



Meeting	The Scrutiny Committee
Date and Time	Monday, 3rd July, 2023 at 6.30 pm.
Venue	Walton Suite, Winchester Guildhall

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

A limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 working days before the meeting (5pm Tuesday, 27 June 2023). Please see below for details on how to register to attend. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

AGENDA

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

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

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

- 3. Appointment of Vice-Chairperson for Municipal Year 2023/24.**
As this is the first meeting of the committee in this municipal year, it will be necessary to appoint a Vice-Chairperson.

The Chairperson will call for nominations from committee members.

- 4. Chairperson's Announcements.**



5. **Minutes of the meeting of the 27 February 2023.** (Pages 7 - 12)

That the minutes of the meeting be signed as a correct record.

6. **Public Participation**

To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.

Members of the public and visiting councillors may speak at the committee, provided they have registered to speak three working days in advance.

Please complete [this form](https://forms.office.com/r/Y87tufaV6G) (https://forms.office.com/r/Y87tufaV6G) by 5pm on Tuesday, 27 June 2023 or call (01962) 848 264 to register to speak and for further details.

7. **Strategic Outline Case for Station Approach** (Pages 13 - 216)

Recommendation

It is recommended that the committee scrutinise and comment on the proposals within the attached cabinet report, ref CAB3413 which is to be considered by cabinet at its meeting on the 18 July 2023.

NOTE.

This report contains an exempt appendix, if members wish to discuss any part of this exempt paper, then the following applies:

To pass a resolution that the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100 (I) and Schedule 12A to the Local Government Act 1972 by virtue of paragraph 3 which is information relating to the financial or business affairs of any particular person (which includes the authority holding that information).

8. **Q4 Performance Monitoring** (Pages 217 - 306)

Recommendations:

That the Scrutiny Committee:

1. Notes that the Performance Panel met on the 22 May 2023 to scrutinise the attached report, CAB3403 and its associated appendices. The minutes of the panel's meeting are included as an appendix of the Cabinet report.

2. Notes that a verbal update will be provided at the Scrutiny Committee.

3. Raises with the Leader or relevant Cabinet member any issues arising from the information in this report, ref CAB3403, which is being presented to Cabinet on the 18 July 2023 and considers whether there are any items of significance to resolve or to be drawn to the attention of Cabinet.

9. **Appointments of external bodies related to scrutiny** (Pages 307 - 310)
Recommendation:

That the committee considers appointments to the following external bodies:

1. [Portsmouth City Council – Health Overview and Scrutiny Panel](#) (1 vacancy and deputy)
2. [Centre for Governance and Scrutiny – Scrutiny Champions Network](#) (1 vacancy)
3. [Partnership for South Hampshire \(PfSH\) Overview and Scrutiny Committee](#) (1 vacancy and deputy)

10. **Annual Scrutiny Report 2022/23** (Pages 311 - 328)
Recommendation:

That the committee consider and make any necessary comments on the content of the report before its submission to full council.

11. **Annual Report - Exceptions to Forward Plan 2022/23** (Pages 329 - 332)
Recommendation:

That the Committee consider and make any necessary comment on the content of the report.

12. **To note the membership and chairperson of the performance panel.**
In order to undertake its review of the Q4 Performance Monitoring Report, the Performance Panel was required to meet in advance of being formally appointed by the Scrutiny committee. Nominations from groups appointed to the Scrutiny Committee were sought.

Membership will be confirmed at the meeting and the committee are asked to note the panel members for 2023/24.

13. **To note the date and time of future meeting of the committee and the performance panel.**
Scrutiny Committee

6 Sep 2023 6.30 pm
22 Nov 2023 6.30 pm
6 Feb 2024 6.30 pm
6 Mar 2024 6.30 pm

Performance Panel

21 Aug 2023 4.00 pm

6 Nov 2023 4.00 pm

26 Feb 2024 4.00 pm

14. **To note the Work Programme for 2023/24** (Pages 333 - 334)
The latest version of the committee work programme can be found here:
<https://democracy.winchester.gov.uk/mgPlansHome.aspx?bcr=1>
15. **To note the latest Forward Plan of Key Decisions** (Pages 335 - 340)

Laura Taylor
Chief Executive

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.



23 June 2023

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

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

THE SCRUTINY COMMITTEE – Membership

Chairperson: Councillor: Brook

Committee Members

Horrill
Laming
Pett
Reach
Scott
Williams

Quorum = 4 Members

Relevant Cabinet Members:

Having regard to the content of the agenda, the Chairperson requests that The Leader and all relevant Cabinet Members attend meetings of the committee

Public Participation

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Tuesday, 27 June 2023) for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

Filming And Broadcast Notification

This meeting will be recorded and broadcast live on the Council's YouTube site and 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).

Voting:

- Apart from the Chairperson, every member has one vote when a matter before the meeting requires a decision.
- In the event of an equality of votes, the Chairperson may exercise a casting vote and that vote may be exercised in any way seen fit.
- A member may abstain from voting or vote differently from how they may have indicated during the debate, without further explanation.
- The way each member voted will not be recorded in the minutes, unless a motion to have a recorded vote has been passed.

Terms Of Reference

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

Public Document Pack Agenda Item 5

THE SCRUTINY COMMITTEE

Monday, 27 February 2023

Attendance:

Councillors
Brook (Chairperson)

Horrill
Cramoysan
Craske
Cutler

Godfrey
Laming
Westwood

Other members in attendance:

Councillor(s) Clear, Ferguson, Learney, Tod, Porter and Thompson

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

1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies for the meeting were noted as above.

2. **DECLARATIONS OF INTERESTS**

No declarations of interest were made.

3. **CHAIRPERSON'S ANNOUNCEMENTS**

There were no announcements.

4. **MINUTES OF THE MEETING OF THE 7 FEBRUARY 2023**

RESOLVED:

That the minutes of the previous meeting held on 7 February 2023 be approved and adopted.

5. **PUBLIC PARTICIPATION**

No members of the public present wished to address the committee.

6. **CENTRAL WINCHESTER REGENERATION (CWR) APPOINTMENT OF DEVELOPMENT PARTNER AND NEXT STEPS**

Councillor Martin Tod, Leader, and Cabinet Member for Asset Management; introduced the report, ref CAB3371 which set out proposals concerning "Central Winchester Regeneration Appointment of Development Partner and Next Steps", ([available here](#)).

Veryan Lyons, Head of Programme: Central Winchester Regeneration and Jennifer Newsham, (Jones Lang LaSalle) provided the committee with a presentation which included the following points; the journey to date, the process adopted, the evaluation criteria, the scoring process and scores achieved, the quality evaluation undertaken, the final tender submission summary, the recommended development partners approach to; engagement, sustainability and meanwhile uses, the proposed planning strategy, the development agreement, and the next steps.

The committee was supported by council officers and representatives from Jones Lang LaSalle (JLL), Browne Jacobson and 31Ten. The committee was recommended to comment on the proposals within the attached cabinet report, ref CAB3371 which was to be considered by the cabinet at its meeting on 6 March 2023.

The committee proceeded to ask questions and debate the report in detail. During the meeting, the committee agreed to move into an exempt session to consider the exempt appendices to the report before returning to the open session to debate the report further.

In summary, the following matters were raised.

1. Had the development agreement previously been reviewed by the scrutiny committee?
2. Had the 13 expressions of interest received been above or below officer expectations?
3. Further information was sought regarding the priority or focus on providing homes for young people, whilst maintaining flexibility for older persons' housing and multi-generational living.
4. Clarification was sought regarding the council's approach regarding the potential for any income loss and associated mitigations and whether it was possible to map out the details of any loss of revenue in the next six months?
5. Further information was sought on whether there was any difference in the approach being taken between the group of properties referred to in section 2 and those previously purchased properties.
6. Further information was sought regarding the mitigation and management of risk, especially concerning the statement that this project's risk appetite was higher than moderate.
7. Further information was sought regarding how the recommended development partner's "strong track record" was evidenced and examples of their prior developments and experience.

8. A question was asked regarding paragraph 7.3 and the reference to “opening up culverted waterways to provide riverside walks” and whether mitigations could be considered to help prevent future flooding incidents. Also, the opportunity for the installation of small hydro-generating stations to be installed was suggested.
9. Clarification was sought regarding the expertise of the individuals who had been involved in the bid-scoring process.
10. Clarification was sought regarding the role and makeup of the Central Winchester Regeneration reference group.
11. Further information was sought regarding how the different bidder's offers concerning income versus capital had been assessed and compared.
12. Further information was sought regarding the implementation of meanwhile uses in the first 6 months and who would oversee their implementation. This included the approach to be taken regarding consultation on the implementation of meanwhile uses and who would be involved in this.
13. Clarification was sought regarding the governance arrangements relating to any management company used to manage the public realm to ensure it was effective and representative.
14. Further information was sought regarding the context around net zero and specifically the phrase “Offset at start of site” referred to in the documentation.
15. Further information was sought regarding the bidders’ reactions to the change to the development brief concerning income replacement.
16. Clarification was sought regarding the term “profit share” as used on page 115 and more generally the “overage provisions”.
17. Further information was sought regarding the rationale for a 250-year lease and whether other examples of this within the council existed.
18. Clarification was sought regarding the risk to the council if the development partner was unable to fulfil their obligations and specifically mitigating the risk of the council being left with only a partially developed site.
19. Clarification was sought regarding the use of long stop dates and how and when they would come into use.
20. Further information was sought regarding the final reconciliation date.
21. Several questions were asked regarding the consortium including its structure, funding, and risk mitigation.
22. Further information was sought regarding whether the assessment of land value was for the whole scheme or specific phases.

23. Further information was sought regarding the reference to private residential dwellings and bulk sales in paragraph 17.5.
24. Clarification was sought regarding the payment of council procurement costs relating to the demolition of the Friarsgate site.
25. Further information was sought regarding how decisions made by the development partner would be in keeping with what Winchester City Council and its residents want for the site in the future.
26. Further information concerning the new street layout and the use of the public realm was sought.
27. Further information regarding funding and improvements to the King's Walk area was sought.
28. Further information was sought regarding the role of the Open Forums within the governance plan.
29. Further information was sought regarding the approach to be taken concerning any future planning application and its relationship to the development brief.
30. Further information was sought regarding how the development agreement deals with archaeological issues and future archaeological findings.
31. Further information was sought regarding the bidders' reactions to the change to the development brief concerning income replacement.
32. Clarification was sought regarding how the council would mitigate risks around affordability and viability in future stages which may lead to changes being requested.
33. Further information was sought regarding the levels of indemnity and insurance and whether these were sufficient.
34. Clarification was sought regarding what was meant by the term "Satisfactory planning permission" and "Enhanced planning permission" and the process to be adopted to achieve planning permission.

These points were responded to by Councillor Martin Tod, Leader and Cabinet Member for Asset Management, Councillor Kelsie Learney, Cabinet Member for Climate Emergency, John East, Strategic Director, Sharon Evans, Strategic Director and Monitoring Officer, Liz Keys, Corporate Head of Finance and Section 151 Officer, Veryan Lyons, Head of Programme: Central Winchester Regeneration, Jennifer Newsham, (JLL), Stephen Matthew, (Browne Jacobson), and Nick Walford (31Ten) accordingly and were noted by Councillor Tod, Leader and Cabinet Member for Asset Management.

RESOLVED:

1. That the report be noted.
2. That the committee agreed to the following points:
 - That if a key focus of the project was housing for young people, then this should be clearly stated.
 - That cabinet should consider if a further discussion was needed to clarify the councils' requirements as concern was raised that the preferred developer may want to take a different approach.
 - That officers to advise whether other examples of a similar, 250-year lease approach had been taken within the council.
 - That the next stages of governance and engagement be mapped out to ensure ongoing understanding and agreement, and that differences to the delivery plan and development agreement were reviewed.
3. That cabinet considers all the committee's comments raised during the discussion of the agenda item.

7. **Q3 FINANCE & PERFORMANCE MONITORING REPORT**

The Chair referred to the previous meeting of the performance panel where a large number of questions had been submitted from councillors who were not appointed to the panel. This had caused some issues in answering all the questions ahead of the meeting, although it was acknowledged that there remained the opportunity for further questions to be asked on the papers at the scrutiny committee.

The Chair suggested that it was necessary to discuss with officers how to prevent such issues in the future and to take a wider review of the panel's processes.

Councillor Caroline Horrill, Chairperson of the Performance Panel introduced the report, reference CAB3380 which set out the Quarter 3 Finance & Performance Monitoring report, ([available here](#)) and the notes of the performance panel meeting of 15 February 2023.

Councillor Horrill gave an overview of the following matters:

1. The questions that had been pre-submitted by panel members.
2. The outstanding issues as detailed within the notes of the performance panel meeting of the 15 February 2023.
3. That the leader of the council had attended the meeting to discuss the new performance measures and metrics related to the council plan and had agreed to review suggestions made by the panel with officers.

RESOLVED:

The committee:

1. Noted that the performance panel had met on 15 February 2023 to scrutinise the report, CAB3380, and its associated appendices.
2. Noted the draft minutes of the panel's meeting and the verbal update provided by the Chairperson.
3. Requested that the leader of the council review the points raised by the panel regarding the revised performance measures and respond back to the scrutiny committee following his review with officers (questions 38 to 44 of the notes of the performance panel refer).
4. That Councillors Horrill, Cutler and Brook meet with Sharon Evans, Strategic Director and Dawn Adey, Strategic Director to review the processes of the performance panel, particularly regarding the pre-submission of questions.

The meeting commenced at 6.30 pm and concluded at 11.20 pm

Chairperson

REPORT TITLE: STATION APPROACH PROJECT – STRATEGIC OUTLINE CASE

3 JULY 2023

REPORT OF LEADER OF THE COUNCIL AND CABINET MEMBER FOR ASSET
MANAGEMENT: Cllr Martin Tod

Contact Officer: Emma Taylor Tel No: 07980 732199

Email etaylor@winchester.gov.uk

WARD(S): ST PAUL, ST BARTHOLOMEW

RECOMMENDATION:

It is recommended that the committee scrutinise and comment on the proposals within the attached cabinet report, ref CAB3413 which is to be considered by cabinet at its meeting on the 18 July 2023.

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REPORT TITLE: STATION APPROACH PROJECT – STRATEGIC OUTLINE CASE

18 JULY 2023

REPORT OF LEADER OF THE COUNCIL AND CABINET MEMBER FOR ASSET
MANAGEMENT: Cllr Martin Tod

Contact Officer: Emma Taylor Tel No: 07980 732199

Email etaylor@winchester.gov.uk

WARD(S): ST PAUL, ST BARTHOLOMEW

PURPOSE

The area around Winchester Railway Station, known as Station Approach, is an important gateway to the city and has been identified in the Local Plan as a site worthy of regeneration (Local Plan WIN5-7, emerging Local Plan W8).

In July 2022, Cabinet agreed a new approach to be undertaken to determine whether a viable project could be brought forward at Station Approach. This involved a number of work streams including working with adjacent landowners, embarking on a comprehensive and active engagement with the community and undertaking a capacity study.

In March 2023, Cabinet Regeneration Committee received report (CAB3399R) setting out the results of the initial engagement and consultation with local residents and key stakeholders.

In June 2023, Cabinet Regeneration Committee received report (CAB3407R) setting out the results of the capacity study that was undertaken between October 2022 and March 2023.

This report sets out the Strategic Outline Case for Station Approach and how the project may be taken forward, through developing a concept masterplan for the whole area followed by an Outline Business Case for Phase 1 of the masterplan.

RECOMMENDATIONS:That Cabinet:

1. Note any feedback provided by the Scrutiny Committee at its meeting on 3rd July 2023.
2. Consider the Strategic Outline Case for Station Approach and agree the recommended approach to progress the project as outlined in Option 3 of section 13.3 in this report.
3. Delegate authority to the Strategic Director with responsibility for the Station Approach project, in consultation with the Leader and Cabinet Member for Asset Management to finalise the brief to procure the concept masterplan as outlined in points 4 and 5 below.
4. Agree to the procurement and subsequent award and entering into a contract of a multi-disciplinary team to produce a concept masterplan for Station Approach as outlined in sections 3.2 and 14 below.
5. Agree an evaluation model of 70% Quality / 30% Cost for the procurement of a multi-disciplinary team to produce a concept masterplan for Station Approach as stated in section 3.2 below.
6. Approve the release of £295,000 from the Regeneration Reserve to fund stage 2 of this project, as set out in section 12.5.3.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME

1.1 Tackling the climate emergency and creating a greener district

This project provides the opportunity to realise a connected sustainable development that contributes to one of the council's key ambitions to be carbon neutral. This project will look to ensure any development proposals uphold and strengthen our commitment to tackling the climate emergency and sustainable transport. The re-use of this brownfield site and its role as a transport interchange / public transport hub provides economic, social and community benefit and further supports this aim.

The railway station provides an important hub for trains, local bus services, Park & Ride, taxis, pedestrians and cyclists and we will further improve facilities and integration working in conjunction with the county council and train operators. This project will integrate the offer of different and connected transport nodes supplemented with enhanced facilities making it a truly green travel hub for existing and new/potential users.

All proposed development will be required to achieve Biodiversity Net Gain in accordance with relevant legislation and planning policy.

1.2 Homes for all

Housing in our district is expensive and young people and families are moving further afield because they are unable to find suitable accommodation they can afford. Supported by the Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people, this project will consider the market and evaluate the possibility of residential uses across the sites. If residential use is appropriate, we will ensure that any development provides energy efficient, affordable housing and homes at fair market value.

1.3 Vibrant local economy

Work patterns, commuter habits and the way people use city centres are changing. This project will make a vital contribution to Winchester's future economy – helping to deliver the council's objective for a vibrant green economy and ensuring that Winchester's centre continues to thrive.

The city of Winchester is an important source of district employment and we need to ensure that we have the right places for businesses to relocate/expand and start-up that will provide employment opportunities. We will be guided by market analysis and grow the economy by building, where appropriate, attractive commercial buildings that will realise economic, environmental and social benefits for our residents and compliment the work being progressed by the Central Winchester Regeneration project.

1.4 Living well

The council is committed to enabling and promoting improved cycling and walking in line with the Winchester Movement Strategy (WMS) and Local Walking and Cycling Infrastructure Plan (LCWIP). This project will promote greater use of sustainable transport in line with the WMS. But it will not just be a 'good place to move through': the project's focus on high quality design and positive place-making will ensure that it is a 'good place to be' with regeneration of this area providing opportunities for significant improvement to the public realm.

1.5 Your services, your voice

The Station Approach project will provide the public with genuine opportunities to participate in shaping the future development of the area. The opportunity for active, positive public consultation has been included by outlining the process of consultation and all the points along the journey where public views will be captured. Feedback will be given and where views are used to shape the development of any scheme that comes forward as a result of our activities, this will be fully identified.

- 1.6 The project has undertaken an initial round of consultation and engagement from August to October 2022 to understand stakeholder views on the development principles of the project as well as current uses and future aspirations for the area. The consultation received over 1000 responses across the completed surveys and interactive map comments. The feedback received has been incorporated into the options explored as part of the capacity study and will continue to inform any future master planning exercise. The project is committed to continued engagement throughout any future stages to allow our stakeholders to remain a vital part of the process.

2 FINANCIAL IMPLICATIONS

- 2.1 The council is facing a significant budget deficit of £3m annually by 2027, so it is critical that all investment opportunities are considered within this context and that only those that are affordable and financially sustainable are approved. So, as well as being commercially viable, any Station Approach scheme and the ongoing consequences of it (e.g., lost revenue from the site), must be affordable for the council.
- 2.2 A £1m budget for additional project delivery resources to support regeneration work in the district was approved by Cabinet in October 2021 (CAB3318). £254,000 of this budget has been used to fund initial works on Station Approach, including market appraisal, consultation and engagement, capacity study, cost and commercial consultancy, project management as well as legal advice.
- 2.3 In order to progress to stage 2 of the project, a budget of £295,000 (including contingency) is required to undertake a concept masterplan. A £300,000 Regeneration Reserve was set aside in the 2023/24 budget to support both Central Winchester Regeneration and the Station Approach project, so is available to fund the concept masterplan.

- 2.4 The Outline Business Case (OBC), the stage following the completion of the concept masterplan, explores the affordability and funding requirements of scheme options alongside the potential economic benefits; commercial viability; strategic fit and deliverability. The OBC will assess both the financial implications of losing existing income streams on the council owned parts of the site (i.e., car parking revenue from the Gladstone Street and adjacent leased car parks, Cattle Market; property rents received from the former Registry Office etc) – as well as other potential costs of and/or income from future options for the site.
- 2.5 In order to be considered affordable in the current financial context, a project must either have a positive or neutral annual net impact on the revenue budget; if this is not the case, the council must be in a position to identify savings elsewhere in its budgets to offset the additional costs / lost income. Whilst a number of options have a positive residual land value (RLV), none is sufficient to generate a capital receipt that would fully offset the lost income. It is likely therefore that significant savings would need to be made elsewhere should the development ultimately go ahead.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 All procurement required for this stage of the project will be conducted in accordance with the Public Contract Regulations 2015 and the council's Contract Procedure Rules (CPRs) and adhere to the council's Procurement and Contract Management Strategy (2020-2025) in consultation with the Procurement and Legal Teams. Any changes to procurement law during the life of the project will be taken into full account as they materialise.
- 3.2 Due to the specialist nature of the work to be undertaken, the council will require a highly skilled and experienced design consultancy supported by the relevant technical expertise to carry out the concept masterplan. It is therefore recommended to change the weighting of evaluation for the procurement of a multi-disciplinary team to produce a concept masterplan from the council's standard of 60% Cost to 40% Quality in favour of 70% Quality to 30% Cost.
- 3.3 Legal implications will include assistance in defining and mitigating the third-party rights that exist over parts of the Cattle Market site as well as setting up consultant contracts.

4 WORKFORCE IMPLICATIONS

- 4.1 The following external resources would be required to undertake the concept masterplan:
- Programme Management
 - Multi-disciplinary team consisting of the following skills:
 - Master planning
 - Transport planning
 - Public realm and landscape design
 - Urban design

- Architecture
- Town planning
- Energy and utilities infrastructure planning
- Community/stakeholder engagement and consultation
- Environmental sustainability
- Heritage / Archaeology
- Cost Consultants
- Commercial advisors
- Legal advice
- Public Affairs/Communications support

These would be procured, as set out in paragraph 3.1 above.

- 4.2 Internally, support will also be required from across the council and will have to be allocated as require by the council's project methodology:
- Regeneration
 - Finance
 - Legal
 - Procurement
 - Estates
 - Planning
 - Communications

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 The council is a significant landowner in the Station Approach area. These landholdings consist of Gladstone Street car park and leased parking adjacent, together with the former registry office, Cattle Market and Worthy Lane car parks. Whilst there are no implications at this stage of the project there will be issues to consider as the project progresses and options are identified such as how many and when parking spaces could be released to enable development and whether the council chooses to dispose of assets for development, enters into a joint venture partnership or self develops. The preparation of an Outline Business Case, which will be undertaken following the completion of the concept masterplan, will explore these options. Paragraph 11.11 identifies the project area and land ownership.

6 CONSULTATION AND COMMUNICATION

- 6.1 An external public affairs agency Meeting Place Communications (MPC) was appointed in April 2022 to support the council in developing a communications and engagement strategy for the project. At the heart of this strategy is the desire for meaningful community engagement. This has involved listening to the community and discussing development principles prior to commencing any work on development options. The strategy was approved by Cabinet in July 2022 ref CAB3349.
- 6.2 MPC supported Winchester City Council to engage residents and stakeholders in a consultation period from 01 August to 23 October 2022

leading to over 1,000 individual responses across the completed survey forms and website contributions. This has provided a helpful insight into what local stakeholders want from this important area of the city and has informed the options explored in the capacity study work.

6.3 The results of this consultation were presented to Cabinet Committee: Regeneration on 09 March 2023, ref CAB3399(R). A full description of the methodology, initiatives used and detailed results from each part of the survey and interactive map comments can be found in Appendix A of CAB3399(R).

6.4 In July 2022, Cabinet ref CAB3349 agreed that a cross party Reference Group be established to provide early and regular engagement as the project develops. The Reference Group has been established and acts as a sounding board, drawing on external experts as necessary and required to provide specialist advice and guidance to the project team. The group have been helpful in commenting on the capacity study work and in preparing the brief for a masterplan at stage 2. If the project progresses, the reference group will continue to provide specialist advice and guidance to the project team.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 The regeneration of Station Approach will contribute towards the council's policy commitment to be carbon neutral and deliver an exemplar connected sustainable development that provides environmental as well as social and economic benefits. All proposed development will be required to achieve Biodiversity Net Gain in accordance with relevant legislation and planning policy.

7.2 Development proposals in this vital transport hub will promote sustainable transport to, from and around the city. Walking, cycling, public transport and other environmentally friendly urban mobility methods will be encouraged.

7.3 The business case will address sustainability principles outlined in relevant policies including the National Planning Policy Framework, Local Plan, City of Winchester Movement Strategy, Parking and Access Strategy, Winchester Green Economic Development Strategy and Vision for Winchester.

7.4 In developing the proposals for Station Approach advice has been and will continue to be taken from the council's sustainability officers, and other specialist consultants as required. A cross-party reference group has been established for the project that will include environmental expertise.

8 PUBLIC SECTOR EQUALITY DUTY

8.1 An equalities impact assessment on the public consultation and engagement strategy has been undertaken to ensure that our approach engages as many residents and stakeholders as possible. This has been incorporated into the communications and engagement strategy.

8.2 An equalities impact assessment has been undertaken for Stage 2, should Cabinet agree to progress the project and is included in Appendix B. This will be incorporated into the engagement strategy for any future masterplan.

8.3 An equalities impact assessment will be developed for any future stages, if the project progresses.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 Due regard has been given to the council's obligations under the Data Protection Act 2018 and General Data Protection Regulation (GDPR) 2018, it is considered that a Data Processing Impact Assessment (DPIA) is not required for this report.

9.2 All data collected as a result of procurement and consultation and engagement for the project is held in accordance with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) 2018.

9.3 The council's Public Affairs Consultants, MPC, have provided their policy regarding Data Protection and it conforms to the Data Protection Act 2018 and the GDPR 2018. MPC will adhere to their policy in all matters relating to the protection of data gathered from engagement and communications activities. This has been set out in the contract specification.

10 RISK MANAGEMENT

10.1 The council's current overall risk appetite is defined as 'moderate' - '*Tending towards exposure to only moderate levels of risk in order to achieve acceptable outcomes*'.

10.2 However, the council recognises that there are inherently greater risks associated with regeneration projects and is open to innovative ways of working to pursue options that offer potentially substantial rewards, despite also having greater levels of risk. It is acknowledged that should the project progress beyond Outline Business Case, the risk profile will increase. We will mitigate risk through following best practice project management methodology and using H M Treasury green book appraisal for evaluating viability, affordability and value for money.

10.3 The project has a separate risk register which is managed by the Project Manager and maintained in line with the council's current risk rating. This report considers risks associated with progressing the project through the development of a concept masterplan.

10.4 Key risks include:

- a) Lack of support and engagement from Stakeholders. To treat and manage this risk, the council has procured a Public Affairs consultancy to ensure that public and stakeholder views are actively sought and inform the development proposals. They have prepared a

comprehensive communications and engagement strategy for this purpose and conducted a very successful first round of engagement with the public. Thorough engagement and consultation will be undertaken as part of a masterplan process to ensure that stakeholder's views are actively sought and incorporated wherever possible subject to site constraints.

- b) Global, national and local economic climate and social hardship. The consequences of the pandemic, war in Ukraine and cost of living crisis have brought significant challenge to our local communities and to the council. Costs of construction materials and energy have also increased. There is genuine concern that a scheme that is deemed acceptable and appropriate is not financially affordable at this time and the project may need to be paused until the economic climate improves. The council will continue to use evidence-based decision making and have the courage to stop the project if it is deemed unable to be successfully delivered at this time. We will ensure the council is transparent to the public and stakeholders about the reasons for not pursuing the project if that turns out to be the case.
- c) This project was re-started after London & Continental Railway Property (LCR) approached the council with a proposal to explore Network Rail (NRIL) and the council's collective landholdings to establish if a viable regeneration opportunity existed. There is a risk that the council will need to re-address their strategy for development and how to proceed as NRIL have decided not to develop their landholdings at this time.

10.5 Other risks are:

Risk	Mitigation	Opportunities
Financial Exposure – If the project is progressed to stage 2, there is a risk that further funding has been expended but we find that we are unable to present a viable and affordable scheme due to continuing economic pressures. For example, high build costs and borrowing rates.	Use of programme and project management methodology and the approval of each stage at the gateway point will ensure resources are only released one stage at a time and limit unnecessary spending.	There is an opportunity to create a vision and a cohesive masterplan for the area to which developers will need to adhere. Further interaction to understand the aspirations of stakeholders in determining how to revitalise this important gateway to the city could result in better outcomes at later stages.
Financial – risk that we do not have sufficient funds for next stage of project.	Set aside sufficient funds in earmarked reserves to undertake a concept	Consider how we might be able to share costs

Risk that, ultimately or at this time, regeneration of this area is unaffordable.	<p>masterplan. Build in gateway stop points in order to manage potential affordability challenges.</p> <p>Keep affordability assessment under regular review, ensuring that figures are robustly evidenced.</p>	with other landowners in the area
Exposure to challenge - from getting the process wrong (at this stage of the project this risk is considered to be minimal)	Work with legal, planning and procurement colleagues to ensure we adhere to the correct process.	Opportunity to present a thorough and well-planned consultation strategy for the whole potential lifecycle of the project – learning from other projects
Innovation	Seek and engage the right project and design team.	The interactive map on the project website continues to offer helpful insights into the strength of feeling regarding various suggestions for uses around the site and opportunities for improvements that could be made regardless of the project outcome.
Reputation – The council builds expectation and is then unable to deliver	Ensuring that residents and stakeholders are brought along the journey as the project progresses and provided with information and feedback in a timely manner.	Opportunity to introduce new ways of working and managing regeneration projects that will enhance the Council's reputation.
Risk that the project could fail	Work with a multi-skilled team with sufficient expertise to determine the best options for the area in a controlled iterative process in order to develop a scheme that is viable, deliverable with public support and is planning compliant.	To provide a process that has sufficient gateways to control release of funding and provides enough information to make sound, evidence-based decisions

Risk on whether the future uses proposed (e.g., commercial) remain relevant/whether there is a demand post-pandemic	Undertake market analysis to ensure that future uses proposed have demand from the market. Ensure that key studies are updated as we cannot rely on pre-covid assumptions.	Opportunities to liaise with other developments and organisations within the city to provide solutions that bring city wide benefits
Achievement of outcome – risk that benefits will not be achieved	The creation and implementation of a benefits management strategy will form part of the output of future stages if the project is taken forward.	The council has the opportunity to explore all the available options that incorporate public aspiration, improvement of existing infrastructure and the development of a viable scheme within the constraints of the sites.
Property Risks	None at this stage	
Community Support – risk that the approach does not fully engage with the public and other interested parties in developing options for the site resulting in lack of support for the project	A communications and engagement strategy has been developed with our public affairs consultants. We have consulted and engaged with residents and stakeholders to inform the capacity study options explored and will continue to do so if the project undertakes a concept masterplan.	A full and comprehensive communications and engagement strategy will allow for wider public consultation and greater understanding of public aspiration for the site. A thorough consultation and engagement process will continue throughout the masterplan period should Cabinet agree to proceed to Stage 2.
Timescales – risk of delay to project	A project plan has been developed and will be monitored by the project Board.	Ensure that the programme considers the impact of other developments within the city.
Project capacity	External advisors for stage 1 have been appointed. External expertise for Stage 2 will be procured to support the council.	Opportunity for knowledge transfer into the Council.

- 11.1 In 2021, Winchester City Council were approached by London & Continental Railway Property (LCR), who are working in conjunction with Network Rail (NRIL), to look at sites in the vicinity of railway stations that could benefit from regeneration. LCR are regeneration experts with notable successes in areas such as King's Cross in London.
- 11.2 The council agreed to explore opportunities to understand if a viable scheme can be progressed for the Station Approach area, allowing for the best possible use of the land as it interacts with its surroundings on our respective adjacent landholdings. The council has entered into a Memorandum of Understanding (MOU) with Network Rail and LCR to facilitate this.
- 11.3 The council is not obliged to work with LCR and Network Rail and therefore if the council decides that it would be more advantageous to develop our landholdings alone then we can do so. Our view is that a joined-up plan for the area will produce greater regeneration benefits and therefore we are currently pursuing that route by recommending a masterplan for the whole site.
- 11.4 After exploring whether commercially viable options can be brought forward on our joint landholdings, Network Rail have decided that a viable scheme cannot be brought forward on its land at this time and therefore will not be developing its sites in the short-term. However, they remain supportive and committed to working closely with the council. Close collaboration with NRIL will be integral to the development of the masterplan that ensures a cohesive design for the whole area and improves this important transport interchange.
- 11.5 The council has held early discussions with partners, including Hampshire County Council, to improve understanding of the various strategies and policies which may help shape any proposed development and how the site's regeneration can help support these objectives – for example, the Winchester Movement Strategy, The Vision for Winchester, Parking and Access Strategy and Air Quality Management Area.
- 11.6 The council has procured specialist communications consultants, MPC, to help us engage better with the public and our stakeholders. A Communications and engagement strategy was drafted and approved by Cabinet in July 2022. See CAB3349 in background documents.
- 11.7 Market Research
- 11.7.1 The council commissioned its strategic advisors Jones Lang LaSalle (JLL) to undertake market research to understand how the demand may have changed due to the pandemic. They provided a highest value and best use analysis of the sites held by the council.
- 11.7.2 This has provided an important insight into the current demand for commercial and other uses and any gaps in the city centre market that the regeneration of Station Approach could address. It is considered important to highlight

opportunities that are not necessarily based upon purely the most financially rewarding for the council but support the council's wider priorities and desire to deliver a high-quality development, with a strong sense of place, which benefits the community as well as the city's economy.

11.7.3 This analysis has been used to inform the consultation with the wider public and stakeholders and has been fed into the Capacity Study to inform the options that could be explored.

11.8 Public engagement and consultation

11.8.1 The council appointed Meeting Place Communications (MPC) as our communications / public affairs consultancy to deliver a comprehensive strategy for engagement and consultation during the early stages of this project.

11.8.2 At the heart of this strategy is the desire for meaningful community engagement. This has involved listening to the community and discussing development principles prior to commencing any work on development options. The comments received have been fed into the Capacity Study to inform the options that could be explored.

11.8.3 MPC supported Winchester City Council to engage residents and stakeholders in a consultation period from 01 August to 23 October 2022 leading to over 1,000 individual responses across the completed survey forms and website contributions. This has provided a helpful insight into what local stakeholders want from this important area of the city. The comments received have been fed into the Capacity Study to inform the options that could be explored.

11.8.4 A full description of the methodology, initiatives used and detailed results from each part of the survey and interactive map comments can be found in the background document section at the end of this report - CAB3399(R).

11.9 Parking Usage and Forecasting Study

11.9.1 Key to any development proposals at Station Approach will be a parking plan that takes into account the provision of a new Park & Ride facility to the north of the city; the Winchester Movement Strategy; and the Parking and Access Strategy.

11.9.10 City Science were commissioned jointly by Winchester City Council and Hampshire County Council. This work has updated the previous parking studies that were undertaken before the pandemic and considers parking and rail use behaviours post covid, including those associated with return to work, and how this will likely shape levels of future demand for parking spaces. This work will assist in determining what parking can be released for development and when.

- 11.9.11 The future state test results of the report concluded that the removal of Gladstone Street car park could be implemented now, subject to Cabinet approval, as there is sufficient capacity in other existing city centre car parks to accommodate a redistribution of displaced parking. However, it does not go as far as commenting on the likely parking behaviour changes and the secondary impact this would have on the council's income from the changes in behaviour. Subject to being affordable to the council, it is likely that Gladstone Street car park would form the first phase of the project.
- 11.9.12 With regards to reallocating parking at Cattle Market and Worthy Lane car parks, this requires more detailed consideration particularly in terms of the redistribution and the role of a new strategic northern park and ride. Forecasts indicate that prior to the removal of all parking on Cattle Market it is likely that a northern Park & Ride and Kings Barton Park & Ride will need to be in place. However, if the Winchester Movement Strategy were to implement traffic reduction measures supported by associated traffic modelling that indicated further options might be available, the council could re-consider earlier development of this site.

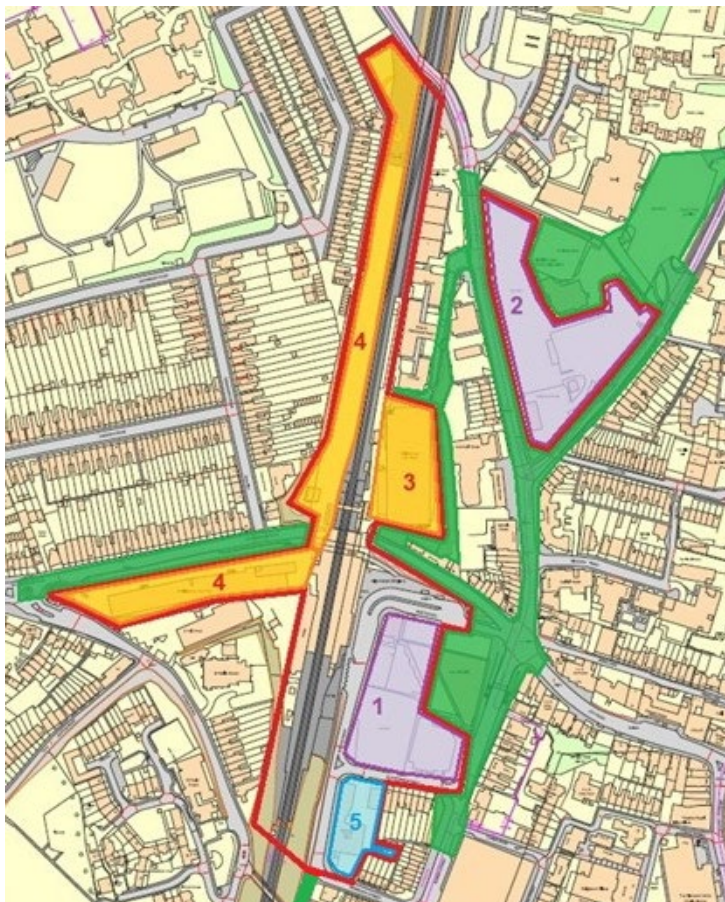
11.10 Capacity Study

- 11.10.1 A capacity study of the sites within the Station Approach area has been undertaken to inform whether a viable scheme can be developed which meets the aspirations of stakeholders and the local community.
- 11.10.2 A multi-disciplinary team led by architects Howarth Tomkins was procured to undertake the capacity study from October 2022 to February 2023. Supporting consultancy was provided by transport consultants, Systra, heritage consultants, Heritage Architecture, and cost /commercial consultants, IKON and Cast.
- 11.10.3 The study focussed on four key sites around Winchester Station:
- Carfax
 - Cattle Market
 - Station East
 - Station West
- 11.10.4 The capacity study explores the 'art of the possible' and is intended to help define the constraints and opportunities of the four sites and provide high level testing of the development capacity and commercial viability of each, as part of the groundwork for future development briefs.
- 11.10.5 It must be noted that the capacity study results do not constitute designs for future development. Rather, the study considers the evidence - the market conditions, costs, market demand, stakeholder aspirations, council priorities and planning parameters to show the types of development that could be pursued.

- 11.10.6 Development appraisals have confirmed that the current economic environment is challenging for development due to high build costs that are now on average 25% higher than two years ago.
- 11.10.7 The findings of the capacity study together with the stakeholder consultation suggest that even in these challenging economic times a potentially viable scheme could be brought forward on both the Carfax and Cattle Market sites for a mix of uses. If the economic climate were more favourable the schemes would produce even greater Residual Land Values that could support increased benefits such as public realm improvements.

The full report, providing details of methodology and assumptions can be found in the background document section at the end of this report - CAB3407(R).

11.11 The area in scope for the project consists of:



Map key:

Within Scope:

1. The **Carfax Site** – Gladstone Street car park, the leased parking adjacent and the former register office and to the south of Hampshire County Council's Records Office (owned by WCC).
2. The **Cattle Market and Worthy Lane car parks** (owned by WCC).
3. The **decked car park to the East** of the Station (owned by NR, operated by South Western Railway - SWR)
4. **Car parking along the western** side of the railway line and the decked car park to the West of the station (owned by NR, operated by SWR)
5. Other potential sites in the vicinity which could include working with other partners/landholdings, if they are supportive, which will assist in bringing forward a potentially broader comprehensive scheme for the whole area.

Areas shaded in green:

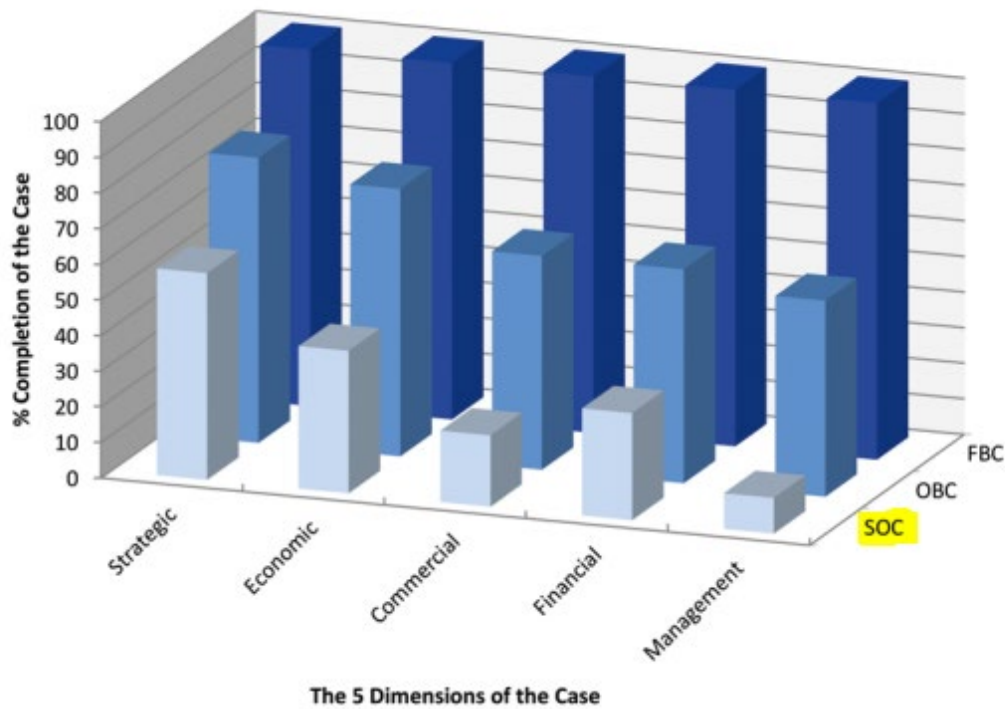
This indicates that the project will consider how these areas can integrate and connect better with public realm improvements within the redline as well as considering how connectivity between these areas can be enhanced. Some of these areas are being considered for improvement separately through the Winchester Movement Strategy. In co-operation with the WMS we would consider interventions in these areas that would enhance the whole, but they are not part of the project redline or for largescale development by the project. The Coach Parking area is included here as it is currently underutilised and holds capacity to absorb some displaced parking from Cattle Market with potential to be developed as a Park & Walk site into the city centre.

12.0 STRATEGIC OUTLINE CASE

- 12.1 High profile, complex projects need a robust business case to ensure they provide a solid foundation to support evidence-based decision-making. They should include evidence to support the 5 cases as outlined in the Treasury Green Book - the Strategic, Economic, Commercial, Financial and Management Cases. These are completed in an iterative process whereby the business case is built over several months (or years) as the evidence is gathered and decisions made at key stages.

The stages for these iterations are:

- **Strategic Outline Case (SOC)**
- **Outline Business Case (OBC)**
- **Full Business Case (FBC)**



12.1.1 As the illustration demonstrates, at SOC stage the evidence base is not yet comprehensive enough to determine the viability of the entire project. The main purpose of this SOC is to establish the case for change for the Station Approach project, provide high level assurance that there is a potential viable project that is worthy of further exploration and the resulting investment in resources that would be required to move forward to the next stage.

12.1.2 The SOC uses the Five Case Model (HM Treasury Green Book) to identify the best value for spending public sector money taking into account the direct and indirect benefits of the proposals. The five cases considered within the SOC preparation are:

- Strategic
- Economic
- Commercial
- Financial
- Management

12.1.3 The SOC demonstrates how the project supports the council's priorities, strategies and aims as well as other governmental policy priorities. It provides an overview of key constraints, dependencies and risks that could be addressed in more detail in an Outline Business Case (OBC), should the council decide to undertake this following the concept masterplan.

12.1.4 This SOC provides direction to the council for a recommended approach to the regeneration of Station Approach and what the next steps could be. It

does not, at this stage, provide sufficient evidence to warrant an unequivocal determination of the preferred route, but highlights the evidence with which the council can reach a decision on whether or not to progress to the development of a masterplan for the area, further public consultation and more detailed work to support future decision making.

12.2 Strategic case

12.2.1 This demonstrates that there is a compelling case for change and how the regeneration of Station Approach furthers the Council's aims and objectives. The conclusion of the strategic case is that there is evidenced justification for the project to proceed in terms of current and anticipated market demand, stakeholder aspirations and that implementing the project will support the delivery of both the Council's own, and wider strategies set out in more detail within Section 2, the Strategic Case, Appendix A.

12.2.2 This SOC strongly demonstrates the potential of the Station Approach project to support all of the priorities identified in the Council Plan 2020-2025 (some more directly than others) as well as aligning to a large number of strategies, action plans and policies identified locally, regionally and nationally.

12.3 Economic case

12.3.1 The purpose of the economic case is to assess which options provide the best fit for delivering the aims of the project as well as adding value to society, including wider social and environmental effects.

12.3.2 The long-listed options set out below have drawn upon a range of research and reports. These include the previous LDS scheme, Carfax and Cattle Market Sites Highest and Best Use Market Assessment (JLL, July 2022), Capacity Study (Howarth Tompkins, March 2023), Consultation Report Station Approach (Meeting Place, February 2023), Winchester Car Parking Usage and Forecasting Study Final Report (City Science, 2023), Winchester Station Approach Public Realm (LDS, August 2019), and Winchester Mobility Hub Feasibility Study (Steer, February 2022).

Option	Uses	Affordable Housing
Do nothing	Station Approach remains 'as is' Sub-optimal use of sites	N/A
Carfax Site		
Option 1a	Workspace with small food and beverage provision – LDS scheme reduced	N/A
Option 3b v4	Workspace with small food and beverage provision – diagonal layout with route	N/A

Option 3b v3	Workspace (increased optimal rent) with small food and beverage provision and residential – diagonal layout and route	25%
Cattle Market Site		
Option 2a	Workspace and commercial car park	N/A
Option 2a v2	Workspace, commercial car park and residential	25%
Option 2a v2 (commercial)	Workspace and residential	25%
Option 2a v2 (Student)	Workspace, commercial car park and student accommodation	N/A
Option 2a v3	Workspace and student accommodation	N/A
Station West Site		
Option 1b	Workshops (North) and Workspace (South)	N/A
Option 2	Student accommodation (North) and Residential (South)	25%
Option 3	Residential (North and South)	25%
Station East Site		
Option 1 v2	Student accommodation	N/A
Option 2b v2	Workspace	N/A
Option 4	Residential	25%

12.3.3 The long list of options were evaluated against the following Critical Success Factors:

Critical Success Factor	Description
Strategic Fit	Alignment to national, regional and local priorities as set out in the Strategic Case.
Support from stakeholders	Proposals reflect comments received during stakeholder engagement and consultation participation
Benefits Optimisation	The extent to which the option contributes towards social, economic and environmental targets including homes, employment space, jobs and other targets.
Potential Affordability	As the council is required to produce a balanced budget, any scheme must have either a neutral or positive impact on the council's revenue budgets, or if negative the council must be in a position to realise offsetting savings elsewhere. As such, the option must be sustainably affordable in cash flow and absolute terms to the council. At the SOC stage, options which provide either a positive RLV or the sensitivity analysis demonstrates a positive RLV with a 5% change in inputs have been considered to be potentially affordable and could be investigated further at OBC stage.
Deliverability	Security of landownership/control and certainty of outcomes considering risk such as securing planning permission

12.3.4 The long list of options have been short listed by undertaking a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis considers the fit of each option with the Critical Success Factors as outlined above. This results in an overall assessment of each option, which determines whether the option is either discounted or shortlisted.

It should be noted that the options shortlisted do not constitute designs for future development. Rather, they show the types of development that could be pursued. These would be explored further through the concept masterplan and in more detail at OBC stage.

The following options have been shortlisted:

- Do Nothing
- Carfax – 1a – LDA Redux – Commercial scheme
- Carfax – 3bv3 – Commercial and residential scheme with diagonal route
- Cattle Market – 2av2 – Multi storey carpark, commercial and residential scheme
- Cattle Market – 2av2i – Commercial and residential scheme
- Cattle Market - 2av2ii – Multi storey carpark, commercial and student scheme
- Cattle Market – 2a v3 – Commercial and student scheme

12.3.5 It should be noted that the options outlined above have potential individually however when they are reviewed collectively with consideration of the needs of the city centre as a whole, what is taken forward within the concept masterplan could change e.g., it would be unlikely that the multi-storey carpark option would emerge.

12.4 Commercial case

12.4.1 The Commercial case documents the proposed deal in relation to the preferred option(s) outlined in the Economic case and therefore the detailed consideration takes place at OBC stage. At Strategic Outline Case this is limited to the services required to take the project forward.

12.4.2 A multi-disciplinary team will be required to undertake the master planning at the next stage of the project, details of which are included at section 14 'Next steps' below. In addition, the following external advice will be required:

- Commercial advice
- Legal advice
- Financial advice
- Programme management
- Public Affairs/Communications support

Internally support will also be required from the following WCC departments:

- Regeneration

- Finance
- Legal
- Procurement
- Estates
- Planning
- Communications

12.4.3 Procurement strategy and implementation timescales -

All procurement undertaken will be in accordance with the Public Contract Regulations 2015 and the council's CPRs and will adhere to the council's Procurement and Contract Management Strategy (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise. Procurement is included in the indicative timeline for stage 2 at section 14 below.

12.5 Financial case

12.5.1 The financial case outlines the costs and funding arrangements for the project. It considers the capital and revenue budget implications for the council and whether the incremental impact to the council's budgets of each of the options are affordable to the council. More detailed affordability assessments are made as part of the outline business case and at the strategic outline case stage consideration is given to the council's financial situation, resources available for the project, and any revenue and capital constraints.

12.5.2 The council is currently facing multiple competing challenges and, should no action be taken, is projecting a £3m deficit by 2027. The development site currently generates around £0.54m of net income per year from parking and income not replaced would require the council to consider significant offsetting savings elsewhere. The council's capital receipt reserves are largely committed and therefore if the council were to develop the site itself it would need to rely on prudential borrowing. Combined with the current high construction costs, high interest rates for borrowing are making many capital projects across the local government sector unaffordable at present.

12.5.3 Revenue investment will be required to take the project forward to the next stage. A budget of £295,000 is required to undertake the concept masterplan. The budget breakdown has been estimated as shown in the following table but some flexibility in the exact breakdown may be required once final cost estimates are received.

Option 3 – Concept Masterplan	Cost
Concept Master Planning	£135,000
Project Lead	£94,350
Comms Support	£10,000

Reference group	£6,400
Legal support/counsel	£2,500
Planning Performance Agreement	£20,000
Sub-total	£268,250
Contingency at 10%	£26,750
Total	£295,000

12.6 Management case

12.6.1 The Management Case demonstrates that there are appropriate arrangements for the delivery, monitoring and evaluation of the scheme and these are achievable.

12.6.2 Project Management Arrangements

The project is being managed in accordance with the Council's major projects and programme management requirements and also in accordance with PRINCE2 methodology and the Treasury Green Book 5 case model.

13 OPTIONS TO CONSIDER

13.1 **Option 1:** Do Nothing

Pros: No further expenditure required to be committed at this time. The council will retain the circa £540,000 of net income per year from parking.

Cons: This would result in the status quo and the regeneration of this area would stall. The council has had a number of failed attempts to bring forward a project in this area and another false start when there is a strong indication that a scheme could be brought forward would make future attempts more difficult.

This option does not align to the emerging local plan which allocates this area for regeneration and requires a concept masterplan to be undertaken for the whole area prior to any development of the site as a whole or any part thereof.

This option is not recommended.

13.2 **Option 2:** Proceed with developing a Concept Masterplan and OBC for delivery of phase 1 of the masterplan (Carfax Site)

Pros: Producing a concept masterplan builds on the work undertaken in stage 1 of the project and is in line with the emerging local plan.

Undertaking the OBC at the same time as the masterplan will produce economies of scale in terms of project management and also resources available from within the technical team to support the OBC.

Cons: Costs associated with undertaking the OBC need to be committed and should there be a delay in developing sites following the completion of the OBC this work would need to be updated if re-visited in the future.

This option is not recommended.

- 13.3 **Option 3:** Proceed with developing a Concept Masterplan followed by OBC at a later date.

Pros: Once the concept masterplan is completed and endorsed by Cabinet a decision on whether to proceed to OBC for the first phase of development could be taken.

This option would mean the cost of producing the OBC would not be required until at least April 2025 depending on procurement route.

The timeline of stage 2 of the project will be extended and this may allow time for the economic climate to improve.

Cons: extending the timeline will result in further project management costs.

This option is recommended.

14 NEXT STEPS

14.1 Concept Masterplan

On 21 June 2023 Cabinet approved an approach to concept master planning that will be used to support the delivery of all significant development sites in the district unless a Supplementary Planning Document (SPD) is in place, CAB3408 refers.

A **Masterplan** is a process by which organisations undertake analysis and prepare strategies, together with the proposals that are needed to plan for major change in a defined physical area. A masterplan sets out proposals for buildings, spaces, movement and land use in two and three dimensions and matches these proposals to a delivery strategy.

A well-designed concept masterplan should include a clearly expressed 'story' or vision for the design concept and how it has evolved into a concept proposal. This will be unique to the Station Approach area and provide clarity on spatial parameters [or frameworks] for the elements of development outlined in the section below.

14.2 Concept Masterplan Brief

If Cabinet decides to progress the Station Approach project to stage 2, building upon the work undertaken to date, the council will develop a *Concept Masterplan*. This is a high-level site-specific masterplan approach and will be

submitted to Cabinet for endorsement in line with the newly adopted approach.

The concept masterplan will be accompanied by our vision for Station Approach setting out the priorities for the area and defining the transport hub and public realm strategy. It will set out parameters for how we make a city that is loved even better. It will explain the sites' constraints, opportunities and development capacity and contain the following elements:

- movement and access
- land uses and the quantum of residential development
- strategic urban principles
- nodes and landmarks
- green and blue infrastructure
- key contextual interfaces
- high-level viability
- phasing plan and anticipated delivery schedule

The masterplan will be managed through the 8 key stages in line with guidance from the local planning authority:

1. Establish vision and aspirations
2. Identify responsibilities
3. Identify baseline information & issues
4. Creating and testing masterplan scenarios
5. Consultation
6. Refining the work
7. Implementation and management
8. Output & endorsement

14.3 The indicative timeline for stage 2 of the project below provides an overview of proposed activities that will result in the production of the concept masterplan and a Cabinet decision on whether to progress to the next stage where an Outline Business Case (OBC) will be developed.

Milestone	Start Date	Comments
Finalise brief and procure Masterplan team	Q2 2023/4	
Begin masterplan process	Q3 2023/4	
Complete Masterplan	Q3 2024/5	Prepare Cabinet papers
Cabinet Decision	Q3/4 2024/5	Cabinet to consider and endorse concept masterplan. Cabinet to decide whether to proceed to undertake an OBC which outlines phase 1 development options based on masterplan recommendations.

15.0 BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3349 – Agenda item 9, page 23 – 47 [Cabinet Public Documents Pack](#)

CAB3399(R) – Agenda item 7, pages 13-84 [Cabinet Committee Public Documents Pack](#)

CAB3407(R) – Agenda item 7, pages 13 – 244 [Cabinet Committee Public Documents Pack](#)

Other Background Documents:-

CAB3408 – Agenda item 8, pages 15 – 30 [Cabinet Public Documents Pack](#)

APPENDICES:

Appendix A – Strategic Outline Case

Appendix B – Equalities Impact Assessment

Appendix C – Exempt report – LSH Development Appraisals

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Winchester
City Council

Station Approach

Strategic Outline Case

Version 1

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Approval/Gate way	Board	Planned Date	Actual Date
Proposal	Cabinet	19 July 2022	19 July 2022
Gateway 1	Cabinet	18 July 2023	
Gateway 2			
Gateway 3			
Gateway 4			
Gateway 5			

VERSION CONTROL – (please see notes and guidance for correct use of the table below)

Version	Date	Author	Summary of Changes made
0.1	19/01/23	KS / ET	Initial Draft
0.2	02/05/23	KS / ET	Updated draft following workshops circulated to Legal, Procurement, Finance, Planning and Project Team
1	21/06/23	KS / ET	Final Draft for submission to Cabinet

PART A: EXECUTIVE SUMMARY

PROJECT NAME	STATION APPROACH
PROJECT TIER	1
PROJECT SPONSOR	DAWN ADEY and JOHN EAST
PROJECT LEAD	EMMA TAYLOR
PROJECT MANAGER	KIRSTIN SHAW

1.0 EXECUTIVE SUMMARY

1.1 Introduction

The main purpose of this Strategic Outline Case (SOC) is to establish the case for change for the Station Approach project, provide high level assurance that there is a potential viable project worthy of further exploration and the resulting investment in resources that would be required to move forward to the next stage.

The SOC uses the Five Case Model (HM Treasury Green Book) to identify the best value for spending public sector money taking into account the direct and indirect benefits of the proposals. The five cases considered within the SOC preparation are:

- Strategic
- Economic
- Commercial
- Financial
- Management

It clearly demonstrates how the project supports the council's priorities, strategies and aims as well as other governmental policy priorities.

It provides an overview of key constraints, dependencies and risks that could be addressed holistically through a concept masterplan and later in greater detail with an Outline Business Case (OBC), should the council decide to proceed.

This SOC provides direction to the council for a recommended approach to the regeneration of Station Approach and what the next steps could be.

It does not, at this stage, provide sufficient evidence to warrant an unequivocal determination of the preferred route, but highlights the evidence with which the council can reach a decision on whether or not to progress to the development of a concept masterplan for the area, further public consultation followed by more detailed work to support future decision making with an OBC.

1.2 Recommendation

Agree that a concept masterplan should be produced for Station Approach in order to allow residents and stakeholders to determine the vision for the whole area - setting out the priorities and defining the transport hub and public realm strategy. Once the concept masterplan has been accepted and endorsed by Cabinet, the council will be in a position to begin an Outline Business Case for the first phase of

the masterplan – allowing the phased development of individual sites with full consideration of and integration with the wider parameters of the masterplan. An OBC will enable the Council to decide if there is justification for the project to progress to Gateway 2 and a preferred option for the chosen site, that is affordable to the Council, can be delivered.

1.3 Strategic case

1.3.1 Introduction

This demonstrates that there is a compelling case for change and how the regeneration of Station Approach furthers the Council's aims and objectives. The conclusion of the strategic case is that there is evidenced justification for the project to proceed in terms of current and anticipated market demand, stakeholder aspirations and that implementing the project will support the delivery of both the Council's own, and wider strategies set out in more detail within Section 2, the Strategic Case.

1.3.2 The strategic context

This SOC strongly demonstrates the potential of the Station Approach project to support all of the priorities identified in the Council Plan 2020-2025 (some more directly than others) as well as aligning to a large number of strategies, action plans and policies identified locally, regionally and nationally. These are set out in detail in section 2.2 below.

1.3.3 Objectives

In order to meet its objectives, the project will need to take the following steps:

- Explore opportunities for regeneration in the area around Winchester Railway Station.
- Determine whether a viable, local and community driven vision can be developed – either jointly with Network Rail, or on Council owned sites with close Network Rail co-operation.
- Continue to work closely with stakeholders and the community to create a proposal that supports the council's priorities while developing and testing the strategic aspirations outlined in the Local Plan for this regeneration area as part of the master planning process.
- Develop and define value for money delivery options for bringing forward a potential scheme for development.

1.4 Economic case

1.4.1 Introduction

The purpose of the economic case is to assess which option offers the best fit to deliver the aims of the Station Approach project. A long list of options were evaluated against the following Critical Success Factors:

- Strategic Fit
- Support from Stakeholders
- Benefits Optimisation
- Potential Affordability
- Deliverability

1.4.2 Shortlisted options

The following options have been identified to be considered as part of the master planning stage and could be further developed at the Outline Business Case stage:

- Do Nothing
- Carfax – 1a – LDA Redux – Commercial scheme
- Carfax – 3bv3 – Commercial and residential scheme with diagonal route
- Cattle Market – 2av2 – Multi storey carpark, commercial and residential scheme
- Cattle Market – 2av2i – Commercial and residential scheme
- Cattle Market - 2av2ii – Multi storey carpark, commercial and student scheme
- Cattle Market – New – Commercial and student scheme

1.5 Commercial case

1.5.1 Introduction

The Commercial case documents the proposed deal in relation to the preferred option(s) outlined in the Economic case and therefore the detailed consideration of this takes place at OBC stage. At Strategic Outline Case this is limited to the services required to take the project forward.

1.5.2 Required services

A multi-disciplinary team will be required to undertake the master planning at the next stage of the project. In addition, the following external advice will be required:

- Legal advice
- Financial advice
- Programme management
- Public Affairs/Communications support

Internally support will also be required from the following WCC departments:

- Regeneration
- Finance
- Legal
- Procurement
- Estates
- Planning
- Communications

1.5.3 Procurement strategy

All procurement undertaken will be in accordance with the Public Contract Regulations 2015 and the council's (CPRs) and adhere to the council's Procurement and Contract Management Strategy (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

1.6 Financial case

1.6.1 Introduction

The financial case outlines the costs and funding arrangements for the project. It considers the capital and revenue budget implications for the council and whether the incremental impact to the council's budgets of each of the options are affordable to the council. More detailed affordability assessments are made as part of the Outline Business Case and at the Strategic Outline Case stage consideration is given to the council's financial situation, resources available for the project, and any revenue and capital constraints.

1.6.2 Council's financial situation, resources and revenue and capital constraints.

The council is currently facing multiple competing challenges and, should no action be taken, is projecting a £3m deficit by 2027. The development site currently generates around £0.54m of net income per year from parking and income not replaced would require the council to consider significant offsetting savings elsewhere. The council's capital receipt reserves are largely committed and therefore if the council were to develop the site itself it would need to rely on prudential borrowing. Revenue investment will be required to move the project forward to the next stage and the councils Major Investment Reserve fund has £3m that is currently unallocated.

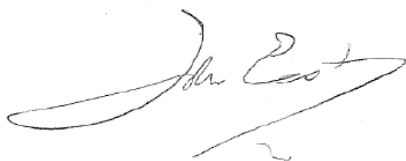
1.7 Management case

1.7.1 Introduction

The Management Case demonstrates that there are appropriate arrangements for the delivery, monitoring and evaluation of the scheme and these are achievable.

1.7.2 Project Management Arrangements

The project is being managed in accordance with the Council's major projects and programme management requirements and also in accordance with PRINCE2 methodology.



Signed:
Name: John East
Position: Senior Responsible Owner
Date: 21 June 2023

PART B: DETAILED CASE

2.0 STRATEGIC CASE

2.0 Introduction

The Strategic Case demonstrates that there is a compelling case for change, in terms of existing and future strategic needs. The section below sets out the Council strategies supporting the project and the business need underpinning the project approach.

2.1 Station Approach – A Regeneration opportunity

Regeneration makes the most of underutilised urban spaces to create places that are revitalised; contributing positively to the area's economic wellbeing, encouraging sustainable movement, building in energy efficiency and enhancing the sense of pride in place. It provides an opportunity to create an improved 'neighbourhood' with a unique identity that solves specific problems facing that location as well as contributing to the urban fabric of the city as a whole.

The Station Approach area is recognised as an essential transport interchange where important rail connections meet numerous bus services, including the existing Park & Ride provision. There are well used pedestrian and cycle routes to the city centre and other significant locations such as the University of Winchester and the Royal Hampshire County Hospital, however, these need improvement. As such, the creation of a green travel hub and the sustainable development of these brownfield sites will contribute towards the council's policy commitment to be carbon neutral and deliver an exemplar connected sustainable development that provides environmental as well as social and economic benefits. Development proposals in this vital transport hub will need to promote sustainable transport to, from and around the city. Walking, cycling, public transport and other environmentally friendly urban mobility methods will be encouraged. This will provide active travel connections, improve air quality and allow the creation of an active travel priority zone.

The Station Approach development will provide a unique neighbourhood that delivers an appealing place to gather, linger and enjoy rather than simply pass through. Master planning would specify a well-designed, high quality, connected public realm that builds pride in place, welcomes visitors and residents as a vital gateway to the city and has a visual 'place-making' identity.

This improved neighbourhood could provide:

- a. A transformed gateway to the city and district – a welcoming arrival point with improved wayfinding and permeability so that people can find their way and make use of more active travel modes;
- b. A sustainable development that serves a variety of people and functions, benefiting existing and future generations;
- c. A safe user-focused, environmentally friendly transport hub supporting the City of Winchester Movement Strategy (WMS). It should be noted that the council do not have control over Highways land or the business decisions of public transport providers, however, this project will intentionally work with partners to facilitate a joined up approach to fulfilling this aim;

- d. Enhanced public realm that repairs the urban fabric to create a high quality townscape;
- e. Assurance that Winchester remains a vibrant centre not just for retail, tourism and heritage but also of employment and service delivery.

2.2 Project Aims – Development Principles

Draft development principles were created with Network Rail (NRIL) and London & Continental Railways (LCR) and were included as part of the initial public engagement period to allow public feedback and gauge public support. The principles were created in order to guide the project through these early stages of engagement and planning, providing the broad structure within which the team should seek to develop the area. They outline the 4 key principles the project must deliver in order to meet the aspirations of both the council and the community:

A connected sustainable development:

Winchester City Council has set a goal to be a carbon neutral city and district by 2030. Winchester's Station Area sits at the heart of our objectives for low carbon travel and connectivity – and any redevelopment should be an exemplar for sustainable low-carbon development and living and working.

Proposals should champion sustainable transport to from and around the city including improved station links to the city centre and other communities outside Winchester. Walking, cycling, public transport and other innovative environmentally friendly urban mobility methods should be encouraged. Proposals should align with the City of Winchester Movement Strategy, Parking and Access Strategy and Vision for Winchester. All proposals will need to support safe, economic and efficient running of the public transport operation and enhance the customer experience within this transport interchange.

All development should actively encourage good practice in: promoting vibrant and diverse communities; creating healthy places for people and planet; supporting and developing the local economy (see Winchester Green Economic Development Strategy) and considering sustainability principles outlined in the National Planning Policy Framework.

Development for Winchester's future:

Work patterns and needs are changing – and the way people use city centres is changing. We need a development that understands these changes and enables Winchester to make the most of the future economic and residential opportunities that these present.

This will require any development proposals brought forward to be inclusive and aim to offer an appropriate site mix to reinforce and complement the town centre and the economic future of Winchester and consider incorporating different housing tenures to meet Winchester's housing need including affordable homes and those whose needs are not met by the market. The Winchester Housing Development Strategy 2021-2030 states a target of building '1,000 new council built homes across the district between 2021 and 2030'. Any proposals should identify opportunities where the scheme can support affordable housing needs, government housing targets and where market research and

Strategic Housing Market Assessment (SHMA) provide objective justification for this to be considered the appropriate mix.

Proposals should promote an inclusive environment which recognises and accommodates differences in the way people would likely use the development. It should facilitate dignified, equal and intuitive use by everyone. Any development should support public sector equality duties, uphold and have due regard to the principles outlined in the Equality Act 2010.

Development proposals should demonstrate consideration for how the scheme can promote public value principles identified in the Green Book 2020 (financial value; economic value; social value and environmental value), balancing these opportunities with site constraints to deliver a viable scheme.

High quality design, positive place making:

Winchester is a special city with many high quality buildings, an attractive walkable centre and much used public spaces. Any development should promote high quality design principles by showing consideration for National Planning Policy Framework (NPPF) and relevant Local Plan and Development Plan and High Quality Places SPD 2015 policies including (but not limited to):

- a) Respecting Winchester town and surrounding landscape characteristics;*
- b) Enhancing public realm ensuring attractive, safe, and accessible design;*
- c) Improving pedestrian and cycling access within the area;*
- d) Demonstrate a high standard of architectural design;*
- e) Consider important locally significant views and*
- f) Aim to conserve, enhance and promote Winchester's rich heritage and its essential character by showing consideration to the legacy of the city's history, spaces, buildings and artefacts.*

Co-creating with residents, businesses and stakeholders':

The council believes that the most effective initiatives in Winchester are those that reflect close work alongside residents, businesses and other local stakeholders. We want to:

- Start the process not with buildings, masterplans and development proposals but with people.*
- Adopt a proactive approach to listening and understanding local stakeholder views through local engagement and consultation.*
- Agree a stakeholder engagement plan and clearly identify the objectives for each round of consultation.*

This engagement should seek to understand public aspiration and balance opportunities against site constraints. We will engage with residents early in the process and encourage stakeholder participation from the whole community in all stages in the development.

The results of public consultation show that there is significant support for these principles with each securing over 91% backing from survey respondents. Through this public consultation, the council has sought to understand any concerns raised around these principles and how these can be addressed to provide the most suitable standards with which to underpin this project. These would continue to be refined through master planning and the creation of a vision and priorities for the area during stage 2 of the project.

2.3 Why Now?

The council believes it is now the right time undertake a renewed approach to regeneration in this area for the following reasons:

- The pandemic and the outputs of the City of Winchester Movement Strategy have made the previous plans and proposals, particularly their assumptions about parking and sustainable transport, out of date;
- Opportunity for transformational place shaping of the wider Station Approach area through a potential collaboration with Network Rail and LCR, and the creation of a new/enhanced gateway to the City;
- Change in market conditions e.g., different working patterns and consumer habits following the pandemic;
- Station Approach remains a key area of the city with substantial potential to provide sustainable regeneration including environmental and economic benefits;
- Opportunity to ensure fundamental improvements to the transport infrastructure and the creation of a properly integrated interchange fit for the future.
- Timely due to development of a new local plan which has again designated the Station Approach area for regeneration (Policy W8);
- The current economic climate is not favourable to construction. However, this is a long term project that will take time to develop any future proposals while co-creating with the community. The council can make good use of this time while awaiting the anticipated recovery of the construction sector in 2024/25 to undertake master planning work and continue to develop proposals with the community so that it is ready to take action once conditions become more favourable.
- Station Approach gives the Council the opportunity to lead by example – using brownfield sites within this transport interchange to deliver a sustainable programme of regeneration that will produce lasting benefit for future generations.
- Winchester is on direct routes from Southampton, Portsmouth, Bournemouth, Weymouth, Birmingham and the North of England. Moreover, being just 1 hour by direct train from London Waterloo, this is an exciting opportunity to create an improved new gateway to the city in this vital transport interchange that boosts the local economy for the benefit of the district as a whole.

2.4 Project objectives – steps needed to achieve the aims

- To explore opportunities for regeneration in the area around Winchester Railway Station and whether a viable, local and community driven vision can be developed – either jointly with Network Rail, or on Council owned sites with close Network Rail co-operation.
- To continue to work closely with stakeholders and the community to create a proposal that supports the council's priorities while developing and testing the strategic aspirations outlined in the Local Plan for this regeneration area as part of the master planning process.

- To develop and define value for money delivery options for bringing forward a potential scheme for development.

2.2 Strategic Drivers

The council has sought to understand the specific drivers, local, regional and national that underpin the motivation to progress this project and these are set out below.

2.2.1 Local

This project directly supports all of the Council Plan priorities. These are shown below:

Council Plan Priority	Priority supported
Climate Emergency	✓
Homes for All	✓
Living Well	✓
Vibrant Local Economy	✓
Your services, Your voice	✓

Tackling the Climate Emergency and Creating a Greener District

This project provides the opportunity to realise a connected sustainable development that contributes to one of the council’s key ambitions to be carbon neutral. This project will look to ensure any development proposals uphold and strengthen our commitment to tackling the climate emergency and sustainable transport. The re-use of this brownfield site and its role as a transport interchange / public transport hub provides economic, social and community benefit and further supports this aim.

The railway station provides an important hub for trains, local bus services, Park & Ride, taxis, pedestrians and cyclists and we will further improve facilities and integration working in conjunction with the county council and train operators. This project will integrate the offer of different and connected transport nodes supplemented with enhanced facilities making it a truly green travel hub for existing and new/potential users.

All proposed development will be required to achieve Biodiversity Net Gain in accordance with relevant legislation and planning policy.

Homes for all

Housing in our district is expensive and young people and families are moving further afield because they are unable to find suitable accommodation they can afford. Supported by the Local Plan to ensure the right mix of homes is built for all sectors of our society, including young people, this project will consider the market and evaluate the possibility of residential uses across the sites. If residential use is appropriate, we will ensure that any development provides affordable housing and homes at fair market value.

Vibrant Local Economy

Work patterns, commuter habits and the way people use city centres are changing. This project will make a vital contribution to Winchester’s future economy – helping to deliver

the council's objective for a vibrant green economy and ensuring that Winchester's centre continues to thrive.

The city of Winchester is an important source of district employment and we need to ensure that we have the right places for businesses to relocate/expand and start-up that will provide employment opportunities. We will be guided by market analysis and grow the economy by building, where appropriate, attractive commercial buildings that will realise economic, environmental and social benefits for our residents and compliment the work being progressed by the Central Winchester Regeneration project.

Living Well

The council is committed to enabling and promoting improved cycling and walking in line with the Winchester Movement Strategy (WMS) and Local Walking and Cycling Infrastructure Plan (LCWIP). This project will promote greater use of sustainable transport in line with the WMS. But it will not just be a 'good place to move through': the project's focus on high quality design and positive place-making will ensure that it is a 'good place to be' with regeneration of this area providing opportunities for significant improvement to the public realm.

Your Services, Your Voice

The Station Approach Project will provide the public with genuine opportunities to participate in shaping the future development of the area. The opportunity for active, positive public consultation will be included by outlining the process of consultation and all the points along the journey where public views will be captured. Feedback will be given and where views are used to shape the development of any scheme that comes forward as a result of our activities, this will be fully identified.

The project has undertaken an initial round of consultation and engagement from August to October 2022 to understand stakeholder views on the development principles of the project as well as current uses and future aspirations for the area. The consultation received over 1000 responses across the completed surveys and interactive map comments. The feedback received has been incorporated into the options explored as part of the capacity study and will continue to inform any future master planning exercise. The project is committed to continued engagement throughout any future stages to allow our stakeholders to remain a vital part of the process.

City of Winchester Movement Strategy

The City of Winchester Movement Strategy (WMS) has been developed in partnership by Hampshire County Council and Winchester City Council. It is a joint policy document that sets out an agreed vision and long-term priorities for travel and transport improvements in Winchester over the next 20-30 years.

Key priorities of the strategy are to:

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

The project team is working closely with the WMS team to ensure all options explored are in line with the priorities above and make provision for any emerging plans that may impact directly or indirectly on the project area.

Winchester District retail, leisure and town centre uses study – Lambert Smith Hampton 2020

LSH were commissioned by the council to provide a study that could help inform policy for the emerging Winchester Local Plan on the likely scale, type, location and potential phasing of new development of retail, leisure and other town centre uses over period 2019 to 2036.

This study took place at the start of the COVID-19 pandemic and as such the results are not able to fully appreciate the effects of the pandemic. However, they did identify that as a result of the pandemic there will be a greater urgency in the need to diversify the town centre offer and promote flexibility of uses in particular. This should include a mix of uses, residential and commercial, to help boost 'captive' resident and working catchment populations in the most sustainable and commercially effective way.

Lambert Smith Hampton have been appointed earlier this year to prepare an Employment and Town Centre study for the emerging Local Plan team to ensure that any changes since the pandemic have been captured. The results of this study are expected in autumn 2023 and will be reviewed once available.

The project will align with the need for diversification and flexibility identified in this study by exploring a mix of uses on the sites that contributes to a more inclusive 'neighbourhood' that provides flexible use of spaces and buildings to future proof the area and ensure it continues to contribute positively to the townscape for generations to come.

Winchester Carbon Neutrality Action Plan

In 2019, the council declared a climate emergency and committed to becoming a carbon neutral council by 2024 with the district following by 2030. The Winchester Carbon Neutrality Action Plan (CNAP) outlines the council's pathway to achieving these goals. The plan sets out initiatives and actions to decarbonise the district's transport, housing and energy. Transport accounts for nearly half of the District's carbon emissions and addressing this is a key priority for the Council. Housing, efficient energy use and energy generation are also prioritised to facilitate decarbonisation. A refreshed CNAP is expected to be produced this summer (2023)

The Station Approach project supports the aims and initiatives of the CNAP and plans to implement strategies that will tie into these goals, for example, commercial developments will be expected to meet BREEAM Excellent standard and any housing will be tied to LETI standards of energy efficiency and sustainability. The creation of a green transport hub at Station Approach and the encouragement of active and sustainable travel modes will further support this plan.

Winchester Town Vision 2020 – 2030 adopted in January 2021

The Winchester Town Vision promotes the principle of adopting a community empowerment approach in the design, development and delivery of council projects and

services. The way officers work with local communities in the design, development and implementation of projects should seek to uphold the following objectives:

- A. Spatial - The City Made by Walking
- B. People Power! - Establishing Mechanisms that Enable Communities
- C. Auditing & Sharing Resources - Creating and Sharing Data is Empowerment

The vision promotes positive impact on the environment in terms of sustainability, carbon emissions, air quality and ecology. This includes:

- a) 15 minute city concept.
- b) Reduction in car use / car free streets / promotion of active transport.
- c) Auditing resources and spaces so that they are better shared and used.

The Station Approach project shares this aspiration and is actively working to promote these ideals through the options explored and our public engagement strategy. The team will continue to work with partners and key stakeholders to promote the creation of an enhanced public realm that facilitates a green transport hub and active travel options to further promote this vision.

Green Economic Development Strategy

In the recently refreshed Council Plan, Winchester renewed its commitment to tackling the climate emergency and creating a greener district. It also committed to promoting a vibrant local economy. Economic growth and the transition to net zero carbon is becoming a single joined-up policy priority across the UK. Green Economic Development means continuing economic growth whilst reducing net carbon emissions. Green growth describes the economic opportunity of public and private investment in new infrastructure and innovation, growth of new goods and services, and demand for new jobs and skills needed to enable the transition to net zero. The Green Economic Development Strategy (GEDS) provides the framework and an approach for action planning the policies, programmes, and projects that will enable Winchester District to encourage both a vibrant local economy while maintaining its commitment to climate crisis mitigation.

The Station Approach project will work within the GEDS framework and utilise all the tools at its disposal to stimulate, encourage, and support green economic development while pursuing the goal of regeneration for this area.

Winchester City Council Housing Development Strategy 2021- 2030

Healthy homes – good for people and the planet

The council recognises a need to supply good quality housing and address the known shortage of affordable homes within the area.

Although Station Approach is not allocated for HRA or social housing, the project team are committed to exploring residential opportunities across the sites and will continue to liaise with the New Homes Delivery team to ensure a joined up approach should residential be developed in future. Any residential elements within the sites will support the priorities of the housing development strategy outlined below:

- To address the climate emergency by designing new homes to deliver as close to net zero carbon as possible

- To build beautiful, high quality, healthy and affordable homes to meet identified needs
- To create housing that people choose to live in and are proud to call home
- To ensure value for money and bench marked build costs

Emerging Local Plan Reg18

The purpose of the Local Plan is to provide a planning policy framework to direct growth and change to appropriate locations, in accordance with the National Planning Policy Framework requirement to achieve sustainable development. The Local Plan also includes a range of planning policies to inform the location, scale and appearance of developments. When adopted in 2024 the new Local Plan will replace the current Local Plan and cover the period up to 2039. The adopted plan will be used to assess planning applications and to set out what development will be allowed for in the future.

Station Approach is included as an allocated site for regeneration within both the existing Local Plan (policies WIN5, WIN6, WIN7) and the emerging Local Plan (policy W8).

The emerging policy W8 within the Reg18 outlines that any future development of the land within the site boundary, will be subject to Winchester City Council's Master Planning Approach. The project team will adhere to this by proposing that a concept masterplan of the whole area be undertaken during the next stage of the project. This will support the desire expressed in the policy to understand how this area could be comprehensively redeveloped in order to maximise the benefits for the City as a whole. The Reg18, which includes a much wider area of land than the adopted Local Plan allocations, recognises that due to parts of the site being in different ownership and the dependence on the provision of a northern park and ride facility, there may be a need to develop the area in a phased way. This reinforces the need for an overall master plan to ensure the area benefits from good quality place-making. The project will support this requirement by working closely with landowners and stakeholders throughout the master planning process and the development of an associated phasing plan and anticipated delivery schedule.

The emerging Local Plan suggests a mix of uses including;

- High quality flexible offices, and other employment generating uses,
- Public car parking,
- Open spaces and improvements to the public realm,
- Leisure/culture/community,
- Hotel,
- Small-scale retail,
- Residential and
- Student housing.

The project has conducted a market appraisal and a capacity study to test the uses above and has recommended continued testing of residential, student housing, high quality flexible office and employment generating uses as well as small scale retail / leisure as part of the next stage of the project.

This follows the Local Plan which suggests that appropriate testing of a mix of uses should be undertaken as part of a master planning process to determine what is the best outcome for the site, the city and the district as a whole. The project team will ensure the proposed concept masterplan tests the capacity of the site for a number of uses, including the quantum of residential development, while also considering the surrounding opportunities and constraints in order to determine the best outcome for a new and integrated 'place'.

The emerging Local Plan calculates that approximately 250 new residential units could be accommodated across the Station Approach sites. It should be noted that the options explored within the initial capacity study have been unable to meet this target under the current macro-economic conditions but this will need to be revisited as part of the development of the next stages of work.

The team will continue to closely monitor both the existing Local Plan and the emerging Local Plan which is expected to supersede it in August 2024 and will be established by the time this project is reaching the delivery stage.

Air Quality Action Plan 2017

The Air Quality Action Plan 2017 outlines how WCC proposes to tackle air quality issues, in particular nitrogen dioxide exceedances, within the District. Winchester has a single Air Quality Management Area (AQMA) within the city centre. Local monitoring shows that annual mean NO₂ concentrations have reduced slightly, but there are still areas of exceedance at roadside sites within the AQMA.

To achieve the level of reduction required, the Council has the following key priorities for focus:

- Reducing traffic flow in the city centre by encouraging alternative transport, for example use of existing (and development of new) P&R facilities
- Reducing congestion in the city centre by managing traffic flows at signal-controlled junctions or limiting access in peak areas
- Using parking controls to discourage diesel and high-polluting petrol cars and encouraging low emissions cars to drive into Winchester City Centre

The options explored on the Station Approach project sites compliment these priorities by promoting active travel opportunities, improving connections to walking and cycling routes and assisting with the overall behavioural shift required to reduce emissions within the context of the climate emergency. The project is also aware that the council are currently exploring the adoption of more stringent standards based upon the 2021 World Health Organisation (WHO) Guideline levels. Should these be adopted, the project will continue to pursue opportunities to compliment this new standard.

Parking and Access Strategy 2020 – 2030 (2020)

The Parking and Access Strategy 2020 – 2030 (2020) addresses on- and off-street parking, charging, cycle parking, management and potential for improvements through investment. The strategy aims to provide a “sufficient number of suitably located and managed parking spaces to sustain the long term economic, social and environmental wellbeing of Winchester”.

The project supports the following goals within this strategy:

- Actively promoting alternatives to driving into the city centre – such as cycling, walking and bus services
- Using parking assets to the best advantage through pricing, promotion and information
- Maintain investment in parking and traffic management in order to support an efficient, effective and modern service

Key to any development proposals at Station Approach will be a parking plan that takes into account the provision of a new Park and Ride facility to the north of the city, the Winchester Movement Strategy and the Parking and Access Strategy.

The project will work with the council's parking and transport teams as well as Hampshire County Council to support changes in behaviour that lead to better use of alternative green transport options and active travel in the area. As highlighted in the public consultation feedback, the project will ensure that improved information on public transport, wayfinding and connectivity are promoted as part of any proposal that comes forward. Further to this, any proposals will need to ensure they do not increase congestion in the city centre while still supporting "the long term economic social and environmental wellbeing of Winchester" as outlined above.

Hampshire County Council's Draft Local Transport Plan 4 (2022)

The fourth Local Transport Plan (LTP4) (HCC, 2022) describes HCC's vision for transport up to 2050, the key outcomes relating to transport that will be achieved in this time period and the principles guiding future investment, planning, delivery, and operation of transport in the county. The LTP4 comes at a time of significant change in national policy affecting transport, as well as sweeping social and environmental changes. As such, the two Guiding Principles of the LTP4 are to:

- Significantly reduce dependency on the private car
- Provide a transport system that promotes high quality, prosperous places and puts people first

These are aspirations shared by the Station Approach project and will be actively championed as the project progresses and in any future proposals.

Other local drivers and dependencies

This project is mindful of a range of other plans, policies and strategies that have some impact on the proposals outlined in this document. These include but are not limited to the City LCWIP (part of the WMS) and the Biodiversity Action Plan 2023.

2.2.2 Regional

There are a number of strategies covering the South East that are relevant to the project. These are outlined below.

Enterprise M3 Local Enterprise Partnership (LEP) Strategic Economic Plan

Enterprise M3 LEP are a business led partnership, bringing together private, public and not-for-profit sector organisations to determine local economic priorities and undertake activities which drive economic growth and productivity through innovation, job creation, improved infrastructure and increased workforce skills within the region.

The EM3 LEP's Strategic Economic Plan sets an ambition to enhance economic performance and compete with other high productivity regions around the world with an average growth ambition of 4% per year to 2030. The plan recognises the large groups of young (25-34), qualified residents in Winchester as a key to growth to be encouraged to settle and stay in the area.

The council had previously been able to secure funding through the LEP and although circumstances have since changed, the LEP remains a welcome source of information and collaboration in terms of how the project can work to achieve the economic growth aims outlined above by encouraging graduating talent from local universities to stay and strengthen the future economy.

Transport Strategy for the South East (2020)

The Transport strategy for the South East outlines how the South East will develop a high-quality, reliable, safe and accessible transport network. This will be achieved in accordance with several priorities:

- Environmental: Protect and enhance the South East's unique natural and historic environment
- Social: Improve health, wellbeing, safety and quality of life for everyone
- Economic: Improve productivity to grow our economy and better compete in the global marketplace

The strategy commits to supporting economic growth, but not at any cost, and aiming to balance this growth with achieving environmental sustainability. High-quality place-making through the delivery of both 'place' and 'link' transport functions will deliver a region where people have a high quality of life.

The desire to create a green travel hub at Station Approach and enhance opportunities for sustainable travel clearly support this strategy. During the public consultation, safety was highlighted as a concern for people wanting to make use of public transport in this area. Any future development will need to ensure the safety of residents and visitors to the area is fully addressed.

Transport for the South East Future Mobility Strategy (2021)

This strategy examines the future outlook of mobility services in the region between 2025 and 2035. The Strategy estimates the needs of those living in different rural and urban areas, and presents a list of actions including the development of hubs (e.g. mobility, community asset and services) and shared mobility (e.g. e-bikes, e-scooters and ride sharing platforms).

The concept of a mobility hub within the Station Approach site is already being explored and will be considered as part of a masterplan for the area. Shared mobility options were supported in the public consultation and could be investigated as part of the next stage of work.

Scottish & Southern Electricity Networks Electric Vehicle Strategy (2020)

The Scottish & Southern Electricity Networks (SSEN) EV Strategy sets out the challenges and opportunities surrounding the role of the Distribution Network Operator in the decarbonisation of transport, through to 2028.

Increased demand from EV charging has placed a strain on the network assets, at the EV Strategy identifies the potential solutions to this.

The project is anticipating that close working with SSE will be required for any future plans to be developed, particularly if they include EV charging and has identified this as a constraint.

2.2.3 National:

The policies listed below are all to be considered in the context of our nations changing attitude to the climate emergency and are well supported by both the Council and the project's aims.

Transport Decarbonisation Plan (2021)

The Transport Decarbonisation Plan (DfT, 2021) entitled 'Decarbonising Transport: A Better, Greener Britain' sets out an ambitious strategy for the decarbonisation of the UK transport network. It provides further transport-specific detail to underpin the UK Government's broader cross discipline Net Zero Strategy: Build Back Greener (BEIS, 2021) which outlines how the legal obligation (2008) for net zero carbon emissions by 2050 will be achieved.

Key Strategic Priorities of the Transport Decarbonisation Plan:

- Accelerating modal shift to public and active transport: Supporting fewer trips made by car
- Decarbonisation of road vehicle: Accelerating the transition to zero emission road vehicles
- Place-based solutions: Consideration of the local context of carbon emissions

National Planning Policy Framework (2021)

The National Planning Policy Framework sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced. NPPF is underpinned by a 'presumption in favour of sustainable development'. This includes a requirement that significant travel generating development should offer a wide choice of sustainable travel options.

The location of the Station Approach project area provides a good opportunity to comply with this requirement as it is in close proximity to a number of sustainable transport modes and will promote active travel while enhancing walking and cycling connectivity and infrastructure.

Gear Change: A Bold Vision for Walking & Cycling (2020)

Gear Change is a visionary strategy which identifies how walking and cycling will be revolutionised across England. It aspires that 50% of all journeys in towns and cities will be made by active modes by 2030 which has been reinforced in the Second Cycling and Walking Investment Strategy (CWIS2) (2022).

Other national policies and strategies of note

There are a number of national policies and strategies aimed at improving public transport, promoting green innovation and active travel initiatives to allow healthier choices for people and the planet. The Station Approach project aligns with these broad principles and is mindful of the policies below including:

- National Bus Strategy (2021),
- Taking Charge: Electric Vehicle Infrastructure Strategy (2022),
- 10 Point Plan for a Green Industrial Revolution (BEIS, 2020),
- Second Cycling and Walking Investment Strategy CWIS2 (DfT, 2022),
- Local Transport Note (LTN) 1/20 Cycle Infrastructure Design (DfT, 2020)

2.3 Current Position

Local Plan site allocation for Station Approach Regeneration area, Policy W8

Station Approach has been identified both in the existing and emerging Local Plan as needing regeneration and in particular the introduction of a sense of arrival as a key gateway to the city and district. The Reg18 (emerging local plan) specifically outlines a key requirement for this area as the need to; *repair and enhance the urban fabric of this part of the town by the delivery of high quality development which creates its own sense of place whilst responding positively to the sites immediate and wider setting.*

Consequently, it is the council's duty to explore the opportunity to regenerate this area and determine if development can be achieved.

Car Parking

The current use for the sites is car parking with majority surface parking and some decked multi-storey parking. Surface parking has been identified as an inefficient use of space and does not realise the full potential of these sites to contribute positively to the townscape or to the sense of arrival at this key gateway to the city and district.

In the past, provision of car parking has been a fundamental part of the town centre – facilitating its use by customers, workers, residents and visitors to maintain economic vibrancy and social vitality in the area. However, parking demand has reduced through a number of factors; changing working patterns, greater emphasis on green transport opportunities and better online / digital retail offerings.

In the long term, retention of existing parking on the council owned sites (Carfax and Cattle Market) does not support the council's goals for reduced carbon emissions, nor does it support the ambition to go greener faster. Better connections to existing active travel modes, public transport, high-quality public realm combined with sustainable development will allow this area to become a welcoming hub that supports the council's priorities most effectively.

The recent parking usage study undertaken by City Science (Appendix B of CAB3407 (R) – see background documents) has concluded that parking demand on Carfax site could be absorbed in nearby car parks and this area could be released for re-development at this time. However, Cattle Market is more complex, the study supports the potential for the phased removal of parking, subject to provision of P&R facilities to the North. This remains dependent on discussions with HCC, the implementation of the Winchester Movement Strategy and Cabinet decision.

Before any reduction in car parking is implemented careful consideration needs to be given regarding parking for local residents and businesses.

Congestion

General traffic levels in this area, particularly through the Carfax Junction, remain busy particularly at peak times which causes congestion and impacts on air quality. These conditions can make cycling difficult, particularly for the more vulnerable cyclists. Walking conditions are also impacted by traffic levels, noise and emissions.

Poor connectivity

As an important transport node with excellent public transport connections, the area suffers from poor navigation and way finding. Connections to the city centre and other popular locations are not well signposted. Provision of safe and well-designed permeable routes through the sites as well as improvements to pedestrian and cycling routes are needed to encourage greater use of active travel modes.

Sub-standard Public Realm

The area does not have a cohesive sense of place and has not seen significant investment in public realm for a long time. At present, there is a gap in the urban fabric of the area as a result of large areas of tarmacked surface car parking and little scope for people to enjoy the area rather than simply pass through it. The area does not provide a pleasant pedestrian and cycling experience and is impacted by the problematic Carfax junction. There are insufficient waiting places for public transport connections and a lack of active frontages does not encourage passers-by to dwell in the area or interact with one another. Improvements to public realm will encourage a sense of community and make this a place to be and well as a pleasant place to pass through.

Anti-social behaviour and safety

The station area being a safe place for all residents came out strongly in the public consultation as vital to creating a welcoming and friendly interchange for all. The presence of people begging and drug users were referenced in the feedback as well as the desire for better street lighting and shelters to allow people to feel safe when using the area after dark. The introduction of active frontages with evening opening times and well-designed public realm would encourage a greater use of the area in the evenings and deter anti-social behaviour while providing assurance to any using the public transport offer after dark.

City needs

One of the first actions undertaken by the project was to commission market analysis of the council owned sites to determine the level of need for various use types. Jones Lang

LaSalle (JLL) provided a highest value and best use analysis of the Carfax and Cattle Market sites. This, as well as the public consultation, additional consultation with Winchester Bid and the Chamber of Commerce and the Universities, confirmed that there is a need for:

- High quality work spaces -

The office market in Winchester mainly consists of outdated city centre offices. These offices are generally small in size and comprise an historic specification, ranging from converted residential and retail buildings to purpose-built units, which are now aged stock.

In the post Covid-19 era, commercial occupiers are focussing on high-quality and sustainable offices/flexible workspaces that deliver collaborative and amenity rich accommodation. Sustainability and health & well-being is now at the top of occupiers' corporate social responsibility (CSR) agenda, and it is critical that the physical space that a business occupies reflects this. Winchester does not currently have an offering to match these requirements, nor could it make this available in the near future. This lack of suitable work spaces could stifle potential business expansion. The Winchester BID and the Chamber of Commerce have both confirmed a lack of suitable workspaces in the city centre that can provide the sustainability and flexibility required post-covid.

- Housing -

The Future Local Housing Need and Population Profile Assessment (January 2020) indicated that there is a local housing need for Winchester District of 664 homes per annum with an overall need across the 20-year plan period (2016 – 2036) for 12,280 homes. JLL confirmed that there is a lack of housing within the city centre and anticipate a strong demand for any residential elements provided that they are of high quality with owners spending more time at home due to homeworking and seeking some outside spaces such as balconies or communal gardens. Any new residential development should seek to provide an adequate selection of affordable housing.

- Student Accommodation –

There is a growing demand for student housing across the UK and in Europe. Winchester is home to three higher education institutes – University of Winchester, Winchester School of Art and University Centre Sparsholt (UCS) serving almost 10,000 students. Given the considerable student occupational demand and the nearby Cathedral point scheme, there is a need for additional student accommodation in Winchester, specifically for the cattle market site. The city has a significant number of houses of multiple occupancy (HMOs) which are typically rented to students. Provision of high-quality student housing could help to offset the demand for HMOs and allow existing housing stock to revert to family accommodation. Through separate stakeholder engagement, local universities have confirmed this need.

- Food and Beverage –

Winchester has a good offering of retail and food and beverage outlets in the city centre. Nevertheless, there are a number of vacant retail units in Winchester including Debenhams on the High Street. The current vacancy rate in the city centre is 6.2%, which is well below the national average of 13.8% but above the Winchester pre-pandemic level of 4.5%.

From the public consultation feedback, we know that there is a concern that the High Street needs to recover after the pandemic and that any development in Station Approach should not compete with the High Street offer. However, there was very high support for a Café style facility that offered a warm place to sit and wait for transport as well as the option to takeaway. This would complement the idea of a welcoming gateway at the Station without competing with the High Street. On the Cattle Market site along Andover Road the emerging local plan recommends active frontages at ground level to enhance the sense of place and community.

2.4 Scope

2.4.1 In Scope

The Station Approach site consists of:

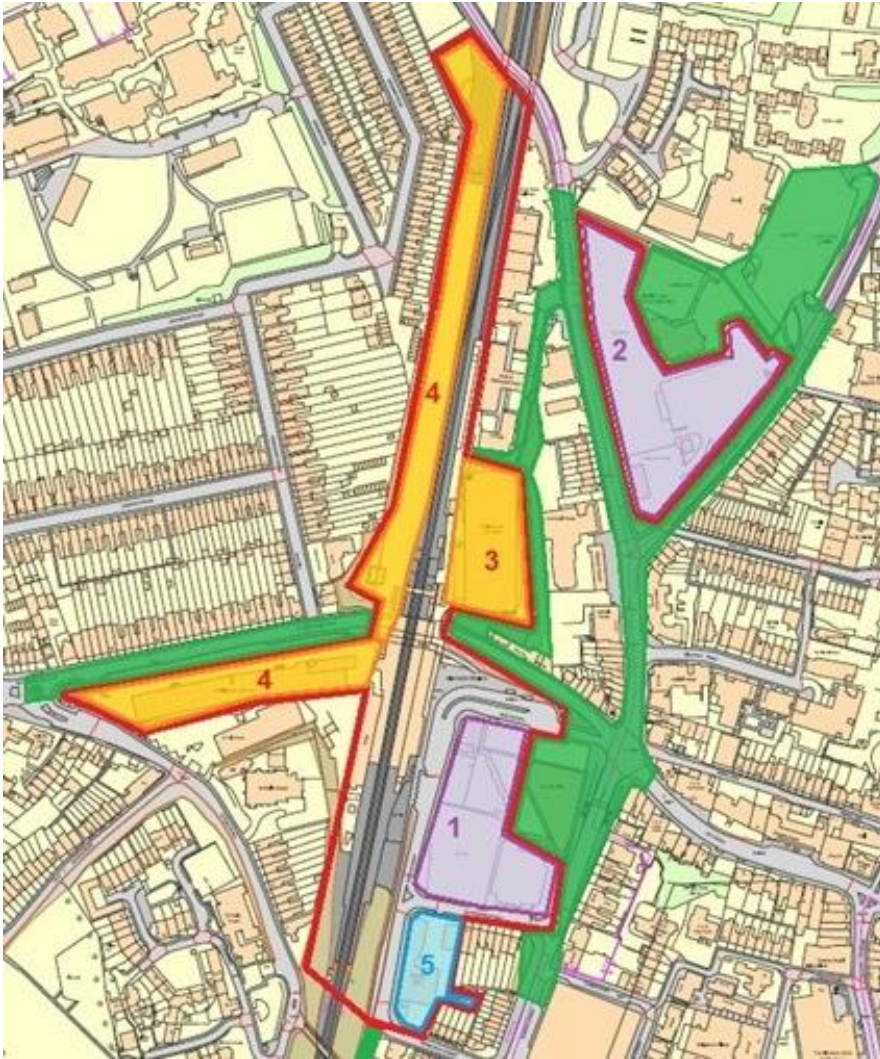
Redline Boundary:

1. The **Carfax Site** – Gladstone Street car park, the leased parking adjacent and the former register office and to the south of HCCs Records Office. (owned by WCC)
2. The **Cattle Market and Worthy Lane car parks** (owned by WCC)
3. The **decked car park to the East** of the Station (owned by NR, operated by South Western Railway - SWR)
4. **Car Parking along the western** side of the railway line and the decked car park to the West of the Station (owned by NR, operated by SWR)
5. Other potential sites in the vicinity which could include working with other partners/landholdings, if they are supportive, which will assist in bringing forward a potentially broader comprehensive scheme for the whole area.

All areas within the redline boundary are within the scope of this project.

Areas shaded in green:

This indicates that the project will consider how these areas can integrate and connect better with public realm improvements within the redline as well as considering how connectivity between these areas can be enhanced. Some of these areas are being considered for improvement separately through the Winchester Movement Strategy. In co-operation with the WMS we would consider interventions in these areas that would enhance the whole, but they are not part of the project redline or for largescale development by the project. The Coach Parking area is included here as it is currently underutilised and holds capacity to absorb some displaced parking from Cattle Market with potential to be developed as a Park & Walk site into the city centre.



2.4.2 Out of Scope

Currently, the Winchester Club on Cattle Market is out of scope. The council will continue to work with adjacent landowners and remain open to bringing them into scope if circumstances allow. The Hampshire Record Office, recently Grade II listed, is out of scope. However, Hampshire County Council are supportive of regeneration in this area and continue to work with the City Council to ensure that any development that may come forward will fully consider the listed building and how it can be better incorporated into an improved public realm.

2.5 Benefits

The anticipated benefits of the proposed project are:

2.5.1 Cashable benefits

Accommodation

- The project has the potential to deliver new high quality residential and /or student accommodation.

Employment

- This project has the potential to deliver high quality flexible workspace with commercial/retail outlets to ground floor.
- Development of the sites would result in job creation through construction, bringing economic benefits to the area.

Rates and Taxes

- New residential and commercial developments will be subject to Council Tax and NNDR

Profit / Profit Share

- Subject to decision on how to bring forward any potential development, there may be profits following development of the area.
- It should be noted however, that the council may take a view that the non-cashable benefits provide significant enough return that the council would be willing to pursue development without the requirement to make a profit.

2.5.2 Non-cashable benefits

- An opportunity to shape the area using **place-making** rather than piecemeal development in order to enhance the sense of pride in place.
- Improvements to **Public Realm** making this a vibrant and attractive area that positively contributes to the urban fabric of the city centre.
- Improvements to **connectivity** for this important gateway and public transport / **green transport interchange**:
 - Improved signage and wayfinding to connect to the rest of the city
 - Improved cycling and walking routes
 - Improved cycle parking facilities
 - Improved public transport information
 - EV charging for car share
 - Potential for E-bike rentals
 - Better and safer waiting spaces for public transport connections
- Create better and safer **opportunities for active and green travel** for the wellbeing of area users and the city.
- Explore opportunities to generate **high quality housing for local people**
- The **ability to attract and retain businesses** to Winchester by supplying high quality flexible workspace which will provide employment opportunities and economic benefits to other local retail and hospitality businesses.
- **Employment opportunities** will in turn attract and retain talented graduates and professionals to live and work in the city and further enhance the local economy.
- **Reducing the levels of 'in and out' commuting** by being able to offer high value employment opportunities which will reduce levels of traffic congestion.
- Phased reduction in parking in line with the Parking and Access Strategy.
- Demonstrate commitment to working towards the district's **carbon neutrality** target through choice of building materials, measures to minimise energy use and encourage suitable modes of transport.

2.5.3 Dis-benefits

- Loss of parking spaces will result in a loss of income from council owned car parks. However, it should be noted that this will not be a total loss as there is anticipated to be capacity elsewhere.
- Depending on the land use and delivery option chosen there may need to be a contribution of land for which the Council will receive no capital return.
- Parts of the site contain mature trees. We will manage those trees in line with arboriculture advice.

2.6 Constraints

The project is subject to the following constraints:

Affordability - It is important to consider the affordability in the context of the council's overall financial position and one of the key principles of the Station Approach project is that overall it is cost neutral to the council.

External Funding - the council will be looking to apply for relevant funding grants at appropriate points as the project moves forward. The funding available and the success of any applications submitted will have an impact on how quickly we can move forward with certain elements of the project.

Wider public realm improvements – interventions which are on third party land could constrain the delivery of the wider benefits through governance delays or differing corporate objectives. This will be managed through close working with Hampshire County Council (a 3rd party land owner) and Network Rail and South Western Railway to design the proposals for the public realm improvements.

Archaeology – there is known archaeological interest beneath the site which could constrain development through the cost of any mitigation or excavation and analysis work required. The archaeology is being managed through site assessments and expertise in house and through consultants. The cost and risk of dealing with these issues is likely to be high and will be counted for in the financial appraisal work undertaken at OBC stage.

Nutrient Neutrality – The Station Approach sites fall within the River Itchen Catchment Area which requires both nitrates and phosphates to be mitigated. The associated costs will have a significant impact on viability, however, this has not been calculated at this stage. To provide an equivalent example, the cost impact currently estimated to achieve nitrate and phosphate neutrality is broadly comparable to the Council's current indexed CIL Rate (Zone 2). These costs will be accounted for in the financial appraisal work undertaken at OBC stage.

Infrastructure – utility capacity may cause a financial constraint through the cost of potential works (particularly the electricity supply and requirements of EV charging). This will be managed through work with utility suppliers and potential costs are being accounted for in the financial appraisal work although at this stage these are only indicative.

Third Party Rights – there is some land within the project scope that has third party access rights. These rights will need to be extinguished if the area is to be developed. The council has engaged and is in discussion with the relevant landowners.

2.7 Dependencies

Dependencies are actions or developments outside the scope of the project on which the success of the project depends (HM Treasury, 2018). The project is subject to the following dependencies that will be carefully monitored and managed throughout the lifespan of the scheme.

Winchester Movement Strategy - The Station Approach project is closely aligned to the priorities of the movement strategy and the capacity study has taken these into account to ensure that recommended options do not impede any future proposals which may be brought forward. If Cabinet agrees that a masterplan should be developed this needs to be consistent with the aspirations of the WMS and build in flexibility where required.

Northern Park & Ride – Forecasts indicate that prior to the removal of all parking on Cattle Market it is likely that a northern Park & Ride and Kings Barton Park & Ride will need to be in place. However, if the Winchester Movement Strategy were to implement traffic reduction measures supported by associated traffic modelling that indicated further options might be available, the council could re-consider earlier development of this site.

Closure of carparks on site - The delivery of the project depends on the closure of the existing car parks on the site and the lead-in time for giving notice of these closures. Timing of these closures will affect the project programme and removes the income from these car parks affecting other areas of the Council's finance.

Central Winchester Regeneration - The Station Approach Project must work closely with the CWR team to ensure that the regeneration programmes complement each other. This will include for example not duplicating land uses and potentially revisiting the short to medium term bus solution which may re-route the buses away from the centre of the site.

2.8 Risk

The project is being managed in accordance with the council's defined project management approach, the Risk Management Policy and a detailed risk register, will be continually updated throughout the project.

Currently, the main risks are:

Risk	Mitigating Action and controls
Community Support – risk that the project is not supported by residents and stakeholders.	A communications and engagement strategy has been developed with our public affairs consultants. We have consulted and engaged with residents and stakeholders in order to inform the capacity

	study options explored. The project will ensure that a thorough consultation and engagement process will continue throughout the masterplan period if approved to proceed to Stage 2.
Project is unviable due to economic climate	Specialist commercial and cost consultants will be procured to support the development appraisals to ensure accurate financial inputs are used. Project can be phased as the economic climate improves.
Financial – risk that we do not have sufficient Funds for next stage of project	Set aside sufficient funds in earmarked reserves to undertake a masterplan. Build in gateway stop points in order to manage potential affordability challenges.

2.9 Conclusion

Sections 2.1 to 2.8 together comprise the strategic case, the first of the five cases in the Treasury’s 5 case model. The evidence demonstrates that there is a compelling case for change and how the regeneration of Station Approach furthers the Council’s aims and objectives. The conclusion of the strategic case is that there is justification for the project to proceed in terms of current and anticipated market demand, stakeholder aspirations and that implementing the project will support the delivery of both the Council’s own, and wider strategies set out in detail above.

3.0 ECONOMIC CASE

3.1 Introduction

The purpose of the economic case is to assess which option offers the best fit to deliver the aims of the Station Approach project. It describes the options that have been identified for Station Approach and evaluates that long list to a short list. Quantified economic appraisals of the short-listed options will be undertaken at Outline Business Case (OBC) stage. Furthermore, given Station Approach’s place making and regeneration focus, benefits that reach beyond the site will need further analysis and will be incorporated at OBC stage.

3.2 Long-listed options

The long-listed options set out below have drawn upon a range of research and reports. These include the previous LDS scheme, Carfax and Cattle Market Sites Highest and Best Use Market Assessment (JLL, July 2022), Capacity Study (Howarth Tompkins, March 2023), Consultation Report Station Approach (Meeting Place, February 2023), Winchester Car Parking Usage and Forecasting Study Final Report (City Science, 2023), Winchester Station Approach Public Realm (LDS, August 2019), and Winchester Mobility Hub Feasibility Study (Steer, February 2022).

The location for possible intervention is the Station Approach area. In terms of sites, the identification process considers sites under public sector ownership. The sites under consideration are: Carfax, Cattle Market, Station East and Station West. In addition to these, public realm enhancements are considered essential to improve permeability and customer experience between the sites and connectivity to this important transport interchange.

Option	Uses	Affordable Housing
Do nothing	Station Approach remains 'as is' Sub-optimal use of sites	N/A
Carfax Site		
Option 1a	Workspace with small food and beverage provision – LDS scheme reduced	N/A
Option 3b v4	Workspace with small food and beverage provision – diagonal layout with route	N/A
Option 3b v3	Workspace (increased optimal rent) with small food and beverage provision and residential – diagonal layout and route	25%
Cattle Market Site		
Option 2a	Workspace and commercial car park	N/A
Option 2a v2	Workspace, commercial car park and residential	25%
Option 2a v2 (commercial)	Workspace and residential	25%
Option 2a v2 (Student)	Workspace, commercial car park and student accommodation	N/A
Option 2a v3	Workspace and student accommodation	N/A
Station West Site		
Option 1b	Workshops (North) and Workspace (South)	N/A
Option 2	Student accommodation (North) and Residential (South)	25%
Option 3	Residential (North and South)	25%
Station East Site		
Option 1 v2	Student accommodation	N/A
Option 2b v2	Workspace	N/A
Option 4	Residential	25%

It should be noted that enhancement of public realm between sites and the delivery of an improved transport interchange with mobility hub are not standalone options as they are integral to the station approach project and will be delivered alongside the preferred option and therefore are not set out in the options above. These will be specified and costed as part of stage 2 of the project (Master planning followed by OBC).

3.3 Critical success factors

The critical success factors are the attributes essential for the successful delivery of the project, against which the initial assessment of the options for the delivery of the project will be appraised, alongside the spending objectives (HM Treasury, 2018). The Critical Success Factors for the project are crucial, not just desirable and are

not set at a level that could exclude important options at an early stage of the business case. The following factors are considered critical to ensuring a successful project:

Critical Success Factor	Description
Strategic Fit	Alignment to national, regional and local priorities as set out in the Strategic Case.
Support from stakeholders	Proposals reflect comments received during stakeholder engagement and consultation participation
Benefits Optimisation	The extent to which the option contributes towards social, economic and environmental targets including homes, employment space, jobs and other targets.
Potential Affordability	As the council is required to produce a balanced budget, any scheme must have either a neutral or positive impact on the council's revenue budgets, or if negative the council must be in a position to realise offsetting savings elsewhere. As such, the option must be sustainably affordable in cash flow and absolute terms to the council. At the SOC stage, options which provide either a positive RLV or the sensitivity analysis demonstrates a positive RLV with a 5% change in inputs have been considered to be potentially affordable and could be investigated further at OBC stage.
Deliverability	Security of landownership/control and certainty of outcomes considering risk such as securing planning permission

3.4 Criteria for Appraising Options

The long list of options have been short listed by undertaking a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis considers the fit of each option with the Critical Success Factors as outlined in section 3.3 above.

3.5 SWOT Analysis of Long List Options

Ref	Option	Strengths and Opportunities	Weaknesses and threats
	Do nothing	Continue to benefit from existing income streams No disruption from demolition/development work No investment required from council	The regeneration benefits to the area will not be achieved including homes, employment space, improved public realm, connectivity, environmental improvements etc. There is a reputational risk to the council if a decision is made to do nothing, the city

Ref	Option	Strengths and Opportunities	Weaknesses and threats
			<p>has been waiting for the area to be regenerated for many years with several failed attempts. Another failure to develop will cause distrust in the council and make future development very challenging.</p> <p>The site is allocated for development in the existing and emerging Local Plans. Not delivering the envisaged development at Station Approach will result in the Council having to consider if alternative, less sustainable sites should be allocated in the emerging Local Plan.</p>
1a	<p>Carfax - Workspace with small food and beverage provision – LDS scheme reduced</p>	<p>Creation of 12,516 m² new workspace providing increased employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 sqm retained F & B to support workspace and local community.</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees in response to stakeholder comments.</p> <p>Council owned/controlled site.</p> <p>Height and massing</p>	<p>Some trees would need to be removed but would be replaced.</p> <p>The scheme focusses wholly on commercial uses and therefore no spread of risk.</p> <p>Does not improve permeability through site.</p> <p>End leases for police and HCC parking.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>reduced from previously approved scheme.</p> <p>Positive Residual Land Value.</p>	
3b v4	Carfax - Workspace with small food and beverage provision – diagonal layout with route	<p>Creation of 12,698 m² new workspace providing increased employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 m² retained F & B to support workspace and local community.</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees including silver birches responding to comments from stakeholders.</p> <p>Improved connectivity through site incorporating diagonal route to pick up form of listed records office.</p> <p>Council owned/controlled site.</p> <p>Height and massing reduced from previously approved scheme.</p>	<p>Some trees would need to be removed but would be replaced.</p> <p>The scheme focusses wholly on commercial uses and therefore no spread of risk.</p> <p>RLV is currently negative and would require a drop of 10% in construction costs as well as an increase of 5% in rental rates to attain a positive RLV</p> <p>End leases for police and HCC parking.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
3b v3	Carfax - Workspace (increased optimal rent) with small	Creation of 9,118 m ² new workspace providing employment opportunities.	Some trees would need to be removed but would be replaced.

Ref	Option	Strengths and Opportunities	Weaknesses and threats
	<p>food and beverage provision and residential – diagonal layout and route</p>	<p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>406 m² retained F & B to support workspace and local community.</p> <p>Creation of 38 residential units (25% affordable) contributing towards target in the emerging local plan.</p> <p>Council Tax Income</p> <p>Retain 40-50 car parking spaces to support workspace whilst reducing number of spaces on site in response to climate change emergency.</p> <p>Retain some trees including a row of silver birches in response to stakeholder comments.</p> <p>Improved connectivity through site incorporating diagonal route to pick up form of listed records office.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Height and massing reduced from previously approved scheme.</p>	<p>Whilst RLV is negative sensitivity analysis shows positive RLV can be achieved with reduction of 5% build costs and 5% increase in rent.</p> <p>End leases for police and HCC parking.</p>
2a	Cattle Market - Workspace and	Creation of 12,014 m ² new workspace providing	Concern regarding carbon impact of multi-storey

Ref	Option	Strengths and Opportunities	Weaknesses and threats
	commercial car park	<p>employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 4 storey carpark with approx. 280 spaces allowing development to come forward early and potentially re-provide parking from Network Rail sites.</p> <p>Council owned/controlled site.</p>	<p>carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money)</p> <p>Whilst RLV is marginally negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
2a v2	Cattle Market - Workspace, commercial car park and residential	<p>Creation of 12,704 m² new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 6,420 m² carpark (270 spaces) enabling this site to come forward early for development and potentially re-provide parking from Network Rail sites.</p> <p>Creation of 38 residential units (25 % affordable) contributing towards target in emerging local plan.</p> <p>Council Tax Income</p> <p>Mixed use scheme spreads risk.</p>	<p>Concern regarding carbon impact of multi-storey carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money)</p> <p>Whilst RLV is negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		Council owned/controlled site.	
2a v2 i	Cattle Market - Workspace and residential Commercial led	<p>Creation of 16,948 m² new Workspace.</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Increased NNDR</p> <p>Creation of 38 residential units (25 % affordable) contributing towards target of emerging local plan.</p> <p>Council Tax Income</p> <p>Removal of car parking reducing on site in response to climate change emergency.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p>	<p>Sub optimal parking provision for commercial units results in a reduction of achievable rents.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p> <p>Whilst RLV is negative, sensitivity analysis shows positive RLV with reduction of 5% build costs alone.</p>
2a v2 ii	Cattle Market - Workspace, commercial car park and student accommodation	<p>Creation of 12,704 m² new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Provision of 6,420 m² carpark (270 spaces) enabling this site to come forward early for development and potentially re-provide parking from Network Rail sites.</p>	<p>Concern regarding carbon impact of multi-storey carpark although this could be minimised via design options such as timber frame.</p> <p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>Creation of 3563 m² student accommodation 118 rooms addressing shortage in Winchester.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Positive RLV.</p>	
2a v3	Cattle Market – Workspace and student accommodation	<p>Creation of 10,048 m² new workspace providing employment opportunities.</p> <p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Creation of 8,575 m² student accommodation - 285 rooms, addressing shortage in Winchester.</p> <p>Mixed use scheme spreads risk.</p> <p>Council owned/controlled site.</p> <p>Positive RLV.</p>	<p>Third party rights of access across part of site.</p> <p>Archaeological mitigation to be costed (time and money).</p>
1b	Station West - Workshops (North) and Workspace (South)	<p>Creation of 2,889 m² of new workshop space providing employment opportunities.</p> <p>Increased NNDR</p> <p>Creation of 5,735 m² of new workspace providing employment opportunities.</p> <p>Addresses lack of good</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Narrow constrained site in parts.</p> <p>Does not contribute any</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>quality workspace in Winchester.</p> <p>Site owned by Network Rail.</p>	<p>dwellings to support the target in the emerging Local Plan</p>
2	Station West - Student accommodation (North) and Residential (South)	<p>Creation of 7,388 m² of new homes including 25% affordable. Car free development. Contributing 79 dwellings towards target within emerging local plan.</p> <p>Creation of 3,521 m² of student accommodation consisting of 117 rooms. Addressing need for student accommodation in Winchester.</p> <p>Site owned by Network Rail.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Narrow constrained site in parts.</p>
3	Station West - Residential (North and South)	<p>Creation of 6,747 m² of new homes consisting of 72 units including 25% affordable. Contributing towards target within emerging local plan.</p> <p>Council Tax Income</p> <p>Site owned by Network Rail.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing parking.</p> <p>Narrow constrained site in parts.</p>
1 v2	Station East - Student accommodation	<p>Creation of 6,727 m² student accommodation consisting of 188 rooms. Contributing towards lack of student accommodation in Winchester.</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Next to railway line.</p>
2b v2	Station East - Workspace	<p>Creation of 10,479 m² new workspace providing employment opportunities.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p>

Ref	Option	Strengths and Opportunities	Weaknesses and threats
		<p>Increased NNDR</p> <p>Addresses lack of good quality workspace in Winchester.</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>Although currently positive RLV additional costs required to re-provide car parking make it not financially viable.</p> <p>Next to railway line.</p> <p>Does not contribute any dwellings to support the target in the emerging Local Plan</p>
4	Station East - Residential	<p>Creation of 6,812 m² of residential providing 72 new homes including 25% affordable. Contributing towards target in emerging local plan.</p> <p>Council Tax Income</p> <p>Improved pedestrian route through site.</p> <p>Network Rail owned site.</p>	<p>In line with Network Rails current policy all car parking will need to be re-provided.</p> <p>Not financially viable – negative RLV plus cost of re-providing car parking.</p> <p>Next to railway line.</p>

3.6 Appraisal of Long Listed Options

The SWOT undertaken for each option (see 3.5 above) has been assessed in terms of how well it will deliver against each of the Critical Success Criteria as either:

Does Not Meet **Partially Meets** **Strongly Meets**

This results in an overall assessment of each option, which determines whether the option is either discounted or shortlisted to be assessed further at OBC.

Option	Strategic Fit	Stakeholder Support	Benefits	Potential Affordability	Deliverability	Conclusion
Do nothing						Shortlisted
Carfax Site						
1a LDS redux						Shortlisted
3bv4 Diagonal commercial only						Discounted
3bv3 diagonal with comm +residential						Shortlisted
Cattle Market						

2a MCP + commercial						Discounted
2av2 MCP, comm + residential						Shortlisted
2av2i comm + residential						Shortlisted
2av2ii MCP, comm + student						Shortlisted
2a v3 comm + student						Shortlisted
Station West						
1b Workshops and comm						Discounted
2 student +residential						Discounted
3 residential						Discounted
Station East						
1v2 student						Discounted
2bv2 comm						Discounted
4 residential						Discounted

3.7 Short-listed options

The following options have been identified to be considered as part of the master planning stage:

- Do Nothing
- Carfax – 1a – LDA Redux – Commercial scheme
- Carfax – 3bv3 – Commercial and residential scheme with diagonal route
- Cattle Market – 2av2 – Multi storey carpark, commercial and residential scheme
- Cattle Market – 2av2i – Commercial and residential scheme
- Cattle Market - 2av2ii – Multi storey carpark, commercial and student scheme
- Cattle Market – 2av3 – Commercial and student scheme

3.8 Conclusion

The shortlisted options identified in section 3.7 will be carried forward to Concept Masterplan stage for further appraisal and evaluation. The options discounted on Station East and Station West are excluded at present but may be revisited when the economic climate is more favourable and/or a change in Network Rails parking policy.

It should be noted that the options outlined above have potential individually however when they are reviewed collectively with consideration of the needs of the city centre as a whole, what is taken forward within the concept masterplan could change e.g. it would be unlikely that the multi-storey carpark option would emerge.

4.0 COMMERCIAL CASE

4.1 Introduction

The Commercial case documents the proposed deal in relation to the preferred option outlined in the Economic case. It is derived from the procurement strategy. At Strategic Outline Case this is limited to the services required to take the project forward to a Concept Materplan but will be developed and built upon as the business case progresses.

4.2 Required services

A multi-disciplinary team will be required to undertake the master planning at the next stage of the project. This will consist of:

- Master planning
- Transport planning
- Public realm and landscape design
- Urban design
- Architecture
- Town planning
- Energy and utilities infrastructure planning
- Community/stakeholder engagement and consultation
- Environmental sustainability
- Heritage / Archaeology
- Cost Consultants

In addition, the following external advice will be required:

- Legal advice
- Financial advice
- Programme management
- Public Affairs/Communications support
- Commercial advice

Internally support will also be required from the following WCC departments:

- Regeneration
- Finance
- Legal
- Procurement
- Estates
- Planning
- Communications

4.3 Procurement strategy and implementation timescales

All procurement undertaken will be in accordance with the Public Contract Regulations 2015 and the council's CPRs and adheres to the council's [Procurement](#)

[and Contract Management Strategy](#) (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

Indicative Timeline to procure master planning team:

- Finalise Brief and Draft Tender Documentation – Q2 2023/4
- Advertise Opportunity – Q2 2023/4
- Tender Returns – Q2 2023/4
- Evaluation – Q3 2023/4
- Contract Commences – Q3 2023/4

4.4 Proposed/Agreed key contractual clauses

The WCC standard consultancy agreement will be used or framework contract if applicable.

4.5 Potential/Agreed risk transfer

This will be dependent on delivery option however the general principle is to ensure that risks should be passed to 'the party best able to manage them', subject to Value For Money and in-line with the council's Risk Management Policy and Risk Appetite.

4.6 Personnel implications (including TUPE)

N/A

4.7 Conclusion

A multi-disciplinary team and other external advice will need to be procured to undertake a concept masterplan as set out in section 4.2 above. If the project progresses to OBC stage, the commercial case will start to investigate the different delivery options for the preferred option(s) and how these will be procured or delivered. The commercial case will need to demonstrate that the preferred option will result in a viable procurement and a well-structured deal between the council and its service providers/partners.

5.0 FINANCIAL CASE

5.1 Introduction

The financial case outlines the costs and funding arrangements for the project. It considers the capital and revenue budget implications for the council and whether the incremental impact to the council's budgets of each of the options are affordable to the council. More detailed affordability assessments are made as part of the Outline Business Case and at the Strategic Outline Case stage consideration is given to the council's financial situation, resources available for the project, and any revenue and capital constraints.

5.2 Current financial situation

The council is currently projecting a deficit of £3m by 2027 should no action be taken and is currently reviewing a variety of options of cost reduction and increasing income to address this as part of its Transformation Challenge 2025 programme. It also faces several competing challenges which may give rise to increased budget requirement including the introduction of food waste collection; the movement strategy; and meeting its ambitious carbon reduction goals such as the shift to the use of HVO fuel in its vehicle fleet.

5.3 Resources available

The project will require significant revenue investment over the next few years. In addition to the budget already allocated to this project, the council's Major Investment Reserve currently has circa £3m that is unallocated.

The council's capital receipts reserve is largely committed and so if the council were to develop the site itself it would be reliant on prudential borrowing as a source of capital funding.

5.4 Revenue constraints

The development site generates around £0.54m (2021/22) of net income with the potential to generate an additional circa £40,000 should the former register office be tenanted. Of this about 60% relates to the "Carfax" element.

For the project to be affordable, it is important to consider replacement of this lost income. Any income not replaced will require the council to consider savings elsewhere in its budgets; if income is not replaced and/or savings are not made elsewhere, should they be required, then the project will be unaffordable and unable to proceed. Some of the car parking income will naturally be replaced as users shift to other council owned car parks in the city centre; however, it will not be replaced where those users shift to car parks that are not owned by the council or to park and ride where fees are much lower.

Other possible sources of income replacement include new income streams should the council develop the site itself, or from a capital receipt should the site be disposed of to a developer. In the case of a capital receipt this can be "converted" to a revenue saving by applying it to previous council projects that are funded by prudential borrowing thereby reducing the annual MRP charge (equivalent to principal loan repayment) and interest cost. It is not possible to precisely estimate the saving that can be generated for a future date as the cost of borrowing is subject to change. Based on current rates available to the council, every £1m of capital receipt generated would save the council between £50,000 and £55,000 in annual MRP and interest. It should be noted however that this saving would be limited to circa 40 years depending on which previous project the receipt was applied.

5.5 Capital constraints

As noted above, the council has insufficient capital receipts available to invest in the development of station approach and so would be reliant on prudential borrowing

should it decide to develop the site itself. When considering such capital investment, the council must adhere to the Prudential Code (2021) which requires that its plans are affordable and proportionate, that external borrowing and other long-term liabilities are prudent and sustainable, and that associated risks are proportionate to its financial capacity.

6.0 MANAGEMENT CASE

6.1 Introduction

This section of the business case sets out the arrangements for the successful management of the project. At SOC this is limited to setting out how the project will be progressed but at OBC the management dimension of the business case will need to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme. This will include evidencing that the scheme is being managed in accordance with best practice, subjected to independent assurance and that the necessary arrangements are in place for change and contract management, benefits realisation and risk management.

6.2 Project Management Arrangements

This project is managed in accordance with the project and programme methodology used by Winchester City Council. This is adapted from Prince2, APM and the Better Business Cases Method. All governance requirements are satisfied through regular Team and Board meetings as well as quarterly submission of highlight reports to the Programme and Capital Strategy Board (PAC), Scrutiny Committee and Performance Panel.

6.3 Use of Consultants

The council will consider the use of consultants where it is deemed necessary to procure expert guidance or specialist expertise to cover requirements not available in-house. All consultants will be procured in accordance with the Public Contract Regulations 2015 and the council's CPRs and adheres to the council's [Procurement and Contract Management Strategy](#) (2020-2025). Any changes to procurement law during the life of the project will be taken into full account as they materialise.

6.4 Arrangements for benefits realisation

A Benefits Management Plan will be created in order to identify, plan, measure and track benefits from the start of the project until realisation of the last projected benefit has been achieved. This is at a high level at present and will become more detailed as the project develops. The Benefits Management Plan will include KPIs that will continue to track the realisation of benefits after the project has been completed and closed. We expect the benefits of this regeneration project to continue to be felt for many years.

6.5 Arrangements for post project evaluation

In accordance with the council's project management methodology, the project will close using an End of Project Report submitted to PAC Board and Scrutiny Committee. This will include lessons learned and a list of any follow-on actions to be completed. The follow-on actions will allow for continued benefits realisation evaluation and will ensure a smooth handover of any assets developed as an output of this project.

APPENDICES - SUPPORTING EVIDENCE

In addition to completing/ updating the relevant sections of this business case, please provide the following supporting evidence along with each gateway submission. Further evidence may be required so you should always have the details of your appraisals and analysis prepared, should they be called for.

GATEWAY	EVIDENCE REQUIRED
Proposal	As per business case content
G1	Financial Appraisals – Appended to CAB3413 (exempt)
G2 to 5	Economic Appraisals
	Financial Appraisals
	Benefits Register including Benefit Profiles
	Risk Register
G5 only	End of Project Report
	Lessons Learned Log

Background Documents:

Previous Cabinet Reports:

CAB3349 – Agenda item 9, page 23 – 47 [Cabinet Public Documents Pack](#)

CAB3399(R) – Agenda item 7, pages 13-84 [Cabinet Committee Public Documents Pack](#)

CAB3407(R) – Agenda item 7, pages 13 – 244 [Cabinet Committee Public Documents Pack](#)

The City of Winchester Movement Strategy:

[Winchester-Movement-Strategy.pdf \(hants.gov.uk\)](#)

Enterprise M3 Local Enterprise Partnership (LEP):

[Strategic Economic Plan 2018.pdf \(enterprisem3.org.uk\)](#)

National Planning Policy:

[National Planning Policy Framework \(publishing.service.gov.uk\)](#)

Winchester Emerging Local Plan Reg18:

[Regulation 18 Local Plan - Winchester City Council](#)

[Local Plan 2039 – Evidence Base - Winchester City Council](#)

Winchester Vision 2020-2030:

[One Great Win | Winchester Vision 2020 - 2030](#)

Green Economic Development Strategy:

<https://www.winchester.gov.uk/business/green-economic-development-strategy>

Council Plan 2020-2025:

<https://www.winchester.gov.uk/about/strategies>

Parking and Access Strategy 2020-2030:

<https://www.winchester.gov.uk/about/strategies>

Housing Development Strategy 2021-2030:

<https://www.winchester.gov.uk/about/strategies>

Biodiversity Action Plan - <https://www.winchester.gov.uk/assets/attach/34521/Biodiversity-Action-Plan-2023-Table-Part-3-.pdf>

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Equality Impact Assessment (EIA) Stage 2, Masterplan, Station Approach Project
Section 1 - Data Checklist

		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	All officers at WCC involved in the project and those in our partner organisations have been consulted and provided with opportunities to raise concerns regarding the options outlined for Stage 2 in the Strategic Outline Case (SOC).
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	We have procured specialist public affairs advice and consultancy services to ensure our initial consultation and engagement strategy is fair and robust. We have re-assessed the strategy following the first round of consultation and engagement activities and found that the strategy exceeded our expectations, resulting in a larger and wider pool of respondents than any undertaken before. This strategy will continue to underpin the work to be undertaken as part of the masterplan process and we will refine it following lessons learned.
5	Does any accessible data regarding the area which your work will address identify any areas of	No	

		Yes/No	Please provide details
	concern or potential problems which may impact on your policy or project?		
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?	Yes	<p>The Project Sponsor and Project Lead have relevant experience in this area.</p> <p>Our external public affairs agency, Meeting Place, are experts in this field.</p> <p>The Masterplan team will have prior experience of delivering engagement as part of the masterplan process.</p>
7	Are there any other issues that you think will be relevant?	No	

Section 2 - Your EIA form

Directorate: Place	Your Service Area: Regeneration	Team: Station Approach Project	Officer responsible for this assessment: Kirstin Shaw	Date of assessment: 23/05/2023
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	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Station Approach Stage 2, Masterplan
2	Is this a new or existing policy?	New and project specific
3	Briefly describe the aim and purpose of this work.	<p>To utilise the consultation and engagement strategy for the various elements of political and public consultation and engagement associated with the Station Approach project.</p> <p>To continue to update the strategy for communication that spans the entire development journey of the project, adapting as lessons are learnt.</p> <p>To follow a holistic approach to consultation that ensures a broad representation of the population of Winchester is reached and given the opportunity to engage with the project.</p> <p>To undertake specific engagement activities to support the co-creation of the masterplan for the Station Approach area that are accessible and easy to participate in for stakeholders, ensuring a wide level of participation and inclusion.</p> <p>To inform residents and stakeholders regularly of the opportunities open to them to engage with the project and</p>

		when feedback will be given, encouraging an open conversation.
4	What are the associated objectives of this work?	<p>To define and schedule the opportunities for engagement and consultation of stakeholders during the lifecycle of this project.</p> <p>To provide multiple avenues for participation so that a wide reach can be achieved and everyone who wants to can help to co-create the vision and masterplan for Station Approach.</p> <p>To provide stakeholders with an up to date source of information about the project and a public engagement platform to get involved in.</p>
5	Who is intended to benefit from this work and in what way?	The public and other stakeholders will be given the opportunity to help shape the vision and development objectives for the Station Approach area. The project team will be able to work with the public and stakeholder groups to co-create a regeneration scheme that provides economic, social and environmental benefits to the city.
6	What are the outcomes sought from this work?	This work aims to use the 'you said, we did' approach. This will allow participants to see how their comments and suggestions have helped to shape the future of this development.
7	What factors/forces could contribute or detract from the outcomes?	The length of the proposed consultation events and the frequency of them throughout the project lifecycle allows for a wider range of participation. Use of targeted advertising and online outreach may enhance participation from previously underrepresented groups. There may be a highly vocal minority group opposed to development who could skew the conversation.
8	Who are the key individuals and organisations responsible for the implementation of this work?	Station Approach Project Team – John East and Dawn Adey (Sponsors), Emma Taylor (Lead), Kirstin Shaw (Project Manager)

		MP Team – Nikki Davies (Managing Director), Joseph Baum (Senior Account Director) Masterplan Team - TBD
9	Who implements the policy or project and who or what is responsible for it?	The Project team will implement the strategy and monitor its impact. The senior responsible officers (sponsors) are ultimately responsible for ensuring it is implemented effectively.

		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	
10b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on race. However, we recognise that people of other races may not have English as their home language and language differences may make accessing consultation materials difficult. A translation of consultation materials can be made available should anyone request it.		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of sex differently in a negative way?	Y	N	
11b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on a person's sex.		
12a	Could the policy or project have the potential to affect individuals or communities on the basis of disability differently in a negative way? <i>you may wish to consider:</i> <ul style="list-style-type: none"> • <i>Physical access</i> • <i>Format of information</i> 	Y	N	

	<ul style="list-style-type: none"> • <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> 			
12b	What existing evidence (either presumed or otherwise) do you have for this?	The project team and MP have specifically looked at using a broad range of consultation and engagement tools to ensure the widest reach. Individuals with disabilities will be able to select how they choose to engage and all project information will be available from the comfort of their own homes through online platforms. Should an individual not have access to the internet at home, libraries are accessible and fully equipped with computers for public use. This would be a viable alternative. Paper copies of consultation materials will be made available on request.		
13a	Could the policy or project have the potential to affect individuals or communities on the basis of sexual orientation differently in a negative way?	Y	N	
13b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on anyone's sexual orientation.		
14a	Could the policy or project have the potential to affect individuals on the basis of age differently in a negative way?	Y	N	
14b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on anyone's age. During any in-person engagement events, the team will seek to engage with a wide range of age groups. However, we are aware that elderly persons might not be out at busy times and so will also engage with the appropriate stakeholder groups directly to inform them of the other means of engagement. In person events will also be held at a variety of times to allow working age persons to attend, for example, during the day and in the		

		evening.	
15a	Could the policy or project have the potential to affect individuals or communities on the basis of religious belief differently in a negative way?	Y	N
15b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on anyone's religious beliefs. The consultation events will not fall on any religious festival days that might prohibit participation for members of that faith.	
16a	Could this policy or project have the potential to affect individuals on the basis of gender reassignment differently in a negative way?	Y	N
16b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on gender reassignment.	
17a	Could this policy or project have the potential to affect individuals on the basis of marriage and civil partnership differently in a negative way?	Y	N
17b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing on anyone on the basis of marriage or civil partnership.	
18a	Could this policy or project have the potential to affect individuals on the basis of pregnancy and maternity differently in a negative way?	Y	N
18b	What existing evidence (either presumed or otherwise) do you have for this?	This has no bearing or effect on pregnancy or maternity. If a member of the public is unable to attend an in person event due to pregnancy or childcare responsibilities, the information and opportunity for engagement will be available in an online format with a long time period, allowing plenty of time for the individual to participate in a manner that suits their circumstances.	
19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?	Y	N
20	Can this negative impact be justified on the grounds of		Race:

	promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.	Y	N	Sex: Disability: Sexual orientation: Age: Gender reassignment: Pregnancy and maternity: Marriage and civil partnership: Religious belief:
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?	N/A		
22	Do any negative impacts that you have identified above impact on your service plan?	Y	N	N/A

Signed by completing officer	Kirstin Shaw
Signed by Service Lead or Corporate Head	Emma Taylor

**By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.**

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SCRUTINY COMMITTEE

REPORT TITLE: Q4 PERFORMANCE MONITORING

3 JULY 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

RECOMMENDATIONS:

That the Scrutiny Committee:

1. Notes that the Performance Panel met on the 22 May 2023 to scrutinise the attached report, CAB3403 and its associated appendices. The minutes of the panel's meeting are included as an appendix of the Cabinet report.
2. Notes that the Chairperson of Performance Panel will provide a verbal update at the Scrutiny Committee.
3. Raises with the Leader or relevant Cabinet member any issues arising from the information in this report, ref CAB3403, which is being presented to Cabinet on the 18 July 2023 and considers whether there are any items of significance to resolve or to be drawn to the attention of Cabinet.

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REPORT TITLE: Q4 PERFORMANCE MONITORING

18 JULY 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 provides a summary of the council's progress during the period 1 January to 31 March 2023 (Q4).

Appendix 2 provides the data, where available, for Q4 against each of the Strategic Key Performance Indicators (KPIs).

Appendix 3 includes highlight reports for each of the council's 'Tier 1' programmes and projects.

Appendix 4 are the action notes of the Performance Panel meeting that took place on 22 May 2023.

RECOMMENDATIONS

That Cabinet notes the progress achieved during Q4 of 2022/23 and endorses the contents of the report.

IMPLICATIONS:1. COUNCIL PLAN OUTCOMES

- 1.1. This report forms part of the framework of performance 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.
- 1.2. All the information in this report, including the narratives in Appendix 1 relate to Q4; 1 January 2023 to 31 March 2023.
- 1.3. 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.
- 1.4. 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.
- 1.5. In December 2022 Cabinet adopted a refreshed set of key performance indicators but to retain continuity for the financial year 2022/23 the previously reported set of indicators are presented in this report.

2. FINANCIAL IMPLICATIONS

- 2.1. 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

- 3.1. To ensure effective council governance, Key Performance Indicators (KPIs) and performance reporting must be fit for purpose, monitored and managed 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.
- 3.2. 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

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

5. PROPERTY AND ASSET IMPLICATIONS

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

6. CONSULTATION AND COMMUNICATION

- 6.1. Cabinet members, Executive Leadership Board, Corporate Heads of Service and Service Leads have contributed to the content of this report.
- 6.2. This report and appendices were reviewed and considered by Performance Panel on behalf of The Scrutiny Committee on 22 May 2023. Refer to Appendix 4 of this report for the action notes from this meeting.
- 6.3. A verbal update from the Chairman of the Performance Panel was given at the Scrutiny Committee meeting held 3 July 2023.
- 6.4. As this is the final report of 2022/23, key information will be drawn from across the year and an infographic produced to share with residents.

7. ENVIRONMENTAL CONSIDERATIONS

- 7.1. 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. PUBLIC SECTOR EQUALITY DUTY

- 8.1. 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.
- 8.2. This report is not making any decisions and is for noting and raising issues only.

9. DATA PROTECTION IMPACT ASSESSMENT

- 9.1. None required.

10. RISK MANAGEMENT

- 10.1. The council's Corporate Risk Register identifies the main risks associated with service delivery and performance and is reviewed by Executive Leadership Board (ELB) each quarter.

Risk	Mitigation	Opportunities
Financial Exposure Budget deficit or unforeseen under or	Regular monitoring of budgets and financial position including forecasting to year end to	Early notification of unplanned under/overspends through regular

Risk	Mitigation	Opportunities
overspends.	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.	monitoring allows time for plans to be put in place to bring the finances back into line with budget forecast.
Exposure to challenge	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.
Innovation Improvement in service delivery.		KPIs used to evidence the need for innovation to improve service delivery
Reputation 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.
Achievement of outcome	Through the quarterly monitoring report, officers and members can monitor the progress of the priorities in the Council Plan.	Benefits of lessons learned from completed projects.
Property	Effective property management including carrying out timely repairs and maintenance ensures the council's property portfolio is fit for purpose.	Investment in property and building new council homes supports priorities included in the Council Plan
Community Support Lack of consultation and	Regular consultation and engagement with stakeholders and	Positive engagement and consultation can bring forward alternative

Risk	Mitigation	Opportunities
community engagement on significant projects that affect residents and can cause objections and lead to delay.	residents regarding projects or policy changes.	options that might not have otherwise been considered.
Timescales 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.
Project capacity - 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.
Other	None	None

11. SUPPORTING INFORMATION:

11.1. This report provides an update on the council's progress achieved during Q4 against the priorities included in the Council Plan that was adopted in February 2021.

11.2. **Central Winchester Regeneration**

In March 2023 the Jigsaw Consortium trading as Partnerships & Places was appointed to bring forward the Central Winchester Regeneration (CWR) project in the city centre. Following extensive public engagement and community consultation, the [Supplementary Planning Document \(SPD\)](#) sets out a vibrant regeneration in a circa four-acre area of the city with a wide-ranging mix of uses including flexible work and creative spaces, food and drink offerings, a hotel and new high-quality public spaces. The proposals also include new homes to suit people of all life-stages, with a range of tenures available including private sale, homes for rent and affordable housing.

Committed to bringing social and economic value to the city, Jigsaw Consortium is a partnership between Genr8 Kajima Regeneration Limited (Kajima and Genr8 Developments) and PfP igloo (PfP Capital and igloo Regeneration.) The consortium has assembled its team from the best creative talent in the UK, including architectural practices, urban designers, engineers, landscape architects, and specialist archaeologists and is also committed to drawing in additional local expertise as the project develops. Collectively, the

partnership has the vision, expertise, track-record, and financial means to work in partnership with the city council to deliver the benefits of the CWR project to Winchester and the district.

Jigsaw Consortium is committed to working closely with local people and businesses in Winchester throughout the life span of the project, bringing both social and economic value to the area.

- 11.3. On 18 January 2023 Council adopted the refreshed Council Plan which refined some of the actions the council will be undertaking and outlines four areas of enhanced focus for the upcoming year.
- 11.4. Progress against the four areas of enhanced focus during Q4:

Cost of living support

Pivoting our services and resources to support our residents, businesses and voluntary organisations with the cost of living crisis.

In September 2022 Cabinet 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. In February 2023, further funding was made available to continue support until the end of September 2023.

The dedicated section on the council's website with information for residents on cost of living support and advice received 6,355 visits during Q4 and has now received more than 17,000 visits since the launch in October 2022.

15 Winchester organisations have now signed up to the national ["Warm Welcome"](#) initiative.

Citizen Advice continues to see increasing numbers of people coming to them asking for advice, most notably from people with a disability or long-term health condition. The additional funding provided to Citizen Advice Winchester has enabled them to respond to the increased demand, with February showing a 9% increase from January in the number of clients helped and a 33% increase on the same period last year. In total, Citizen Advice Winchester has assisted an average of 642 clients each month during Q4. Some of their clients are in extremely vulnerable circumstances – for example, one client with diabetes had not put their heating on for nine months; another client with disabled children had £2k of energy debt and the supplier who threatened debt collectors refused their offer of a repayment plan.

Citizen Advice Winchester is also reaching out to partner organisations to increase its reach and has provided Advice First Aid training to six organisations, including The Beacon and Wickham Pantry, which increases the ability of those organisations to support and signpost their clients to help and advice.

The CoL emergency grant fund helps partner organisations provide support to residents across the district who have been particularly affected by the crisis. During Q4 nine grants were awarded, totalling a combined £33,969, bringing the total number of grants given to twelve. This funding has benefitted

residents of all ages in the Wickham and Bishops Waltham areas, as well as within the Winchester city area, supporting warm spaces, providing access to food and offering advice on managing money and saving energy.

Collaboration that started at the CoL summit in November has continued through the recently established Social Inclusion Partnership. Sub-groups have been established to focus on the following key themes:

- Health Inequalities
- Digital Inclusion
- Financial Inclusion
- Food Resilience
- Service Provision (Housing, Drug & Alcohol, Domestic Abuse Support).

We continue to assist council and private rented tenants in maintaining their tenancies through support with budget plans and money management. Crisis food provision has provided FareShare food to tenants in immediate need, supplemented by food and fuel vouchers. In Q4 we were able to support 32 families with food and fuel vouchers totalling £2,860. The food vouchers reach tenants within the hour, providing fast access to help which they can redeem at their closest supermarket. In Q4 we gave out 74 emergency food parcels and 25 sanitary packs to families and single people in immediate need. A welfare fund supports tenants with items such as white goods and furniture as a last port of call and was able to assist 33 tenants with essential items in the last quarter. 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 Council which will be distributed in food vouchers over the next coming weeks.

There are also 65 households in receipt of a council tax reduction who have taken advantage of a £15 discount on the cost of the garden waste service.

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.

A Stagecoach electric bus arrived in Winchester during March 2023, en route to a permanent destination in Scotland but staying in Winchester for one month to be 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. A detailed update on the Retrofit Ready programme is provided in appendix 1, under the Council Plan priority of *Homes for All*.

Following a tender exercise during December 2022 to January 2023, a lead consultant has been selected to advise on the positive delivery of utility scale renewable energy generation scheme(s) across the district, including specific support 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 with work to take place over the next 6x months.

Pride in place

Making a visible difference to our places to delight residents and visitors.

The council has increased its resources through the appointment of a new street scene officer to work closely with the car parking team, Business Improvement District (BID) and our special maintenance team to coordinate and enhance the street scene including a coordinated approach to graffiti removal. A fly tipping officer has also been appointed to help to reduce fly tipping incidents through enforcement and communications.

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. This seems to have had a positive effect and incidents of vandalism have reduced.

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. This tendering process has now been undertaken and the Council is in the process of agreeing a new contract.

An action plan has been developed that sets out the activities to be undertaken to support Pride in Place. Work undertaken to date includes enhanced cleaning regimes in high profile areas; improvements to cycle parking with new bike shelters having been installed in Colebrook Street and Middle Brook Streetcar parks and 17 additional 'Sheffield' cycle stands in the city including special stands for cargo bikes. Further work is being progressed in the market towns to enhance cycle parking.

Work is progressing to create new bin storage areas in Bishops Waltham with one location having been agreed and a second location still subject to agreement with businesses and the Parish Council. Further discussions are ongoing regarding bin storage areas in Winchester.

The bin and bench replacement programme is well underway. The High Street planters in Winchester have been converted into seating and the refurbished High Street benches are due to be reinstalled shortly.

Work is continuing to improve public conveniences through enhanced cleaning and repairs. A longer-term strategy is being formulated including discussions with the Parish and Town Councils regarding public conveniences in the market towns.

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 Policy Team has been working with parish councils to learn from them about what it is like working with the council and to gain insight to better serve our residents and businesses. The results from the consultation are being analysed and an action plan is being developed for review and consideration before implementation during the second half of the year.

To increase awareness of when the council will engage with residents, businesses and stakeholders, the consultation and engagement page of the council's website has been updated to include a forward look at upcoming consultations and where known the date included when the consultation will be live. This page will be updated on an ongoing basis to ensure that the most up to date information is published.

Using the most recently published Census 2021 data, further datasets covering the Winchester district have been published on the council's website including figures covering ethnicity, sexual orientation, housing, education and population numbers for each of the 16 council wards. Work is also underway to create an infographic using Census data for each ward that will be published on the website after the election.

12. OTHER OPTIONS CONSIDERED AND REJECTED

12.1. None.

BACKGROUND DOCUMENTS: - Previous Committee Reports:

CAB3380 – Q3 Finance and Performance Monitoring dated 16 March 2023.

Other Background Documents:

None.

APPENDICES:

Appendix 1: Council Plan 2020-25 progress update – Q4 1 January 2023 to 31 March 2023.

Appendix 2: Strategic Key Performance Indicators Q4 update

Appendix 3: Programme and Project Management – Tier 1 project highlight reports Q4 update

Appendix 4: Notes from Performance Panel meeting 22 May 2023.

COUNCIL PLAN 2020–25

Q4 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.**

The Cabinet Member for Climate Emergency approved the council's roadmap to decarbonisation of the district at a decision day in January. This work, produced by consultants WSP, 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 council is committed to reducing carbon emissions at source and that offsetting should be a last resort and used only if necessary. However, in order for an organisation to be considered carbon neutral, it needs to have a method by which it will offset any ongoing or impossible to eliminate residual carbon emissions. Therefore an Offsetting Policy was approved by Cabinet in January and provides a clear, accountable and measurable approach to undertaking any offsetting actions.

Q4 showed continuing growth in the use of electric vehicle charging points across the council's estate. The number of charging events totalled 1,456 in March (up 40% on the same period last year) and the total energy used to charge was 25,697 kWh (up 34%).

The council signed the Winchester Food Partnership's Good Food Charter in March and made the following pledge - "Winchester City Council pledges that when it offers catering at events and meetings it organises it will be on a

vegetarian by default basis". Being an active member of the Winchester Food Partnership aligns with the overarching priority to tackle the climate emergency and create a greener district. Supporting local food growing, reducing food waste and considering our food choices will help reduce the council's and district's carbon emissions. The council does not routinely provide food at meetings or Mayoral events, however when it does it will undertake its best effort to deliver the pledge through its contracting and procurement procedures. Guildhall events where customers hire the rooms and pay for catering and catering facilities at Chesil Lodge are excluded.

A further 16 members of staff received Carbon Literacy training during Q4, which included two members of the Executive Leadership Board. This brings the number of staff trained to 158 (plus 15 elected members). As a result of staff changes and as not all trained staff have yet been accredited, a total of 57 officers and elected members are currently certified as Carbon Literate.

A highlight report covering Q4 for the Carbon Neutral programme is included at Appendix 3. See also the 'Greener Faster' work in section 11.2 and carbon neutrality objectives in the 'Homes for All' and 'Vibrant Local Economy' sections that follow.

- **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 has received over 3,400 responses to the draft Reg 18 Local Plan, and these responses are now being analysed by the team. As part of this process Officers are in the process of recommending any proposed changes to the supporting text /policies and these will need to be agreed with members in due course before they are incorporated into Regulation 19 Local Plan. The data on how many individual comments received on the various policies/topics have been detailed in the Q4 Local Plan highlight report.

A Local Planning Advisory Group meeting took place on the 8 March which outlined the different consultation and engagement approaches used in the Regulation 18 Local Plan consultation, a high level analysis of the number of representations received on each of the topics, key issues raised and additional work that needed to be completed before the council can move to the next stage of the process (Regulation 19).

A highlight report covering Q4 for the Local Plan is included at Appendix 3.

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

During Q4 solar PV panels continued to generate renewable energy that contributed positively to reducing the council's energy consumption and towards reducing carbon emissions across the district. Panels at Marwell Zoo, Winchester depot (Biffa waste collection service), City Offices, Cipher House, Barfield P&R and Winchester Sport & Leisure Park generated more than 44,000 kWh, saving nearly 10.2 tCO₂e.

Whilst the panels at Marwell Zoo and Winchester Depot do not supply energy to support council operation, the energy generated is sold to those businesses resulting in income to the council. The primary benefit is the increased supply of renewable energy to the district, but this arrangement during 2022/23 has resulted in more than £20,000 of income from the energy sold.

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

The latest meeting of the council's Carbon Neutrality Open Forum in February attracted 61 attendees, plus councillors and officers, for an update on the recently published Carbon Neutrality Roadmap. The meeting included contributions from Winchester Action on the Climate Crisis, Wessex Green Hub, amongst others, and explored actions that the district can take towards becoming net zero.

Five businesses are awaiting a funding decision from Low Carbon Across the South & East (LoCASE) to undertake low carbon and energy efficiency adaptations to their premises. More details can be found in the Vibrant Local Economy section of this report.

The council has partnered with fuel poverty charity the National Energy Foundation to deliver the Energy Company Obligation (ECO4) 'Flexible Eligibility' scheme grant, to broaden eligibility for the scheme that aims to ease fuel poverty by providing low-income households with grants for energy-efficient measures such as insulation, draught-proofing, and heating upgrades.

A total of 49 applications were made by Winchester households during Q4 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:

- *25 applications were made from households on mains gas (LAD3), bringing the total number of applications to 87. There have now been 16 measures completed and a further 43 active measures, bringing £209k of funding into the district.*
- *24 applications were made from households off the gas grid (HUG1), bringing the total number of applications to 76. There have now been 28 measures completed and a further 39 active measures, bringing a further £148k of funding into the district.*

The WeCAN network, led by WInACC and part-funded by the council, continues to foster community involvement in reducing carbon emissions. Notable activity during Q4 includes:

- *Three new climate action groups were created during Q4 in Upham, Droxford and Owslebury which are now planning activities on home energy, travel, and biodiversity.*
- *Bishops Waltham Parish Council ran its first climate cafe in March, attended by 20 people.*
- *Littleton & Harestock Parish Council hosted a home energy event in March.*
- *WeCAN provided two thermal imaging courses in Feb to support parishes developing advice networks for residents.*

- **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.

- *Once funding and the government timetable has been confirmed, the council plans 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 bring forward proposals.*
- **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 and district wide, the development of the district LCWIP is ongoing with assessments of background data having had the first engagement session.

A highlight report covering Q4 for this programme is included at Appendix 3.

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

Tree survey work at St Giles Hill completed with phase 1 works undertaken. This forms part of the annual work programme as set out in the recently approved 5-year management plan for St Giles Hill. Essential maintenance work has been prioritised to ensure unhealthy trees are dealt with and interest has been expressed by local volunteers in supporting proactive improvements to the site in the coming months.

Footpath improvements have been completed at Topfield in Kings Worthy, as part of the Open Space Management Plan. These make the site more attractive to visit, increasing access to this site and local people's enjoyment and of the rich environment and awareness of its importance.

- **Deliver the Air Quality Management Action Plan**

Commencement on work to develop and adopt a new Air Quality Strategy (AQS) - reviewing the impact of adopting more stringent air quality standards across the district in line with government policy [LAQM-Policy-Guidance-2022.pdf](#) ([defra.gov.uk](#)). It is expected that a new AQS will be adopted by April 2024.

- **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) that will allow for additional materials to be accepted from kerbside collections, waste recycling centres and waste transfer stations. The site now has planning permission and is scheduled to open in summer 2025.

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.

These are significant changes for our waste collection system, and it will be important to develop a system which aims to offer 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.**

Homes for Ukrainians

A further 13 Ukrainian families (41 individuals) moved to Winchester district bringing the total to 235 families (492 individuals).

Community support hub sessions were held in New Alresford, Colden Common, Bishops Waltham and Denmead which were attended by 11 people. Other confidential advice, guidance and support is also provided via one-to-one assistance, online and face-to-face, for both hosts and guests.

The Community Liaison Officer for Ukraine received and supported 212 enquiries, including 36 people through independent support forum and 20 through online drop-ins during this quarter. 5 guests were supported through business support sessions run that were run in conjunction with Enterprise M3.

A budgeting course provided by Christians Against Poverty in collaboration with the council was attended by 15 people during this period.

Surveys were sent to all our Ukrainian guests and hosts to ask for their feedback on the Homes for Ukraine Scheme and to find out how we may best support the guests and hosts going forward. The survey generated 142 responses, which are being assessed and will be reported during Q1. These results will inform an enhanced work programme in the early part of 2023/24.

Rematching of the Ukrainians to new hosts is now underway. We have supported 13 further rematches, 38 in total. The council has also assisted 54 Ukrainian households to access accommodation in the private rented sector, 40 of those households with our financial assistance. 29 Ukrainian Households have left their hosting arrangement voluntarily. No Ukrainian Households were placed into temporary or emergency accommodation in Q4.

Grants to enable targeted support.

We continue to provide core grant support to key voluntary sector organisations supporting our more vulnerable residents. For example:

- Winchester GoLD have supported 40 people through approximately 60 walk and talk sessions during Q4, providing one-to-one contact for adults with learning disabilities. The grant has enabled 40 people to participate in weekly exercise classes during Q4. Their membership has grown to an all-time high of 120 this year with people supported through a variety of activities and advocacy.
- Winchester and District Young Carers supported 51 young people during Q4, through a weekly Exploration Programme to reduce isolation and improve confidence and wellbeing. They met their target of doubling the number of 1:1 counselling sessions by January 2023. However, referrals also doubled over the last 12 months meaning demand for the service remains extremely high and waiting times are around 3-6 months. A total of 2,590 1:1 counselling sessions were run for 177 young people this year, an increase from 130 young people in 2021/22. This work is becoming increasingly important as referrals to the service are becoming more complex and other services (e.g. CAMHS) have long waiting lists for support.

A new round of district project grants opened during Q4 with £55,960 awarded to 17 different not for profit organisations and community groups. Organisations receiving grants included:

- Key Changes Music Therapy, for music therapy sessions for adults suffering from mental health problems, isolation and poverty.
- Blue Apple Theatre, for a new theatrical version of *Wind in the Willows*.
- Winchester and Southampton Visitors Group, for English lessons and physical activity provisions for adults seeking asylum in Winchester.
- Meon Valley Heartstart, for video training material for use in life saving skills training sessions.

Community First was commissioned to organise a Funding Fayre to increase the fundraising prospects and financial stability of not-for-profit organisations in the district. The event in March attracted 72 people from 50 different organisations to Winchester Vineyard Church for presentations from national, regional and local funders and training workshops.

Health improvement

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 51 referrals made to the PCN, and 124 made to EA, meaning that since the opening of the new leisure centre there have been 740 referrals made. Community classes for people with long-term health conditions have seen significant growth in Q4, with 1,258 attendees during the 3-month period. This takes total participation to 2,601 during the year.

- **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 membership numbers at an all-time high, with health and fitness membership at 5,298 in January and swim-only membership at 402 in March. The overall monthly attendance dropped slightly, with a quarterly visitor numbers of 203,110 also represent a new high, and an increase of 8.5% on the same quarter last year.

A total of 60,092 concessionary visits took place at WSLP through the saver card scheme this quarter, which supports the following groups with a 50% reduction on pay as you go visits.

- *Registered students*
- *Registered disabled people.*
- *Registered unemployed people claiming income support or receiving a job seekers allowance.*
- *Persons over the age of 60*
- *Lone parents receiving income support.*
- *Registered Carers*
- *Armed Forces*

- **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.**

Work has started on the construction of a new pavilion at KGV playing fields in Highcliffe. Both the former pavilions have been demolished, the path of the roadway has been excavated and the second stage of the foundations is due to be completed by the end of March 2023.

The first of the “Playful Landscape” provision at the North Whiteley development was completed with additional planting to enhance the area. Informal areas of boulders, grass covered tunnels, logs and steppingstones are being installed to add interest to public open space.

The opportunity for communities in the Winchester district to submit bids for funding of community infrastructure projects ran from January to March 2023. The funding is to support new or improved facilities that will benefit local residents and help tackle the pressures of extra development. A total of £300,000 is available in 2023 through the Winchester City Council’s Community Infrastructure Levy (CIL) scheme offering grants of between £10,000 and £200,000 to wholly or partly fund projects that improve infrastructure for areas such as walking, cycling and active travel, education, sport and leisure facilities, health and cultural facilities, and more.

- **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 Q4 included at Appendix 3.

- **Maintain and enhance the open spaces and parks.**

The second phase of planned refurbishment of Abbey Gardens play area started in February 2023. Challenging weather has affected ground conditions and delayed the opening of the play area, but it will open for the early May bank holiday.

The North Walls play area refurbishment contract was awarded in January 2023. Consent has been granted from the Environment Agency and the works are due to start in June 2023.

Technical reports have been commissioned to support delivery of the North Walls park plan. The tree survey, topographic surveys and utilities surveys have been completed. The ecology survey has been started but won't be completed until late 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 took place 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. The feedback from this event and the representations that have been received will be used to strengthen the policies in the design topic.

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 4 at sites in Winnall, Whiteley and Southbrook Cottages, Micheldever. The 1st and 2nd phase of 18 new homes, built to AECB standard were completed at Whiteley.

- **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 Q4 for the Local Plan is included at Appendix 3.

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

CAB3366 (14 December 2022) supported the proposal of establishing a council-owned housing company to:

- *Lease from the council and manage accommodation held in the HRA and the General Fund to be identified on a case-by-case basis and subject to a supportive business case.*
- *Provide high quality energy efficient rented accommodation for households who struggle to access council and other affordable housing products.*
- *Take advantage of an early opportunity to lease from the council one block of 41 one-bedroom flats currently being developed at Winnall.*

The Corporate Head of Housing was authorised to develop detailed proposals for further consideration, including the strategic and financial business cases, governance arrangements, director appointments and specific company conditions.

CAB3401 (16 March 2023) recognised that the establishment of the company in advance of developing detailed proposals would be beneficial. As a result, Cabinet approved recommendations for the establishment of the company and the appointment of five company directors. The name, Venta Living Ltd was also approved, and the Strategic Director was authorised to finalise the draft shareholder agreement, articles of association, and, subject to an agreed business plan, enter into a resourcing contract with the company.

The company is in the process of being incorporated and will remain dormant until detailed proposals have been considered and approved by Cabinet Committee: Housing on 10 July, and full Council on 20 September 2023.

In the meantime, separate workstreams are running in parallel to ensure that services are in place in advance of practical completion, and that tenancies at Winnall commence without undue delay.

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

Working with partners The Winchester Beacon, Two Saints and Trinity Winchester to make plans to utilise empty space within existing projects to provide additional emergency beds over the extreme weather periods.

SWEP was activated on 4 occasions in Q4, for a total of 23 nights. 11 individuals were accommodated during this period.

The council received a Homeless Prevention Grant top up of £48,000 to help with winter pressures. This is divided between The Beacon (5k), Trinity Winchester (5k) and also supports the Household Support Fund (28k) and the Flexible Prevention Fund (10k). The housing element of the Household Support fund has supported 31 families in the last 6 months of this financial year. The Flexible Prevention fund has successfully prevented 41 households from becoming homeless in 2022-23.

Housing Cabinet approved the Homeless Prevention Grant (HPG) spending plan for 2023-24. The spending plan detailed how the HPG of £319,496 would be spent to meet the core aims and objectives of preventing homelessness and minimising the use of bed and breakfast accommodation for families.

HCC's social inclusion tender process is now completed with contracts awarded to A2 Dominion for the stage 1 homelessness provision contract at Westview House. Two Saints have been awarded the Stage 2 contract to support and manage the Sussex Street homelessness provision. Both contracts commenced on the 1 April 2023.

The result of the annual rough sleeper's count that took place on 16 November 2022 were published by DLUHC in February 2023. 4 rough sleepers were found sleeping out in Winchester. All 4 individuals have been made an offer of accommodation.

The Strategic Housing Service 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 housing support

contract has been awarded to A2 Dominion. The council's rough sleeping plan was submitted to DLUHC in April 2023.

- **Move the energy efficiency of new and existing council 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 Q4:

The works to the 4 pilot void properties are ongoing and will provide a good source and opportunity for information gathering. Once the initial trial properties are complete in August a full review will take place to assess the impact of the work including value for money and the carbon savings achieved.

The recent changes to the existing heating/hot water system in Chesil Lodge have already provided a significant drop in energy usage. Costings are being prepared to replace the 4 gas boilers for 3 ASHPs. The proposal is to cycle out the gas boilers one at a time. Automatic meter reading (AMR) is currently being rolled out by Voltex.

The first meetings of the resident's heating forum groups took place late February (virtual) and early March (face to face). The heating survey results, and the views expressed indicated the top concern is affordability levels for tenants. The forum feedback returns confirmed that the tenants found the sessions very useful and informative. Over the coming months, the council will be investigating a number of heating and hot water solutions to replace existing fossil fuel systems. The forum groups will be re-convened late autumn, early winter when heating options have been worked up.

The 'Retrofit Ready' (RR) programme.

The first strand of the RR programme involves the replacement of single glazed windows and doors. All tenants in properties that are not listed or located in either a conservation area or the South Down National Park with single glazed windows or doors, have been offered energy efficient replacements. A pilot scheme for those properties in conservation areas is being worked up for the historic environment team and once the detail has been agreed those tenants affected will be contacted to agree individual window and/or door replacement commencement dates.

The second strand of the RR programme involves individual energy assessments to each home. The first phase (400) of the energy assessments is due to start week commencing 24 April 2023 and should be completed by the end August 2023. The second phase (400) is expected to be tendered for and let by the end of May. The second phase should be completed by the end of September. Following the energy assessment, the most appropriate energy saving measures will be decided for each home and tenants notified accordingly.

The third strand of the RR programme involves cavity wall checks. These checks will determine whether or not the cavity wall insulation is sufficient and in good order. The tender return date for these works is 24 April.

- *Social Housing Decarbonisation Fund (SHDF). The council's bid of £533k match funded by the council was successful and announced on 18 March 2023. The council bid focusses on 20 non-traditional Swedish cottages and approximately 400 loft insulation top-ups. These works will be completed over financials years 23/2024 and 24/2025.*
- *The build works for Southbrook Cottages, Passivhaus Plus development at Micheldever have commenced. The scheme has attracted interest from other Local Authorities and various tours will be arranged over the next 3 months as the project evolves. It is believed to be one of the first council built Passivhaus projects in the country.*
- **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:

- **Updating the evidence on Retail and Employment Needs**

The Strategic Planning team have appointed retail and employment specialists to update the Local Plan Evidence Base on the need for employment and retail development in the district. This work is currently underway and the findings from this work will be reported to the Local Plan Advisory Group in due course.

- **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 a new category within the 2023 Winchester Business Awards organised by Winchester Business Improvement District, Hampshire Chamber of Commerce, and the Hampshire Chronicle. The council has developed the criteria for the Cultural and Creative Award, introduced as part of awards launch event on 7 February 2023. 16 businesses have entered this new category, the standard of which has been very high. The awards will take place on 1 June 2023.

Arising from the Winchester district ten-year Green Economic Development strategy is the action to coordinate a creatively themed business network. In this quarter the concept was tested with representatives from the cultural sector at and was received well. For example, a business from a non-creative sector spoke at the Cultural Networking meeting on Tuesday 24 January 2023. Topics included marketing and PR along with a range of best practice examples that creative sector businesses attending could benefit from. This initiative has been further developed to form a co-mentoring scheme so that creative businesses

can learn skills from non-creative businesses (and vice versa) and is scheduled to be launch in May 2023.

A new quarterly dashboard has been produced and sets out a range of economic indicators such as business activity, jobs and earnings, unemployment and spending and sentiment. The dashboard can be viewed on the business pages of the council's website under [Economic Intelligence](#) and is drawn from national and regional data sources. There are also a selection of KPIs included in Appendix 3 of this document. This data will inform activities being undertaken by the council and will provide useful intelligence for businesses, stakeholders and partners.

Winchester District Quarterly Economic Intelligence Dashboard

Contents		
Theme	Indicators	
Business Activity	<ul style="list-style-type: none"> • Business Performance • Economic Growth • Business Prices • Inflation 	Page 1
Jobs and Earnings	<ul style="list-style-type: none"> • PAYE Employees • PAYE Earnings • Labour Demand • Demand by Occupation 	Page 2
Unemployment	<ul style="list-style-type: none"> • Claimant Unemployment • Local Claimants • Youth Unemployment • Local Young Claimants 	Pages 3-4
Spending and Sentiment	<ul style="list-style-type: none"> • Business Confidence • Vacancies & Footfall • Spending & Consumer • House sales 	Page 5
Local Business Intelligence and Public Policy News	<ul style="list-style-type: none"> • Business-specific Intelligence and News • Public Policy News 	Page 6

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

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 as set out in the approved Investment Plan.

Projects supported this quarter by the UK Shared Prosperity Fund are:

- *Enchanted Light Garden event - delivered in February and March 2023. (see later section on this).*
- *Play to the Crowd - awarded £9,800 to install a hearing loop to help improve accessibility to the Theatre Royal in Winchester.*

- *'Made in Winchester' video and a Sustainable Tourism campaign that will go live in May.*

Confirmation of the council's allocation of £745k from the Rural England Prosperity fund was received from Government on 6 April 2023. This programme is for activity to be undertaken in the financial years 2023/24 and 2024/25. The annual breakdown is shown in the table below.

Allocation 2023/2024 (£)			Allocation 2024/2025 (£)		
Capital	Revenue	Capacity	Capital	Revenue	Capacity
186274	n/a	n/a	558822	n/a	n/a

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

87 Winchester district businesses have saved 174.87 tonnes CO₂e since the council's inception, in June 2022, in a partnership with Low Carbon Across the South & East (LoCASE). This service is free to businesses and supports owners to undertake low carbon and energy efficient adaptations.

- *Seven businesses have received over 12 hours of consultancy support each and a further nine have received between 2.5 and eight hours of support each. This support has included carbon calculation and carbon reduction strategy, or scope 3 supply chain work.*
- *11 Winchester District businesses have submitted LoCASE applications with two businesses having received funding, and a further five at the final stages of their application.*

Following the end of the support programme on 30 April 2023 an end of project report will include ten business case studies that will be shared with businesses. The March 2023 Sustainable Business Network virtual meeting was on the subject of 'Net zero latest and the role of carbon removal' was attended live by 67 businesses with a further 167 watching the YouTube link. The average ranking of the session was 4.5 out of 5.

Further support has been provided to businesses with dedicated information on hybrid working via the Winchester Business Bulletin and on the council's business web pages.

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

During March 2023 the council announced the appointment of Jigsaw Consortium, trading as Partnerships and Places, to bring forward its Central Winchester Regeneration (CWR) project in Winchester City Centre.

Jigsaw Consortium is a partnership between Genr8 Kajima Regeneration Limited (Kajima and Genr8 Developments) and PfP igloo (PfP Capital and igloo Regeneration.) The consortium has assembled its team from the best creative talent in the UK, including architectural practices, urban designers, engineers, landscape architects, and specialist archaeologists and is also committed to drawing in additional local expertise as the project develops. Collectively, the partnership has the vision, expertise, track-record, and financial means to work in partnership with the city council to deliver the benefits of the CWR project to Winchester and the district.

Jigsaw Consortium is committed to working closely with local young people and businesses in Winchester throughout the life span of the project, bringing both social and economic value to the area.

During the quarter four employment and skills plans have been secured with developers setting out a range of employment opportunities, including the potential to create 20 local jobs, for Winchester district residents in the southern parishes.

Wates Residential who have been building the city council homes in Winnall have secured the following employment outcomes and opportunities for local people:

- *22 work placements for children aged 16 to 18 and seven for those aged over 18.*
 - *Eight jobs created (one as an apprentice, one as a surveyor, one site cleaner, two office administrators, one general site labourer and two electricians) and a further five apprentices opportunities have been created with supply chain partners.*
 - *Three Constructions Careers Events for HMP Prison, Peter Symonds College and Henry Beaufort Schools.*
 - *Eight Construction Industry Training Board programmes have trained 69 people in CSCS card and Level 1 Health and Safety in Construction Environment (City and Guilds).*
- **Working in partnership to strengthen the appeal of the Winchester district by promoting and developing our unique cultural, heritage and natural environment assets.**

Relationships with the creative sector across the district continue to be developed. The Cultural Network Group has been relaunched and the list of contacts has almost quadrupled since September 2022. The first session took place on Tuesday 24 January at the Cabinet Rooms, 24 creatives attended the event which featured a talk from a local PR and advertising expert with a creative slant, a lot of positive feedback was received. The next event is scheduled for Thursday 13 April at the West Downs Gallery, University of Winchester.

Three editions of Arts News have been issued this quarter featuring news and events for local creatives. Regular features include what's on plus jobs and opportunities, special features include Access All Arts Week, Cultural Networking event follow up, peer-mentoring scheme, Winchester Business Excellence Awards, Jobs and Opportunities fair, Community Grants and fundraising support. Open rates are 11% higher and click rates 3.8% higher than February 2022.

Good progress has been made on the emerging Cultural Strategy. Detailed desk research commenced in December 2022 to establish baseline engagement and activity. In February, a stakeholder group was drawn together to begin conversations on exploring what a collaborative cultural strategy looks like. The event was supported by representatives from Arts Council England, Hampshire Cultural Trust, Play to the Crowd, University of Southampton, Winchester School of Arts and several others from cultural and non-cultural organisations. A scoping paper and baseline data were presented at the February Business and Housing Policy committee.

This year the council is sponsoring a new 'Cultural and Creative' award for the Winchester Business Excellence Awards. The council has provided encouragement and support to those wishing to nominate themselves or others, to date, 16 nominations have been received in the category.

In collaboration with the NERT team four Hawthorn whips were planted and tied at The Gateway installation on 24 February as part of the West of Waterlooville are programme. They will require tying every three months and it will take in the region of 10 years before the trees are established enough to create the desired, circular shape.

The council continues to chair a cross-county Jane Austen 2025 project group and a meeting with partners was held in February to share updates on plans to commemorate the 250th anniversary of the author's birth. Key partners in Winchester are also involved in the cross-county project group and engaged with the council to organise a programme of activity in Winchester. Visit Winchester is working closely with Visit Hampshire and other destination partners to ensure engagement with the national tourist board, travel trade market, and build PR and media relations.

The council continues to represent the voice of the visitor economy and attended a workshop with other destinations across Hampshire and Visit England on 10 March to discuss further opportunities for working in partnership and collaboration on marketing campaigns.

Enchanted Light Garden (UK Shared Prosperity Fund)

Following an open procurement in December 2022 / January 2023, a contractor was appointed to deliver the 'Enchanted Light Garden' in Abbey Gardens, funded by the UK Shared Prosperity Fund. The event ran from Saturday 11 February to Sunday 5 March and featured live performers on the 18 and 19 February. The event attracted notable press coverage with Hampshire Chronicle sending a photographer to capture images in the first few days. The event received positive comments on social media and footfall counters indicate that the opening day

was the busiest day of the month in Winchester. There is additional funding to run a similar event in 2024.

A business to consumer (B2C) electronic newsletter was issued advertising Winchester's Enchanted Light Garden with an average open rate of 39% and click rate of 2.8% ([Step into Winchester's magical Enchanted Light Garden this February](#)).



Businesses were encouraged to take part via a business to business e-newsletter ([Winchester Enchanted Light Garden set to boost footfall](#), open rate 53%, click rate 25%), communications via Attractions Partnership network and associated posts on Visit Winchester LinkedIn. Business were invited to use the #Winchesterlights, offer special menus or special offers for inclusion in the campaign.

Along with promotion across Visit Winchester and the council's websites (3,590 page views on visitwinchester.co.uk) and social media channels (Over 257 planned posts scheduled for each Visit Winchester channel), local and national press releases were issued and print adverts were placed in Mid Hants Observer and Hampshire Chronicle.

The announcement post on Visit Winchester LinkedIn saw a 300% increase in engagement from the previous day and a post promoting the weekend entertainment saw a 500% increase from the previous day. On Facebook, the opening weekend post saw twice as much interaction as the previous month and equalled the coverage for the 2022 light event. Again, the announcement post on Instagram proved popular, causing the biggest spike in engagement over a six-week period, doubling engagement levels from the previous month.

Related campaign activity supported local businesses including the food and drink sector as digital campaigns suggested places to eat plus other attractions/ events to enjoy as part of Winchester's Season of Light/February half term/Valentine's day.

Partnerships and business support

A new Visit Winchester Partnership and Marketing programme was launched on 1 March, offering businesses a range of partnership options and marketing benefits to generate income for the service. A 'free' option has been introduced for 2023-24 which allows smaller businesses the option to promote themselves via a basic listing on [visitwinchester.co.uk](https://www.visitwinchester.co.uk), it is intended this will increase engagement and create potential future income generation. Paid for options include enhanced social media promotion and involvement in Winchester marketing and PR campaigns as well as strategic partnership involvement in shaping the sustainable development of the visitor industry. A [rate card](#) details all the benefits and this was shared with businesses via Visit Winchester LinkedIn and an e-newsletter to the Visit Winchester business database (67% open rate). Officers are now actively 'selling' the programme and businesses can sign up on the Visit Winchester website: <https://www.visitwinchester.co.uk/advertising/>

Website & Social Media - [Visit Winchester](#) 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 90,000 sessions and over 73,000 users in Quarter 4. Followers across the Visit Winchester social media platforms (Facebook, Instagram, Twitter and LinkedIn) have increased by 0.59% in quarter 4 and now stand at 18.73k. Total impressions across all platforms for the month of February reached 57.81k – an increase of 25% on the previous month. The top performing post on Instagram was for the Enchanted Light Garden (984 impressions, 814 reach and 79.85% engagement).

PR and press - Through the council's Discover Winchester PR partnership, Winchester has been featured in The Times ([Arts, crafts, egg hunts, gardens galore...great Easter day trips](#)).

Affordable luxury travel blogger Chloe Dickenson's coverage of her press trip to Winchester resulted in 170-200 views on Instagram Stories, 47 likes, 6th on Google (1st page) for search term "quirky things to do in Winchester" and 2.95k impressions on Google. Chloe's target audience is Gen Z millennials.



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

The Winchester District Jobs and Opportunities Fair took place on Friday 24 February 2023. The event was organised in partnership with the Winchester Jobs Centre (Department of Work and Pensions). 37 local businesses had stands promoting job and volunteering opportunities from across the Winchester district to 250 attendees. The employment sectors represented included those

that are currently facing recruitment challenges such as care, leisure and hospitality and construction. The stall holder feedback is included below:



During the quarter five face to face businesses visits and other online discussions have taken place to help with business start-up and relocation and to discuss UK Shared Prosperity Funding and Green Economic Development Strategy opportunities. At the visit to Jude's Ice cream the team also discussed their certified BCorp status and the council's Carbon Neutrality Action Plan. Six inward investment queries have been handled this quarter and have included commenting on planning applications to support business start-up and expansion.

In partnership with the Enterprise M3 Local Enterprise Partnership Growth Hub a second module of the free business start-up training was organised on 21 February 2023 for Ukrainian guests looking to set up their own business. Two of these businesses have benefited from further extensive support via a local business support organisation.

Three Winchester Business Bulletins were issued during the quarter. The 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 processes that:**
 - ***Involve the public, businesses, stakeholders and ward councillors earlier in the design, deliberation and decision-making process.***

The Station Approach consultation took place between 1 August 2022 and 21 October 2022 and over 1,000 residents and stakeholders responded. The findings were reported to Cabinet Committee: Regeneration on 9 March 2023 and are being used to shape the capacity study proposals. These results, along with the capacity study findings, will be shared again at a public Open Forum on 8 June 2022.

- ***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, work has continued on reviewing the public convenience cleaning schedule and associated contract management recording processes.

As a result of an increase in damaged household waste bins being reported, the Environmental Services team are reviewing the policy and process for dealing with these.

Housing Services continuously use the details provided in complaints to review their service and identify potential improvements. Q4 examples are below:

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 Q4 increased to 58% from 44% in Q3. There was a decrease of 19% in the volume of complaints closed in Q4 compared to Q3 All complaints are monitored closely by each Corporate Head of Service and summary data

reported to senior management as part of the monthly performance monitoring report.

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

To tackle the increasing number 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.

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 and available to the public via publication on the council's website.

During Q4 the Policy Team worked with the refreshed Strategic Key Performance Indicators that were approved by in December 2022 (Report CAB3370 refers). A draft performance report presenting the relevant quarterly data was considered by the Performance Panel and will replace Appendix 3 to this report in the next report.

Each of the quarterly performance indicator reports are published on the council's website under the Access to Data heading - [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. During the public consultation 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.

As a result of improvements to My Council Services, uptake in payment by Direct Debit (DD) for the garden waste service has increased for March 23 – March 24 from approx. 42% to 52%. The outcome of this is less input required by the council and the customer in the next renewal period as DD's are on automatic renewal.

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

The second meeting of the recently established Equality, Diversity and Inclusion Forum took place in February where forum members were updated on the progress of the council's Equality, Diversity and Inclusion Action Plan.

Using data from the Census 2021 a new equalities infographic has been created that provides information on the population of the district against a number of the protected characteristics as set out in the Equality Act 2010. This infographic is being used to support our understanding of the diversity of the population of the district and the forum will consider if there are any service areas where the council is not adequately meeting the needs of our residents.

Good progress has also been made on evaluating the extent to which the council complies with the requirements of the LGA Equality Framework and assessing the areas where more work is required. A final report on the council's compliance with the Framework will be available at the end of the summer.

Work has commenced on setting up an Equality, Diversity and Inclusion Network and two council partners have been invited to the next forum meeting in June.

Equality impact assessments are now being completed for all proposed policy and service changes and ensure that decisions are fair and do not present barriers to participation or disadvantage any protected groups. The assessments are appended to the relevant Cabinet report ensuring openness and transparency.

The Policy Team has been working with parish councils to learn from them about what it is like working with the council and to gain insight to better serve our residents and businesses. The results from the consultation are being analysed and an action plan is being developed for implementation in quarter 2 of 2023/24.

- **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.

A review of training needs for all staff has been completed and this information is being used to compile a training and development plan spanning the whole organisation.

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	Q4	Q1	Q2	Q3	Q4	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(22/23)	(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	21/22 audited figure 40.6% (3 rd highest in Hampshire) 20/21 audited figure 40.5 %	35.6	41.6	37.8	38.8	35.1		Increase against 2019/20 outturn (38.1%)	Lower percentage in Q2 as very dry summer significantly reduced garden waste collections Small improvement over previous year. 3 rd best in Hampshire 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	472kg audited figure 21/22 (3 rd best in Hampshire) 20/21 475kg	111	105	103	105	106		Reduction against 2019/20 outturn	Small improvement in audited figures for 21/22 over previous year. Unaudited figures for 22/23 show significant improvement (probably linked to macro-economic conditions)

	REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q4	Q1	Q2	Q3	Q4	RAG Status	KPI Target 2022/23	Comments
							(21/22)	(22/23)	(22/23)	(22/23)	(22/23)			
	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%,	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%	Centre 64.7% park and walk 17.7% park and ride 17.5%		To be developed	Parking income numbers returning to similar numbers before the outbreak of the pandemic in 2020 and are just over 20% up on 21/22 figures. Monthly figures are subject to a confirmation process at the end of the year but give a good indication of direction of travel.
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	187,182 (YTD 564,570)	186,722	189,247 (YTD 375,969)	164,272 (YTD 540,241)	203,110 (YTD 751,271)		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	In progress 129 Completed 0	In progress 129 Completed 0	In progress 130 Completed 0	In progress 118 Completed 12	In progress 112 Completed 6		Complete 121 Start 85	Phase 1 of Whiteley completed March 23 = 18 properties Started 60
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)	26.87%	23.64%	22.73%	22.31%	21.60%		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)	81.99%	82.13%	80.64%	60.92%	63.74%		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.	Service Quality	Lower = better	2019/20 - 59% 2020/21 - 51%	76%	61% (67)	49% (95)	44% (119)	58% (97)		58.75% (average for 2021/22)	

REF	What we want to achieve	KPI Definitions	Cabinet Member	Polarity	Previously reported of data	Q4	Q1	Q2	Q3	Q4	RAG Status	KPI Target 2022/23	Comments
						(21/22)	(22/23)	(22/23)	(22/23)	(22/23)			
		shown in brackets)											
YSYV05		No. of valid Ombudsman complaints	Finance and Value	Lower = better	1 -2018/19 2 - 2019/20 0 - 2020/21	0	0	0	0	0		0	
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	<u>2019/20</u> Email - 100% Storage - 100% Telephony - 99.5% DMS - 100% <u>2020/21</u> Email - 100% Storage - 100% Telephony - 98.18% 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%	Email – 100% Storage - 100% Telephony – 99.71 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 60/100k bin collections	AWC 55/100k bin collections	99.95%	99.96	99.94		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	2020/21	2021/22	2022/23	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	2665 tCO2e (Like for like reduction of 34.2%)	4147 tCO2e (Like for like increase of 47.6%)	Not available until Q2 2024	Target for 2022/23 revised in light of 21/22 data - 3,750 tCO2e (market based)	Data for 2022-23 is expected in Q2 2024	Emissions for 20/21 were significantly lower than expected due to impact of COVID, so increase in 21/22 was unavoidable as activity returned to normal.
	TCE04	Reduced levels of waste and increased recycling, exceeding national targets	Percentage of recycling waste contaminated	Climate Emergency	Regulatory	Lower = better	16.33% from 61 samples. Fifth best in Hants, and below Hampshire average of 17.54%	15.74%	Not yet available.	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	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).	Not available until January 2024	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year – next update 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	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	Not available until January 2024.	target to be considered in line with WMS and in Liaison with HCC	Data is collected at the end of each calendar year – next updated 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	2019 579,700 tCO2e (6.2% reduction)	2020 506,900 tCO2e (12.5% reduction)	Not available – collected 2 years in arrears.	456,210 tCO2e (2021 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 of specific interventions.
	TCE09	The Winchester	Produce Local Plan - plan	Climate Emergency	Regulatory	N/A	Consultation on Strategic Issues	Following the 6-week public	Not available	Deliver Plan to adoption in	The responses are being analysed and an	The Strategic Planning team have received over 3,400

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	KPI Target 2022/23	Notes on data availability	Comments
		district to be carbon neutral by 2030	adoption				and Priorities took place for 8 weeks and closed 12/4/21.	consultation on the draft Regulation 18 Local Plan, responses are being analysed and an officer response prepared. This will need to be agreed by members.		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.	officer response is being prepared to identify changes to the Reg 18 LP. These will need to be agreed with members in due course before they are incorporated into Regulation 19 Local Plan.	representations. The team are now analysing the representations, preparing an Officer response and identifying any changes to the draft Reg 18 LP. An LPAG meeting took place on the 8 March. At this meeting Officers outlined the different consultation techniques that were used, number of representations received, and they will update Members on the key issues that have been raised.
	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	86%	Not available until January 2024	Deliver 80% of actions included in BAP	Data is collected at the end of each calendar year. Figures for 2023 will be reported in January 2024. 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 ended in 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	398 trees planted	381 trees planted	Not available until October 2023	100 trees planted	Next update October 2023	Planting season now closed and due to reopen in October 2023
	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 action groups / campaigns.	Climate Emergency	Economy & Community	Higher = better	4%	69%	Not available until end of Q1 2023/24	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.
	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	2457	8078	Not available until end of Q1 2023/24	2703	Updated annually after the end of each financial year (Q1 2023/24).	Includes Winchester Green Week, WeCAN, Climate Open Forum

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	KPI Target 2022/23	Notes on data availability	Comments
	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	2020 Data St Georges St 26.9µg/m ³ Romsey Road 40.8 µg/m ³ (Note: 2020 data is atypical as 'Covid' Year	2021 Data St Georges St 27.0 µg/m ³ Romsey Road 36.5 µg/m ³	Data not yet available until end of May 2023.	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	2020 – 4.7 years	Data not yet available (checked April 2023)	Data not currently available on ONS	≤ 4.7 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
	LW02	Reduced health inequalities	Inequality in life expectancy at birth (female)	Community & Housing	Economy & Community	Lower = better	2020 – 3.5 years	Data not yet available (checked April 2023)	Data not currently available on ONS	≤ 3.5 years	Data has not been released by ONS. Review date unknown	Relevant data not yet available from ONS.
	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	Community & Housing	Place / Economy & Community	Higher = better	23 organisations	30 organisations	Not available until end of Q1 2023/24	+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

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	KPI Target 2022/23	Notes on data availability	Comments
			with and support of the arts and cultural sector working collaboratively to strategically develop the offer									meet 22/23 target
63%	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	48.10	50.98	Not available on ONS until November 2023	66%	ONS Data available retrospectively each November. Next update due Nov 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	96.54%	97.41	Not available on ONS until November 2023	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	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%	Not available on ONS until November 2023	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	54,584	55923	57023	Trend data for monitoring only	Data collected in March each year. Next update March 2024.	
	HA04	No one sleeping rough except by choice	No. of rough sleepers	Community & Housing	Services / Housing	Lower = better	7	3	4	Trend data for monitoring only	Rough Sleepers count was conducted on the 16 November 2022. 4 were found (3 were from out of area).	
	HA05	Diverse, healthy and cohesive communities – not just homes	1000 new homes planned (10-year supply). No. completed each year,	Community & Housing	Services / Regulatory	Higher = better	N/A	To date 133 completed with a further 117 on site	139 homes (in total completed out of 1000 home target), a further 120 are on site under	1000 over 10 years		Economic downturn and nutrient neutrally targets will impact housing delivery in the short to medium term

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	KPI Target 2022/23	Notes on data availability	Comments
			commencing 2021/22						construction. Total completions in 2022/23 – 18			
	HA07	Diverse, healthy and cohesive communities – not just homes	WCC housing stock, directly owned, housing company	Community & Housing	Services / Housing	Higher = better	0	Data not yet available	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%	20.6%	Not available until January 2024.	19.8%	Data collected each January	Total loss (from 2021 to 2022) of enterprise in professional, scientific and technical is 50
	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	£52.9	£63.6	Not available until January 2024.	£77.9	Data collected each January	Recent wage increase due to Cost of Living may be pushing wages back up
	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	ONS has not released data	See notes	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	See notes	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-2019 12.5%	ONS Data mid 2020 10.6% ONS Data mid 2021 10.4%	Data not yet available on ONS.	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	172 businesses	78 businesses joined events live (virtual and in person) and a further 199 downloaded content at a later date	Data not yet available	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	Crowdfunder grants offered for green projects	Business & Culture	Place / Economy & Community	Higher = better	Launched 15/6/20	1 grant of £1500 paid to food recycling project.	4 Grants awarded totalling £10,600.	To be developed	Data will be updated after the end of Q1 and then annually at Year End going forward.	<p>The Crowdfunder contract ended on 31 December 2022 and has been replaced with a new project grant scheme.</p> <p>Crowdfunder grants awarded for green projects.</p> <ul style="list-style-type: none"> 2 grants awarded totalling £5,100. (one grant awarded for a solar panel project and one for an EV charging point). <p>Project grants awarded for green projects:</p> <ul style="list-style-type: none"> 2 grants awarded totalling £5,500. (One grant awarded for an energy efficient lighting project and one for a project to train volunteers in conducting heat loss surveys of residential properties).
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	0.25m bed nights (domestic) 0.13m bed nights (international)	0.85m nights in the area as a result of overnight trips (2021)	Not available until end of QTR 2023/24.	Trend data for monitoring only	This data is derived from the Cambridge Model report which relies on local authority data. This data is still being collated by the ONS, and VB will publish in May 2023. A report will be received in March which will be updated with definitive figures, therefore the figures for 2021 are indicative rather than definitive and should be treated with a level of caution. The report will be updated when confirmed data is verified.	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	£87.4m spent by tourists during their visit to the area (2020)	£229.25 million spent by tourists during their visit to the area (2021)	Not available until end of QTR3 2023/24.	Trend data for monitoring only	This data is derived from the Cambridge Model report which relies on local authority data. This data is still being collated by the ONS, and VB will publish in May 2023. A report will be received in March which will be updated with definitive figures, therefore the figures for 2021 are indicative rather than definitive and should be treated with a level of caution. The report will be updated when confirmed data is verified.	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	£112.8m spent in the local area as a result of tourism (2020)	£289.41 spent in the local area as a result of tourism (2021)	Not available until end of QTR3 2023/24	Trend data for monitoring only	This data is derived from the Cambridge Model report which relies on local authority data. This data is still being collated by the ONS, and VB will publish in May 2023. A report will be received in March which will be updated with definitive figures, therefore the figures for 2021 are indicative rather than definitive and should be treated with a level of caution. The report will be updated when confirmed data is verified.	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	3.8m trips (2020)	6.04m trips (2021)	Not available until end of QTR3 2023/24.	Trend data for monitoring only	This data is derived from the Cambridge Model report which relies on local authority data. This data is still being collated by the ONS, and VB will publish in May 2023. A report will be received in March which will be updated with definitive figures, therefore the figures for 2021 are indicative rather than definitive and should be treated with a level of caution. The report will be updated when confirmed data is verified.	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	88%	See notes	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 definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	KPI Target 2022/23	Notes on data availability	Comments
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 2019 - May 2020 70.5% Dec 2019 – Nov 2020 71.0%	June 2020 - May 2021 71.7% Dec 2020 – Nov 2021 73.7%	Dec 2021 – Nov 2022 73.0%	71.0%	Data comes from Sport England and has twice each year to annual reporting.	Dec 2021 – Nov 2022 73.0% Nationally, activity levels have returned to pre-lockdown levels.

BI-ANNUAL KPI'S

AREA	REF	What we want to achieve	KPI definition	Cabinet Member	Lead CHoS	Polarity	2020/21	2021/22	2022/23	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	N/A	75%	See notes	≥ 79%	Data available end of Q3 2023/24..	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	N/A	Data not available until Spring 2023 – see notes	See notes	≥ 87%	Survey expected to be 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	N/A	57%	See Notes	≥ 65%	Data available end of Q3 2023/24..	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

This report provides an update on the progress of the council's Tier 1 projects for Q4 (January to March 2023). Below is a summary of each project and their current RAG Status.

Project Name	RAG Status	
	Timeline	Budget
Bar End Depot		
Carbon Neutral Programme		
Central Winchester Regeneration		
Local Plan		
New Home Programme		
Station Approach		
Winchester Movement Strategy Programme		

KEY

RAG Status	Description
	"Normal level of attention". No material slippage. No additional attention needed
	"Minor concern – being actively managed". Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	"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

Highlight Report January 2023 to March 2023

Lead Cabinet Member	Tier	Project Sponsor	Project Manager	RAG Status	
				Timeline	Budget
Cllr Martin Tod	1	Dawn Adey /Simon Hendey	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.

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 further community engagement event took place on 21st and 24th November 2022. The outcome was that.

- I. the local community first preference is for a food convenience store, and
- II. residents living outside this area stated a first preference for more leisure facilities including an Ice Rink.

Public Engagement feedback will be made post 2023 elections. Second Stage marketing for formal bids is planned to start in June 2023 and will run for a period of 8 weeks. Formal bids will be evaluated and presented to ELB and Portfolio Holder before a recommendation is made to Cabinet.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Marketing appointment		April 2022	June 2022	June 2022	Appointment of Selling Agent – Vail Williams
Public Engagement		March 2022	November 2022	May/ June 2023	Feedback on marketing plan and subsequent feedback on use type preferences
Marketing for Bids		June 2023	August 2023		Marketing for Formal Bids
Developer selection and Planning application		September 2023	September 2025		Selection of Developer(s): Planning Application Submitted
Construction Start		September 2026			Subject to planning
Handover & Review		December 2026			Depends upon whether WCC retains an active development role.

Upcoming Indicative 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 2023	Transport planning advice	Further transport planning advice and pre-app being sought
Stage One Marketing – Expressions of Interest		Sept 2022	47 Expressions of Interest from market to identify potential market demand were received.	Uses included: residential; retail; leisure; industrial; Food and Beverage
Community Engagement		Nov 2022	Community engagement regarding mix of uses proposed	Feedback concluded that the local community's first preference is for a new food store. The wider population of respondents (extending from Basingstoke to Southampton) had a first preference for more leisure including an ice rink. Feedback to be published in May/June 2023
Stage Two Marketing – Formal Bids		June 2023	Request for formal bids	
Preferred Bidder Evaluation and potential request for		September to December 2023	Review and evaluation of bids. Possible request for best and final bids.	

Stage	Original Target	Current Target	Milestones and Actions	Outcome
best and final offers				
Cabinet		June 2024	Cabinet Approval	
Contract documentation		July 2024	Contract documents issued	
Exchange		March 2025	Contract exchange	Purchaser to progress with planning application
Planning Application		September 2025	Submission of planning application	
Planning approval		March 2026	Planning approval	
Legal Completion		June 2026	Legal completion of sale	
Construction		Sept 2026	Construction starts on site	
Project Completion and Close		Dec 2026	Completion of works on site	Depends upon whether WCC are to retain an active role in development.

Carbon Neutral Programme

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

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.

Carbon Emission Targets	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Council by 2024 Target (tCO ₂ e)	N/A	3,201	1,873	3,750	3,000	0	0	0
Actual	4,268	2,665	4,147					
District by 2030 Target (tCO ₂ e)	N/A	527,000	456,210	These figures will be updated in Q1 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>	<p>Trial of electric bus for the Park & Ride service started in March 2023. Details of how the trial will work, metrics and logistics will be reported to CN Board in May 2023.</p>	<p>Active Travel Officer started work on a 1-year contract, on secondment from Sustrans.</p>	<p>Area showing as red relates to project to expand and enhance public transport services which is led by HCC</p>	<p>Staff Travel Survey will inform extent the return of the staff commute will contribute to a rise in our own emissions.</p> <p>Active Travel Officer to produce Workplace Travel Plan.</p>	<p>Delivery of 5 electric vans expected for Housing & Community Safety and Special Maintenance to review potential for transition to HVO as an alternative to electric.</p>	
Domestic Energy	<p>Domestic Energy</p> <p>■ Red ■ Amber ■ Green ■ Paused ■ Complete ■ Stopped</p>	<p>Social Housing Decarbonisation Fund bid was successful and secured £533k for insulation measures on council housing stock.</p>	<p>Construction started on site at Southbrook Cottages, Micheldever in February 2023 on 6 Passivhaus units.</p>	<p>Reduction in energy use at Chesil Lodge of between 40-50% as a result of improvements in the management and use of the existing system.</p>	<p>Individual energy assessments to begin as part of the Retrofit Ready programme, with all 400 in phase 1 completed by the end August.</p>	<p>7 new energy efficient homes - 3 to be completed at Winnall Flats and 4 handed over by developers at North Whiteley.</p>	<p>Campaign planned to promote HUG and ECO Flex funding streams to residents which will provide home retrofit measures and assist with cost of living through reduced energy costs.</p>

Programme Update Summary

	RAG Project Status	Key Project Deliverables this Quarter			Tasks for Next Quarter		
Commercial Energy	<p>Commercial Energy</p> <p>■ Red ■ Amber ■ Green</p>	Buro Happold selected as lead consultant to advise on the positive delivery of utility scale renewable energy generation scheme(s) across the district, including specific support on engagement, site identification and business plan development.	PSDS grant of £64k secured to install solar PV panels and ASHP at Meadowside Leisure Centre. Red status actions relation to projects to investigate hydrogen plant and alternatives to natural gas which have not yet neen progressed.	Demolition of two existing sports pavilions at KGV in Highcliffe and construction commenced on the replacement pavilion with energy efficient measures.	Issue of tender expected in May for consultants to produce a plan for the decarbonisation of the corporate owned and occupied estate, to include the City Office campus, Abbey House, Cipher House and the F2 store.	Planned installation of solar PV meters to monitor energy generation at Barfield P&R, Chesil Lodge and Bishops Waltham Depot.	Buro Happold to produce comms and engagement plan for utility scale renewable energy project.
Land use & Natural Environment	<p>Land use & Natural Environment</p> <p>■ Red ■ Amber ■ Green</p>	Offsetting Policy approved at January Cabinet.	Second year of the biodiversity grass verge management (pilot verge) project began in New Alresford and Badger Farm.		Discussion with SDNPA on potential partnership for a nature based solutions platform to sell carbon offsets.	Biodiversity net gain (BNG) technical advice note to be approved.	

Programme Update Summary

	RAG Project Status	Key Project Deliverables this Quarter			Tasks for Next Quarter		
Behaviour Change	<p>Behaviour Change</p> <p>■ Red ■ Amber ■ Green</p>	Carbon Neutrality Roadmap was adopted at Cabinet Member Decision Day in January 2023.	Three new climate action groups were created in Upham, Droxford and Owslebury, as part of the council-funded Winchester Climate Action Network (WeCAN) network. The groups are now planning activities on home energy, travel, and biodiversity.	A further 16 staff members attended CL training in March 2023, including two members of ELB.	Draft of updated Carbon Neutrality Action Plan (CNAP).	Integration of HCC carbon assessment tool into council processes and reports.	Carbon Literacy training will be provided as part of induction programme for new councillors and will also become compulsory for all staff.

Upcoming Decisions / Reports

Biodiversity net gain technical advice note (TAN)	05-Jun-23
Large Scale Renewables Reports: Communication Plan and Viable Sites analysis.	12-Jun-23
Large scale renewables: Prioritised list of schemes based on feasibility study & Techno-economic assesment of sites	10-Jul-23
Large Scale Renewables: Full feasibility & Business Case Report	
2022/23 Carbon Footprint Report to CN Board	Jul-23
Revised CNAP and Roadmap Investment Plan to HEP	Jul-23
Sustainable Tourism Strategy	Feb-24
HVO Paper on BIFFA Waste Service	Mar-24

Central Winchester Regeneration (CWR)

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 RAG			
Status: Dec 22	Timeline		Budget

	“Normal level of attention”. No material slippage. No additional attention needed
	“Minor concern – being actively managed”. Slippage less than 10% of remaining time or budget, or quality impact is minor. Remedial plan in place
	“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

Project Managers Progress Report

The CWR Development Proposals were approved at Cabinet on 10 March 2021 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 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 9 December 2022. A decision on the recommended development partner was approved by Cabinet on 6 March 2023.

Following Cabinet approval and completion of the 10 day standstill period, the council announced the appointment of Jigsaw. The council and Jigsaw are now working together to finalise the Development Agreement and have begun working towards the first project milestone – Development Delivery Plan.

Alongside this, further archaeology investigations will be undertaken across the site.

Key Documents

Latest Cabinet Decision / Report: [Cabinet 6 March 2023](#)

Project Gateways

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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*	Dec 23	On signing the Development Agreement, there will be an initial version of the draft Development Delivery Plan drawn from the Jigsaw's tender submission. The draft Development Delivery Plan is to be in accordance with the Development Objectives. The content will describe and enable further work by Jigsaw to support a planning application.

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					Following the signing of the Development Agreement, Jigsaw will update the draft Development Delivery Plan. The updated Development Delivery Plan will 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.
Planning Application	18	Sept 23*	Q3 25*		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. 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.
Planning	18	Q3 25*	Q2 27*		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
Phase 1 Primary Condition Satisfaction	6	Q2 27*	Q4 27*		Jigsaw 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. 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.
Start on Site	3	Q1 28*			Subject to Cabinet approval of Phase 1 Primary Condition satisfaction. The Development Agreement Long Stop date for start on site is 3 months from the date on which the relevant Phase Building

Stage	Duration (months)	Start Date	Planned End Date	Projected End Date	Outcome
					Lease is granted.

**based on the draft Development Agreement Long Stop Dates – to be replaced with Target Dates. Target dates will be agreed with Jigsaw 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
Development Agreement	April 23	April 23	June 23	75%	The council and Jigsaw are currently working together to finalise the Development Agreement, this includes: <ul style="list-style-type: none"> - Finalising the drafting - Templates for Building Lease and Long Lease HoTs - Schedules and appendices 	Formal Project Board meetings and Quarterly Review meetings can commence.
Development Delivery Plan	April 23	Sept 23	Dec 23	25%	The Development Delivery Plan will 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. Signing the Development Agreement is anticipated for June 23.	The draft Development Delivery Plan is to be in accordance with the Development Objectives. The content will describe and enable further work by Jigsaw to support a planning application.
Archaeology Evaluation (trial trenching)	July 23	Site works – Oct 23 Reporting – Mar 24	Site works – Oct 23 Reporting – Mar 24	0%	The evaluation process is complete, and the winning bidder has been identified. Anticipated start on site date – July 23 (to allow Hat Fair to take place on vacant area of the bus station)	Further archaeology investigations to build on the current understanding of archaeological potential on the site will help inform and guide proposals for the development and archaeological mitigation strategies. The council has the opportunity to

Task/ Milestone	Start Date	End Date	Current End Date	% Complete	Comments / Actions	Outcome
					It is estimated the site works will take up to 12 weeks, an initial high level summary report will follow in the first month following completion and a full report 6 months after completion.	progress this now - in doing so the implications this may have for how the development is brought forward can be gained sooner, helping to progress plans for the site and move towards a planning decision.

Deliverables	Expected Date of achievement	On target (Y/N)	Comment
Finalise and sign the development Agreement	June 23	Y	The council and Jigsaw are currently working together to finalise the Development Agreement.
Agree and implement governance arrangements	June 23	Y	A joint workshop is being arranged with key officers, Members and Jigsaw to make sure everyone is aware of the priorities (which need to be agreed), understand roles and responsibilities and start the working relationship that will steer the project in the crucial early months and years. The target date for the workshop is late May / June
Agree communications and engagement approach and messaging.	June 23	Y	Initial communications and engagement approach to be shared at Cabinet Committee: Regeneration on 7 June
Implement communications and engagement strategy.	Q3 23	Y	Key tasks include: Continue engaging key stakeholders. Prepare for and identify individuals to be involved in youth and futures groups. Establish youth and futures groups. Co-creation workshop with Team, Members, Officers and community
Progress the Archaeology trial trenching	Site works – Oct 23 Reporting – Mar 24	Y Y	Anticipated start on site date – July 23 (to allow Hat Fair to take place on vacant area of the bus station)
Hold public Archaeology Event with CWR	June 23	Y	Opportunity to introduce the winning bidder for the archaeology trial trenching works, provide details of the

<p>Archaeology Panel x2</p>	<p>Oct 23</p>	<p>Y</p>	<p>works and hold discussion regarding Jigsaw long term approach.</p> <p>Recap on the trial trenching investigations, present initial findings, explain how the findings will be used going forward and implications for the redevelopment.</p> <p>Precise dates are to be confirmed.</p>
<p>Agree options for the bus solution</p>	<p>Q3 23</p>	<p>Y</p>	<p>There is a need to pick up on previous discussions with HCC and the bus operators, to introduce Jigsaw and begin conversations in relation to their revised thinking regarding the CWR bus solution whilst ensuring alignment to the wider Winchester Movement Strategy</p>
<p>Investigate the option of taking Coitbury House as the Jigsaw base on site</p>	<p>July 23</p>	<p>Y</p>	<p>Jigsaw have expressed an interest in using Coitbury House as their permanent base in Winchester – somewhere located with the site where officers, Members and the community can easily access them.</p>

Local Plan

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	<u>RAG Status</u>	
					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

A presentation on the Regulation 18 Local Plan consultation was given at the Local Plan Advisory Group (LPAG) meeting on 8 March 2023. This presentation identified the various consultation techniques that were used in the Regulation 18 consultation and reported that over 3,400 representations had been received to the consultation.

Officers are in the process of recommending any proposed changes to the supporting text /policies and these will need to be agreed with members in due course before they are incorporated into Regulation 19 Local Plan. Responses are under alongside completing the Evidence Base will be carried out before the Regulation 19 LP can be agreed by Cabinet / Full Council for public consultation.

Alongside analysing the representation the team will be:

1. completing the Evidence Base to support the Local Plan
 - Retail and Town centre study,
 - Stage 2 Transport work,
 - Strategic Flood Risk Assessment,

- Updated 2023 SHELAA,
 - Preparing Site Delivery Statements,
 - Undertaking feasibility study to deliver a phosphate mitigation strategy.
 - Updating the Statement of Community Involvement
2. Identifying any new work that needs to be undertaken to support the Local Plan that has come out of the representations
 - The need for student accommodation,
 - Flood site sequential test
 3. Be entering into discussions with neighbouring authorities regarding preparing Statement of Common Grounds.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
Concept	28	Jul18	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 to 14 December 2022, for a period of 6 weeks.
Analyse representations and complete the Evidence Base		January 2023	June 2023		Over 3,400 representations have been received. Representations that were not submitted on Citizen Space had to be entered onto the system and then divided up according to topic. All of the representations now need to be analysed and any recommended changes to draft policies need to be made. A Sustainability Appraisal/Habitats Regulations Assessment will need to be undertaken to assess any changes to the policies. Alongside this the evidence base needs to be completed.
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		

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 be provided for all sectors of the community, offering good quality, secure accommodation at both market and affordable rent levels to meet the needs of Winchester people who cannot afford to purchase 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 Southbrook Cottages, 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 - 139 (target 1000 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	Completion – Dec 2023	
Woodman Close, Sparsholt	5	Design	Oct-19	Aug-24	Duncan Faires	approval of planning application likely in April 2023	Once planning approved will proceed to Tender
Winnall Flats	76	Design	Apr-20	Oct-23	Andrew Palmer	Completion of 3 x shared ownership properties in July 2023	Started on site Dec 2021. Completion Oct 2023
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 and 2 nd phase of 18 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

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 July 2023.

Project Managers Progress Report

The final report from City Science has been issued and is being reviewed by officers before final sign off. The conclusion of the report indicates that Gladstone Street carpark can be released to enable redevelopment of the site as parking demand can be accommodated in surrounding carparks.

Cattlemarket is more complex, the study supports the potential for the phased removal of parking, subject to provision of P&R facilities to the North. This remains dependent on discussions with HCC, the implementation of the Winchester Movement Strategy and Cabinet decision.

Before any reduction in car parking is implemented careful consideration needs to be given regarding parking for local residents and businesses.

Howarth Tompkins led a multi-disciplinary team to undertake a capacity study of the sites within the Station Approach area to inform whether a viable scheme can be developed which meets the aspirations of stakeholders and the local community. The draft final report has just been received by the Council for comment. The study has looked at different uses for each of the 4 sites in the

Station Approach area identified from the local market conditions and stakeholder feedback. It suggests height and massing appropriate on the sites for potential development. The study also identified and investigated key site constraints and relevant risks.

On 09 March 23 the project team submitted the results of the public consultation to Cabinet Committee: Regeneration. The paper outlined the key findings of the consultation and how these have been used to inform the capacity study. There was a high level of interest in the report with representatives from Oram's Arbour residents' association and WinACC registering to speak. Overall, the consultation results were received positively. It is clear that there will be significant interest in the capacity study findings and how we intend to take this project forward.

Project Gateways

Stage	Duration	Start Date	Planned End Date	Projected End Date	Outcome
<p>Start Up Stage 1 - 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>	20 months	Nov 21	July 23	July 23	<ul style="list-style-type: none"> ○ Fresh market analysis to capture changes post COVID. ○ Parking surveys to determine uses and demand for short and long term strategy. ○ 1st round of engagement with all stakeholders ○ Key risks, constraints and opportunities ○ A high level Capacity Study for the whole site ○ Strategic Outline Case ○ End of stage gateway – Cabinet decision on SOC and continued justification of proceeding to the next stage.
<p>Initiation Stage 2 - Dependent on Cabinet decision July 23</p>	TBC	Aug 23			<p>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.</p>
Delivery					
Closure					

Upcoming Milestones for Project Stage

Stage	Start Date	End Date	Current End Date	% Complete	Comment
Parking Usage Study	15/07/22	12/01/23	12/01/23	100%	Results used to inform the capacity study.
Capacity Study	01/10/22	28/02/23	31/03/23	95%	Programme of works agreed to allow the results of the parking usage study and public engagement to feed into the work.
Cabinet: Regen Committee	27/03/23	07/06/23	07/06/23	5%	This report will provide the results of the capacity study and the next steps to Cabinet decision.
Strategic Outline Case	01/04/23	18/07/23	18/07/23		Using the evidence gathered to date, officers will prepare the SOC for submission to Scrutiny Committee and Cabinet in July 2023.

Winchester Movement Strategy (WMS)

Lead Cabinet Member	Tier	Project Sponsor	Project Lead	Project Manager	RAG Status	
					Timeline	Budget
Cllr Kelsie Learney	1	Simon Hendey	Andy Hickman	Lucy McKeown		

Description and Outcome

Winchester 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 walking and cycle improvements on a number of radial routes into the city being looked at. The funding available for walking and cycling measures from Active Travel England (DfT) has been reallocated to other areas so although the Mini Holland bid was submitted we will now have to identify new sources of funding to progress the schemes. We are looking to work with development planning to progress the micro-consolidation trial.

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.

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
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.
	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	Phase 3	Atkins led Study	Oct 21	September 22	Transport Team to input and	Study Report August 22	Draft Feasibility Study completed.

Project Name	Phases	Current Project Gateway*	Start Date	Projected End Date	Internal Resources	Upcoming Milestone	Comments
Study		underway			review study		
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	Bid for funding to undertake design work submitted to DfT successful
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

Action notes of the Performance Panel meeting that took place on 22 May 2023.

PERFORMANCE PANEL

Monday, 22 May 2023

Attendance:

Councillors
Horrill (Chairperson)

Laming
Bolton

Pett

Other members in attendance:

Councillor Porter, Councillor Tod

1. DETAILED REVIEW OF DRAFT Q4 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 the pre-submitted question number 1 regarding the detailed uses proposed by Jigsaw. Sharon Evans advised that Jigsaw, having recently been appointed as the Council's development partner, had yet to prepare a master plan for the Central Winchester Regeneration (CWR) area or any detailed proposals or uses for the site, and this would be some time off. Their first priority was to undertake meaningful engagement with a wide range of stakeholders to help inform the development of a scheme. Any proposals would have to accord with the requirements of the Supplementary Planning Document (SPD), including the approved land uses.
2. Page 8. Further to the pre-submitted question number 2 regarding how much of the £200k Cost of Living (CoL) monies that had been spent, Simon Howson advised that the total value of CoL grants was £43,870 but that officers would need to advise how much of the balance of these monies remained available. A further question was asked regarding what action the council would be taking to ensure that residents and local organisations knew that this money was available and accessible to ensure it was fully utilised. **Action. Officers to ensure that Service Leads were aware of these comments, Councillor Porter advised that on behalf of the cabinet, she would look further into this.**
3. Page 10. A question was asked concerning flytipping and whether a process existed regarding the availability of standard metrics for this service, such as the number of incidents, prosecutions, etc. Simon Howson advised that this information was gathered as part of the monthly

key performance reports, and a number of these metrics would be reported to the performance panel as part of revised quarterly performance reports beginning in August 2023.

4. Page 11. Further to the pre-submitted question number 3 regarding work being progressed in the market towns to enhance cycle parking, Simon Hendey stated that officers were currently investigating suitable locations for cycle stands in Wickham and Alresford. A further question was asked regarding the timescales involved in this. **Action. Officers to advise on timescales for this work to be completed.**
5. Page 11. Further to the pre-submitted question number 4 regarding whether the benches in the High Street met the regulatory standards required, Simon Hendey stated that only the planters had been removed, and the remaining section, now utilised as benches provided the anti-terrorism measure. A further question was asked as to whether the benches had been reviewed by the relevant "security body" connected with the County Council. Simon Hendey stated that he had been advised that all necessary checks and approvals had been undertaken.
6. Page 11. Further to the pre-submitted question number 5 concerning consultation on the strategy with market towns regarding public conveniences, Simon Hendey advised that a cabinet report was being brought forward on 21 June 2023 regarding the long-term proposals for public conveniences and that officers were in discussions with Town and Parish councils concerning this. A further question was asked regarding the involvement of city councillors in the wards affected as part of this process. **Action. Councillor Porter advised that she would ensure that relevant city councillors would be consulted as part of this process.**
7. Page 11. Further to the pre-submitted question number 6 regarding whether the residents' survey was being made available to all Councillors, Simon Howson advised that an all-member briefing had been undertaken previously and that officers were looking at how best to share this information with all members. **Action, officers to review as above, Councillor Porter agreed to take this message back to the cabinet.**
8. Page 13. A question was asked regarding the council's priority of tackling the climate emergency. Specifically, regarding the council's own carbon emissions and the use of offsetting of carbon emissions. Councillor Porter advised that offsetting was a last resort and was not something the council wished to use. A further question was asked as to whether the possible or potential use of offsetting should be removed as an option for the council. **Action. Councillor Porter to discuss this with the cabinet.**
9. Page 15. A question was asked regarding the cost of solar panels and any income generated from the energy sold and whether there was a break-even date. **Action. Officers to follow up on this question.**
10. Page 15. Further to the pre-submitted question number 7 regarding the Council undertaking a comprehensive survey of its estate to establish where solar rooftop panels would provide a benefit? Councillor Porter advised that she understood that a survey had been commissioned recently and that consultants were asked to provide a full range of opportunities in this regard. A further question was asked as to how the

results of this survey would be fed into the council's decision-making process. **Action. Councillor Porter agreed to enquire further on this but felt that the HEP committee may be the appropriate policy committee.**

11. Page 17. Further to the pre-submitted question number 8 regarding resident and Councillor input to the changes to the waste system detailed in the final paragraph. Simon Hendey advised that an all-member briefing would be provided before the HEP Committee in July 2023, and a cabinet paper in July 2023. This report would set out plans for consultation with the public on waste and recycling. This timetable was subject to external influence. A further question was asked concerning the phrase in the final paragraph, which stated, "highest resident satisfaction," and whether KPIs would be used to measure this. Simon Hendey advised that the reports during the Summer would not at this stage discuss in detail the measurement of customer satisfaction but would need to be considered at a later date.
12. Page 18. Further to the pre-submitted question number 9 regarding the number of Ukrainian families who had entered WCC housing stock in Q4. Gillian Knight advised that for Q4, this was 7 families, and this requirement was ongoing. A further question was asked about the numbers housed in the private rented sector in the district. Following the meeting, Gillian Knight advised that there were 47 Ukrainian households assisted into privately rented accommodation for 22/23, 14 of those were in the 4th quarter. **Action. Officers were asked to consider whether some form of tracking data would be possible for families entering various forms of housing stock.**
13. Page 20. Further to the pre-submitted question number 10 regarding the issue of offering cash as well as a card facility at the Sport & Leisure Park. Councillor Porter advised that a system was being examined that would enable a card to be loaded with cash and used at the leisure park. **Action. Councillor Porter advised that she would endeavour to provide further details on this.**
14. Page 20. A question was asked regarding the final paragraph on this page concerning Community Infrastructure Levy (CIL) monies and specifically if officers could advise the amount claimed and the amount available for bids. Councillor Porter advised that more applications had been received than funding was available. **Action. Officers to advise as above.**
15. Page 24. Further to the pre-submitted question number 11 regarding when the conservation areas Retrofit Ready plan would be available, Gillian Knight advised that officers were aiming for this plan to be available by the end of July 2023.
16. Page 24. Further to the pre-submitted question number 12, regarding whether the Retrofit Ready programme did commence on 24th April as stated and how many were completed. Gillian Knight advised that the programme commenced on 2nd May 2023, and to date, 47 completions had been achieved. A further question was asked regarding the statement in the penultimate paragraph that indicated that properties with the South Downs National Park (SDNP) had not been included in the replacement window scheme. Councillor Porter advised that the different planning

policies in operation in WCC and the South Downs National Park might have been the cause of this. **Action. Councillor Porter agreed to review the wording of the paragraph with officers.**

17. Page 24. A question was asked regarding the retrofit measures and whether the council was engaging with organisations such as Historic England to understand how retrofitting could be achieved in historic or listed properties. Councillor Porter advised that this was very much part of the council's plans and they were working with several organisations to achieve this.
18. Page 25. A question was asked regarding the build works for Southbrook cottages. Councillor Horrill asked that any arranged tours or visits should remember that the properties were occupied. **Action. Officers to note.**
19. Page 29. Further to pre-submitted question number 13 regarding paragraph 2 of the page and why Jigsaw only referred to young people in their commitment to the CWR project. Sharon Evans advised that the commentary on Jigsaw's commitment to working closely with local young people was in specific response to the section in the Council Plan: 'Prioritising the needs of younger people in the redevelopment of Central Winchester'. Although the Supplementary Planning Document (SPD) for CWR highlighted the requirement to address the needs of younger people, Jigsaw's submission to the Council demonstrated that they would develop proposals that would lead to enhanced facilities for people of all ages, including new homes to suit people of all life-stages. Jigsaw Consortium is currently preparing a stakeholder engagement plan, which will set out a comprehensive strategy for undertaking meaningful engagement with a wide range of stakeholders, both young and old, including businesses, the education sector, formal institutions, and statutory operators, through to the voluntary sector and community groups and all points in between. This engagement will inform and shape the development of their proposals. A further question was asked in the same paragraph, regarding working closely with businesses in Winchester and whether further information on this was available. Officers were asked to re-look at the wording in paragraph 2 on this page to see if it could be re-worded to better reflect the answer given regarding young people and to provide further information regarding the question on businesses. **Action. Officers to review as above.**
20. Page 30. Further to pre-submitted question number 14 and whether the February 2023 stakeholder group which was developing the Cultural Strategy involved creative and arts groups from across the district. **Action. Sharon Evans advised that officers would need to take this question away.**
21. Following a question regarding "legacy KPIs" i.e., KPIs used in the current quarterly reports that had not been fully reported against, Simon Howson advised that officers would consider whether a separate, one-off report would be required to formally report against. **Action. Officers to action as above.**
22. Page 37. A question was asked regarding the reported recycling figures for 2022/23 and whether the commentary accompanying the KPIs should reflect the historical issues with garden waste collections in that period.

Action. Councillor Porter and Simon Hendey advised that they would take this point away and provide clarification.

23. Page 38. Further to pre-submitted question number 15 regarding KPI ref, YSYV04 and what different action was taken in Q4 to deliver the 58% figure stated. Sharon Evans advised that this was a result of a reduction in complaint volumes and better resources rather than a change in processes.
24. Page 38. A question was asked regarding VLE 13a and VLE 13b, and understanding how that activity would have driven that objective. Simon Howson advised that a number of the legacy KPIs were restricted by available data, and VLE 13a and VLE 13b were examples of where measurement data had been restricted. **Action. Officers to monitor this issue.**
25. Page 40. A question was asked regarding the KPIs connected to Tackling the Climate Emergency and whether more frequent, i.e., quarterly data was available that would have helped the council understand its position sooner. Simon Howson advised that this table had been redrafted as part of the revision of KPIs and would be split between long-term trackers and quarterly data. While there was a delay in receiving climate emergency data, officers were working with partners and suppliers to get relevant data, for example, energy usage data, in a more timely fashion.
26. Page 41. Further to the pre-submitted question number 16 regarding KPI, TCE11, and the number of trees planted in 22/23. Simon Howson advised that this number was not known at that time. **Action. Officers were to review whether a figure for this could be provided.**
27. Page 43. A question was asked regarding HA03 and understanding how that activity would have driven that objective. Simon Howson advised that officers appreciated that the availability of data for this KPI was an issue that had been acknowledged. **Action. Officers to monitor this issue.**
28. Page 50. Further to pre-submitted question number 17 regarding the original date to sell the Depot site. Simon Hendey advised that Cabinet approved that the marketing should take place when market conditions were right. Stage one marketing took place in June 2022. Stage two marketing is scheduled for June 2023. A further question was asked as to whether an update would be tabled at a future cabinet meeting. Simon Hendey advised that he understood that there was no intention of a cabinet update ahead of the next formal stage of marketing. Following further discussion, Simon Hendey advised that bids would need to comply with relevant council policies. **Action. Councillor Porter agreed to discuss this further with the cabinet.**
29. Page 54. A question was asked regarding the numbers in the RAG status on this page. Simon Howson advised that he believed that these numbers related to the overall programme and that the individual projects followed. **Action Officers to confirm the above following the meeting.**
30. Page 55. A question was asked regarding the reference to Home Upgrade Grant (HUG) funding streams on page 55, it was believed that Winchester City Council hadn't been awarded funding under this scheme and so wasn't clear why the reference to HUG appeared in the report. **Action Officers to follow up on this question.**

31. Page 56. Further to pre-submitted question number 19 regarding the timing for the availability of the Buro Happold report. Councillor Porter advised this linked back to the response to the earlier question number 10 and would endeavour to provide an update. **Action. Officers to clarify the availability of this report.**
32. Councillor Horrill wished to record in the minutes that she felt that due to the importance of the Carbon Neutral Programme and for the panel to undertake its role fully that it would be necessary for an officer from the relevant team to attend future meetings of the Panel. **Action. Officers to consider as above.**
33. Page 69. Further to pre-submitted question number 20 regarding when would the additional data such as the economic reports be available and was it intended to share this at a committee meeting? Councillor Porter advised that the data was due by the end of June 2023 and would request that this is tabled at a future meeting of the Local Plan Cabinet Committee. **Action. Councillor Porter as above.**
34. Page 71. A question was asked regarding the statement under "Project Update Summary" regarding the main risks to the programme and where were these risks being monitored. Simon Hendey advised that the risks were monitored internally but that also external advice was regularly sought regarding certain elements such as the cost of materials. He also advised that the timelines for the projects. on page 72 were being met except for Corner House. A further question was asked as to whether the identified risks were included in an existing risk register and Simon Hendey advised that a process existed for escalating these risks into the council's corporate risk register.
35. Page 72. A question was asked regarding the Woodman Close project and the milestone date of April 2023 for the approval of a planning application and whether this date had been updated. **Action. Officers to follow up on this question.**
36. Page 72. A question was asked regarding Winnall Flats and whether the dates provided for completion remained accurate. Simon Hendey advised that the dates provided reflected the current position but were subject to review. Further comments were made regarding the milestone dates for a number of the projects within the programme and how the dates within the report related to the period under review and not the current position.
37. Page 80. Further to pre-submitted question number 22 regarding the Park and Ride decision being linked to other proposals in the Local Plan such as the inclusion of Sir John Moore Barracks site? Councillor Tod advised that the study looked at the feasibility of several potential Park & Ride sites which included two or three potential sites for a Northern Park & Ride. This would need to be considered fully as part of the Local Plan process.
38. A question was asked about bus services in certain parts of the district and whether there was an opportunity for Hampshire County Council (HCC) to look at bus routes to improve services. Councillor Tod advised on the latest position from Hampshire County Council regarding the bus service improvement plan. The council was awaiting further information regarding the funding that had been provided to the County Council and

their priorities for that funding but ultimately this would be a matter for the County Council as the relevant authority.

2. **MINUTES OF THE PREVIOUS MEETING OF THE 15 FEBRUARY 2023**

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 5.40 pm

Chairperson

1. Page 7/11.2 – Please can we confirm that the detailed uses are not those being proposed by Jigsaw, who I understood were yet to develop a plan?
2. Page 8/11.4 – How much of the £200k Cost of Living monies made available in September have been spent across the 12 grants?
3. Page 11/11.4 – What is the further work being progressed in the market towns to enhance cycle parking?
4. Page 11/11.4 – Do the benches in the High street continue to offer the protection against terrorist or criminal attacks the planters were able to offer. Do they meet the regulation standards required?
5. Page 11/11.4 – What is the strategy being discussed with market towns regarding public conveniences? Has this been discussed with City Cllrs in those wards?
6. Page 11/11.4 – When will the Residents Survey be made available to all Cllrs?
7. Page 15 – Has the Council undertaken a comprehensive survey of its entire estate to establish where else the introduction of solar roof top panels would provide a benefit?
8. Page 17 – Do we have resident and Cllr input to the changes to the waste system detailed in the final paragraph?
9. Page 18 – How many Ukrainians have entered WCC housing stock in Q4?
10. Page 20 – Did we solve the issue of offering a cash as well as card facility at the S&LP in Q4?
11. Page 24 - When will the conservation areas Retrofit Ready plan be available?
12. Page 24 - Did the Retrofit Ready programme commence on 24th April and how many have been completed?
13. Page 29 – Why are Jigsaw only referring to young people in their commitment to the CWR project?
14. Page 30 – Did the February stakeholder group developing the Cultural Strategy involve creative and arts groups from across the district?
15. Page 38 - YSYV04 – What different action did we take in Q4 to deliver the 58%?
16. Page 41 - TCE11 – Is the number of trees planted in 22/23 likely to be greater than 21/22?
17. Page 50 – When was the original date to sell the Depot site? My understanding was the original timing was not June 2023.
18. Page 52 - Why do we not have original dates on the timeline?
19. Page 56 – When will the Buro Happold report be available re renewable energy schemes?
20. Page 69 – When will the additional data such as economic reports be available?
21. Page 72 – Are the dates on page 72 all still accurate?
22. Page 80 – How is the Park and Ride decision linked to other proposals in the Local Plan such as the inclusion of SJM?

REPORT TITLE: APPOINTMENT TO EXTERNAL BODIES RELATED TO SCRUTINY FOR THE 2023/24 MUNICIPAL YEAR.

03 JULY 2023

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email
mwatson@winchester.gov.uk

WARD(S): GENERAL

PURPOSE

The report asks the committee to nominate Councillor representatives to the three external bodies that the Scrutiny Committee has traditionally appointed to. These bodies are detailed in paragraph 3 of the report.

RECOMMENDATIONS:

That the committee considers appointments to the following external bodies:

1. [Portsmouth City Council – Health Overview and Scrutiny Panel](#) (1 vacancy and deputy)
2. [Centre for Governance and Scrutiny – Scrutiny Champions Network](#) (1 vacancy)
3. [Partnership for South Hampshire \(PfSH\) Overview and Scrutiny Committee](#) (1 vacancy and deputy)

1 RESOURCE IMPLICATIONS

1.1 None arising directly from the content of the report.

2 SUPPORTING INFORMATION:

2.1 This report asks the committee to consider appointments of non-executive members to three external bodies related to scrutiny.

2.2 There are currently three external bodies that it would be appropriate for the Scrutiny Committee to appoint non-executive member representatives to. These are detailed below.

2.3 **Portsmouth City Council - Health Overview and Scrutiny Panel**

This panel was established by Portsmouth City Council. Its membership is drawn from appropriate interest groups, stakeholders, and councillors from adjoining local authorities “when discussing issues that have a significant effect upon the area”. The next meeting of the panel is scheduled for [21 September 2023 at 1.30pm](#). Appointments agreed for 2022/23 were Cllr Read (deputy Cllr Cutler).

Winchester City Council is asked to appoint one member and one deputy representative for this municipal year.

2.4 **The Centre for Governance and Scrutiny – Scrutiny Champions’ Network**

The Centre for Governance and Scrutiny has previously requested a member representative as a ‘scrutiny champion’ for the Council. The member receives a monthly bulletin and is also invited to attend the Annual Conference. The current representative is the Chairperson of the scrutiny committee (Cllr Brook). It is suggested that the Chairperson of the scrutiny committee be the appointed representative for this municipal year.

2.5 **Partnership for South Hampshire Overview & Scrutiny Committee**

The Partnership for South Hampshire (PfSH) established a PfSH Overview and Scrutiny Committee in 2007 and it has previously been agreed that this committee appoint a non-executive representative from those wards within the PfSH area. [The next meeting of the committee is scheduled for 20 September 2023](#). Appointments agreed for 2022/23 were Cllr Cutler (deputy Cllr Horrill)

Winchester City Council is asked to appoint one member and one deputy representative for this municipal year.

3 OTHER OPTIONS CONSIDERED AND REJECTED

- 3.1 To not make appointments for this municipal year. However, this option was rejected because representation on outside bodies is a key element of members' roles.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

[SC024 - Annual Appointments 2020/21](#)

[SC056 – Annual Appointments 2021/22](#)

[SC067 Annual Appointments 2022/23](#)

Other Background Documents: -

The following websites provide background information to the three organisations concerned:

1. [Portsmouth City Council - Health Overview and Scrutiny Panel](#)

<https://democracy.portsmouth.gov.uk/ieListMeetings.aspx?Committeed=151>

2. [The Centre for Governance and Scrutiny](#)

<https://www.cfgs.org.uk/>

3. [Partnership for South Hampshire Overview & Scrutiny Committee](#)

<https://www.push.gov.uk/work/our-meetings/overview-and-scrutiny/>

APPENDICES

None

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REPORT TITLE: Draft Annual Scrutiny Report 2022/23

3 July 2023

REPORT OF CHAIRPERSON: Councillor Caroline Brook

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email
mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

At the end of each municipal year, the Chairperson of the Scrutiny Committee for that year reviews the work of all overview and scrutiny bodies and provides a report back to the council.

The draft report for the 2022/23 municipal year is attached at Appendix 1 so that the scrutiny committee can add its comments before it is finalised for presentation to full council.

RECOMMENDATION:

That the committee consider and make any necessary comments on the content of the report before its submission to full council.

Annual Scrutiny Report 2022/23

1. What is Scrutiny?

Rather than making decisions, the role of scrutiny is to improve decision-making by reviewing decisions taken and suggesting improvements that could be made.

Decisions taken must be monitored in this way to ensure that the council's services are of high quality and that the decision-making process is transparent and that the council's various programmes of work remain on track. It also provides an opportunity for the views of the public, businesses, community groups and others to be considered when reviewing the council's activities.

To achieve this, the council has established three Policy and Scrutiny committees, which are:

1. Business and Housing Policy Committee
2. Health and Environment Policy Committee
3. The Scrutiny Committee

One of the key roles of scrutiny is to hold decision-makers to account for their decisions. Scrutiny committees have the power to require Cabinet Members to attend their meetings and explain the decisions they have taken. Having heard from decision-makers and gathered any other evidence, policy and scrutiny committees can make recommendations on how things could be improved.

A key part of the role of the two policy committees is also to consider proposals for new policy and recommend new ways forward as well as to review existing policies and strategies.

In addition to reviewing decisions and performance, the policy and scrutiny committees can look at topics in more detail. Establishing a 'task and finish' group is a way to undertake more detailed work, gather evidence on the topic and develop recommendations that can make a difference and add value.

By focusing on a particular topic, a task and finish group can gather evidence from several sources, including customers, other people affected by the issue and experts from outside the Council. This provides the opportunity for the public to influence the policy-making process.

2. The Committees

The Council has the following policy and scrutiny committees, which, as specified in the council's constitution, carry out the overview and scrutiny function with the following remits:

2.1. Business and Housing Policy Committee

To maintain a strategic overview of the progress towards the achievement of the first two priorities in the Council strategy namely:

- a) Making the District a premier business location
- b) Delivering quality housing options

The broad terms of reference are as follows:

- a) It will hold the Cabinet to account by reviewing and scrutinising executive decisions.
- b) Reviewing and scrutinising the performance of the Council concerning its policy objectives and performance targets

2.2. Health and Environment Policy Committee

To maintain a strategic overview of the following priorities:

- a) Improving the quality of the district's environment
- b) Improving the health and happiness of the community

The broad terms of reference are as follows:

- a) It will hold the Cabinet to account by reviewing and scrutinising executive decisions.
- b) Reviewing and scrutinising the performance of the Council in relation to its policy objectives and performance targets

2.3. Scrutiny Committee

The Scrutiny Committee reviews and/or scrutinises decisions made, or actions taken in connection with the discharge of any of the Council's functions, apart from regulatory functions (decisions made in respect of permissions, licences and other similar consents).

It can monitor the implementation of decisions, service performance, and make reports and/or recommendations to the Cabinet. More generally, the Scrutiny Committee can select topics for closer enquiry in the interest of improving the council. It can further review and scrutinise the performance of other public bodies in the area and invite reports from them and/or invite them to address the Committee about their activities and performance. They can ask questions and gather evidence from any person or body (with their consent) and exercise the right to call in, for reconsideration, decisions made but not yet implemented by the Leader, Cabinet, or officers.

For Section 19 of the Police & Justice Act 2006, the Committee acts as the Council's Crime & Disorder Committee and as such is responsible for reviewing and scrutinising the decisions and work of the Community Safety Partnership (CSP)

2.4. Performance Panel

During the 2022/23 year, the Scrutiny Committee continued to use the performance panel to undertake a detailed review of the quarterly performance and financial information.

The purpose of the panel is to provide a strategic review, on behalf of the scrutiny committee, of the quarterly performance and financial monitoring information which supports the delivery of the Council Plan and budget strategy.

The panel does this through:

- a) Reviewing quarterly Performance Monitoring reports
- b) Reviewing progress against Council plan delivery, Key Performance Indicators (KPIs) and agreed targets.
- c) Reviewing the quarterly Revenue and Capital budget Monitoring report
- d) Reviewing project highlight reports for Tier 1 projects and post-project reports at project completion
- e) Working with the Lead Officer to investigate areas of concern and request further information, inviting cabinet members and relevant officers to attend to discuss the performance of specific areas.

The questions raised, answers provided, and detailed minutes of the panel's meetings are published on the website and circulated to the scrutiny committee and cabinet with each of the quarterly performance papers. In addition, a verbal update is provided by the chair of the panel.

3. Membership and Meetings

Business and Housing Policy Committee: The following councillors have attended as committee members during the year: Councillor Tony Bronk, Councillor Jonathan Fern Councillor Steve Cramoysan, Councillor Fiona Isaacs, Councillor Steve Miller, Councillor Charles Radcliffe, Councillor Jamie Scott, Councillor Anne Small, Councillor Caroline Horrill, Councillor James Batho, Councillor Chris Edwards, and Councillor Caroline Brook.

Health and Environment Policy Committee: The following councillors have attended as committee members during the year: Councillor Brian Laming, Councillor Vivian Achwal. Councillor James Batho, Councillor Angela Clear, Councillor Susan Cook, Councillor Frank Pearson, Councillor John Tippett-Cooper, Councillor Jan Warwick, Councillor Chris Westwood, Councillor Neil Bolton, Councillor Hannah Williams, and Councillor Neil Cutler.

Scrutiny Committee: The following councillors have attended as committee members during the year: Councillor Caroline Brook, Councillor Kathleen Becker, Councillor Susan Cook, Councillor Mike Craske, Councillor Neil Cutler, Councillor Brian Laming, Councillor Chris Westwood, Councillor Steve Cramoysan, Councillor Stephen Godfrey, Councillor Chris Edwards, Councillor Jane Rutter, and Councillor Caroline Horrill

Performance Panel: The following councillors have attended as committee members during the year: Councillor Caroline Horrill, Councillor Brian Laming, Councillor Chris Westwood, Councillor Mike Craske, Councillor Neil Cutler, Councillor Stephen Godfrey, Councillor Steve Cramoysan and Councillor Susan Cook

4. Dates and times of meetings 2022/23

Business and Housing Policy Committee

21/06/22 18:30	6:30 PM
06/10/22 18:30	6:30 PM
29/11/22 18:30	6:30 PM
28/02/23 18:30	6:30 PM

Health and Environment Policy Committee

05/07/22 18:30	6:30 PM
04/10/22 18:30	6:30 PM
06/12/22 18:30	6:30 PM
01/03/23 18:30	6:30 PM

The Scrutiny Committee

14/06/22 18:30	6:30 PM
13/07/22 18:30	6:30 PM
07/09/22 18:30	6:30 PM
29/09/22 09:30	9:30 AM
23/11/22 18:30	6:30 PM
07/02/23 18:30	6:30 PM
27/02/23 18:30	6:30 PM

Performance Panel

06/06/22 16:00	4:00 PM
22/08/22 16:00	4:00 PM
07/11/22 16:00	4:00 PM
15/02/23 16:00	4:00 PM

5. All items considered in 2022/23

The Scrutiny Committee

14 June 2022

Annual Report - Exceptions to Forward Plan 2021/22
Annual Scrutiny Report - Draft Annual Scrutiny Report 2021/22
Determination of Call-In (RPLC)
Q4 Performance monitoring 2021/2022
Appointments of external bodies related to scrutiny 2022/23

13 July 2022

Housing Revenue Account (HRA) Outturn 2021/2022
General Fund Outturn 21/22
Update on the Station Approach project

07 September 2022

Q1 Finance & Performance Monitoring
Mental Health Matters: Task and Finish Group Feedback

29 September 2022

Consideration of Local Plan Topic Chapters

23 November 2022

HRA Business Plan and Budget Options
General Fund Budget Options & Medium-Term Financial Strategy
Q2 Finance and Performance Monitoring

07 February 2023

Capital Investment Strategy 2022-2032
Community Safety Partnership Performance Review
General Fund Budget 2023/24
Housing Revenue Account (HRA) Budget 2023/24
Treasury Management Strategy 2023/24

27 February 2023

Q3 Finance & Performance Monitoring Report
Central Winchester Regeneration (CWR)

Performance Panel

06 June 2022

A detailed review of the draft Q4 Performance Monitoring

22 August 2022

A detailed review of draft Q1 Performance Monitoring

07 November 2022

A detailed review of the draft Q2 Finance & Performance Monitoring

15 February 2023

Key Performance Indicator set.

A detailed review of draft Q3 Finance & Performance Monitoring

Business and Housing Policy Committee

21 June 2022

Empty Homes Strategy 2022 - 2027

Winchester District High Streets Priority Plan - Up-Date and Progress Report

Green Economic Development Strategy - Draft Action Plan

Housing Services - Compensation Policy

06 October 2022

Findings and future plans following the Street Markets Review

Private Sector Housing Renewal Strategy

29 November 2022

Sustainable Tourism Strategy - Scoping Plan

Disabled Facilities Grants

Emerging Housing Strategy- Scoping Report

28 February 2023

Draft Housing Tenant Engagement and Communication Plan

Winchester District Cultural Strategy - Scoping

Health and Environment Policy Committee

05 July 2022

Winchester Movement Strategy and Carbon Neutrality Programme
Options for Funding Community Grants
Carbon Neutrality Annual Report and Action Plan

04 October 2022

Review of Health and Wellbeing provision
CNAP Report: Biodiversity Grass Verge Management (pilot road verge project)
Cost of Living Crisis

06 December 2022

Discussion from Solent Freeport by Chair, Mr Brian Johnson
Crowdfunding Options
Air Quality Update
Carbon Roadmap and Actions
Review of the Community Infrastructure Levy

01 March 2023

Water Quality
Air Quality Update - Latest Position
Community Infrastructure Levy (CIL) Review
CNAP: Council Homes Retrofit Programme
Winchester District Youth Provision

Public participation.

The policy and scrutiny committee welcomes and encourages engagement with residents and other community representatives during its public participation session. During 2022/23 all public meetings of the council were live-streamed, recorded and made available on the council's YouTube channel which has improved the visibility and transparency of meetings.

The agenda, minutes, audio and video recordings for all Policy and Scrutiny meetings can be found on [our website](#)

Review of 2022/23

Business and Housing Policy Committee.

Report of the chairperson of the committee, Cllr Tony Bronk.

Business

During the municipal year the Business and Housing [B&H] Committee noted the progress of the High Streets Priority Plan, reviewed and commented on the Green Economic Development Strategy Draft Action Plan for 2022-24, commented on and supported recommendations arising from the Winchester District Street Markets Review, commented on the approach to deliver a Sustainable Tourism Strategy; and commented on the anticipated policy direction and delivery of the Winchester District Cultural Strategy (prepared with the participation of the Art Council England a member of which attended the B&H Committee meeting).

Meetings of the committee in June, October and November of 2022 reviewed and commented on several reports of the Portfolio Holder for Business and Culture which set out proposals dependent upon the Council's receipt of the Shared Prosperity Fund Grant; confirmation of which was finally received on 6th December. It was therefore satisfying to hear that the detailed proposals, carefully considered and commented upon to effectively utilise such funding (with the constraint that the allocation for 2022/23 could not be carried forward), had been a good use of officer and member time.

Reports provided members with large quantities of information and analysis, although such was the high level of interest that underlying data was sometimes requested and subsequently circulated enabling some members to make further comments. I consider such supplementary comments, when both timely and consistent with higher-level comments of the Committee to be valuable to the efforts of officers and committee members to secure the most effective outcomes. I, therefore, thank officers for their willingness to accept my and other committee members' subsequent comments; rather than submit more detailed appendices in committee papers or necessitate prolonging of the committee meeting to cover all points of detail. I hope that the Scrutiny Committee will note and support the continuance of this with the caveat that members endeavor to express all substantive views during a scrutiny committee meeting and any substantive comments communicated and adopted after the scrutiny committee are adequately disclosed in any subsequent report during the decision-making process.

Housing

During the municipal year, the Cabinet Housing Committee was established, and a meeting of officers and selected members discussed and agreed on the allocation of papers to each committee for the remainder of the municipal year. This division aimed to ensure strategy and policy were reviewed by the B&H Committee whilst underlying procedures were to be reviewed and determined by the Cabinet Housing Committee.

The B&H Committee, therefore, commented on the new Housing Services Policy for Compensation and Reimbursement, the replacement Empty Homes Strategy 2022-2027, the updated Private Sector Renewal Strategy; the updated Disabled Facilities Grant Policy 2023-2025; the proposed and emerging priorities for the Housing Strategy 2023-2028; and the Draft Housing Tenant Engagement and Communication Plan.

Consistent with the 'Business' reports referred to above, some 'Housing' papers contained an "approach to" and "anticipated policy direction" as opposed to a draft policy or strategy. The meeting of the B&H Committee in November was presented with an Emerging Housing Strategy – Scoping Report. The committee was asked to comment on the proposed and emerging priorities of the Housing Strategy 2023-2028; with the intention that the Housing Strategy itself would be presented to the Cabinet Housing Committee for review and adoption. By way of example, the committee was asked to provide particular comments on priorities such as access to decent homes for all and responding to the housing need of an ageing and growing population. Amongst the comments made was the request that the District's Housing Strategy should refer to and seek to address the impact of the South Downs National Park on housing strategy in that area of the Winchester District.

The B&H Committee considered and commented on the Scoping Report and whilst it supported the bringing of a scoping report to the B&H Committee, it considered the importance of the actual wording of the resultant Housing Strategy to be too important not to be presented to the B&H Committee to enable it to perform an effective scrutiny function of the strategy itself. This concern was acknowledged by the Cabinet Member for Community and Housing and relevant officers, and it was subsequently agreed that the updated Housing Strategy would be submitted to the B&H Committee in the municipal year 2023-24. I, therefore, ask whether the Scrutiny Committee wishes to comment to clarify its views on the role of scrutiny committees in reviewing scoping of strategy (or policy) or reviewing the resulting strategy or policy, or being involved at both stages.

In November, the B&H Committee considered a draft revision to the existing Disabled Facilities Grant Policy. Amongst other things, the committee was specifically asked to comment on whether the existing Service Charge of 12%

should be reduced to 10.5%. The committee report stated why this was feasible and desirable by increasing the amount available for grants. The committee questioned and discussed the reasonableness of the basis for this recommendation and unanimously supported it.

The subsequent report to the Cabinet Housing Committee referred to consultation and communication but made no reference to abandoning the supported option to adopt a 10.5% service charge. Its reference to the B&H committee is " the committee provided comments and feedback regarding the policy, and it was well supported".

The above Cabinet Housing Committee agenda item was deferred, and a revised version of the Disabled Facilities Grant Policy was considered (as part of the Private Sector Renewal Strategy) at the next Cabinet Housing Committee on 21st March. The March paper provided details of the impact of newly proposed changes to the current policy to reflect new means-testing arrangements. There was no mention that this important change was subsequent to the B&H committee's consideration of the draft policy, giving the impression that the B&H committee considered and supported this (I am not wanting to suggest it would not have done, only that the extent of the B&H Committee's support is unclear).

My reason for raising this for the attention of the Scrutiny Committee is to suggest that a formal process is adopted to cross-check recommendations to and resolutions by scrutiny committees with papers subsequently submitted to other committees and to require that subsequent reports contain an explanation for major changes from papers reviewed by a scrutiny committee (or inaction on a scrutiny committee's resolution). Without this check and any resulting disclosure in a subsequent report, how can the Scrutiny Committee or the wider public take comfort that the resolutions or substantive comments from scrutiny committees are considered in subsequent decisions? My suggestion is not for an excessive addition to already detailed reports, but something more than a single short sentence of support in the existing section of reports intended to summarise the nature of consultation and communication.

Before concluding, I wish to mention that the committee is grateful for the attendance at and contribution to each of its meetings by representatives of TACT (Tenants and Council Together). In particular, it noted that the National Residents' Panel set up to improve tenant engagement and the regulation of the social housing sector included a Winchester City Council tenant and the committee extended its thanks to that person for their involvement.

Finally, I would like to highlight that the B&H Committee supported a 2023-2024 work plan proposal to establish a HMO task and finish group; and to seek a review of the council's policy regarding the installation of showers within its housing stock (in

addition to its scrutiny of strategies and policies that have reached their expiry dates or require update).

The Health and Environment Policy Committee

Report of the chairperson of the committee, Cllr Brian Laming

The Health and Environment Policy Committee met four times during the municipal year, in July, October, December and March and had a full agenda at each meeting. It considered papers covering a range of issues affecting both the district's environment and the health/happiness of the district's residents and communities. These issues ranged from the Winchester movement strategy, a review of the community infrastructure levy, community grants and crowdfunding options, the review of the district's health and wellbeing provision and the Winchester district's youth provision, to the cost-of-living crisis, as well as an in-depth consideration of the policies relating to the core strands of the council's Carbon Neutrality Action Plan i.e., transport actions and biodiversity grass verge management. In addition, the committee also welcomed an update from the Chair of the Solent Freeport and received an extensive question and answer session with representatives from Southern Water and Natural England.

I would like to thank both officers and external guests for their professional input to the meetings, as well as Democratic Services for their support. In addition, I would also like to thank all those members of the public who came to speak to the committee plus my fellow councillors who sit on the committee for their detailed engagement with the topics at hand.

At the July meeting, the committee considered three papers, Carbon Neutrality Annual Report and Action Plan, Winchester Movement Strategy and Carbon Neutrality Programme – Transport actions update and Options for Funding Community Grants

At the October meeting, the committee considered three items – a presentation regarding the Review of Health & Wellbeing provision, a report in respect of the CNAP report: Biodiversity Grass Verge Management (pilot road verge project) and a presentation on the cost-of-living crisis.

At the December meeting, the committee considered five items – An update from the Chair of the Solent Freeport, a report and presentation on the Carbon Road Map and Actions, a report on Crowdfunding Options, a presentation on the Air Quality Update and a presentation on the review of the Community Infrastructure Levy.

At the March meeting, the committee considered two items. The Committee held an extensive question and answer session regarding water quality with representatives from Southern Water and Natural England and lastly considered a report and received a presentation on the Winchester District Youth Provision.

The Scrutiny Committee

Report of the chairperson of the committee. Councillor Caroline Brook.

The scrutiny committee has a wide remit in its role of reviewing and scrutinising decisions made, or actions taken, related to the discharge of the council's functions.

Over the year the committee has dealt with several topics which are either contained in its terms of reference as annual responsibilities or were referred to the Committee from other Committees of the Council.

The committee met seven times during the 2022/23 municipal year, attendance was high throughout the year with just six apologies received from members. It was also pleasing to note that members of the public attended five of the committees' meetings and I am grateful for their contribution to our work. Public attendance was particularly high when the committee received a report regarding the Station Approach project in July 2022 and regarding the Local Plan in September 2022.

The following gives an overview of the committee's workload for the year.

The council's regeneration projects featured heavily on the committee's agenda this year with reports being tabled at both the July and February meetings before decisions being taken at cabinet.

The committee held a joint meeting with the Local Plan Advisory group in September 2022 to discuss the council's Local Plan Topics and Site Allocations. This 11-hour meeting allowed for specific scrutiny of the detail behind the council's proposals.

As is normal a key part of the work of the committee was to scrutinise the suite of budget papers at our February meeting before the formal decision at both cabinet and council.

The performance panel met on four occasions to scrutinise each of the quarterly finance and performance reports before those reports were tabled at the scrutiny committee and then to the cabinet. I am grateful to the panel members for the work they have undertaken during the year.

At the November 2020 meeting, the committee agreed to establish a task and finish panel to undertake a review of the current provision of mental health services across the district, including those related to the city council's policies and services. The panel met during the year and reported back its findings to the committee at our September meeting.

No call-ins were initiated by members in the municipal year.

For Section 19 of the Police & Justice Act 2006, the Committee acts as the Council's Crime & Disorder Committee and as such is responsible for reviewing and scrutinising the decisions and work of the Community Safety Partnership (CSP) which was undertaken at our February meeting, and we were pleased to welcome back Chief Inspector Jon Turton and wished him well on his retirement.

Members of the cabinet attended meetings of the committee which allowed for discussion and questions concerning policy and progress during the year. All members of the Committee contributed to the issues constructively put before them and I am grateful for their support. My thanks also go to the Vice-Chair for their help and advice during the past 12 months.

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REPORT TITLE: ANNUAL MONITORING REPORT - KEY DECISIONS NOT INCLUDED WITHIN THE FORWARD PLAN DURING THE 2022/23 MUNICIPAL YEAR

3 JULY 2023

Contact Officer: Matthew Watson Tel No: 01962 848 317 Email mwatson@winchester.gov.uk

WARD(S): ALL

PURPOSE

An annual monitoring report is produced reporting on the number of key decisions which came forward for decision, which had not been included in the [forward plan](#).

The Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 require, as a minimum, that an annual report be made, to show instances of where the special urgency provisions have been used.

During the 2022/23 municipal year, the Chairperson of The Scrutiny Committee was informed of one key decision which was not included in the [forward plan](#). This report provides further information on that decision.

RECOMMENDATIONS:

1. That the Committee consider and make any necessary comment on the content of the report.

1 RESOURCE IMPLICATIONS

- 1.1 None arising directly from the content of the report. This report is not making any decisions and is for noting and raising issues only.

2 SUPPORTING INFORMATION:

- 2.1 Annual consideration of key decisions not included within the Forward plan helps to support the proper governance of the Council and its decision-making structures.
- 2.2 Key decisions are defined by Regulation 8 of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 as being an executive decision which is likely:
- a) To result in the local authority incurring expenditure, which is or the making of savings which are significant having regard to the local authority's budget for the service or function to which the decision relates; (For Winchester City Council, the financial limit above which a decision is regarded as significant is £250,000), or
 - b) To be significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.
- 2.3 Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012, the Council must give a minimum of 28 days notice of an intention to make a key decision. The statutory requirement is reflected in Rules 17.1 and 17.2 of Part 4.4 of the [Council's Constitution](#).
- 2.4 There is an additional statutory requirement to provide at least 28 days' notice of when the Cabinet is proposing to meet in an exempt session. The purpose of this timeframe is to provide an opportunity for representations to be made that request the item be dealt with in a public session – and that any representations are considered before the agenda for the meeting is published. This requirement exists whether or not the matter is a key decision.
- 2.5 Under the [Council's Constitution](#), Access to Information Procedure Rules at Part 4.4 (Rule 18 – General Exception and Special Urgency), if it is not possible to meet the requirements of Rules 17.1 and 17.2 then the key decision may proceed so long as (in summary) the Monitoring Officer is in agreement and has received the agreement of the Chairperson of The Scrutiny Committee that a key decision may proceed without inclusion in the [forward plan](#).

- 2.6 In addition, where an agenda item requiring a key decision was not in the [forward plan](#) and was sent to Cabinet after the statutory deadline, the Chairperson of The Scrutiny Committee must first approve its inclusion (Access to Information Procedure Rule 18 – General Exception and Special Urgency). Reasons for the special urgency must be specified.
- 2.7 Details of the one Key Decision for the 2022/23 municipal year are listed below. In accordance with paragraphs 12.3 and 18.1 of the Access to Information Procedure Rules, the Chairperson of the Scrutiny Committee agreed for this decision to be considered.

<u>Detail of key decisions not included within the forward plan</u>	<u>Date Decision Taken</u>	<u>Reason given for not being included in Forward Pan</u>
Insulation Works to Voids - Variation to Osborne Term Maintenance Contract	Cabinet – 6 June 2022	“The reason that the final approval for the variation to the Osborne existing contract is now urgent because the carbon reduction retrofit team has now been assembled and all parties are now ready to get the works underway. Having now assembled the retrofit team we do not want to lose the momentum or 6 June 2022 Open resource now committed by the various parties due to an avoidable further two-month delay. It is important that these works are now seen to start on site so that the programme can gather proper pace during the summer months.”

For information, members may wish to note the number of key decisions not included in the forward plan from previous municipal years:

Municipal Year	Number of Key Decisions not included in the Forward Plan
2021/22	3
2020/21	5
2019/20	6
2018/19	1
2017/18	5
2016/17	8
2015/16	12
2014/15	6
2013/14	8
2012/13	4
2011/12	3
2010/11	11
2009/10	6
2008/09	15
2007/08	15
Average	7

3 OTHER OPTIONS CONSIDERED AND REJECTED

3.1 None.

BACKGROUND DOCUMENTS: -

Web Link to Published Exceptions to the forward plan.

- June 2022:

[Forward plan - June 2022 - Notification of exception to forward plan - Winchester City Council](#)

Other Background Documents: -

None

APPENDICES:

None

WINCHESTER CITY COUNCIL – THE SCRUTINY COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for Scrutiny	Date for Cabinet
Meeting 3 July 2023				
1	Strategic Outline Case for Station Approach	Emma Taylor	3 Jul 2023	18 Jul 2023
2	Annual Scrutiny Report 2022/23	Matthew Watson	3 Jul 2023	
3	Appointments of external bodies related to scrutiny	Matthew Watson	3 Jul 2023	
4	Annual Report - Exceptions to Forward Plan 2022/23	Matthew Watson	3 Jul 2023	
5	Q4 Performance monitoring	Simon Howson	3 Jul 2023	18 Jul 2023
Meeting 6 September 2023				
6	Housing Revenue Account (HRA) outturn 22/23	Liz Keys	6 Sep 2023	13 Sep 2023
7	General fund outturn 22/23	Liz Keys	6 Sep 2023	13 Sep 2023
8	Q1 Finance & Performance Monitoring	Simon Howson	6 Sep 2023	13 Sep 2023
Meeting 22 November 2023				
9	General Fund Budget Options & Medium-Term Financial Strategy	Liz Keys	22 Nov 2023	17 Oct 2023
10	Housing Revenue Account (HRA) Business Plan and Budget Options	Dick Johnson	22 Nov 2023	17 Oct 2023
11	Q2 Finance & Performance monitoring	Simon Howson	22 Nov 2023	13 Dec 2023
Meeting 6 February 2024				
12	Housing Revenue Account (HRA) Budget 2024/25	Dick Johnson	6 Feb 2024	8 Feb 2024
13	General Fund Budget 2024/25	Liz Keys	6 Feb 2024	8 Feb 2024
14	Treasury Management Strategy 2024/25	Liz Keys	6 Feb 2024	8 Feb 2024
15	Capital Investment Strategy	Liz Keys	6 Feb 2024	8 Feb 2024
Meeting 6 March 2024				
16	Community Safety Partnership Performance Review	Sandra Tuddenham	6 Mar 2024	
17	Q3 Finance & Performance Monitoring Report	Simon Howson	6 Mar 2024	14 Mar 2024
Future Items				

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Forward Plan of Key Decisions

July 2023

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

This is the Forward Plan prepared for the period **1 - 31 July 2023** and will normally be replaced at the end of each calendar month.

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

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

The Plan has been set out in the following sections:

Section A – Cabinet

Section B - Individual Cabinet Members

Section C - Officer Decisions

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



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

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

Cllr Martin Tod

Updated 13 June 2023

Leader of the Council

Cabinet Members:	Title
• Cllr Martin Tod	Leader & Cabinet Member for Asset Management
• Cllr Neil Cutler	Deputy Leader & Cabinet Member for Finance & Performance
• Cllr Kathleen Becker	Community & Engagement
• Cllr Kelsie Learney	Climate Emergency
• Cllr Jackie Porter	Place & the Local Plan
• Cllr Lucille Thompson	Business & Culture
• Cllr Chris Westwood	Housing

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

Decisions made by Cabinet

Page 337	1	Strategic Outline Case for Station Approach	Cabinet Member for Asset Management	Expenditure > £250,000	Town Wards	Emma Taylor	Cabinet report	Cabinet	Jul-23	18-Jul-23	Part exempt 3
		Future of Waste and Recycling	Cabinet Member for Climate Emergency	Expenditure > £250,000	All Wards	Andy Hickman	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open
	3	Strategic Housing and Economic Land Availability Assessment (SHELAA) report	Cabinet Member for Place & Local Plan	Significantly effect on 2 or more wards	All Wards	Adrian Fox	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
4	Revised Community Infrastructure Levy Strategy	Cabinet Member for Place & Local Plan	Significantly effect on 2 or more wards	All Wards	Corinne Phillips	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open
Page 338	Q4 Performance monitoring	Cabinet Member for Finance and Performance	Significantly effect on 2 or more wards	All Wards	Simon Howson	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open
6	Public open space at Kings Barton	Cabinet Member for Community and Engagement	Expenditure > £250,000	St Barnabas; The Worthys	Steve Lincoln	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open
7	Public Conveniences strategy - Pride in Place	Cabinet Member for Climate Emergency	Expenditure > £250,000	All Wards	Andy Hickman	Cabinet report	Cabinet	Jul-23	18-Jul-23	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
8	The Dean Car Park, New Alresford	Cabinet Member for Climate Emergency	Expenditure > £250,000	Alresford & Itchen Valley	Andy Hickman	Cabinet Member decision report	Cabinet	Jul-23	18-Jul-23	Open
9	Land transaction	Cabinet Member for Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet report	Cabinet	Jul-23	18-Jul-23	Part exempt 3
10	Establishing a Local Housing Company	Cabinet Member for Housing	Expenditure > £250,000	All Wards	Simon Hendey	Cabinet committee report	Cabinet Committee : Housing	Jul-23	10-Jul-23	Open

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Section B

Decisions made by individual Cabinet Members

None.

Section C

Decisions made by Officers

11	Treasury Management - decisions in accordance	Cabinet Member for Finance and	Expenditure > £250,000	All Wards	Designated HCC Finance staff,	Designated working papers	Designated HCC Finance staff, daily	Jul-23	Jul-23	Open
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	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
	with the Council's approved strategy and policy	Performance			daily					