plan, presentations were given to the Winchester BID and town/parish councils as well having a number of Local Plan drop in sessions that took place during the public consultation period.

- **Transparent and publicly visible performance measures which drive improved satisfaction and performance**

The member led Performance Panel reviews this quarterly performance report and the notes and actions from these meetings are presented to The Scrutiny Committee.

Cabinet approved a refreshed set of strategic key performance indicators that will be reported from 1 April 2023. The data against these indicators will be published on the council's website and replace the indicators included in Appendix 3 of this report which are also published on the Winchester City Council website [Access to data - Winchester City Council](#).

- **More effective use of technology to make it simpler and easier to deal with the council and its delivery partners while reducing cost**

As part of the Regulation 18 Local Plan consultation the Local Plan website was updated to make it easier for people to access and engage with the consultation process. A video was available on the Citizen Space consultation portal to show people how to submit their comments directly on Citizen Space. This ensured that people's comments were attributed to the correct policy in the Local Plan.

During Q3, the 'Your Winchester' resident app was re-launched. The updated version is simplified with the aim of providing a much better user experience. Feedback so far has been positive. Updates to My Council Services will take place in Q1 to improve the user experience, particularly in relation to garden waste renewals.

- **Focus on accessibility and inclusiveness to ensure our decision making and services are accessible to and usable by all**

The first meeting of the recently established Members' Equality, Diversity and Inclusion Forum took place in November where forum members considered the draft Equality, Diversity and Inclusion Statement of Policy and Action Plan.

Subtitles have been added to all committee meeting videos and guidance for viewers of the meetings has been updated.

A new mandatory online learning module was introduced for all staff and members to complete covering the importance of Equality, Diversity and Inclusion.

- **Investing in our staff and making the most of their skills and talents**

Employees have access to training via our comprehensive range of e-learning tutorials and courses and several colleagues are undertaking formal qualifications using the 'upskilling' option in the government's apprenticeship scheme.

FINANCIAL UPDATE

AS AT 31 DECEMBER 2022

This section presents a summary of the council's financial position as of 31 December 2022 with regard to the General Fund and Housing Revenue Account budgets. Members will note that this report is considered by Cabinet after budget setting council in February 2023 and where the budget for 2023/24 was set.

General Fund Revenue

Summary

1. A balanced 2022/23 budget was set by Council in February 2022 (CAB3335 refers) alongside a new 'Exceptional Inflation Pressures' earmarked reserve to reflect the considerable risks around contract and pay inflation. This reserve has sufficient balance to cover the forecast increased costs identified below.
2. Inflation has continued to increase beyond expectations, including significant increases in utility costs. It is now considered prudent to forecast that inflation will remain at higher-than-expected levels for the medium term and therefore forecast costs will increase both in 2022/23 and over the medium term. The key elements relating to 2022/23 are:
 - i. Contract inflation is now forecast to average 7% over 2022/23 (4% was budgeted) which is an additional baseline cost of £326k. This is below current inflation levels because many contract costs for 2022/23 are based at least in part on inflation levels prior to April 2022.
 - ii. Pay inflation is now forecast at an overall 5% increase from April 2022 (2% was budgeted) at an additional baseline cost of £508k.
 - iii. Utility inflation is forecast to increase by up to 100% on average which would increase 2022/23 costs by c£300k. The majority of the increase relates to electricity costs as the general fund electricity to gas cost ratio is approx. 90:10.
3. Despite the expenditure pressures highlighted above, a number of one-off favourable variances identified below mean that the forecast outturn position is balanced. It is important to note that this is not a formal revision to the 2022/23 budget and forecasts will be kept under review monthly and refreshed for Q3 reporting. The other key variances and full year variance forecasts for Q3 are listed below:
4. The other key variances and full year variance forecasts for Q3 are listed below:
 - a) Car Parking income for the full year is forecast at £7.0m against a budget of £8.3m (an adverse variance of £1.3m). Income has been picking up in

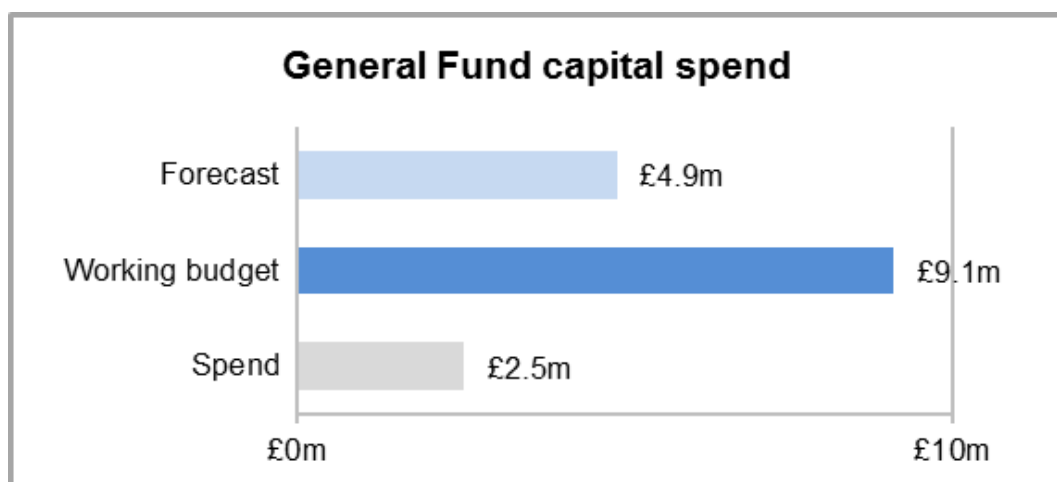
Q3 which was in line with the forecast made at Q2. One area of significant reduction is season tickets, commuters would need to return to Winchester on a daily basis in order to return to previous levels.

- b) A Covid contingency budget of £1.278m offsets a significant proportion of the above adverse forecast. A phased return to budgeted income levels was planned and budgeted over a four-year period ending in 2023/24.
- c) Building Control and Market income are forecast to be a combined £200k lower than budget.
- d) Grounds Maintenance and Waste and Recycling budgets are forecast to be overspent by £320k.
- e) Tree works are expected to overspend by c£56k in 2022/23 due to the high volume of works currently being identified.
- f) Funding / Income - Business Rates Retention and other funding is forecast at £1.09m above budget. This revised forecast takes into account 2021/22 outturn and reflects the removal of any previous negative Covid effects. It is instead based on a continual increase in funding as seen in the last few years. The Winchester Sport and Leisure Park income contribution has been increased to reflect the 2022/23 inflationary uplift.
- g) Net interest receivable is forecast to achieve an additional £300k of income above budget. This is mainly resulting from higher than budgeted investment rates due to the recent increases in the base interest rate.
- h) Recycling income is forecast to be £150k above budget. This is in line with 2021/22 outturn and reflects the current high rates of return being achieved for glass and MRF.
- i) Bus Subsidy / P&R Bus discount – current estimates of additional government bus subsidy funding and discount relating to the reduced stagecoach bus frequency total £300k favourable to budget.
- j) Legal income – reduced S106 volumes to the end of Q2 mean a revised full year forecast adverse variance of £70k.
- k) Employee agency spend is currently significantly above savings accrued from budgeted vacant established posts. This is mainly within the Planning and Legal departments and results in a forecast employee overspend of £200k for the year.

<u>General Fund Budget Forecast 2022/23 (£000)</u>	<u>Expenditure</u>	<u>Income</u>	<u>NET</u>
Environment	18,338	(11,582)	6,756
Living Well	5,455	(1,009)	4,446
Homes for All	2,844	(284)	2,560
Vibrant Local Economy	1,745	(544)	1,201
Your Services, Your Voice	7,764	(1,886)	5,878
TOTAL before funding	36,153	(15,305)	20,842
TOTAL Funding			(20,842)
FORECAST BUDGET UNDERSPEND			0

General Fund Capital

1. General Fund capital expenditure to the end of December was £2.54m of which the majority relates to the following: Disabled Facilities grants (£0.84m); CIL funded community grants (£0.5m); Car parks – various including the new decked park at the former Vaultex site (£0.28m); and play areas at Abbey Gardens and KGV park (£0.24m). There were small amounts of expenditure on a number of other projects.
2. Capital budgets for 2022/23 were revised for brought forward balances and other changes as part of the General Fund 2021/22 outturn reported to July cabinet and this is reflected in the working budget below. Due to the nature of capital expenditure, there is risk of programme slippage particularly in respect of projects that have yet to commence. The forecast has been revised as part of the February budget setting process and reflects the revised capital programme presented to Council in February 2023 (CAB3389 refers).
3. The full year budget and forecast below excludes £20.5m in respect of the Strategic Asset Purchase scheme (SAPS). This budget will only be spent if suitable assets are identified. There have been no SAPS purchases to date in 2022/23.



4. Expenditure on key projects in Q1-Q3 of 2022/23:

- **Winchester Sport & Leisure Park** *Total Budget: £43.24m*

Exp: Prior years £42.887m Q1-Q3 £0.1m Total £42.987m

Work commenced on site in 2019 and, despite the significant challenges presented by Covid-19, the new park officially opened on 29th May 2021. Final contract closure negotiations are anticipated to be completed in 2022/23 and further spend is therefore expected in the second half of the year.

- **Decked car park at Barfield Close** *Total Budget: £6.45m*

Exp: Prior years £6.4m Q1-Q3 £0.12m Total £6.52m

The former Vaultex site at Barfield Close provides just under 300 spaces to reduce traffic in the city – linking in with the aims of the City of Winchester Movement Strategy and supporting the city council’s pledge to become a carbon neutral council by 2024, with the whole district becoming carbon neutral by 2030. Photovoltaic panels and electric vehicle charging points also feature at the site as well as a green “living wall” which helps improve air quality and minimises the visual impact of the site. The project completed in spring 2022 with final contract payments to be made in 2022/23. Some end of defect period rectification works are being carried to in January 2023 following which the retention will be released to the contractor.

- **Disabled Facilities Grants** *Total Budget: £1.23m*
Expenditure: recurring Q1-Q3 £0.84m

During the period 1 April to 31 December £838,000 of grants were paid over.

Such grants enable residents of private and / or social housing who are disabled or have a mobility or other limiting condition to apply for adaptations to be undertaken in their home. Adaptations can include the installation of stair lifts, level access showers, kitchen adaptations or ramping etc. and enable residents to remain in their homes rather than having to move, go into hospital, or into residential care.

Housing Revenue Account

Housing Revenue Account 2022/23

	Housing Revenue Account					
	Budget		Forecast		Notes	
	Income	Expenditure	Net contribution / (spend)	Full Year Outturn	Full Year Variance	
	£'000	£'000	£'000	£'000	£'000	
Rent Service Charges & Other Income	29,036	0	29,036	29,618	582	1
Housing Management General	164	(5,952)	(5,788)	(5,788)	0	
Housing Management Special	1,155	(2,993)	(1,838)	(1,838)	0	
Repairs (including Administration)	101	(6,814)	(6,713)	(7,157)	(444)	2
Interest	0	(6,689)	(6,689)	(5,360)	1,329	3
Depreciation	0	(8,635)	(8,635)	(8,635)	0	
Capital Expenditure Funded by HRA	0	0	0	0	0	
Other Income & Expenditure	29	(7)	21	21	0	
	<u>30,485</u>	<u>(31,091)</u>	<u>(606)</u>	<u>861</u>	<u>1,467</u>	
Working Balance at 1 April 2022			<u>16,658</u>	<u>16,658</u>	<u>0</u>	
Add Surplus / (Deficit)			<u>(606)</u>	<u>861</u>	<u>1,467</u>	
Projected Working Balance at 31 March 2023			<u>16,052</u>	<u>17,519</u>	<u>1,467</u>	

Summary

The HRA revenue budget for 2022-23 was approved in February and is a deficit budget with a budgeted call on HRA Reserves of £0.606m. The forecast position at period 9 is a positive variance of £1.467m with an anticipated contribution to reserves of £0.861m, resulting in forecast HRA year-end general reserves now increasing from £16.052m to £17.519m. The impact of inflation on repairs and staffing has been taken into account within this forecast.

At Period 9 the following major variances are reported: -

[1] Rent Service Charges and Other - Income is now anticipated to be some £0.582m more favourable. The reason for this is that with the current emphasis upon raising the BOE bank base rates to tackle inflation that the HRA is now getting both a higher rate of interest on its funds (1.8% estimated) and has more cash backed resources £60m, which has resulted in an anticipated additional income of £582k in 2022-23. This contrasts with interest of (0.03%) in 2020-21 and interest on receipts of just £17k in the previous year.

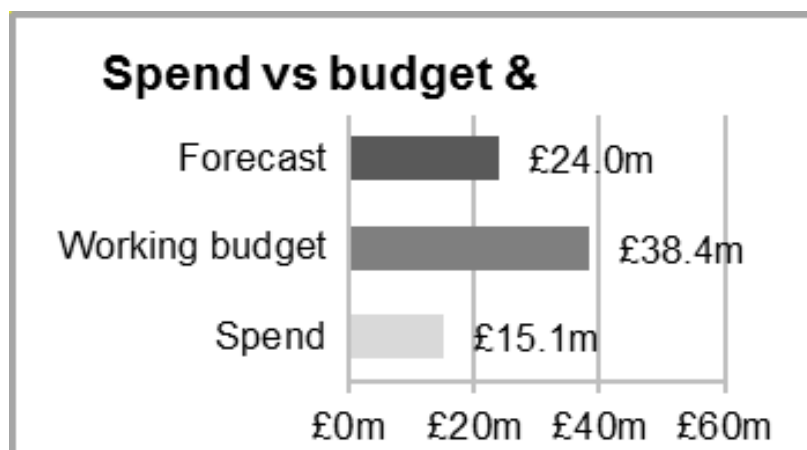
[2] Repairs (including administration) - the budgets for both cyclic repairs £300k and responsive repairs £200k are forecast to overspend this year. This is largely due to both an increase in the scope of works required for servicing / compliance checks that are now being undertaken and also to underlying increases in cost. In addition there is an overspend on agency staff of £85k, that is partly offset by one off insurance fund receipts £141k received from recent claims for fire and water damage.

[3] Interest charges – This is now forecast to underspend by £1.326m and is largely down to the recent volatility and increases in the cost of PWLB external borrowing from the Government. As a consequence it is anticipated that any forecast borrowing for 22-23 is likely to be funded initially from internal borrowing. If events change and the cost of long term PWLB debt falls then this position will be reviewed.

HRA Capital Spend

The original HRA Capital budget was approved in February 2022 and since then has been revised following the closure of accounts to take account of slippage from closing and to re-profile in light of the expectations of likely spend in the year. The Revised Budget of £38.4m was approved at Cabinet on 19 July 2022.

The current projected forecast outturn spend is £24m or 63% of spend. The main reason for this variance (£9.9m) was the initial overly optimistic assumption that North Whitely would largely be completed in 2022-23. There has also been £1.4m slippage due at Southbrook cottages due to delays in contracting, and the failure to find any appropriate spend for £2.3m of the unallocated budget. At period 9 spend to date was £15.1m or 64% of the forecast outturn.



Housing Services

The forecast outturn on Housing Services which includes decent homes major works, estate improvements, sheltered housing upgrades, disabled adaptations and fire and retro fitting budgets is £7.4m, with spend to date of £5.6m or 76% of the forecast.

New Build Programme

There are essentially 3 major schemes currently underway that make up 98% of forecast new homes spend in 2022-23, these are Winnall £11.4m, North Whitely £3.9m and Southbrook cottages £0.7m, with an additional proposed grant to Wykeham CLT of £255k.

Housing Revenue Account

Capital 2022/23

	HRA Capital Programme			Notes
	Budget	Forecast Outturn	Variance	
	£'000	£'000	£'000	
Housing Major Works	(5,672)	(5,422)	250	
Improvements and Conversions	(468)	(206)	262	
Other Capital Spend	(2,324)	(1,800)	524	
New Build Programme	(29,905)	(16,590)	13,314	
	(38,369)	(24,018)	14,351	

STRATEGIC KEY PERFORMANCE INDICATORS

The following table presents an update against the strategic key performance indicators that were approved by cabinet on 21 May 2020 (report CAB3230 refers).

The availability of the data for each KPI is often from sources external to the council and varies from quarterly, annually and biennially. Where the data is available at annual intervals, this will usually be reported after the end of each financial year. A review of the indicators will take place over the coming months in conjunction with the refresh of the Council Plan.

For ease of reading, the KPIs with quarterly data are in a separate table followed by KPIs with less frequently available data.

A column has been added to capture helpful commentary where applicable for each of the KPIs.

RAG Parameters:

This performance indicator is on target

This performance indicator is below target but within 5% of the target

This performance indicator is below target by more than 5%

QUARTERLY KPI's

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(22/23)	(22/23)	(22/23)			
Tackling Climate Change	TCE02	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of household waste sent for reuse, recycling and composting	Climate Emergency	Higher = better	20/21 audited figure 40.5 % 2nd highest in Hampshire (2019/20) unaudited 38.10%	38.2	35.6	41.55	37.79	38.75		Increase against 2019/20 outturn (38.1%) National figures for 21/22 due out Feb / March 2023	Lower percentage in Q2 as very dry summer significantly reduced garden waste collections Monthly figures are subject to a confirmation process at the end of the year but give a good indication of direction of travel.
	TCE03	Reduced levels of waste and increased recycling, exceeding national targets	Kgs of domestic residual waste collected per household	Climate Emergency	Lower = better	449kg (2019/20) audited fig for 20/21 475kg best figure in Hampshire	110	111	105	103	105		Reduction against 2019/20 outturn	Whilst unaudited shows a positive decrease against 2021/22 outturn. 6% gross reduction in waste volumes per household
	TCE06	Increased opportunities for active travel	Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer	Climate Emergency	Higher = better	2019/2020 - Centre 63.50% 2020/2021 - Centre 73.50% 2021/22 centre 70%,	Central - 64% Park & Walk - 16.8% Park & Ride - 19.2%	Centre 69%, Park and Walk 13.4%, Park and Ride 17.6%	Centre 66.9%, Park and walk 17.9%, Park and Ride 15.2%	Centre 68.2%, park and walk 16.1%, park and ride 15.7%	Centre 65.4%, park and walk 17.5%, park and ride 17.2%		To be developed	Parking numbers returning to similar numbers before the outbreak of the pandemic in 2020 Monthly figures are subject to a confirmation process at the end of the year but give a good indication of direction of travel.

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(21/22)	(22/23)	(22/23)	(22/23)			
Living Well	LW03	A wide range of physical and cultural activities for all ages and abilities	Number of users of the Winchester Sport & Leisure Park	Business & Culture	Higher = better	N/A – new indicator	153,561 (YTD 377,388)	187,182 (YTD 564,570)	186,722	189,247 (YTD 375,969)	164,272 (YTD 540,241)		500,000	
Homes for All	HA06	Diverse, healthy and cohesive communities - not just homes	No. of new homes started or in progress / completed	Community & Housing	Higher = better	Started 121 Completed 121	Started 129 Completed 0	In progress 129 Completed 0	In progress 129 Completed 0	In progress 130 Completed 0	In progress 118 Completed 12		Complete 121 Start 85	Phase 1 of Whiteley completed Dec 22 = 12 properties
Vibrant & Economy	VLE13(a)	Increased opportunities for high quality, well-paid employment across the district	% Of procurement spend with local suppliers – Revenue spend	Business & Culture	Higher = better	21.99% (19/20) 24.50% (20/21)	19.50%	26.87%	23.64%	22.73%	22.31%		Min 25% Revenue	
	VLE13 (b)	Increased opportunities for high quality, well-paid employment across the district	% Of procurement spend with local suppliers – Capital spend	Business & Culture	Higher = better	46.60% (19/20)	49.72%	81.99%	82.13%	80.64%	60.92%		Min 25% Capital	
Your Services Your Voice	YSYV04	Improved satisfaction for our services	Percentage of closed complaints upheld or partially upheld (Total number of complaints closed in Qtr. shown in brackets)	Service Quality	Lower = better	2019/20 - 59% 2020/21 - 51%	66%	76%	61% (67)	49% (95)	44% (119)		58.75% (average for 2021/22)	See narrative in Appendix 1 for further information related to complaints.
	YSYV05		No. of valid Ombudsman complaints	Finance and Value	Lower = better	1 -2018/19 2 - 2019/20 0 - 2020/21	1	0	0	0	1		0	

REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q3	Q4	Q1	Q2	Q3	RAG Status	KPI Target 2022/23	Comments
						(21/22)	(21/22)	(22/23)	(22/23)	(22/23)			
YSYV06	High accessibility and usage of our services	Availability of WCC critical infrastructure services excluding planned downtime - Email - Storage - Telephony - DMS (document Management System)	Finance and Value	Higher = better	2019/20 Email - 100% Storage - 100% Telephony - 99.5% DMS - 100% 2020/21 Email - 100% Storage - 100% Telephony - 98.18% DMS - 100%	Email - 100% Storage - 100% Telephony - 99.71 DMS - 100%	Email - 100% Storage - 100% Telephony - 98.17 DMS - 100%	Email - 100% Storage - 100% Telephony - 98% DMS - 100%	Email - 99.9 Storage - 100% Telephony - 99.78 DMS - 100%	Email - 100% Storage - 100% Telephony - 99.9 DMS - 100%		99.5%	
YSYV07	Improved satisfaction for our services	Efficient waste collection services - missed bin collection report	Finance and Value	Lower = better	AWCQ1 2019/20 68.89 per 100k bin collections AWC Q1 2020/21 57.79 per 100k bin collections	AWC 36/100k bin collections	AWC 60/100k bin collections	AWC 55/100k bin collections	99.95 %	99.96		99.93% (monthly)	Contractual target changed since contract started in Feb 21 – rather than having a target for missed bins it now relates to service failures (currently a contract limit of 200 service failures a month). A missed bin counts as a service failure. From Q2 the collection rate will be shown as a percentage.

ANNUAL KPI'S

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
TRACKING CLIMATE EMERGENCY	TCE01	Winchester City Council to be carbon neutral by 2024	WCC carbon emissions	Climate Emergency	Economy & Community	Lower = better	4268 tCO2e (Like for like reduction of 11.7%)	2810 tCO2e (Like for like reduction of 34.2%)	See notes	Target for 21/22 1873 tCO2e Target for 2022/23 1,075 tCO2e (location based)	Data for 2021-22 is expected in Q1 2023	Annual Target reduction of 1,075 tCO2e (location based) or 888 tCO2e/year (market based i.e. taking into account renewable electricity)
	TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Climate Emergency	Regulatory	Lower = better	13.33% contamination from 43 samples. Second best of Hampshire authorities	16.33% from 61 samples. Fifth best in Hants, and below Hampshire average of 17.54%	15.74	Reduction against 2018/19 outturn - 13%	We are getting some data now on a monthly basis, but not enough to provide annual figures with confidence.	There is no data available on national contamination which is comparable, so we can only use Hampshire average. A once a year figure. Remains fifth best contamination of Hampshire authorities and remains below Hampshire average.
	TCE05	Everything most residents need should be in reach by foot, bike or public transport	No. bus users	Climate Emergency	Head of Programme	Higher = better	4.2m passenger journeys in the year 2019 in Winchester and surrounding area (Stagecoach figures).	2020 patronage figs severely distorted	2.9m passenger journeys in the year 2022 in Winchester and surrounding area. Of the 2.9m, 0.6m passenger journeys were made using the P&R service. (Stagecoach figures).	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year. Figures for 2023 will be reported in January 2024	Still on-going issues post covid with low (although rising) passenger numbers and operational issues with lack of drivers and increasing operating costs. WMS looking at potential for bus priority schemes as part of the one-way system review. LTP4 'Public Transport' policies will also look to address fares, demand responsive travel and P&R.
	TCE07	Everything most residents need should be in reach by foot, bike or public transport	Traffic movement into Winchester	Climate Emergency	Head of Programme	Lower = better	Average daily traffic flows (HCC source) St Cross Rd 13,500 Stockbridge Rd 7,300 Andover Rd (N) 12,000 St Cross Rd 9300 NB 2020 traffic figs severely distorted	2022 traffic flows steadily rising but not at pre covid levels	Average daily traffic flows (HCC source) St Cross Rd 12,305 Stockbridge Rd 6,586 Andover Rd (N) 11,220	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year. Figures for 2023 will be reported in January 2024	The WMS looks to reduce traffic levels by 10% through the implementation of all the schemes in the action plan and through the M3J9 works.
	TCE08	The Winchester district to be carbon neutral by 2030	District carbon emissions - annual report - year on year reduction	Climate Emergency	Economy & Community	Lower - better	2018 617,000 tCO2e (1.9% reduction)	2019 579,700 tCO2e (6.2% reduction)	2020 506,900 tCO2e (12.5% reduction)	456,210 tCO2e (2020 figures)	Data released annually 2 years in arrears	Data for 2020 influenced by COVID so 2021 figures likely to revert back to previous levels. The Carbon Roadmap will supplement this national data measure with local detail of carbon reduction from delivery

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
												of specific interventions.
	TCE09	The Winchester district to be carbon neutral by 2030	Produce Local Plan - plan adoption	Climate Emergency	Regulatory	N/A	N/A – new indicator Evidence base being developed.	Consultation on Strategic Issues and Priorities took place for 8 weeks and closed 12/4/21.	The draft Regulation 18 Local Plan has been discussed at Scrutiny/LPAG meeting on the 29 September and at Cabinet on the 18 October. A 6-week public consultation on the draft Regulation 18 Local Plan is due to commence on the 2 November for a period of 6 weeks.	Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 July 2021. The key target for 2023 will be to progress the Local Plan to the Regulation 19 stage.	A 6 week public consultation on the Reg 18 LP took place between 2 Nov and 14 December 2022.	The Strategic Planning team have received a number of responses to the draft Reg 18 Local Plan directly into Citizen Space and are now prioritising entering the remaining comments into Citizen Space. We will then know how many individual comments we have received on various policies/topics in the Local Plan. An LPAG meeting will be arranged towards the end of February 2023. At this meeting Officers will outline the different consultation techniques that were used, number of representations received, and they will update Members on the key issues that have been raised (there will be no analysis of the responses).
	TCE10	Our district's extensive natural habitats safeguarded and enhanced	Deliver 80% of actions in the approved annual action plan - percentage completed	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	N/A – new indicator	86%	Deliver 80% of actions included in BAP	Data is collected at the end of each calendar year. Figures for 2022 will be reported in January 2023 We can collect data more often to monitor progress however a large proportion of these actions are ongoing throughout the year and as such will not be completed until the end of the year.	Year 2 of BAP Action Plan completed at end of December 2022. 91% completed; 2% progressing well; 4% progressing; and 3% not yet started.
	TCE11	Our district's extensive natural habitats safeguarded and enhanced	Number of trees planted per year	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	398 trees planted	129 trees planted	100 trees planted	Data is collected at the end of each year. Figures for 2022/23 will be reported in April 2023	Planting season now closed and due to reopen in October 2022
	TCE12	The Winchester district to be carbon neutral by 2030	Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	4%	69%	25%	Updated annually after the end of each financial year (Q1 2023/24)	WCC is providing grant support to Winchester Action on Climate Change (WeCAN) in 2022-23 to build capacity.

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
			action groups / campaigns									
	TCE13	The Winchester district to be carbon neutral by 2030	Number of people participating in carbon reduction event per year	Climate Emergency	Economy & Community	Higher = better	N/A – new indicator	2457	8078	2703	Updated annually after the end of each financial year (Q1 2023/24)	Includes Winchester Green Week, WeCAN, Climate Open Forum
	TCE14	Clean air, more ambitious than national targets	Improvement trends in nitrogen dioxide and particulates, with the intent of complying with national mandatory standards	Place and Local Plan	Regulatory	Lower = better	St Georges St 2018: 41µg/m ³ 2019: 39µg/m ³ (First 6 months only) Chesil St & Romsey Rd 2018: 47.5µg/m ³ 2019: 47.2µg/m ³ (First 6 months only)	<u>2020 Data</u> St Georges St 26.9µg/m ³ Romsey Road 40.8 µg/m ³ (Note: 2020 data is atypical as 'Covid' Year)	<u>2021 Data</u> St Georges St 27.0 µg/m ³ Romsey Road 36.5 µg/m ³	Subsequent to AECOM's report, in consultation with the Cabinet Member, it was agreed to retain the existing AQMA and seek to update the current AQAP, with a focus on improving air quality along Romsey Road. However it was also agreed that in order to inform the updated AQAP that officers would need to review the full 2022 data set in early 2023 as this would be required to inform the AQAP. Also, to consider whether to adopt more stringent AQ standards taking into account new WHO recommended limits. NB: Government required to set new national PM _{2.5} standards by Oct 2022, which still has not yet happened. Spring 2023 commence review of Air Quality Action Plan and deliver by September 2023.	Annual Status Report (ASR) to be submitted to DEFRA June 2023. Air Quality Supplemental Planning Document now adopted by Cabinet and in use.	Cabinet considering next steps on whether to review AQMA now or in late 2023 when it is expected that the 2022 data set will show compliance with air quality standards in most if not all of the AQMA. Cabinet also considering probable and aspirational targets for Winchester by 2027, which will inform local air quality policy over the next 5 years.
LIVING WELL	LW01	Reduced health inequalities	Inequality in life expectancy at birth (male)	Community & Housing	Economy & Community	Lower = better	2018 – 5.8 years 2019 – 5.9 years	2020 – 4.7 years	Data not yet available (checked January 2023)	≤ 4.7 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
	LW02	Reduced health	Inequality in life	Community & Housing	Economy & Community	Lower = better	2018 – 6.4 years	2020 – 3.5 years	Data not yet available (checked January 2023)	≤ 3.5 years	Data has not been released by ONS. Review	Relevant data not yet available from ONS.

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
HOMES FOR ALL		inequalities	expectancy at birth (female)				2019 – 4.6 years				date unknown	
	LW06	A wide range of physical and cultural activities for all ages and abilities	Increase participation in the Cultural Network in order to strengthen engagement with and support of the arts and cultural sector working collaboratively to strategically develop the offer	Community & Housing	Place / Economy & Community	Higher = better	23 organisations	23 organisations	30 organisations	+10%	Data collected at the end of each financial year. (Q1 2023/24)	Engagement maintained via Arts News. Cultural network meetings paused whilst recruiting a Creative & Cultural sector Officer. Since then virtual network reconvened. On track to meet 22/23 target
	HA01	All homes are energy efficient and affordable to run	% of all WCC homes achieving energy efficiency rating of C or above	Community & Housing	Services / Housing	Higher = better	60%	62%	63%	66%	Annual figure – next update April/May 2023	
	HA02 a	All homes are energy efficient and affordable to run	% all new homes in the district achieving energy efficiency rating of C or above	Community & Housing	Services / Housing	Higher = better	96.48%	96.54%	97.41	100%	ONS Data available retrospectively each November. Next update due Nov 2023	
	HA02 b	All homes are energy efficient and affordable to run	% ALL homes in the district achieving energy efficiency rating of C or above	Community & Housing	Services / Housing	Higher = better	New dataset from ONS started 2020	Owner Occupier 34.25% Private Rented 36.82% Social 61.71% Total: 48.10%	Owner Occupier 39.45% Private Rented 41.41% Social 66.04% Total: 50.98%	60% by 2028 Improvements should become evident as the law changes for private landlords	ONS Data available retrospectively each November. Next update due Nov 2023	
HA03	Diverse, healthy and cohesive communities – not just homes	No. of domestic properties in the district, previously No. of households in district (all tenures)	Community & Housing	Services / Finance	Higher = better	54,017	54,584	55923	Trend data for monitoring only	Data collected in March each year. Next update March 2023.		
HA04	No one sleeping	No. of rough sleepers	Community & Housing	Services / Housing	Lower = better	N/A	7	3	Trend data for monitoring only	Rough Sleepers count was conducted on the 10		

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
		rough except by choice									November 2021. 3 were found (2 were from out of area). All 3 have now been accommodated. The annual Count for 2022 is 16 November.	
	HA05	Diverse, healthy and cohesive communities – not just homes	1000 new homes planned (10-year supply). No. completed each year, commencing 2021/22	Community & Housing	Services / Regulatory	Higher = better	N/A	N/A	To date 133 completed with a further 117 on site	1000 over 10 years	New indicator decided in March 2021. Next update in May 2023	economic downturn and nutrient neutrally targets will impact housing delivery in the short to medium term
	HA07	Diverse, healthy and cohesive communities – not just homes	WCC housing stock, directly owned, housing company	Community & Housing	Services / Housing	Higher = better	N/A – new indicator	0	Data not yet available	Complete 5 new houses	Delay to launch of Housing Company	Housing Company agreed in principle, first completions will occur in QTR 3 2023/24
VIBRANT LOCAL ECONOMY	VLE01	Increased opportunities for high quality, well-paid employment across the district	No. of business enterprises in professional / technical sectors	Business & Culture	Place / Economy & Community	Higher = better	21.3%	21%	20.6%	Trend data for monitoring only	Data collected each January	
	VLE02	Increased opportunities for high quality, well-paid employment across the district	Close the gap between workplace earnings and residents' earnings	Business & Culture	Place / Economy & Community	Lower = better	£105.4	£52.9	£63.6	Trend data for monitoring only	Data collected each January	Economic downturn likely to have an impact
	VLE03	Increased opportunities for high quality, well-paid employment across the district	Productivity measure – gross value added (GVA) per head	Business & Culture	Place / Economy & Community	Higher = better	£39,714	ONS has not released data	See notes	Trend data for monitoring only	Data no longer available	Data £39,714 is the latest data available on the ONS website

VLE04	New offices and workspaces meet changing business needs and are located in areas with sustainable transport links	Amount of floor space developed in market towns (planning approvals) –	Business & Culture	Services / Regulatory	Higher = better	Data not available	Data not available	See notes	KPI to be removed – no longer valid	KPI to be removed – no longer valid	Measuring offices and workspaces is no longer a valid measure to demonstrate success as many people successfully working from home, and office down-space could mean success in reducing costs and increasing profits and salaries.
VLE05	More younger people choose to live and work in the district	Percentage of residents aged 25-35 years old	Business & Culture	Place / Economy & Community	Higher = better	ONS Data mid-2018 11.4%	ONS Data mid-2019 12.5%	ONS Data mid 2020 10.6% ONS Data mid 2021 10.4%	Trend data for monitoring only	ONS Data	May decrease if fewer job opportunities exist for young people
VLE06	A shift to a greener, more sustainable economy	No. of businesses engaged on carbon reduction measures/projects	Business & Culture	Place / Economy & Community	Higher = better	Figures not yet available	172 businesses	78 businesses joined events live (virtual and in person) and a further 199 downloaded content at a later date	Baseline to be set when data available	77 businesses engaged in carbon reduction measures and projects	In the last quarter 44 businesses accessed the Zero Carbon Service and a further 27 attended Sustainable Business Network events.
VLE07	A shift to a greener, more sustainable economy	Crowd funder grants offered for green projects	Business & Culture	Place / Economy & Community	Higher = better	N/A – new indicator	Launched 15/6/20	1 grant of £1500 paid to food recycling project	To be developed	Data will be updated after the end of Q1 and then annually at Year End going forward.	In Q2 we awarded one Crowdfunder match funding grant of £4,000 towards a project to install solar panels on a village hall roof.
VLE08	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitor stay length increasing	Business & Culture	Place / Economy & Community	Higher = better	2.6 days domestic 6.7 days overseas	0.25m bed nights (domestic) 0.13m bed nights (international)	See notes	Trend data for monitoring only	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	Industry intel indicates that 2021 data will continue to show a downturn in activity as a result of the COVID-19 pandemic. Recovery to pre-pandemic levels, particularly in overseas markets, unlikely until at least 2022/23 reports
VLE09	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer	Visitors spend increases	Business & Culture	Place / Economy & Community	Higher = better	£263.4m	£87.4m spent by tourists during their visit to the area (2020)	See notes	Trend data for monitoring only	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	See above

VLE10	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	Value of tourism to the economy increases	Business & Culture	Place / Economy & Community	Higher = better	£339m	£112.8m spent in the local area as a result of tourism (2020)	See notes	Trend data for monitoring only	2021 data from Cambridge Model Report relies on Visit England data which has been delayed.	See above
VLE11	Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)	Deliver tourism marketing activities alongside sector and key stakeholder engagement to influence Winchester's competitive position comparative with the Southeast and all of England, strengthening the number of trips to Winchester	Business & Culture	Place / Economy & Community	Higher = better	5.05m trips	3.8m trips (2020)	See notes	Trend data for monitoring only	2021 data from Cambridge Model Report relies on Visit England data which has been delayed. Individual campaign activity impact is contained in narrative of quarterly reports Q1 report will include an annual summary	See above
VLE12	Increased opportunities for high quality, well-paid employment across the district	Business support service – percentage of businesses using the service seeing an increased turnover, improved efficiency or progression to a more sustainable business module. Service currently contracted to June 2021	Business & Culture	Place / Economy & Community	Higher = better	New outcome based KPI for 2020/21. Previous data collected against different KPI	88%	See notes	50%	88% of businesses using the service saw an increased turnover, improved efficiency or progression to a more sustainable business module over the two years of the contract.	Business support contract with Inclusive ended in June 2021 so no further data available. Meercats are now contracted to provide carbon support service. See VLE06 Therefore this KPI is no longer valid

SIX MONTHLY KPI'S

AREA	REF	What we want to achieve	KPI	Cabinet	Lead	Polarity	2019/20	2020/21	2021/22	KPI Target	Notes on data availability	Comments
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			definition	Member	CHoS					2022/23		
Living Well	LW04	A wide range of physical and cultural activities for all ages and abilities	Percentage of adults participating in 150+ minutes of sport or physical activity per week within the Winchester district	Community & Housing	Economy & Community	Higher = better	June 2018 – May 2019 72.6%	June 2019 - May 2020 70.5%	June 2020 - May 2021 71.7%	71.0%	Data comes from Sport England and has been measured from June to May and from December to November each year. Has changing to annual reporting, with data for the year to November 2022 expected in April 2023.	Activity levels have returned to pre-lockdown levels.
							Dec 2018 – Nov 2019 71.4%	Dec 2019 – Nov 2020 71.0%	Dec 2020 – Nov 2021 73.7%			

BI-ANNUAL KPI'S

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2019/20	2020/21	2021/22	KPI Target 2022/23	Notes on data availability	Comments
YOUR SERVICES, YOUR VOICE	YSYV01	Improved satisfaction for our services	Residents' Survey – satisfaction with the way the council runs things	Service Quality	Resources / Strategic Support	Higher = better	79%	N/A	75%	≥ 79%		Council compares well to the Southeast and other councils for this metric: <ul style="list-style-type: none"> • Southeast - 62% • Stratford upon Avon District Council (residents' survey July 2022) – 61% • Royal Borough of Windsor and Maidenhead (residents survey – September 2022) – 63% • Cornwall Council (residents survey December 2021) – 63% • Bristol City Council (Quality of Life Survey June 2022) – 39%
	YSYV02		Tenants' Survey – satisfaction with the overall service provided by the council	Community & Housing	Services / Housing	Higher = better	87%	N/A	Data not available until Spring 2023 – see notes	≥ 87%	Survey due to carried out in Spring 2023	
	YSYV03	Good value compared to other similar authorities	Residents' Survey – percentage of residents who agreed the council provides value for money	Finance and Value	Resources / Strategic Support	Higher = better	65%	N/A	57%	≥ 65%		Council compares well to the Southeast and other councils for this metric: <ul style="list-style-type: none"> • Southeast – 43% • Stratford upon Avon District Council – 41% • Royal Borough of Windsor and Maidenhead – 52% • Cornwall Council – 48% • Bristol City Council – 26%

TIER 1 PROJECTS
Reporting Period Q3 – October to December 2022

This report provides an update on the progress of the council's Tier 1 projects for Q3 2022/23 (October to December 2022). Below is a summary of each project and their current RAG Status.

Project Name	RAG Status	
	Timeline	Budget
Bar End Depot	Yellow	Green
Carbon Neutral Programme	Yellow	Green
Central Winchester Regeneration	Green	Yellow
Local Plan	Green	Green
New Home Programme	Yellow	Yellow
Station Approach	Green	Green
Winchester Movement Strategy Programme	Green	Green

Rag Status Key

RAG Status	Description
Green	"Normal level of attention". No material slippage. No additional attention needed
Yellow	"Minor concern – being actively managed." Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
Red	"Major concern - escalate to the next level". Slippage greater than 10% of remaining time or budget, or quality severely compromised. Corrective Action not in place, or not effective. Unlikely to deliver on time to budget or quality requirements

On track
30% off track but likely to hit target
60% off track and unlikely to hit target

BAR END DEPOT

Lead Cabinet Member	Tier	Project Sponsor	Project Manager	RAG Status	
				Timeline	Budget
Cllr Martin Tod	1	Dawn Adey	Geoff Coe		

Description and Outcome

Preparation for appointment of Selling Agent and Site Disposal.

Project Update Summary

CAB3268 approved the marketing of the site and gave delegated authority to the Strategic Director in consultation with the Cabinet member to take all appropriate action to initiate and complete the marketing of the Bar End Depot site for best consideration, based on the development framework and planning guidance note appended to the report. A public drop-in event was held on 8th March 2022 to invite the community to feedback on the intention to market the site and comment on the Hobbs proposal. £8k spent on transport planning so far with additional £5k to be incurred in August 2022 for additional advice.

Abortive negotiations with a national retailer have resulted in a delay of approximately 10 months to this project, although this has given time for markets to stabilise following the pandemic.

Vail Williams have completed stage one marketing and secured a long list of 47 Expressions of Interest, with uses including residential, industrial, retail, leisure and food and beverage. A community engagement event was held on 21st and 24th November, the results of which will help inform a recommendation for target uses and stage two marketing that will seek formal offers. the timetable in the report will be updated to show new timelines.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Concept					
Feasibility	7	April 2022	June 2022	June 2022	Appointment of Selling Agent completed – Vail Williams
Design					
Plan for Delivery		January 2023	March 2023		Marketing for Formal Bids
Delivery		July 2023	September 2025		Selection of developer(s) and construction completion
Handover & Review					

Upcoming Milestones for Project Stage

Stage	Original Target	Current Target	Milestones and Actions	Outcome
Feasibility		Mar 2022	Public consultation	Positive feedback on Hobb's scheme. A food retail use would be welcome by the community.
Feasibility		Jul 2022	Appointment of Selling Agent	Vail Williams appointed
Transport Feasibility		August 2022	Transport planning advice	Further transport planning advice and pre-app being sought
Market feedback		Sept 2022	Expressions of Interest from market to identify potential market demand have been received. Analysis to be carried out.	An analysis of user mix will be undertaken with recommendations to ELB and Cabinet
Community Engagement		Nov 2022	Community Engagement re mix of uses proposed	Feedback will be factored into next stage of marketing for bids
Formal Marketing		Feb 2023	Request for formal bids	
Preferred Bidder Selection		July 2023	Preferred Bidder Selection	
Cabinet		Sept 2023	Cabinet Approval	
Contract documentation		Oct 2023	Contract documents issued	
Exchange		Dec 2023	Contract exchange	Purchaser to progress with planning application

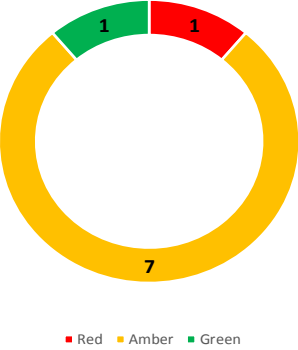
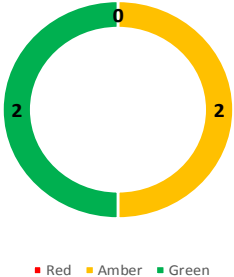
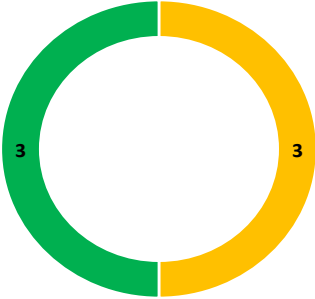
Stage	Original Target	Current Target	Milestones and Actions	Outcome
Planning Application		June 2024	Submission of planning application	
Planning approval		December 2024	Planning approval	
Legal Completion		December 2024	Legal completion of sale	
Construction		March 2025	Construction starts on site	
Project Completion and Close		June 2026	Completion of works on site	

Carbon Programme Project Highlight Report

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status			On track
					Timeline	Budget	Carbon	30% off track but likely to hit target
Cllr Kelsie Learney	1	Dawn Adey	Susan Robbins	Steve Lincoln				60% off track and unlikely to hit target
Description and Outcome								
<p>In June 2019, the Council declared a 'Climate Emergency' and to commit to the aim of making activities of the City Council carbon neutral by 2024, and the District of Winchester carbon neutral by 2030. In December 2019, the Council approved the Carbon Neutrality Action Plan sets out a number of priority actions that will help address nearly all the Council's carbon emissions by 2024 and contribute to reducing emissions district-wide by 2030.</p>								
Carbon Emission Targets	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Council by 2024 Target (tCO_{2e})	N/A	3,201	1,873	2,764	1,382	0	0	0
Actual	4,268	2,665	4,147					
District by 2030 Target (ktCO_{2e})	N/A	527,000	456,210	These figures will be updated in Q4 now that the Carbon Neutrality Roadmap has been adopted				
Actual	579,700	506,900						

Programme Update Summary

	RAG Project Status	Key Project Deliverables this Quarter			Tasks for Next Quarter		
Transport	<p>Transport</p> <p>■ Red ■ Amber ■ Green ■ Paused ■ Complete ■ Stopped</p>	Options are being considered for introducing biodiesel (HVO) to replace DERV. Factors including increasing cost of fuel will be evaluated further in Q1 2023.	Parking Charges were reviewed in 2022 and being taken forward in line with parking and access strategy.	Research undertaken to identify ways to encourage more sustainable staff commuting. These ideas will be developed further in Q4, along with options for the reintroduction of an EV pool car.	Trial of electric Park & Ride bus service scheduled for Feb 2023. Details of how the trial will work, metrics and logistics are under development.	Local Walking and Cycling Infrastructure Plan (LCWIP) continues in its development. Progress to be reviewed in Feb 2023.	One electric van due for delivery in Q4. Five more electric vans are on order for the Housing service.
Domestic Energy	<p>Domestic Energy</p> <p>■ Red ■ Amber ■ Green ■ Paused ■ Complete ■ Stopped</p>	Work is on-going in Chesil Lodge to repair/replace the faulty CHP system and reduce high gas use and costs.	The Solar Together scheme saw a strong response from Winchester residents with over 1500 responses and a 20% acceptance rate. This is one of the highest acceptance rates in the HCC area.	Regulation 18 consultation on the Local Plan policy commenced Nov 2022 for 6 weeks which includes the low carbon LETI standard for all new housing.	Retrofit Ready programme had responses from over 800 council households interested in home retrofit. Implementation phase now commencing.	HUG2 funding stream to be decided (council is in consortium bid led by Portsmouth City Council). Opportunity for council to partner with National Energy Foundation to release further retrofit funding via ECO4 Flex funding stream.	Outcome of grant application to the Social Housing Decarbonisation Fund for retrofit of Swedish Cottages.

<p>Commercial Energy</p>	<p>Commercial Energy</p>  <p>■ Red ■ Amber ■ Green</p>	<p>PSDS grant secured for installation of ASHP and Solar PV at Meadowside Leisure Centre, which would save 11 tCO2e per annum. CIL funding also being sought.</p>	<p>Request for quotes issued for the development of large scale renewable energy across the district. Closing date for submissions is 30th Jan 2023. This is to appoint a strategic partner to ensure positive delivery of renewable energy across the district, including operational, financial and engagement advice.</p>	<p>LoCASE funding continues to make small contribution towards district carbon reduction.</p>	<p>Following completion of procurement, sub-metering of solar PV arrays will be rolled out across all corporate sites. SEG payments will be applied for two sites -Vaultex and BIFFA's Winchester depot.</p>	<p>Work to continued on Energy Management & Decarbonisation Strategy for WCC's commercial properties with intention of preparing PSDS grant for submission Sept 2023.</p>	<p>Carbon Offsetting Strategy scheduled for adoption at Jan Cabinet meeting.</p>
<p>Land use & Natural Environment</p>	<p>Land use & Natural Environment</p>  <p>■ Red ■ Amber ■ Green</p>	<p>Target of planting 100 trees per year is being met.</p>	<p>Recommendations to continue and expand the verge project agreed.</p>	<p>Tree Policy approved by Cabinet in December 2022.</p>	<p>Commence dialogue on developing nature based solutions with SDNPA further to adoption of Offsetting Policy in Jan Cabinet.</p>	<p>Council engaging with HCC '1 million trees' initiative to maximise planting in the right places across the district.</p>	<p>Planning Guidance on 10% Net gain requirement under development.</p>
<p>Behaviour Change</p>	<p>Behaviour Change</p>  <p>■ Red ■ Amber ■ Green</p>	<p>New 'Greener Faster' logo and branding has been developed, with broader communications strategy for the programme to follow in Q4.</p>	<p>Carbon Neutrality Roadmap was completed as key evidence base and scheduled for adoption at Cabinet Member Decision Day in January 2023. Revision of CNAP to follow in first 6 months of 2023.</p>	<p>23 more staff undertook carbon literacy training, of which 12 have achieved full accreditation. Staff turnover means we now have 49 accredited staff.</p>	<p>HCC decision tool to be rolled out across council decision making during Q1 2023/24. This will strengthen consideration of climate and other environmental issues in all decision making.</p>	<p>Improvements to website information. This will also maximise scoring potential as part of the national Climate Scorecard assessment process taking place Q4.</p>	<p>Support for WeCAN programme to continue and forward look to future years when funding from SPF expected to become available for wider climate engagement activity.</p>

Central Winchester Regeneration (CWR) – Project Tier 1

LEAD CABINET MEMBER: Cllr Martin Tod
PROJECT SPONSORS: John East & Dawn Adey
PROJECT LEAD: Veryan Lyons
PROJECT MANAGERS: Rachel Robinson
REPORT DATE: January 2023

Project Description and Outcome:

Central Winchester Regeneration (CWR) is a major regeneration project in the centre of the city. The Central Winchester Regeneration Supplementary Planning Document was adopted in June 2018. The vision is for the delivery of a mixed use, pedestrian friendly quarter that is distinctly Winchester and supports a vibrant retail and cultural/heritage offer which is set within an exceptional public realm and incorporates the imaginative re-use of existing buildings.

Development within the Central Winchester Regeneration area should meet the following objectives:

1. Vibrant mixed-use quarter
2. Winchesterness
3. Exceptional Public Realm
4. City Experience
5. Sustainable Transport
6. Incremental Delivery
7. Housing for all
8. Community
9. Climate change and sustainability

Project Managers Progress Report

The CWR Development Proposals were approved at Cabinet on 10th March 2021 (CAB3281) following public consultation. The options for delivery of the CWR site were then explored through the Strategic Outline Case and the preferred delivery option, 'to enter into a contractual agreement with a single development partner across the defined site' was approved at Cabinet on 21 July 2021 (CAB3303) and approval for officers to progress to and develop the Outline Business case was granted.

The Outline Business case was developed alongside the procurement documentation and approved at Cabinet on 22 December 2021. At Full Council on 12 January 2022 authorisation was given to initiate and conduct the procurement process for the selection of a development partner. Final tenders were submitted on 09/12/22, the evaluation process has been completed and a business case on the procurement is currently underway. A decision on the preferred development partner will be brought to Cabinet on 06/03/23.

If approved, the council will enter into a Development Agreement with the preferred development partner and the next stage of project will commence – Development Delivery Plan.

Alongside this, officers are also tasked with implementing further archaeology investigations across the site.

The demolition of Friarsgate Medical Centre (FGMC) and replacement space, and improvements to Kings Walk ground floor and surrounding public realm sit with the CWR portfolio – a separate Highlight Report exists for these work streams.

Key Documents

Latest Cabinet Decision / Report: [Cabinet 22 December 2021](#)

PROJECT GATEWAYS

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
Roadmap Review	5	Jun 19	Sept 19	Nov-19	Review of CWR project to inform: - Land uses / mix - Delivery options and associated timeline - Key risks, constraints, and opportunities
Scenario Options	6	Sept 10	Jan 20	Mar 20	Test different land uses / mix to determine priorities
Development Proposals	3	Jan 20	Jan 20	Apr 20	Generate development framework (preferred option)
Development Proposals & Delivery Strategy	5	Mar 20	Jul 20	Nov 20	Agree solution for bus operations and carry out soft market testing to further inform the development proposals and delivery strategy
Delivery Strategy	13	May 20	Dec 20	July 21	Assessment of delivery models and appetite for risk and control, refinement of development proposals Approval of delivery strategy
Market Preparation	5/6	July 21	Dec 21	Jan 22	Prepare a marketing and procurement strategy, associated documents, and the Outline Business Case. Seek approval to procure a single development partner for the CWR site.
Market Launch and Procurement Process for Development Partner	13	Jan / Feb 22	Dec 22	Mar 23	Data room set up, market launch, market engagement with potential developers, carry out the procurement process including evaluations. Identify preferred development partner and seek approval to appoint.
Development Delivery Plan	6	Apr 23	Sept 23*		On signing the Development Agreement, there will be an initial version of the draft Development Delivery Plan drawn from the preferred development partner's agreed submission. The draft Development Delivery Plan is to be in accordance with the Development Objectives. The content will describe and enable further work by the preferred developer to support a planning application.

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					<p>Following the signing of the Development Agreement, the preferred developer will update the draft Development Delivery Plan.</p> <p>The updated Development Delivery Plan will need to be approved by Cabinet. The Development Agreement Long Stop date for the updated draft Development Delivery Plan is 6 months from signing of the Development Agreement.</p>
Planning Application	18	Sept 23*	Q3 25*		<p>Work up detailed scheme, carry out financial modelling, prepare Full Business Case and planning application for Cabinet approval prior to submission - a hybrid application is required, seeking a detailed Planning Permission for Phase 1 and an outline Planning Permission for the remainder of the Development</p> <p>The Development Agreement Long Stop date for the submission of the planning application is 24 months from the date on which the council approves the Development Delivery Plan.</p>
Planning	18	Q3 25*	Q2 27*		<p>Planning permission granted - the Development Agreement Long Stop date for the Planning Decision is 42 months from the date on which the council approves the Developer's Development Delivery Plan</p>
Phase 1 Primary Condition Satisfaction	6	Q2 27*	Q4 27*		<p>The preferred development partner is required to satisfy the Primary Conditions in order to take a Phase 1 Building Lease and commence Development. Phase 1 Primary Conditions to be approved by Cabinet prior to start on site.</p> <p>The Development Agreement Long Stop date for the Phase 1 Primary Conditions to be satisfied is 48 months from the date on which the council approves the Developer's Development Delivery Plan.</p>
Start on Site	3	Q1 28*			<p>Subject to Cabinet approval of Phase 1 Primary Condition satisfaction.</p> <p>The Development Agreement Long Stop date for start on site is</p>

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					3 months from the date on which the relevant Phase Building Lease is granted.

**based on the draft Development Agreement Long Stop Dates – to be replaced with Target Dates. Target dates will be agreed with the preferred development partner following appointment. Target dates will be sooner than the Long Stop dates.*

UPCOMING MILESTONES FOR CURRENT PROJECT STAGE

Task/Milestone	Start Date	End Date	Current End Date	% Complete	Comments / Actions	Outcome
Conduct procurement process	March 22	Jan 23	Jan 23	90%	Evaluate SQ submissions and shortlist bidders Dialogue with shortlisted bidders Evaluate final tender submissions Moderate final tender submissions Issue draft standstill letters	Identify preferred development partner
Cabinet decision on approval of preferred development partner	Jan 23	March 23	March 23	10%	Produce Cabinet report for the Contract Award, recommending approval of the preferred development partner for consideration at Scrutiny Committee 27/02/23 Cabinet report and comments from Scrutiny Committee considered at Cabinet 06/03/23 Alongside the business case, appended to the Cabinet report will be a paper setting out the preferred bidders approach to delivering the Development Brief and outlining details of the Development Agreement.	Approval of preferred development partner
Archaeology evaluation (trial trenching)	Sept 22	May 23	May 23	40%	Draft a brief, procurement documents and Cabinet report Seek approval of required budget from Cabinet Cttee: Regeneration Launch procurement process Evaluate tenders and appoint winning bidder	Procure contractor for archaeology trenching to progress further archaeological investigations and inform development on the CWR site

Deliverables	Expected Date of achievement	On target (Y/N)	Comment
Identify preferred development partner	Jan 23	Y	Complete – final tenders moderated on 11/01/23
Archaeology evaluation (trial trenching) report for Cabinet Committee: Regeneration	Feb 23	Y	Decision to be taken at Cabinet Committee: Regeneration on 07/02/23 Draft report currently under review – to be discussed at Leaders Board in w/c 23/01/23
Archaeology evaluation (trial trenching) procurement launch	Feb 23	Y	Pending decision at Cabinet Committee: Regeneration, procurement for contractor to launch towards the end of w/c 06/02/23. Procurement documentation currently in draft.
Business Case – Development Partner procurement	Feb 23	Y	The business case will form an appendix to the Development Partner Cabinet report. Latest version shared with CWR Project Team on 20/01/23.
Paper setting out the preferred bidders approach to delivering the Development Brief	Feb 23	Y	The paper will form an appendix to the Development Partner Cabinet report. First draft currently underway.
Development Agreement (DA) paper	Feb 23	Y	The DA paper will set out key elements from the DA and form an appendix to the Cabinet report.
Development Partner Cabinet Report	Feb 23	Y	Initial ELB review on 25/01/23 Leaders Board review in w/c 06/02/23 Dispatch report for Scrutiny 17/02/23 Report considered at Scrutiny Committee 27/02/23 Dispatch paper from Scrutiny Committee 02/03/23 Report considered at Cabinet 06/03/23

New Homes Programme

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Paula Ferguson	1	Simon Hendey	Andrew Palmer	Andrew Palmer		

Description and Outcome

The cost and affordability of housing in Winchester District is a serious problem and there is a genuine shortage of affordable properties in Winchester. Providing affordable housing can help tackle these problems and delivering new homes is a Council priority.

The Council is constructing new affordable Council Homes and also working with Registered Providers (sometimes known as Housing Associations) to provide new affordable housing across the district.

Housing will not be built for profit; it will be to meet the needs of Winchester people who cannot afford a home of their own.

Project Update Summary

Updated summaries are provided against each project below. A total of 118 new homes are currently on-site (at Whiteley and Winnall)

The main risks to the programme are workforce productivity and availability, the supply of materials along with property values and economic outlook, all impacted by COVID-19, Brexit, higher interest rates and war in Ukraine. All are being closely monitored.

Programme Detail

Completed to date - 133 (target of 1,000 between 2021 – 2030)

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
Southbrook Cottages	6	Design	Nov-19	Feb-24	Deborah Sunley	Start on site - Feb 23	
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-24	Duncan Faires	approval of planning application – dependant on phosphate solution	Outline business case approved. Planning application submitted, is affected by new Phosphate regulations
Winnall Flats	76	Design	Apr-20	Oct-23	Andrew Palmer	Completion	Started on site Dec 21. Completion Oct 23
Dyson Drive, Abbotts Barton	8	Design	Jan-20	Nov-24	Deborah Sunley	Final Business Case	Planning application submitted; determination will be delayed whilst nutrient mitigation solution investigated.
Corner House	6	Design	Jan-20	Nov -24	Deborah Sunley	Final Business Case	Planning application submitted determination will be delayed whilst nutrient mitigation solution investigated.
Witherbed Lane	4	Design	Sep-19	June 24	Duncan Faires	Approval of planning application	Ecology objection to planning application due to loss of woodland, off-setting options being

Project Name	No. new homes	Current Project Gateway*	Start Date	Projected End Date	Project Manager	Upcoming Milestone	Comments
							considered.
Whiteley (CAB3304 refers)	54			June-23	Andrew Palmer	Completion	1 st phase of 12 properties completed and handed over by contractor

Moving from one gateway to another is actively managed by Project Teams, escalating if necessary

***Project Gateways**
 Stage 0: Concept
 Stage 1: Feasibility
 Stage 2: Design
 Stage 3: Plan for Delivery
 Stage 4: Delivery
 Stage 5: Handover & Review

LOCAL PLAN

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Jackie Porter	1	Dawn Adey	Adrian Fox	Adrian Fox		

Description and Outcome

In accordance with planning legislation, the council must review its Local Plan every 5 years.

The Local Plan is a key corporate document, as it is a statutory requirement under planning legislation to have an up-to-date development plan with the objective of sustainable development and setting out detailed planning policies for the management and development of land and buildings.

Project Update Summary

Consultation on the Regulation 18 Local Plan has now closed.

Comments are currently being collated with first consideration being given by the Local Plan Advisory Group (LPAG) meeting in March

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Concept	28	Jul-18	Oct-20		Produce the new Local Plan Evidence base
Feasibility	2	Feb - 2021	April - 2021	Completed April 2021	Consultation on the Strategic Issues and Priorities document took place between Feb and April 2021 for a period of 8 weeks
Design	2	Nov -2022	Dec – 2022	Completed December 2022	Consultation on the Draft Regulation18 Local Plan took place between 2 November and 14 December 2022, a period of 6 weeks.
Plan for Delivery	2	Aug - 2023	Sept - 2023		Consultation on the Submission version of the Regulation 19 Local Plan
Delivery	-	July -2024	Aug -2024		Adoption of the Regulation 19 Local Plan
Handover & Review	-	Ongoing	Ongoing		Monitoring the Local Plan and start the review process at the appropriate time

Useful Links

[Winchester District Local Plan 2018 – 2039 \(Emerging\) - Winchester City Council](#)
[Local Development Scheme 2021 and Local Plan Action Plan - Winchester City Council](#)

Upcoming Milestones for Project Stage

Stage	Original Target	Current Target	Milestones & Actions	Outcome
Consultation on the SIP Document	21/09/2020	Feb 2021		<p>Consultation on the Strategic Issues & Options Document took place from 11 February to midnight on the 12 April 2021. The consultation period was extended to 8 weeks in recognition that it was taking place during a national lockdown. Despite this, there was a really excellent response (over 2,200 representations).</p> <p>All of the feedback that has been received from the Strategic and Priorities consultation informed draft Local Plan ('Regulation 18' stage) which was published for consultation in November/December 2022 on the new LP website. www.localplan.Winchester.gov.uk</p>
Consultation on the draft Reg 18 Local Plan		Nov /Dec 2022		This milestone has been achieved.
Consultation on the submission version of the Local Plan (Reg 19)		Aug/ Sept 2023		Once all of the representations have been entered into Citizen Space, work will commence on analysing the representations and assessing any sites that have come forward as part of the Reg 18 LP consultation.
Examination of the Local Plan		Feb/ Mar 2024		
Adoption of the Local Plan		Aug 2024		

Station Approach – Stage 1

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Kelsie Learney & Cllr Martin Tod	1	John East & Dawn Adey	Emma Taylor	Kirstin Shaw		

Description and Outcome

This is a fresh look at an area of opportunity that has potential to create a welcoming gateway to the city and an enhanced public realm. Stage One of this project will explore the opportunities for development of the area around the Winchester Railway Station known as Station Approach. We are collaborating with Network Rail (NR) and London & Continental Railway (LCR) to understand how we can plan a development in the area that considers the whole site and how the elements within it interact. We will explore the opportunities and gather evidence of the aspirations of residents as well as the constraints of the site. The outcome of Stage one will be the production of a capacity study for the area and a Strategic Outline Case to be presented to Cabinet for decision on the future of the project in June 2023.

Project Managers Progress Report

In collaboration with Hampshire County Council and the Winchester Movement Strategy, parking usage surveys have been undertaken in the Station Approach area. These will be fed into the capacity study work considering the potential to regenerate car parking sites and when these could be released for phased development based on current usage and predicted future demand. The study will conclude in January 2023.

We are continuing the dialogue with Network Rail and London & Continental Railways to explore the opportunities for producing a joined-up plan for the area. Part of this work is to undertake a Capacity Study that will draw on the results of public consultation and other technical studies. Architects have been appointed and work commenced on this at the start of October and will continue until the end of February 2023. Cost and Commercial advisors have begun to analyse the options and the project team have involved planning, transport and Hampshire County Council from early in the process to ensure we are moving in the right direction and any concerns are being addressed. Further meetings have been held with our heritage and sustainability officers to check for any red flags in the options being considered.

The public consultation, which ran from 01 August to 23 October 2022, has received very high levels of engagement – we have received almost 1000 completed surveys, over 250 comments on the interactive map with over 600 likes on those comments. This shows the level of interest this project attracts within the community. Due to the high levels of returned surveys, we have allowed a longer turnaround time for collating and analysing the data. This has been agreed by Members and the team are now working towards a Cabinet decision in June 2023. This will provide sufficient time to digest the results of the public consultation and capacity study as well as providing space for public debate as the team will take early results to the Cabinet Regeneration Committee in March before submitting the Strategic Outline Case and Cabinet reports to Scrutiny Committee and Cabinet for final decision in June 2023. Members have already been briefed on the high level public consultation results to ensure transparency and that members are well informed before wider public feedback is given.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
<p>Concept – This stage consists of high-level explorative studies to determine indicative viability. It will also begin the engagement process with stakeholders to determine aspirations and appetite for any potential future proposals.</p>	19 months	Nov 21	June 23	June 23	<ul style="list-style-type: none"> ○ Fresh market analysis to capture changes post COVID - completed ○ Parking surveys to determine uses and demand for short- and long-term strategy ○ First round of engagement with all stakeholders ○ Key risks, constraints and opportunities ○ A high-level Capacity Study for the whole site ○ Strategic Outline Case (SOC) ○ End of stage gateway – Cabinet decision on SOC and continued justification of proceeding to the next stage.
<p>Exploration & Feasibility Dependent on Cabinet decision June 23</p>	TBC 18 months	July 23	December 24		If approved, this stage will consist of more detailed studies and analysis of options available for development. It will continue to build on the engagement process to ensure stakeholders are involved in the development of any viable scheme that may come forward.
Design					
Plan for Delivery					
Delivery					
Handover & Review					

Upcoming Milestones for Project Stage

Stage	Start Date	End Date	Current End Date	% Complete	Comment
Public engagement	01/08/22	23/10/22	23/10/22	100%	Key messages have been agreed by all parties. Website online and social media adverts working well. 4 successful face to face engagement sessions held in September/October.
Parking Usage Study	15/07/22	12/01/23	12/01/23	90%	Surveys undertaken as part of the Movement Strategy need to be updated. Results to be used to inform the capacity study.
Capacity Study	01/10/22	28/02/23	28/02/23	70%	Programme of works agreed to allow the results of the parking usage study and public engagement to feed into the work.
Cabinet: Regen Committee	10/01/23	09/03/23	09/03/23		This report will provide an update on progress made on developing the capacity study for the project and contain the results of the public consultation and transport studies undertaken. This will allow for debate ahead of drafting the SOC.
Strategic Outline Case	09/03/23	21/06/23	21/06/23		Noting the feedback from the Regen Committee, officers will prepare the SOC for submission to Scrutiny Committee and Cabinet in June 2023.

WINCHESTER MOVEMENT STRATEGY (WMS)

Lead Cabinet Member	Tier	Project Sponsor	Project Lead		Project Manager	RAG Status	
						Timeline	Budget
Cllr Kelsie Learney	1	Dawn Aday	Andy Hickman		Lucy Mckeown		

Description and Outcome

The City Council and Hampshire County Council are working together to deliver the aims of a long-term Movement Strategy for Winchester designed to improve all forms of movement in and around the city.

Project Update Summary

Work on the ten next step proposals continues with the city LCWIP primary and secondary cycle route network being updated and the development of the Mini Holland Feasibility Study bid which if successful will unlock funding for walking and cycling measures in the city. Much study work has been completed so that we are in a good position to bid for funding once opportunities become available. Further funding for scheme implementation needs to be identified to help move this project forward over coming years. Preparation work is being undertaken so that we are prepared once those funding opportunities are announced by Government.

PROJECT GATEWAYS

Phase 1 - Identify Options

Phase 2 - Detailed Assessment.

Phase 3 - Engagement with the public

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
Cycling and Walking Improvement Plan	Phase 1	Phase 1 study completion	Aug-19	Feb-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Nov-20	None required	Review of designs based on engagement with HCC engineers, the walking group and the cycling groups	Completed. Summary Report issued.
Freight & Delivery	Phase 1	Phase 1 study completion	Aug-19	Jan-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Oct-20	None required	Comments on Draft Freight and Delivery Plan to be provided	Completed. Summary Report issued.
Bus Provision	Phase 1	Phase 1 study completion	Sep-19	Mar-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.
	Phase 2	Completion of phase 2	Jun-20	Jan-21	None required	Continued coordination with CWR as design developed	Draft report completed.
Movement and Place	Phase 1	Phase 1 study completion	Sep-19	Mar-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed. Phase 1 Summary Report Issued.

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
	Phase 2	Completion of phase 2	Jun-20	Dec-20	None required	Engagement with walking and cycling groups	Comments on draft completed. Summary Report issued.
Park & Ride	Phase 1	Phase 1 study completion	Jul-19	Mar-20	Next stage contained in transport team	Phase 2 study completion Sept	Completed Phase 1. Summary Report Issued.
	Phase 2	Completion of phase 2	May-20	Jan-21	None required	Review of designs based on engagement with HCC engineers	Summary Report issued.
WMS Public Consultation	Phase 3	Underway	Dec 21	May 22	Transport team assisting HCC who are leading	Consultation Report issue May 2022	Consultation Report published
Friarsgate / Union Street One-Way Study	Phase 3	Atkins led Study underway	Oct 21	September 22	Transport Team to input and review study	Study Report August 22	Draft Feasibility Study completed.
Worthy Road / Worthy Lane Study	Phase 3	HCC led Study underway	Oct 21	Spring 23	Transport Team to input and review study	Feasibility study Spring 2023	Feasibility study ongoing. Second Engagement event to be undertaken February 2023
W1 Pre-Feasibility Study (section 1) – Upper High Street / Sussex Street	Phase 3	HCC led Study Underway	Oct 21	September 22	Transport Team to input and review study	Study Report September 22	Draft Concept Study completed

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PERFORMANCE PANEL

Wednesday, 15 February 2023

Attendance:

Councillors
Horrill (Chairperson)

Craske
Cutler

Westwood
Godfrey

Other members in attendance:

Councillor Tod

1. DETAILED REVIEW OF DRAFT Q3 FINANCE & PERFORMANCE MONITORING

Questions that had been pre-submitted had been circulated to panel members ahead of the meeting (these questions were attached in appendix 1.)

The panel reviewed the draft report as follows (any page numbers referenced relate to the page numbers of the panel's report pack.)

1. Page 7. Further to pre-submitted question number 1 regarding the £200,000 cost of living fund, Susan Robbins, Corporate Head of Economy & Community advised that £145,000 had been allocated to date and that the detail of the individual allocations would be provided following the meeting. **Action: Officers to provide further information as above.**
2. Page 8. Further to pre-submitted question number 2 regarding details of specific outreach locations, Susan Robbins, Corporate Head of Economy & Community agreed to provide information following the meeting. **Action: Officers to provide further information as above.**
3. Page 8. Further to pre-submitted question number 3 regarding crisis food provision. It was confirmed that the scheme was managed by the revenue and benefits team via an external supplier, Blackhawk who distribute vouchers to eligible households. Susan Robbins, Corporate Head of Economy & Community agreed to provide information following the meeting regarding scheme usage. **Action: Officers to provide further information as above.**

4. Page 8. Further to pre-submitted question number 4 regarding mental health support, Susan Robbins, Corporate Head of Economy & Community provided an update from the Tenancy Sustainment Team who work closely with the Primary Care Network, and she agreed to circulate this following the meeting. Following a further question, it was confirmed that the low-income tracker was currently only being used with WCC tenants. **Action: Officers to provide further information as above.**
5. Page 9. Further to pre-submitted question number 5 regarding the costs of the consultant for utility-scale renewable energy generation, Susan Robbins, Corporate Head of Economy & Community advised that this was currently being negotiated and evaluated in line with normal contract procedure rules. Following further questions, it was advised that the consultant would not be solely focusing on land owned by the council. A further question was asked about the electric bus and the likelihood of it being extended, Susan Robbins, Corporate Head of Economy & Community agreed to provide information following the meeting. **Action: Officers to provide further information as above.**
6. Page 9. A question was asked regarding further details on the reduction in emissions from hydro-treated vegetable oil which officers would respond to following the meeting. A further question was asked regarding the potential for a cost penalty for using hydro-treated vegetable oil as fuel. Simon Hendey, Strategic Director, Strategic Director advised that the contractor would be tasked to buy the fuel and hedge the prices to make the costs equivalent to that of buying diesel. **Action: Officers to provide further information as above.**
7. Page 10. Further to pre-submitted question number 6 regarding the conversion of planters to seating on Winchester City High Street, and Dawn Adey, Strategic Director advised that the change didn't affect the safety of the High Street.
8. Page 10. Further to pre-submitted question number 7 regarding the resident's survey, Ellen Simpson, Corporate Head of Strategic Support advised that a previous member briefing and conversations with councillors and group managers had taken place to gather their perspectives on engaging with residents. An action plan was being created and it was envisaged that the report of the resident's survey results would be available to all councillors once the action plan was completed. **Action: Officers to provide further information as above during Spring 2023.**
9. Page 11. Further to pre-submitted question number 8 regarding the 2021 census data Gillian Knight advised that work was taking place to update the housing strategy which would consider the needs of the increasing older population. A review of the council's older person's housing provision was a key priority within the new strategy, and work was underway to understand the future demand for specialised older persons' housing.

10. Page 13. Further to pre-submitted question number 9 regarding accessible services, Dawn Adey, Strategic Director advised that it was a challenge to ensure that all communities had equal access to public transport, but several actions were in place to improve transport accessibility, including the movement strategy, the car parking and access strategy, and work as part of the local plan. The council was currently undertaking a transport assessment as part of the local plan and was consulting on the district-wide Local Cycling and Walking Infrastructure Plan (LCWIP).
11. A further question was asked about what steps the council could further take and Dawn Adey, Strategic Director advised of the options around grant funding, including the zebra fund, to improve transport accessibility, in addition, Councillor Learney had recently met with stakeholders to discuss transport accessibility and bus routes.
12. A question was asked regarding the heat pump installation in the city offices and whether further information could be provided regarding the delay and the timeframe for completion. **Action. Officers to advise as above.**
13. Page 14. Further to pre-submitted question number 10 regarding The Solar Together initiative in Hampshire, Dawn Adey, Strategic Director advised that this was closed for new applications but that she would take this feedback away for future use and that members could lobby the County Council if they felt the scheme to be of use. Members discussed the reference in the report to the installation of solar panels at Itchen Abbas and Avington Village Hall which could be used as a case study for further grant applications. Officers were asked to clarify the amounts raised for this project in particular the references to £4K and the £10k total and how did this relate to the £9,830 referred to on page 15. **Action. Officers to advise as above.**
14. A question was asked concerning reference to the Movement Strategy on page 15 and how to identify and report on the dependencies within the documentation. Councillor Tod advised of a recent conversation with Leader of Hampshire County Council and key officers in order to work together more effectively on things that the district could do with their support. He agreed that understanding and then documenting dependencies would be useful.
15. A question was asked regarding reference to the food waste collection system on page 15 and specifically the allocation of £150, 000 for the running of trial and what specifically had this money been spent on. Dawn Adey, Strategic Director clarified that the funding had been retained in a budget and was being spent to bring forward the food waste service as required.

16. Page 21. Further to pre-submitted question number 12 regarding the housing company, Simon Hendey, Strategic Director, Strategic Director advised that several criteria of the business case needed to be reviewed and that a contingency plan would need to be considered at that point. If the market rents model did not prove viable, the project may need to move to sub-market rents, with a higher level of subsidy from the council. The project aims to balance the two approaches to arrive at a viable solution.
17. Page 21. Further to pre-submitted question number 13 regarding the tender for social inclusion, Gillian Knight, Corporate Head of Housing advised that officers were not expecting any change in services and projects would continue as before.
18. Page 22. Further to pre-submitted question number 14 regarding the void retrofit project, Gillian Knight, Corporate Head of Housing advised that a full evaluation was hoped for by June 2023 which would assess the best value for the money options.
19. Page 22. Further to pre-submitted question number 15 regarding the 807 residents who had signed up for the retrofit ready programme, Gillian Knight, Corporate Head of Housing advised that it was not possible to answer this until the full analysis of responses had been completed, this was hoped to be complete by the end of March 2023 and following that a schedule of works could begin to be drafted. Information on the program's analysis and impact on the stock would be shared in some way, possibly through a briefing for members.
20. Page 25. Further to pre-submitted question number 16 regarding the UK Shared Prosperity Fund, Susan Robbins, Corporate Head of Economy & Community advised that the investment plan was produced as part of CAB3356, and this shows an indicative allocation to projects. The next stage was to contact partners and understand their project proposals going forward.
21. Page 26. Further to pre-submitted question number 17 regarding St Maurice's Covert, Susan Robbins, Corporate Head of Economy & Community advised that the award made to the artist was £8,000 whilst the original budget was £6,000.
22. Page 31. Further to pre-submitted question number 18 regarding the cleaning of the public toilets, Simon Hendey, Strategic Director, Strategic Director advised that the cleaning contractors were now required to take photos after cleaning the toilets to ensure they meet the required standards. In addition, an officer regularly inspects the toilets, he also advised that a budget and work plans were in place to make the facilities less susceptible to vandalism and easier to clean. A follow up question was asked concerning the previous additional £185,000 that was used towards the cleaning programme. Dawn Adey, Strategic Director advised that the budget being presented to the full council included a further £50,000 for pride in place, which would help us continue to improve the standards.

23. Page 31. Further to pre-submitted question number 19 regarding the review of the out of hours service, Gillian Knight, Corporate Head of Housing advised the service review was being scoped and that the review recommendations would be expected later in 2023. A further question was asked concerning the out of hours service and sewerage works and an example of a case where someone was unable to report a blockage in the sewage system because they were not a tenant was provided. Gillian Knight, Corporate Head of Housing agreed to take this issue away.
Action: Officers to review and advise.
24. A question was asked about the level of public scrutiny available for this report and the Chair advised of the rationale of why this panel was formed, its remit and its processes. This included that the quarterly performance papers were tabled at both scrutiny and cabinet which were both public meetings. It was suggested that the Scrutiny Committee could spend more time at its meeting reviewing the work of this committee and the Chair agreed to raise this. **Action. Chair to update the Scrutiny Committee.**
25. A question was asked regarding the more effective use of technology within the council and a particular example was given of the online process of garden waste renewal. Ellen Simpson, Corporate Head of Strategic Support advised that the council wanted to improve the customer-facing elements of the council's website and officers were reviewing the general customer experience when transacting with the council online. Further feedback from members was welcomed.
26. Page 35. Further to pre-submitted question number 20 regarding Planning and Legal teams, Dawn Adey, Strategic Director gave some background information to the query concerning market supplements and recruitment issues.
27. Page 37. Further to pre-submitted question number 21 regarding variations in forecast, working budget and actual spend for the capital plan, Neil Aitken, Service Lead – Finance, Service Lead – Finance advised that the main drivers of change from original budgets to forecast in the general fund included projects that had slipped to 2023/24, such as the KGV Pavilion, CIL-funded community projects, and the housing company. Other items that make up the majority of the remainder include Friarsgate Medical Centre and the works at King Walk. Regarding the HRA, the main driver of the change relates to North Whiteley, and Southbrook Cottages.
28. Page 37. Further to pre-submitted question number 22 regarding Winchester Sport and Leisure Park, Dawn Adey, Strategic Director advised that the council/contractor discussions were on track to close out by the end of the financial year.
29. A question was asked regarding the reference to disabled facilities grants on page 38 and it was confirmed that the intention was for this policy to be brought to Cabinet Committee: Housing.

30. Page 39, it was agreed that the reference to “note 3” actually referred to “note 4” on the following page and that note 4 should therefore be labelled as note 3. **Action. Officers to update.**
31. A question was asked regarding page 51, VLE04 and Dawn Adey, Strategic Director advised that this measure was being removed from future reports as it didn't provide a full measure of performance, future performance would be measured through the green Economic Development strategy and its outcomes.
32. Page 59. Further to pre-submitted question number 25 regarding updating members on the Depot bids, Dawn Adey, Strategic Director advised that she would need to respond to this following the meeting. **Action. Officers to advise.**
33. Page 63. Further to pre-submitted question number 26 regarding the carbon neutrality roadmap, Susan Robbins, Corporate Head of Economy & Community advised that the roadmap was being considered and taken forward in the current and next quarter's work, and more information would be available then, however further information was required to respond fully to this question. **Action. Councillor Horrill and Susan Robbins, Corporate Head of Economy & Community to discuss further.**
34. A number of questions were asked regarding Page 75, site allocations in the local plan.
35. A question was asked regarding an update on areas with their own neighbourhood allocations which Dawn Adey, Strategic Director agreed to respond to following the meeting.
36. A question was asked regarding whether claims had been made that sites had been wrongly assessed or that sites should be included. Dawn Adey advised that officers were working through the submissions to the consultation but that some sites were being contested.
37. A question was asked regarding the allocation at Sir John Moore Barracks and the implication of the additional homes onto the local road junctions, parking etc. Councillor Tod and Dawn Adey, Strategic Director responded and that ultimately this would form part of a future planning application.
38. A further question was asked as to the work being done with Hampshire County Council regarding the road system in the North of Winchester which Councillor Tod responded to.
39. **Page 83**, it was suggested that the period being reported be reviewed, for example the residual waste figures would benefit from showing an additional quarters performance in order to allow comparison to the same period last year. In addition, the annual data would benefit from a review of how best to present. **Action. Officers to review.**
40. Page 83, it was suggested that an additional measure be included to measure performance of the councils retrofit programme. **Action. Officers to review.**
41. Page 85, following a question regarding the recording of the number of fly tip prosecutions, Dawn Adey, Strategic Director agreed to review this with officers. **Action. Officers to review.**

42. Page 87, following a question regarding the recording of the number of void properties, Dawn Adey, Strategic Director agreed to review this with officers. **Action. Officers to review.**
43. Following a question regarding participation in sport, Susan Robbins, Corporate Head of Economy & Community advised that the data was collected from an annual survey by an external partner.
44. Page 89, a question was asked regarding item 5 “city centre high street footfall metrics”, and whether this applied to the market towns. Susan Robbins, Corporate Head of Economy & Community advised that this level of data was only available in Winchester City. A further question was raised that other metrics needed to be included to get a broader perspective on business activity. **Action. Officers to review.**
45. Page 113. Further to pre-submitted question number 29 regarding member representation on the tenant/member/officer forum, Gillian Knight, Corporate Head of Housing advised that the cabinet member for Community and Housing was the forum Member representative.

2. **MINUTES OF THE PREVIOUS MEETING OF THE 7 NOVEMBER 2022
(INCLUDING PREVIOUS QUESTIONS AND ACTIONS)**

The notes of the previous meeting were agreed, and no actions were required.

3. **SUMMARY OF ACTIONS ARISING FROM THIS MEETING**

Members of the panel agreed on the actions as outlined in 1. above. It was agreed that any further updates would be circulated to panel members.

The meeting commenced at 4.00 pm and concluded at 6.00 pm

Chairperson

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