



<b>Meeting</b>	Business and Housing Policy Committee
<b>Date and Time</b>	Tuesday, 28th November, 2023 at 6.30 pm.
<b>Venue</b>	Walton Suite, Guildhall, Winchester and streamed live on YouTube at <a href="http://www.youtube.com/winchestercc">www.youtube.com/winchestercc</a>

**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](http://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 Wednesday, 22 November 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.

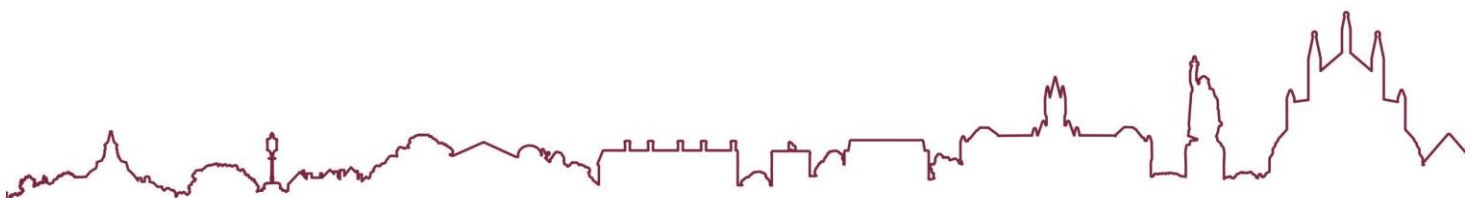
## AGENDA

- 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, and non disclosable interests in accordance with legislation and the Council's Code of Conduct.*

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

- 3. Chairperson's Announcements**
- 4. Minutes of the previous meeting held on 19 September 2023.** (Pages 5 - 14)  
That the minutes of the meeting be signed as a correct record.



5. **Public Participation**

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

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please complete this [form](https://forms.office.com/r/Y87tufaV6G) (https://forms.office.com/r/Y87tufaV6G ) by 5pm on the 22 November 2023 or call (01962) 848 264 for further details.

6. **Housing Revenue Account Rent Setting And Business Plan** (Pages 15 - 36)

Report Reference: BHP49

7. **Festivals And Events Programming Policy** (Pages 37 - 50)

Report Reference: BHP47

8. **To note the Work Programme for 2021/22** (Pages 51 - 52)

**Laura Taylor**  
Chief Executive

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20 November 2023

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

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

**MEMBERSHIP**

**Chairperson:** Batho (Liberal Democrats)

**Vice-Chairperson:** Chamberlain (Liberal Democrats)

**Conservatives**

Isaacs  
Miller

**Liberal Democrats**

Eve  
Power  
Prest

## **Deputy Members**

Brook and Horrill

Achwal S and Brophy

Quorum = 4 members

### **PUBLIC PARTICIPATION**

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Wednesday, 22 November 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**

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### **DISABLED ACCESS:**

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# Public Document Pack Agenda Item 4

## **BUSINESS AND HOUSING POLICY COMMITTEE**

**Tuesday, 19 September 2023**

Attendance:

Councillors  
Batho (Chairperson)

Chamberlain  
Eve  
Isaacs

Miller  
Prest

Apologies for Absence:

Councillor Scott

Deputy Members:

Councillor S Achwal (as deputy for Councillor Scott)

Other members in attendance:

Councillors Porter, Thompson, Westwood and Lee

[Video recording of this meeting](#)

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1. **APOLOGIES AND DEPUTY MEMBERS**

Apologies for the meeting were noted as above.

2. **DECLARATIONS OF INTERESTS**

No declarations were made.

3. **CHAIRPERSON'S ANNOUNCEMENTS**

No announcements were made.

4. **MINUTES OF THE PREVIOUS MEETING HELD ON 12 JULY 2023**

RESOLVED:

That the minutes of the previous meeting held on the 12 July 2023 be approved and adopted.

5. **PUBLIC PARTICIPATION**

David Chafe on behalf of Tenants and Council Together (TACT) and Councillor Lee addressed the committee, and their contributions were summarised within the following agenda items.

## 6. HOUSING STRATEGY 2023 – 2028

Councillor Westwood, Cabinet Member for Housing introduced the agenda item regarding proposals for the Housing Strategy 2023 - 2028, ([available here](#)). The introduction included the following points.

1. Despite the challenges faced in recent years, the housing market in the district functioned effectively.
2. There were high levels of housing completions, and property values remained resilient despite economic fluctuations.
3. There were challenges to address in providing affordable housing options for residents.
4. Winchester's reputation for high cost of living reflected in housing costs necessitated the creation of more affordable housing for rental, ownership, or shared ownership.
5. A key objective was to offer opportunities for younger individuals to either stay or relocate to the area.
6. There was a need to improve the quality and management of rented accommodation, including those in the private housing sector.
7. Meeting the climate emergency and managing higher energy costs required the development of highly energy-efficient homes contributing to a carbon-neutral district.
8. Specific segments of the community, including the elderly and those with disabilities or special needs, needed housing tailored to their unique requirements. This need was exacerbated by an ageing population.
9. Some neighbourhoods encountered challenges related to anti-social behaviour, prompting initiatives to collaborate with residents and create sustainable, enjoyable living environments.
10. The housing needs in the district were diverse and intricate, demanding ongoing reviews and updates to the housing strategy.
11. There was a commendable track record of achievements during the 2018-2023 period.
12. The presentation marked the inception of the review process, and he welcomed feedback from the committee.

Gilly Knight, Corporate Head of Housing provided the committee with a presentation ([available here](#)) and following an introduction, provided members with details on the following elements of the strategy.

1. The National Policy and Context.
2. The Local Policy and Context.
3. The objectives of the Strategic Housing Marketing Assessment (SHMA).
4. The Achievements of the Housing Strategy 2018-2023.
5. The Evidence Base.
6. The Challenges.
7. The Strategy Vision, Mission, and Objectives.
8. The Monitoring and Review Strategy.
9. The Delivery Plan.

Councillor Lee addressed the committee, and made several points that could be summarised as follows:

1. There had been an increase in demand for housing services in the past four years, with a 36% rise in service approaches in 2020-23, and he asked if staffing levels were sufficient for the current and future demand.
2. That there was an absence of self-build or custom-build options in the housing strategy, missing opportunities to diversify the housing market and meet consumer choices. Self-build was notably absent from the housing strategy's evidence base and achievements for 2018-2023.
3. He suggested that support for self-help or custom build housing through funds like the UK Social Prosperity Fund or the Rural Prosperity Fund to foster diversification.
4. There had been reports of a significant influx of individuals moving from London into the area in recent years, raising questions about the council's data collection regarding residents' origins and residency duration in the district.
5. That a substantial number of younger residents were priced out of the local housing market, resulting in their relocation from the district. He asked about the council's data collection regarding resident departures the reasons behind such moves, and whether such data should be considered in the future.

David Chafe on behalf of TACT addressed the committee and highlighted the following points.

1. He acknowledged that the housing strategy was a live document and had undergone changes.
2. He asked about the housing list and whether individuals specifying areas they had an association with or wish to live in could potentially limit where new housebuilding could take place and whether this created a potential conflict.

The committee was recommended to comment on the proposals and proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. Understanding the use of the term "affordable" in the presentation and its definition, especially concerning the high property costs in Winchester, which may disadvantage young adults.
2. Acknowledging the representation of rural areas and the concern about escalating house prices, particularly in market towns like Alresford, where the construction of new Council homes was limited.
3. Addressing the declining, private rental market in rural areas, where private landlords were selling properties, and residents were grappling with the challenge of finding affordable housing.
4. Clarification regarding the accommodation of Ukrainian families in the district, possibly through the Homes for Ukraine scheme, and evaluating whether their unique housing needs were incorporated into the strategy.
5. Clarifying the plan for areas that do not meet the criteria as exception sites that may encounter housing-related challenges.

6. The allocation of housing for diverse demographics, encompassing students, the elderly, and families across the district, and exploring the utilisation of downsized residents' properties.
7. The mechanisms for residents to provide feedback and input regarding housing plans and the location of new housing developments.
8. Addressing the issue of housing for the elderly, particularly in well-established areas like Whiteley, and the significance of retaining residents within their existing communities.
9. Exploring proactive approaches to identify exception sites, moving beyond reliance solely on Parish Councils, and encouraging potential sites to come forward.
10. The development of relationships with registered providers in objectives one and three, recognising their role in implementing the Council's development strategy and enhancing the quality and management of the private housing sector.

These points were responded to by Karen Thorburn, Service Lead - Strategic Housing, Gilly Knight, Corporate Head of Housing and Andrew Palmer, Service Lead - New Homes Delivery accordingly and were noted by Councillor Westwood, Cabinet Member for Housing. The Chairperson summarised the views of the committee.

**RESOLVED:**

1. That the contents of the presentation were noted.
2. That the Cabinet Member and officers note the comments of the committee as outlined above.

**7. UK SHARED PROSPERITY AND RURAL ENGLAND PROSPERITY FUNDS PROGRAMME UPDATE.**

Councillor Thompson, Cabinet Member for Business and Culture introduced the agenda item regarding the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF), ([available here](#)).

The introduction included the following points.

1. The UKSPF began in the last financial year with an allocation of one million pounds from central government, and the presentation would provide an update on progress, current expenditures, and plans for the upcoming financial year.
2. The REPF was a two-year fund initiated this year, obtained through a successful bid to central government. The focus of the REPF was on projects within rural communities, and efforts were being made to collaborate with market towns to identify suitable projects for fund allocation.

Susan Robbins, Corporate Head of Economy & Community provided the committee with a presentation ([available here](#)) and following an introduction, the presentation provided members with details on the following elements of the funds. 19:30 Susan Robbins presentation



1. UKSPF Fund Approval and Governance Overview.
2. UKSPF Finance & Location Overview.
3. UKSPF Investment split.
4. UKSPF 22/23 Overview of Delivered Projects.
5. UKSPF 2023/24 – Approved Projects.
6. UKSPF 24/25 – Look Forward.
7. Rural England Prosperity Fund.

The committee was recommended to comment on the proposals within the presentation and proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. That there was appreciation for the diverse range of activities funded by the UK Shared Prosperity Fund (UKSPF) and a desire to understand the success factors and quantifiable returns on investment for completed or partially completed activities.
2. A question was raised about the possibility of the UKSPF being repeated in the future, considering it is a two-year fund, and whether there might be future government initiatives.
3. Regarding the Market Town Improvement, there was a query about the focus being primarily on Central Winchester markets and whether there were plans to extend similar improvements to market towns like Alresford.
4. It was emphasised that the three areas for investment (people and skills, local business, and community in place) should not be viewed as distinct but interconnected. Improving skills could benefit local businesses, which, in turn, enhances the sense of community and place, ultimately creating a positive cycle.

These points were responded to by Susan Robbins, Corporate Head of Economy & Community and Andrew Gostelow, Service Lead - Economy & Tourism accordingly and were noted by Councillor Thompson, Cabinet Member for Business and Culture. The Chairperson summarised the views of the committee.

RESOLVED:

1. That the contents of the presentation were noted.

That the Cabinet Member and officers note the comments of the committee as outlined above.

8. **WINCHESTER CITY STREET MARKET MANAGEMENT CONTRACT AND OPERATING POLICY (REPORT REFERENCE: CAB3427)**

(Cover sheet for report to Town Forum)

Councillor Thompson, Cabinet Member for Business and Culture; introduced the report, ref CAB3247 which set out proposals regarding the Winchester City Street Market Management Contract and Operating Policy, ([available here](#)). The introduction included the following points.

1. That the current market contract had expired several years ago, and it was now time to procure a market operator for an initial three-year term.
2. That the Retail Group's 2022 report contained several recommendations for market improvements, including better signage, branding, and expansion of the market with early evening and themed markets.
3. That there was an opportunity to incorporate these recommendations into the new contract and operating policy, especially with the availability of funds for rebranding.
4. There was the potential for themed markets like a Makers Market to leverage the creative sector and a Young Person's Market to encourage student and young entrepreneur participation.
5. The importance of a vibrant market in the city centre to enhance footfall, support local businesses, encourage startups, and promote small businesses' growth.

Councillor Lee addressed the committee, and made several points that could be summarised as follows:

1. That regarding the tender exercise, whether other issues beyond price, such as environmental factors should be given greater prominence. For example, only 10% of the evaluation weighting was allocated to environmental considerations, and whether these percentages should be increased.
2. He referred to the United Nations Environment Programme's draft Global Plastics treaty highlighting the potential to reduce single-use plastics in the street market.
3. That there was a need for clarification on waste and packaging considerations within the evaluation process.

Andrew Gostelow, Service Lead - Economy & Tourism provided members with an update and the committee was asked, prior to the Cabinet meeting on Tuesday, 17 October 2023 to:

1. Comment on the proposed council vision for the Winchester City Street market and the draft Winchester City Street Market Operating Policy.
2. Comment on the market trader selection process and assessment criteria; and
3. Comment on the framework communications and transition plan.

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

1. The importance of ensuring alignment between the council's vision and the current operator's capabilities and whether excessive rules might hinder their effectiveness.
2. That consideration be given to affordability as part of the qualitative assessment to maintain the traditional role of markets as places for affordable shopping.

3. A question was asked about the feedback and readiness of current market traders regarding the proposed rules and guidelines.
4. That there were potential barriers to business startups and innovation posed by the application process and whether steps could be taken to enable innovation.
5. Regarding the communication and engagement plans for the transition, including how the tendering process would be conducted to procure a new or the same operator under the new terms and conditions.

These points were responded to by Andrew Gostelow, Service Lead - Economy & Tourism. and were noted by Councillor Thompson, Cabinet Member for Business and Culture. The Chairperson summarised the views of the committee.

**RESOLVED:**

The committee resolved that the cabinet consider the following points as part of its consideration of the report on 17 October 2023.

1. The importance of flexibility in the relationship between the city council and the market operator while adhering to set conditions.
2. The importance of encouraging startups and the possibility of relaxing criteria for new businesses to lower overheads.
3. That within the market trader selection process, there should be an emphasis on green credentials and alignment with the council's net zero objectives.
4. That there was a desire to provide a range of market options addressing both quality and affordability for residents.
5. That there were no significant comments on the framework, communications, and transition plan.
6. That the Cabinet Member and officers note the comments of the committee

9. **NUTRIENT MITIGATION PROJECT (PRESENTATION)**

Councillor Westwood, Cabinet Member for Housing introduced the agenda item regarding proposals for the Nutrient Mitigation Project, ([available here](#)). The introduction included the following points.

1. That there were existing pollution issues in local rivers and chalk streams.
2. That nitrate neutrality was already required for new housing schemes, and now phosphate neutrality was required for developments in the River Itchen catchment area.
3. That the City Council had budgeted for upgrades to two water treatment works to deliver cleaner water and enable its new homes program.
4. That further investigations into a second phase of upgrades were ongoing.
5. That these upgrades would improve water quality and generate nutrient credits, allowing affordable housing programs to restart more cost-effectively.
6. That comments and feedback on the proposed plans were welcome.

Andrew Palmer, Service Lead - New Homes Delivery provided the committee with a presentation ([available here](#)) and following an introduction, provided members with details on the following elements of the project.

1. The Background & New Homes Approach – September 2022.
2. The Affected Areas.
3. The Credits Required in The Short Term.
4. The Forward Programme for 2024/2025 & Estimated Nutrient Requirements.
5. Winchester City Council Owned Sewage Treatment Works (STW).
6. Septic Tanks and Replacement Package Plant.
7. The Initial Investigations of Two Schemes.
8. The Project Plan.
9. Priority Sites for Further Investigation.
10. The Related Risks and Rewards.

Councillor Lee addressed the committee, and highlighted the following points:

1. He asked regarding nutrient credits generated to offset affordable housing programme requirements and whether these credits would be used for the Housing Revenue Account (HRA) similar to retrofit credits.
2. He was concerned about a net cost to the HRA if credits could not be monetised and asked about the worst-case scenario and potential funding sources.
3. That he was keen to promote a wider upgrade program for all off-grid households and whether this could be factored into the project.

The committee was recommended to comment on the proposals and proceeded to ask questions and debate the item. In summary, the following matters were raised.

1. Understanding the comparison between the Northington and Gooden's facilities, particularly the difference in the presented figures regarding capacity and costs.
2. That there was a request for clarification on the process of how the council determines the amount of improvement made and the subsequent generation of credits.
3. Whether it was an option to involve private developers in the mitigation work to earn credits and improve water quality.
4. That there was some concern about the concept of mitigation and credits and a suggestion to think more strategically and long-term about changing systems and infrastructure to address water pollution in a lasting way.

These points were responded to by Simon Hendeby, Strategic Director, and Andrew Palmer, Service Lead - New Homes Delivery accordingly and were noted by Councillor Westwood, Cabinet Member for Housing. The Chairperson summarised the views of the committee.

RESOLVED:

1. That the Cabinet Member and officers note the comments of the committee.

10. **TO NOTE THE WORK PROGRAMME FOR 2023/24**

The chairperson advised the committee that two papers would be brought to the November meeting: HRA business plan and high-level budget options, and the Festival and Events Programme Policy. The final meeting in February 2024 would review the Older Person Accommodation Strategy, a review of the Hampshire Home Choice Allocations Policy, and the Green Economic Development Strategy Action Plan for 2024 to 2027. Members were advised of the process to suggest additional items for consideration.

RESOLVED

That the current work programme was noted.

The meeting commenced at 6.30 pm and concluded at 9.15pm.

Chairperson

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REPORT TITLE: HOUSING REVENUE ACCOUNT RENT SETTING AND BUSINESS PLAN

28<sup>TH</sup> NOVEMBER 2023

REPORT OF PORTFOLIO HOLDER: Councillor Chris Westwood, Cabinet Member for Housing.

Contact Officer: Simon Hendey Tel No: 01962 848 070 Email: shendey@winchester.gov.uk

WARD(S): ALL

PURPOSE

This report provides Members with a summary of the policy options to be considered to set the rents for the Council's housing stock in 2024/25 as well as the setting of the 30-year Housing revenue account (HRA) business plan. Business and Housing Policy committee consideration of the policy options will complement the consultation that will be taking place with tenants and residents leading to HRA rent setting and business plan in February 2024.

RECOMMENDATIONS:

That the Policy Committee are asked to note and comment on the policy options for the 2024/25 Housing revenue account (HRA) rent setting and the HRA business plan.

## 1 RESOURCE IMPLICATIONS

- 1.1 This report is a summary of the [CAB3432 HRA budget options and business plan report](#) that was considered by Cabinet at their meeting on the 21<sup>st</sup> November. There are no additional resource requirements stemming from this report.

## 2. SUPPORTING INFORMATION:

### HRA 2024/25

- 2.1. The [CAB3432 report](#) is provided at appendix 1. The 2024/25 HRA has been constructed based on assumptions for inflationary increases for items of expenditure as set out in the cabinet report. At the time of writing the Government rent setting maximum had not been published for consultation so the rent increase is assumed to be 7.7% based on 1% above the September 2023 CPI rate of 6.7%. The following table shows the draft 2024/25 HRA budget and how it will be funded based on these assumptions and assumed rent increase. The HRA is balanced next year by inclusion of savings (£ 0.4m over two years) and use of HRA balances.

<u>Income /expenditure</u>	<u>£ m</u>
Rental income	35.263
Garage and other income	1.213
Management costs	(12.885)
Depreciation charges	(9.975)
Repairs and maintenance and cyclical maintenance	(6.505)
Capital charges	(8.188)
Miscellaneous	(0.373)
Savings	0.318
Interest on balances	0.492
Funding from balances	0.640



- 2.2. A provisional revenue budget of up to £2m has been set aside over the next two years to fund a potential review of the Housing management IT system to improve digital services for customers as well as begin the procurement of the new repairs and maintenance contract that will be required over the next two years. Consultation and recent tenant satisfaction survey results indicate a need to improve customer digital access and service. The current repairs and maintenance contract was last procured in 2010-11.

Housing revenue account business plan

- 2.3. The proposed HRA business plan includes several changes in assumptions compared to previous plans.
- 2.4. Firstly, there is a move to ensure full cost recovery of services. This includes service charges as well as the costs of providing services to customers of the HRA sewage treatment works some of whom have purchased their homes via the right to buy. Given the significant potential increase in charges to some of those customers this increase will be smoothed over a five-year period.
- 2.5. It is assumed that a number of HRA assets that are considered surplus to requirements will be disposed of over the next eight years to generate capital receipts for reinvestment. These include an empty property Barnes House as well as up to two strips of development land and one HRA property that is not economic to refurbish per year for eight years. This will generate capital receipts to help fund capital expenditure.
- 2.6. The plan includes a £30m increase in investment to all HRA homes over the next 8 years to go greener faster and improve the energy efficiency to achieve at least EPC C. This will mean in total £45m will be spent on insulation works and will include bringing forward window replacements so that homes will be more efficient and cheaper for customers to run and in so doing reduce the carbon they generate.
- 2.7. The plan includes the development of 1000 new council homes by 2032/3. So as to fund those new homes it is assumed that more homes will be delivered via securing affordable housing obligations provided by planning agreements with developers, grants from Homes England and full use of right to buy capital receipts. In addition, rents are assumed to be set at 80% of market rent as the new homes will be energy efficient and as such overall rent and running costs will be more affordable.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

None

Other Background Documents: -

None

APPENDICES:

[CAB3432 HRA budget options and business plan](#)

REPORT TITLE: HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN AND BUDGET OPTIONS

21 NOVEMBER 2023

REPORT OF CABINET MEMBER: CLLR CHRIS WESTWOOD – CABINET MEMBER FOR HOUSING

Contact Officer: Liz Keys Tel No: 01962 848226 Email Lkeys@Winchester.gov.uk

WARD(S): ALL

PURPOSE

Despite the unprecedented budget challenges and interest rate rises faced by the council's housing service this report offers budget options to achieve the council's policy objectives to go greener faster, address the cost-of-living crisis and maintain the commitment to deliver 1000 new homes.

Continuing inflationary building supply and construction pressures, volatile and increasing underlying Public Works Loan Board (PWLB) interest rates are increasing new homes build costs. To address this significant rise in building costs and maintain the commitment to delivering 1000 new homes, the business plan has been rebalanced with a new homes acquisition strategy to prioritise purchase of new homes from developers, where costs are currently significantly lower, and continue to develop schemes where the business case is proven to be viable.

In addition to high building costs, significantly increased energy costs are impacting many of the most vulnerable residents in our homes. To mitigate the additional energy costs for residents and to drive de-carbonisation of our council homes, an additional investment of £30m is proposed to be allocated into the Retrofit programme to meet regulatory decent homes energy standards.

The budget options contained in this report support the council's commitment to increase investment in customers' homes to go greener faster and to deliver the 1000 new homes programme by 2032/33.

To achieve these policy objectives and set a viable and sustainable HRA business plan, several budget options have been identified for consideration, development and consultation with customers. Subject to the development and consultation those

options will be considered by Cabinet when the Housing Revenue Account budget is considered in February 2024.

### RECOMMENDATIONS:

1. Note the draft HRA Business 30-year Plan for 2023-24 to 2052-53 metrics shown in Appendix 1
2. To approve the budget options outlined within this report.
3. Note the proposed additional investment in the council housing stock of £30m over the next eight years to 2030-31 to retrofit properties on a fabric first basis to help improve their energy efficiency and reduce energy costs for tenants. This additional annual investment brings the total annual investment here to £5.625m a year and £45m in total.
4. Note the proposed strategic change in direction moving from a plan based upon direct delivery of new homes to one based upon a mixture of actively acquiring s106 affordable housing directly from developers alongside future development with grant funding and using Right to Buy resources.
5. Note the current financial viability assessment for new build and that at present all potential development sites based on current assumptions evaluated this year have not been assessed as being financially viable within the existing viability model (see para 12.3 -12.6).
6. Note the proposed move to 80% market rent to help improve the viability of new homes development and to mitigate the increasing cost of delivery.
7. Note that a revenue savings target of £400k over two years has been set to assist with bridging the forecast gap in financing future capital expenditure.
8. Approve the disposal in principle of Barnes house in 2024-25, and in addition two strips of land with one surplus HRA property per year over the next eight years to generate additional capital receipts to help fund the increased investment requirement over these years.
9. Approve the move to full cost recovery for private connections of the council's sewage treatment works and note that this will include transitional protection and be achieved within a five-year timeframe.

10. Note that based on the September 2023 CPI figure of 6.7% that the average formula rent increase for 2024-25 for all affordable and social housing will now be 7.7%, subject to any government intervention.
11. Approve the proposed move from RPI+0.5% to CPI+1% for existing council shared owners in the HRA as well as in all future shared ownership leases. Note that the impact of this in 2024-25 will be a reduction in rent rises this year from 9.4% to 7.7%.
12. To approve full cost recovery in tenant service charges in 2024-25 (see paragraph 14.6).
13. Note that officers are currently beginning a review of the current Housing management system with a view to evaluating whether it is still fit for purpose or needs to be replaced, as well as beginning work on the re-procurement of the repairs and maintenance contract. The Business plan provides for this to happen over the following two years at a provisional one-off cost of up to £2m.
14. Note that the draft HRA Business 30-year Plan is viable and sustainable and has the capacity to support the council's ambitious delivery of 1,000 new affordable homes over the next 10 years. The proposed plan provides sufficient funds over the life of the plan to still deliver over 1,500 new affordable homes in total.

IMPLICATIONS:1. COUNCIL PLAN OUTCOME

- 1.1. Providing good quality housing and new affordable homes is a strategic priority for the council. Effective management of the resources available to the council enable it to take advantage of new opportunities and ensuring tenant satisfaction in relation to their home and community.
- 1.2. Tackling the Climate Emergency and Creating a Greener District
  - 1.2.1. Carbon reduction measures will be accelerated across the existing housing stock and included within the design and construction of new properties and included within the feasibility assessment when considering the purchase of properties. This includes the council's 10 year retrofit programme for existing properties where additional new funding of £30m has been allocated within this year's plan.
- 1.3. Homes for all
  - 1.3.1. Assist with the increase of affordable housing property stock across the Winchester district and meet the council's objective to provide a range of tenures to meet demand.
- 1.4. Vibrant Local Economy
  - 1.4.1. Deliver affordable accommodation which allows people to live and work in the district and contribute to the local economy.
- 1.5. Living Well
  - 1.5.1. The wellbeing of residents is considered within the design of new properties and new homes are designed to be both energy efficient and to meet tenants' needs. Any substitute properties are assessed according to these criteria.
- 1.6. Your Services, Your Voice
  - 1.6.1. Housing tenants are directly involved in decisions regarding service provision, both through the work of Tenants and Council Together (TACT), the council's tenant involvement group and through regular tenant and leaseholder digital surveys, capturing wider tenant views. The service continues to review options to provide an improved customer experience, increase opportunities for engagement, and to ensure satisfaction with services provided by the council.

## 2. FINANCIAL IMPLICATIONS

- 2.1. These are fully detailed in Section 11 of the report and the accompanying appendix.

## 3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1. Under Part VI of the Local Government and Housing Act 1989 any local authority that owns housing stock is obliged to maintain a Housing Revenue Account. The HRA is a record of revenue expenditure and income in relation to an authority's own housing stock. The items to be credited and debited to the HRA are prescribed by statute. It is a ring-fenced account within the authority's General Fund, which means that local authorities have no general discretion to transfer sums into or out of the HRA.
- 3.2. The council is required to prepare proposals each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be made on the best assumptions and estimates available and designed to secure that the housing revenue account for the coming year does not show a debit balance. The report sets out information relevant to these considerations.
- 3.3. Section 76 Local Government and Housing Act 1989 places a duty on local housing authorities: (a) to produce, and make available for public inspection, an annual budget for their HRA which avoids a deficit; (b) to review and if necessary, revise that budget from time to time and (c) to take all reasonably practicable steps to avoid an end-of-year deficit.

## 4. WORKFORCE IMPLICATIONS

- 4.1. Consultation is currently taking place with staff and Unions on a new structure for the service. It is proposed to delete a number of vacant posts, change reporting lines to give focus to service delivery and also allocate additional resources to support the increased retrofit programme.

## 5. PROPERTY AND ASSET IMPLICATIONS

- 5.1. To meet one of the key principles of the council plan, the HRA is required to provide sufficient financial resources to both maintain existing stock to decent homes standard and to enable new affordable housing to be obtained to help meet local demands.

## 6. CONSULTATION AND COMMUNICATION

- 6.1 To date two meetings have taken place with TACT to explain the challenges the HRA is facing. TACT members provided ideas of areas to review at the second meeting and they will need to be considered in the light of the financial challenges, policy options and potential rent increase. There is a meeting scheduled on the 29<sup>th</sup> November at which time it is hoped there will

be clarity on the Government's direction on rent setting. The intention at that meeting is to share with TACT the policy options to address the challenges so that ideas can be built into the forthcoming report to set rent and the HRA in February 2024.

## 7. ENVIRONMENTAL CONSIDERATIONS

- 7.1 This year's proposed 30 year business plan sees a significant increase in the provision of resources to fund the proposed fabric-first retrofit programme of works with increased funding of £30m over the next 8 years. Delivery of the planned investment could lead to a reduction of 1666.22tCO<sub>2</sub> from customers' homes by 2030.
- 7.1. The Business Plan also funds the provision of a further two dedicated retrofit officers responsible for the delivery of the retrofit programme to drive this increased programme.
- 7.2. The Housing Service considers environmental factors when preparing and developing major projects e.g., working closely with Planning and Landscape Officers when considering new build developments to meet the required codes for sustainable housing.

## 8. PUBLIC SECTOR EQUALITY DUTY

- 8.1. This document is part of the budget consultation process, and the public sector equality duty is considered alongside any relevant budget options. The housing service holds data in respect of its tenants' protected characteristics. Whilst there is no evidence to suggest the budget proposals and services within it would adversely affect those with protected characteristics, it is recognised that some tenant households will be impacted differently by the same budget objectives and associated services.
- 8.2. The 2023/24 budget's operational decisions being presented in this paper include investment in maintaining decent homes and increasing the supply of affordable housing designed to have a positive impact on customers. Other options designed to have a positive impact on customers include additional investment in energy efficiency that will benefit those tenants with high energy costs thus addressing the cost-of-living crisis and are fully adaptable to meet tenants long term mobility and health needs

## 9. DATA PROTECTION IMPACT ASSESSMENT

- 9.1. All projects set out in this report and the Capital Programme will be subject to individual data protection impact assessments.



10. RISK MANAGEMENT

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p><i>Property</i></p> <p>That Council owned dwellings fail to meet decent home standards</p>	<p>An effective programme of future works and sound financial planning ensures that these standards are met and then maintained.</p>	<p>Self-Financing provides certainty around future resource allocations and facilitates better supply chain management</p>
<p><i>Community Support</i></p> <p>Lack of consultation will affect tenant satisfaction and cause objections to planning applications for new build developments.</p>	<p>Regular communication and consultation is maintained with tenants and leaseholders on a variety of housing issues.</p> <p>The Council consults with local residents and stakeholders on proposed new build schemes.</p>	<p>Positive consultation brings forward alternative options that may otherwise not have been considered.</p>
<p><i>Timescales</i></p> <p>Delays to new build contracts may result in increased costs and lost revenue.</p>	<p>New build contracts contain clauses to allow the Council to recover damages if the project is delayed due to contractor actions.</p>	
<p><i>Project capacity</i></p> <p>The HRA can borrow funds in addition to utilising external receipts and reserves, but it must be able to service the loan interest arising.</p>	<p>Regular monitoring of budgets and business plans, together with the use of financial assessment tools enables the Council to manage resources effectively.</p>	<p>The Council monitor's government announcements on the use of RTB receipts and potential capital grant funding.</p>
<p><i>Deliverables</i></p> <p>Risk that the council cannot deliver the programme of new build and meet the objective of 1000 homes in 10 years because of the lack of sites, the cost of development or the cost of financing this development.</p>	<p>The new homes is monitored on a regular basis and if appropriate could be delayed or re-profiled in light of the availability of these resources</p>	<p>Review the deliverable shape of the programme and its profiled delivery considering available resources and risk appetite</p>

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<i>Staffing resources (not always in Housing) reduce the ability to push forward new schemes at the required pace.</i>	Staffing resources have been reviewed to support the delivery of the new build programme.	Given the challenging nature of the delivery targets it may be necessary to review the resourcing requirements needed to successfully deliver this programme
<p data-bbox="193 593 595 801"><i>Financial / VFM</i></p> <p data-bbox="193 801 595 1368">Risks, mitigation, and opportunities are managed through regular project monitoring meetings.</p> <p data-bbox="193 1032 595 1368">Insufficient new build sites are identified to assign RTB 1-4-1 receipts financing to and RTB receipts are required to be repaid to Central Government with up to an estimated compounded 55% interest penalty based on current rates.</p>	<p data-bbox="595 593 997 1025">New build Schemes are financially evaluated and must pass financial hurdles and demonstrate VFM. Total Scheme Costs contain provision for contingency on build costs and on fees for new build developments that take account of potential residual development and sales risk.</p> <p data-bbox="595 1025 997 1368">RTB 1-4-1 are closely monitored so in-year targets for new builds are known.</p>	<p data-bbox="997 593 1399 1368">In addition, the HRA holds annual minimum levels of reserves based upon 5% of operating turnover and 10% new build costs.</p>
<p data-bbox="193 1368 595 1406"><i>Financial Assessment</i></p> <p data-bbox="193 1406 595 1742">Risk that the cost of developing new homes projects will fail to meet the financial hurdles required to be financially viable to develop/acquire within the HRA</p>	<p data-bbox="595 1368 997 1742">The measures identified within this paper will help to mitigate against the increased costs of new homes by increasing the income available to fund increased borrowing costs and reducing the overall cost of delivery.</p>	
<p data-bbox="193 1742 595 1780"><i>Interest rate volatility</i></p> <p data-bbox="193 1780 595 2038">The economic and fiscal environment for borrowing is both volatile and uncertain making external borrowing decisions difficult to take at present</p>	<p data-bbox="595 1742 997 2038">The HRA has cash reserves that allow it in the short term to effectively borrow from internal resources giving a period for interest rates to stabilise and reset and the fiscal environment to be more benign.</p>	<p data-bbox="997 1742 1399 2038">The use of internal borrowing can help to reduce the short-term cost of borrowing as well as delay the need to seek external finance and delivers better overall returns to the HRA</p>

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p><i>Future Social Rent Policy</i></p> <p>Uncertainty about long term rental income streams because of the end of the current agreement on rent setting in April 2025.</p>	<p>Rental income accounts for 93% of all the HRA annual income, and future potential uncertainty, government intervention or constraint has a significant impact on the future capacity of the HRA and deliverability of the plan</p>	<p>Sectorial lobbying of Government to seek future certainty will help to support better decision making</p>
<p><i>Legal</i></p> <p>The provision of social housing is a statutory requirement. Changing Government priorities place a greater emphasis on social housing which must be monitored and considered within planning of future new build projects.</p>	<p>Government statutory requirements and policy changes are being monitored to identify any new risks or opportunities that they may bring.</p>	<p>To create new housing developments within new guidelines and drawing on innovative thinking.</p>
<p><i>Reputation</i></p> <p>Failure to complete major housing projects due to lack of resources would have a direct impact on both customer satisfaction and the Council's reputation.</p>	<p>Business planning tools with regular updates are utilised to make sure resources are available to complete projects.</p>	
<p><i>Other</i></p> <p>– Environmental regulation such as that by Natural England on mitigating Phosphates</p>	<p>This delays the ability to bring forth schemes with planning permission and delays increase the cost and viability of schemes.</p>	

## 11. Economic Outlook and cost pressures:

- 11.1. The Budget for 2023-24 was set against a background of unprecedented inflationary pressures affecting key cost drivers to the HRA such as energy, construction labour, and building materials as well as the impact of a series of interest rate rises to address this by the Bank of England. Although annual inflation increases are now predicted to be on a downward trend within many of these sectors, the real terms increase in prices remains embedded at present levels, even if the rate of increase due to inflation is falling. This has contributed to this year's MTFS being even more difficult and challenging than last year's and has required several mitigating budget options to be

considered in order to continue to deliver the council's key housing objectives in this area.

- 11.2. The HRA Business planning process is done annually and all assumptions are revisited and undertaken a fresh every year. To set a viable and sustainable business plan for the next 30 years has been extremely challenging this year. The cost of building new homes (needed to replace those homes purchased privately by tenants using their Right To Buy and to provide financial sustainability in the long term) continues to increase faster than the general rate of inflation. There is also a legislative need to invest in the existing stock to bring it up to new energy efficient standards, requiring an additional £30m of investment requirement over the next eight years.

#### Cost of construction

- 11.3. The investment required for new homes has once again increased significantly, with anticipated rises in construction costs of a further 23% to £4,600 per square metre; making the cost of construction (excluding land) for an average 3-bedroom property now £427,800. The budgeted cost of construction over the last two years, following covid, Brexit and the invasion of the Ukraine, has increased by over 58% from £2,800 per square metre. At the same time the cost of borrowing that the council can access has more than doubled from 2.5% to 5.87%; and new affordable rents have increased only in line with inflation plus 1%.

#### Rent Increases

- 11.4. The council must set its rents in line with the Rent Standard and central Government's Regulator of Social Housing's rent setting guidelines. The current basis of rent setting is CPI+1% for 2024-25, there has been no announcement from the Government yet of what will happen in future years. The business plan assumes that the current level of CPI+1% will continue for a further 5 years (making the estimated rent increase for 2023/24 7.7%). In 2023-24, given the very high inflation rates, the rent increase at CPI+1% would have meant an increase of 11.1%, however the Government intervened and capped increases at 7% for existing tenants. This was only announced on 17 November in the Chancellor's Autumn Statement. Therefore, there remains a possibility that the rent increase will once again be capped, although the formula increase is much closer to the previously capped level and indications from DLUHC are that at present no capping is being considered.

#### Repairs and maintenance

- 11.5. Annually the council looks at the capital costs of maintaining the existing housing stock at decent homes standard and its investment here is based upon an asset management plan. This identifies the investment requirement profiled over the thirty-year plan based upon the lifecycle replacement costs of key components. To bring the housing stock up to the required energy efficiency standard of EPC C identified by 2030-31, there is now a need to invest an additional £30m on capital works. This brings the total investment

in retrofitting over the next eight years to £45m. In addition, the council has increased annual spend by £2m over the last two years on the revenue repairs budget reflecting inflation, increased service demand, the improved voids standard, and in resourcing the staffing capacity of the existing team to manage and deliver decent homes.

#### Interest on borrowing

- 11.6. Interest rates are a key cost driver in the HRA business plan and as at 31 March 2023 the HRA had £199.8m of Capital Financing Required (unfinanced prior capital spend) of which £161.7m is external debt (fixed at PWLB interest rates averaging 3.2%) and the balance of £38.1m is internally borrowed (offset against reserve balances and working capital). PWLB rates are not directly linked to the Bank of England base rate but are set at a margin over government gilt yields, which analysts believe are likely to fall slightly in the medium term but remain higher than the period of historically low rates following the 2008 financial crisis. The current cost of financing this external debt is £5.5m per annum.
- 11.7. This debt largely came about through self-financing and was originally taken out in 2012. A proportion of this existing external debt (£85m) will need to be refinanced over the next 15 years, with a need to refinance £35m of it within the next five years. The HRA, unlike the General Fund, has no requirement to set aside funding for debt repayment and the HRA business plan assumes all underlying debt is refinanced.
- 11.8. In addition, the proposed plan will see HRA funding the building of an additional 1,500 affordable homes largely through a mixture of Right to Buy (RTB) 1-4-1 capital receipts; shared ownership sales; other discretionary asset disposals; grants; and borrowing. This will require additional prudential borrowing of £103m to finance this delivery. In 2023/24 the budget assumed that interest rates for long term borrowing would be at 5% for a 3–4-year period and then return to a more modest 4%. At present the cost of long-term government borrowing remains elevated and stands at circa 5.6% for 50 year borrowing at the time of writing. In the decade before 2006/07 the PWLB long term interest rate peaked at 9.42% but averaged 5%. It is therefore prudent to assume that the cost of borrowing in the plan will be 5% for the duration of the planning period.

#### Management of the HRA

- 11.9. There is a need to modernise the provision of services to customers through the introduction of better digital access. A feasibility study has commenced to review whether the existing housing management system is still fit for purpose and to assess how well it will be able to facilitate the council's aspiration of improving digital services for customers. In addition, work on the re-procurement of the repairs and maintenance contract should begin now as the current contract expires in two years. The HRA business plan

has earmarked provisional revenue sums of up to £2m over the next two years to facilitate the replacement of the current system if this is required.

- 11.10. Against these considerable challenges of increasing investment requirements over the next eight years; increasing costs; and uncertain rent regulation; the council needs to review the options available to it to set a sustainable and viable 30-year business plan and a balanced budget in 2024-25.
12. Rising Costs of New Build Housing
- 12.1. In delivering an ambitious programme of 1,000 new homes, the HRA business plan was previously operating with materially lower average build costs as well as having the advantage of borrowing at historically low interest rates under self-financing from the government. The cost of building new homes has increased significantly over the last two years whilst at the same time the cost of borrowing has more than doubled.
- 12.2. Under the self-financing regime, the HRA is a purpose made vehicle for delivering new affordable homes and when both interest rates were low and stable and construction costs more affordable it was able to build, construct and acquire properties; financing this with rents at 70% of market rent or the Local Housing Allowance, whichever was the lower.
- 12.3. The primary financial assessment in the evaluation of new homes is a Net Present Value (NPV) calculation of all future income and expenditure over a typical 35-year period discounted to current prices. This calculation uses the current cost of capital and a risk margin as the discount factor. In addition, the council's standard model includes the residual social value of the housing at year 35 on the basis that the asset has been well maintained and has a future use and value. There are other criteria such as gross income covering the cost of borrowing, but the NPV calculation is the key criteria. If it is positive then the scheme or development is worth undertaking as it adds value, if negative then it requires additional subsidy from within the HRA over and above external grant funding or available capital receipts.
- 12.4. The impact of higher borrowing costs, coupled with volatile mortgage supply and costs on market demand for new housing has adversely impacted all developers. The council has subsequently had several potential private developments offered to it. However, to date, of those evaluated none have been financially viable within existing parameters. Obviously, if a developer struggles to make a development work at market price it's much more difficult to make it work at affordable rent even with RTB subsidy. This is especially the case when construction costs are so much higher and the cost of borrowing is approaching 6% This is compounded when the rental income achievable is restricted to below the maximum allowable of 80% of market rent.
- 12.5. It is therefore proposed that, subject to the development or acquisition meeting the council's energy efficiency requirements, the rent levels for new

homes be set at 80% of market rent. This is the maximum level of affordable rent that can be charged and would include all relevant service charges. At present the rent criteria is 70% of market rent or LHA, whichever is lower. LHA rates are based on the lower 30% quartile of private market rents being paid by tenants in a Broad Rental Market Area (BRMA), with the LHA rate being fixed now at the 2020-21 price base for the last 3 years.

- 12.6. As an example, based on the rent for a three bedroom property at Whiteley, where 70% of market rent would be £161.54 a week and 80% rent would be £184.62, there would be additional rent to pay of £23.08 per week based on the proposed policy change. However, the properties achieve an EPC B rating which will reduce average running costs by around 75% so for a three-bedroom property with medium energy costs that would equate to a reduction of around £29 a week (an overall net saving of £6.80 a week compared to a less energy efficient home). Therefore, although there is additional rent to pay if set at 80% of market rent the increase is more than offset by reduced running costs.
- 12.7. To also help mitigate the rising costs of development for the council identified above, it is proposed that a change in the focus of the councils' development strategy is required that would help reduce the cost of new build to the HRA. This would see a greater emphasis upon acquiring s106 affordable housing, which officers believe can be acquired below market value. In addition, the plan assumes that WCC will be successful in attaining Homes England funding for 70 new homes at an average grant rate of £135k where the council undertakes development itself.
- 12.8. There will still be a need to identify and develop or to acquire housing at market prices to successfully apply the retained RTB 1-4-1 receipts that will be generated in the future. There are restrictions on how RTB 1-4-1 receipts can be applied when combined with certain other funding sources such as s106 contributions, and they cannot be applied in conjunction with Homes England grants, or non-scheduled receipts. There is also a requirement to repay any unapplied RTB capital receipts not used within a five-year period with compound interest of 4% above the Bank of England Base rate i.e., currently 9.25% (compounding to a total of 55% interest penalty after 5 years). The council therefore needs to actively manage this risk, and if it is apparent that it cannot spend the receipts it needs to notify DLUHC and repay them in advance to minimise the interest payable.
- 12.9. At present the council's delivery funded by RTB 1-4-1 receipts is ahead of the need to spend and if it delivers the current named schemes, it will have three years grace until 2027/28 before it needs to start spending on any new, as yet unidentified, schemes.
- 12.10. Subject to these proposed changes, the HRA business plan has capacity to fund delivery of 1,000 homes by 2032/33 including the 306 homes that are programmed to be delivered by the end of this financial year. The HRA business plan is refreshed each year and subject to the prevailing economic

circumstances, assumptions and performance the capacity to deliver could increase.

### 13. Creating Financial Capacity to fund future borrowing.

#### Revenue savings

- 13.1. As the key constraint is the HRA's ability to finance borrowing in the first eight years over which increased investment is required, several further mitigations have been identified to help increase financial headroom in this period.
- 13.2. A annual savings target of £318k has been set by officers for 2024/25 and a further £100k for 2025/26 and some savings are currently being explored through a minor reorganisation within the housing team. Further budgets totalling £112k annually have been identified to be saved through routine budget housekeeping. Further revenue savings could increase capacity in the HRA. An illustration of the amount of new borrowing that this could support annually depending on interest rates is shown below: -

Annual saving	interest rate	Annual borrowing financed
£400,000		
	4%	£10,000,000
	5%	£8,000,000
	6%	£6,666,667
	7%	£5,714,286

#### Asset disposals

- 13.3. Barnes House is vacant and has been used previously to provide temporary accommodation in the HRA. Following assessment of costs to refurbish and convert to achieve required standards it has been established that there is not a viable scheme to take forward. As a result, the property is now surplus to requirement and has an estimated sale price of £800k.
- 13.4. The business plan also assumes two further strips of development land per year for the next eight years will be disposed. These sites, that are considered too small and uneconomic to develop within the HRA, have already been identified. As well as providing valuable capital receipts to support the HRA it will enable small development to come forward.
- 13.5. Lastly, the business plan assumes that the HRA will identify and dispose of one further surplus social housing asset every year for the next eight years. These assets will be identified by looking at their long-term fit in terms of demand/cost to maintain and suitability to retro fit to required standards. This is estimated that it will create additional capital receipts of £500k per year.

#### Sewage treatment works



- 13.6. The HRA is responsible for the operation of a number of small sewage treatment works, septic tanks, and cesspools, which provide private sewage treatment connections for 394 council tenants and 367 private homes. The Sewage Treatment Works encompass 36 small sewage treatment works (including septic tanks), 19 pumping stations (9 are isolated and 10 within curtilage of treatment works) and 21 cesspools. The sewage treatment works range in size from small works serving 4 properties to larger works serving 85 properties. The septic tanks and cesspools serve between 1 and 8 properties.
- 13.7. There is currently an under-recovery by the HRA of the annual cost of operating these treatment plants. Approximately £268k of the under-recovered cost relates to the providing the services to private residents, which works out at an implicit subsidy per private connection of an average of £457 per year.
- 13.8. The council should be seeking to fully-recover the total cost of providing sewage treatment services to private residents, so that these services are not subsidised by council tenants. Subject to further consultation, the terms of individual leases and a review of costs, it is proposed that WCC move to full cost recovery for these services to private residents over a transitional five-year period, this may mean annual increases for some of up to 22%.
14. Rent increases and charges in 2024-25 and beyond.
- 14.1. The current rent setting regime is based on annual rent increases of CPI+1% and this applies to 2024-25. The Government has yet to launch the call for evidence that was announced in its response to last year's consultation on rent capping, so there remains uncertainty about future social rent policy from 2025. However, the Government's response to the consultation in November 2022 strongly suggested that capping was a temporary intervention in response to an exceptional cost of living crisis. The Government also restated its continued support for the principle that social housing rents should be index-linked over the long term to support investment in both new and existing social homes. Restating its commitment to increasing the supply of social housing and improving the quality of the homes that social housing residents live in. The response also floated the suggestion that registered providers might be allowed in future years to catch up on the income gap created by the 2023/24 rent capping.
- 14.2. The business plan assumes that the current rent policy will continue for a further five years.
- 14.3. A 7.7% rent increase would mean the average weekly social rent for existing tenants will be £123.39 a week, an increase of £8.82 per week. The average weekly affordable rent for existing tenants will be £199.45 a week, an increase by £14.26 a week. The impact of the increases is shown in table 1 over.

**Table 1- indicative weekly rents in 2024-25 compared to 2023-24 for existing tenants.**

**Social Rents**

size	Bedsit	Bedroom 1	Bedroom 2	Bedroom 3	Bedroom 4	Bedroom 5	Bedroom 6	Total
Avg Wkly Rent 2023-24	84.05	99.92	114.94	130.22	140.08	161.98	159.21	114.57
Avg Wkly Rent 2024-25	90.52	107.61	123.79	140.25	150.87	174.45	171.47	123.39
increase per week @ 7.7%	6.47	7.69	8.85	10.03	10.79	12.47	12.26	8.82

**Affordable Rents**

size	Bedsit	Bedroom 1	Bedroom 2	Bedroom 3	Bedroom 4	Bedroom 5	Bedroom 6	Total
Avg Wkly Rent 2023-24		156.36	185.08	217.37	239.58	234.23	230.19	185.19
Avg Wkly Rent 2024-25		168.4	199.33	234.11	258.03	252.27	247.91	199.45
increase per week @ 7.7%		12.04	14.25	16.74	18.45	18.04	17.72	14.26

note :- extract from Orchard social Rents as at September 2023

note :- Affordable Rents are shown gross and include all applicable service charges

Social rents exclude service charges

- 14.4. The average HRA social rent for new tenants from April 2024 will be different and this reflects the fact that new tenants pay the formulae rent and that this wasn't capped in 2023-24. Indicative average weekly rents for new social tenants are shown below in table 2. It is proposed that the rents for new affordable rent tenants will be let provisionally at 80% of market rent if the property meets the required minimum energy efficiency requirements.

**Table 2 – Average Weekly rents for new social lets**

size	Bedsit	Bedroom 1	Bedroom 2	Bedroom 3	Bedroom 4	Bedroom 5	Bedroom 6	Total
Avg Wkly Formulae Rent 2023-24	89.93	103.97	120.67	135.51	147.79	169.35	165.13	119.63
Avg Wkly Formulae Rent 2024-25	96.85	111.98	129.96	145.94	159.17	182.39	177.85	128.84
increase per week @ 7.7%	6.92	8.01	9.29	10.43	11.38	13.04	12.72	9.21

**Service charges**

- 14.5. In 2023/24, alongside the capped rent increase, the council approved a one-off discretionary limit on tenant service charge increases of 7%. Considering the budget pressures that the HRA investment programme faces and to align it with the general fund and the outcome of ongoing savings programmes, it is proposed to revert to full cost recovery from 2024-25, where this is possible.

**Shared ownership rents**

- 14.6. The HRA business plan assumes that 30% of all future new homes development will be delivered as shared ownership. The Government have

now prescribed that any new shared ownership development that is either s106 or Homes England grant funded should have leases that base annual rent reviews on CPI+1% (where previously these were upward-only based on RPI+0.5%). The proposed changes will have a floor of 0% if the CPI is minus 1% or lower.

- 14.7. Currently the council has around 68 leases for shared ownership that specify an upward increase of RPI+0.5%. It would be administratively easier and fairer to move all existing HRA shared ownership leases to this new CPI basis of rent increase and floor. The change to the lower CPI+1% rate would cost the HRA £6,500 in lost income in 2024/25. There are additional issues on how current shared owners' rents could be capped without the need and cost of changing each individual lease that are being explored.
- 14.8. There are in addition 10 Partnered Home Purchase (PHP) leases in the general fund (open market shared ownership properties) and it is not at present proposed that these should be changed as well, but if they were the lost rent cost to the general fund would be £700 in 2024/25.

15. OTHER OPTIONS CONSIDERED AND REJECTED

The council could consider investing less in customers' homes than is required to achieve the regulatory requirement of EPC C by 2030. This is not recommended as it would breach the regulatory requirements and in addition would not support the council's policy objective of being greener faster.

The council could also seek increased revenue savings than those identified in this report so as to provide investment capacity in the HRA. At this time the level of revenue savings identified are achievable and will not lead to a reduction in the quality of service delivered. Investment in improving the digital access to services may generate efficiencies in the future that can be realised without detriment to services. Therefore, increased revenue savings are not recommended at this time.

16. BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

CAB 3387 HRA Budget – February 2023

CAB3365 HRA Business Plan and Budget Options – November 2022

CAB 3334 HRA Budget – February 2022

CAB3264 – HRA Asset Management Plan - 8 Dec 2021

CAB3325- HRA Budget Options - 23 Nov 2021

**Appendix 1 – KEY HRA Business Plan Metrics**

	debt	Net Income	Capital charges	debt to Turnover ratio	Capex	Working balance
2023.24	210,722	33,048	7,077	0.21	42,317	14,879
2024.25	210,722	36,432	8,186	0.22	31,910	14,310
2025.26	210,722	37,875	8,072	0.21	41,973	14,352
2026.27	218,381	39,733	8,369	0.21	42,983	14,865
2027.28	249,265	41,616	9,533	0.23	56,580	15,120
2028.29	279,808	43,575	11,258	0.26	56,479	14,713
2029.30	302,342	46,059	12,587	0.27	46,314	14,433
2030.31	325,192	48,726	13,725	0.28	43,287	14,876
2031.32	332,554	49,435	14,657	0.30	27,785	14,283
2032.33	344,820	50,884	15,398	0.30	31,009	13,666
2033.34	349,780	52,484	15,829	0.30	23,453	13,432
2034.35	353,128	53,974	16,042	0.30	22,115	13,667
2035.36	355,725	56,199	16,426	0.29	21,575	14,997
2036.37	359,603	56,356	16,591	0.29	23,062	15,570
2037.38	363,553	57,559	16,940	0.29	23,341	16,225
2038.39	364,976	58,789	17,074	0.29	21,025	17,184
2039.40	372,838	60,047	17,307	0.29	27,678	18,358
2040.41	375,418	61,333	17,568	0.29	22,613	19,725
2041.42	382,479	63,813	17,812	0.28	27,313	22,481
2042.43	391,195	64,025	18,354	0.29	29,191	24,037
2043.44	399,176	65,474	18,772	0.29	28,693	25,707
2044.45	409,304	66,987	19,225	0.29	31,078	27,495
2045.46	418,681	68,564	19,713	0.29	30,577	29,394
2046.47	430,222	70,185	20,239	0.29	32,994	31,380
2047.48	446,815	73,183	20,913	0.29	33,301	34,662
2048.49	455,555	73,522	21,368	0.29	30,730	36,771
2049.50	469,199	75,208	21,693	0.29	35,930	39,161
2050.51	481,618	76,929	22,355	0.29	35,008	41,500
2051.52	494,021	78,691	22,979	0.29	35,298	43,834
2052.53	508,057	81,993	23,787	0.29	37,244	47,493

REPORT TITLE: FESTIVALS AND EVENTS PROGRAMMING POLICY

28 NOVEMBER 2023

REPORT OF CABINET MEMBER: Cllr Lucille Thompson, Cabinet Member for

Business and Culture

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

WARD(S): ALL

## PURPOSE

Winchester district attracts many festivals and events at various locations throughout the year. These can be organised by local groups to national organisations; all bring an opportunity to experience and participate in cultural, sporting and community activities.

To help enable Winchester district to develop and strengthen its offer, a review of the council's approach to supporting this sector is being undertaken. This report covers three aspects:

- a refreshed approach to enhance engagement between organisers and the council to better enable programming as well as supporting the permissions and approvals processes required for staging an event.
- the terms and conditions for those wishing to hire council land.
- the approach to co-ordinating the programme of festivals and events across the district.

The benefits of strengthening the council's co-ordinated and coherent approach to supporting and developing the festivals and events offer across the district will better enable organisers to engage with the council. It will also raise awareness, maximise the opportunities to the district's residents and visitors, positively influence the economic impact, and drive visitor numbers.

## RECOMMENDATIONS:

That the committee are asked to comment upon:

1. The refreshed approach to engagement between organisers and the council,
2. The approach to improve cost recovery in respect of changes to terms and conditions for the hire of council land, and
3. The potential and practicalities in adopting an overarching curated programme of festivals and events across the district.

## 1 RESOURCE IMPLICATIONS

- 1.1 Several teams across the council play a role in enabling festivals and events to take place. No additional resources are required regarding the review and subsequent proposals outlined in this report. The review has considered how best current roles and responsibilities are shared.
- 1.2 Consideration has been given to the role and responsibilities of Visitor Information Centre (VIC) Assistants. The council has recently employed, on a trial basis, a VIC assistant who in addition to the typical VIC responsibilities, will be the first point of contact for organisers. This will enhance engagement between the council and organisers and assist in its co-ordination.
- 1.3 The promotion and marketing of the district's events is delivered by the Tourism Marketing and Development team. Also, within this team is the Culture and Creative Sector Development Officer responsible for the support and development of the cultural and creative sectors across the district. This includes the development of the Cultural Strategy as well as co-ordinating the annual festival and events programme via the delivery of Festivals in Winchester Group meetings, in partnership with the BID.
- 1.4 The enforcement of regulatory requirements relating to the delivery of festivals and events falls predominantly within the Public Protection team. This includes licensing, road closures, environmental health and delivery of the safety advisory group (SAG). The planning team may also be engaged, depending on the nature of the festival or event. Hire of council land/property sits with several teams including Estates, Open Spaces and Parking.
- 1.5 Income is generated from the hire of council land. The review of hiring terms and conditions will focus on greater cost recovery, including post event land restoration, whilst remaining viable for organisers.

## 2 SUPPORTING INFORMATION:

### 2.1 Context

2.2 It is broadly acknowledged that festivals and events improve the quality of life of a local population. They provide occasions for expressing collective belonging to a group or a place, creating opportunities for drawing on shared histories, cultural practices and ideals.

2.3 The significance of the benefits of festivals and events is recognised by the council and from extensive stakeholder engagement it is emerging as a priority theme in the development of the Winchester District Cultural Strategy.

2.4 The number and range of festivals has grown extensively over the last ten years from seven to 30, plus many community events. The spread across the district is demonstrated in the map.



2.5 A Festivals in Winchester brand was developed by the council in 2011 which underpins the marketing and promotion undertaken by the council through Visit Winchester. A Festivals in Winchester Group is facilitated by the council in partnership with the BID. The group meets quarterly with around 10 to 15 organisers attending each meeting to discuss common themes and challenges.

2.6 **Refreshed approach to engagement**

2.7 The proposed refreshed approach has been informed by feedback from organisers and via the Festivals in Winchester Group meetings as well as research on approaches adopted by other local authorities across Hampshire. It removes the onus on the organiser to navigate the process across multiple teams and makes the provision for a more co-ordinated process, as outlined below.

2.8 To simplify and make clearer the process, the adoption of a “one stop shop” is proposed, comprising of:

a) **A single point of contact in the council,**

An ‘event coordination/triage’ element has been added to the role of Visitor Information Assistant escalating to the appropriate teams and ensuring all obligations are being met.

b) **A more user-friendly webpage,**

The refreshed webpage ensures all external festival and event organisers have all the information in one, easy to access place including the role of the Safety Advisory Group and the safety implications of larger scale events.

c) **A digitalised festival and event notification form,**

All organisers will be requested to complete this new step, hosted in My Council Services, which will expedite the process and enable officers to create a comprehensive picture of festivals and events across the district, whilst providing better support and advice to organisers.

d) **A revised step-by-step guide for first time event organisers,**

This guide enables those that do not have a lot of experience of planning events, or those that would like to set up a community event as a complete beginner, access to a more detailed, step-by-step guidance. Please refer to background documents.

e) **A revised detailed event management guidance toolkit.**

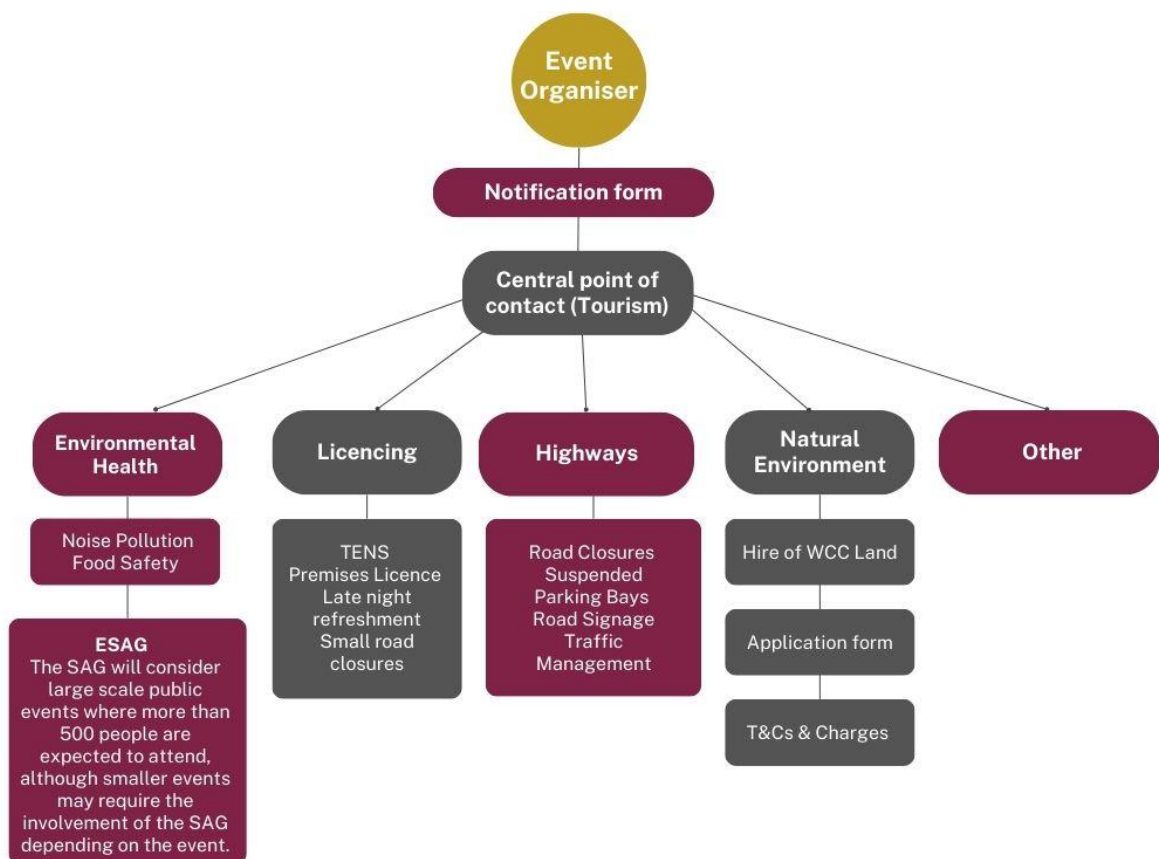
A guide with detailed advice which should be considered by larger event organisers has also been developed. This will be available as a download from the main events webpage. Please refer to background documents.



2.9 Some of the above has already been enacted, as outlined below, whilst others are being developed. These improvements will:

- a) Enable communities and residents to become proactive festival and event organisers,
- b) Better support smaller organisations to offer more diverse festivals and events, and
- c) Support veteran event organisers by making the processes clearer from the outset.

2.10 Revised process



2.11 Hiring council land/property terms and conditions (for festivals and events)

2.12 An initial review of council’s hiring terms and conditions has been undertaken focussing on the council’s green spaces, especially North Walls, where most large-scale festivals and events on council land occur. This review will be continued to:

- a) achieve an improved consistency in approach,
  - b) improve alignment with council priorities,
  - c) maximise the opportunities offered by festivals and events.
- 2.13 The learnings from this review will inform and achieve consistency across the terms and conditions for the hire of council land/property including, for example, Kings Walk, St Maurice's Covert, and council car parks.
- 2.14 This review will continue to be overseen by the Service Lead: Economy and Tourism and will include officers from relevant teams including Tourism, Culture, Open Spaces, Finance, Estates, Parking Services, Legal etc. Residents local to these spaces will also be engaged where appropriate.
- 2.15 Other landowners and organisers delivering festivals and events elsewhere across the district would be encouraged to adopt these terms and conditions via a code of conduct, as outlined in 2.26.
- 2.16 Following this initial review, this paper outlines some of the following areas for further review:
- a) Fees and Charges, and
  - b) Programming.
- 2.17 Fees and Charges
- 2.18 Charges for hiring green spaces for events operate on a sliding scale, tiered based on the type of event (commercial, community, charity) and on capacity (larger events get charged more), see background documents.
- 2.19 The review aims to improve achieve greater cost recovery as well as consistency, particularly in relation to charging. Some approaches to ensure full, or near to full, cost recovery are outlined below:

<b>Consideration</b>	<b>Options</b>	<b>Possible Implications</b>
<p>Charge charities Land Hire fees</p>	<p>Operate a sliding scale - considerations for profit making (inc. fundraising) / economic impact / size and scale of event</p> <p>Offer a concession rate at an agreed percentage reduction</p>	<p>Could make it unsustainable for smaller festivals if all charities get charged full rate. Enables cost recovery for council.</p>
<p>Other / Additional charges to be included in hire terms and conditions.</p>	<p>Option to charge for activity we wish to discourage and to mitigate impact, such as: use of generators, taking vehicles on to green spaces.</p> <p>Options for the application of fees to the organiser where the council incurs costs relating to set-up and take down and restoration of land. Or requirement that the organiser undertakes the work at their cost.</p> <p>Charge fees for litter collection, ground maintenance, tree trimming, bridge / road reinforcements etc.</p>	<p>Increases costs for organisers which may become a barrier for some. Allows the council to recover costs and 'enforce' preferences.</p>
<p>Offer a differential pricing structure – to support more activity off peak and smooth/ spread demand.</p> <p>Adopt an additional sliding scale on land hire</p>	<p>Option to offer cheaper fees on weekdays, more expensive on weekends, even more on Bank Holidays etc.</p> <p>Set a peak season period for a set number of months between April to October – perhaps June/ July / August</p>	<p>Offers organisers the option to 'choose' a cheaper alternative. Likely to increase income from larger (Bank Holiday) festivals.</p>
<p>Review the approach adopted by the council for the use of its land for filming purposes</p>	<p>Undertake a review of charging adopted by other local authorities and local stakeholders.</p> <p>Consider the application of premium charges, based on</p>	<p>May put off some producers who have become accustomed to existing fees and charges.</p>

Consideration	Options	Possible Implications
	<p>period of hire (weekends) as well as type of application premium for international and high exposure filming requests.</p> <p>Ensure pricing policy achieves greater cost recovery to include lost revenue i.e. hire of car parks.</p>	
<p>Charging for all TPCA road closures, both profit making and not for profits/charities.</p>	<p>Option to offer a charitable concessions rate at an agreed percentage reduction.</p> <p>There is still a cost implication for admin / officer time / print and lamination for charitable applications.</p> <p>Other local authorities charge a concessionary rate for charitable applications.</p>	<p>May put-off some small organisers but does allow the council to cover some costs.</p>

2.20 The review of fees and charges for the hire of council land is ongoing and will include further benchmarking with other local authorities as well as seeking opportunities for greater cost recovery where appropriate. The 2024/2025 fees and charges will reflect the outcome of this review.

2.21 Programming

2.22 It is proposed that a policy should be adopted that addresses the quality and quantity of events hiring council land. The approach needs to consider the type, frequency and diversity of festivals and events and their alignment with council priorities regarding sustainability, culture, economy and tourism etc. The table below set out options to consider in this regard.

Consideration	Options	Possible Implications
<p>Maintain existing annual large-scale events at North Walls</p> <p>Most of these are cyclical (happening every year)</p> <ul style="list-style-type: none"> <li>• Cheese &amp; Chilli (Local)</li> <li>• Sausage &amp; Cider / Ibiza Orchestra (National)</li> <li>• Foodies (National)</li> <li>• Hat Fair (Local)</li> <li>• Bonfire/fireworks</li> </ul>	<p>Allow more considered on a case-by-case basis.</p> <p>Set number of fixed events plus an agreed number on a rolling annual basis.</p>	<p><u>Positive</u> Secures venue for festivals which have been in Winchester for years.</p> <p><u>Negative</u> Limits or prevents opportunity (space) to accommodate any new festivals. Lacks variety. Breeds familiarity and repeat visitors rather than attracting new audiences.</p>
<p>Increase number of events a year</p>	<p>Additional dates are identified as available for hire.</p> <p>A set additional number on unspecified dates/times are allowed on request but following review of impact with other bookings. Additional bookings would need to take into consideration the type and nature of the event including the impact on local residents.</p> <p>Be prescriptive in the format of additional events to minimise impact on environment and residents – scale, type, hours etc.</p>	<p><u>Positive:</u> Allows the option to grow festival offer. Increase diversity without having to turn away festivals which have been in Winchester for years.</p> <p><u>Negative:</u> More disruptive for residents. Possible negative impact on the environment - risk damaging relationship with Wildlife Trust.</p>
<p>No events</p>	<p>No longer use North Walls for any events</p>	<p><u>Positive</u> Reduces council costs: no officer time liaising with event organisers, prepping land / trees / grass / bridges / water</p>

Consideration	Options	Possible Implications
		<p>supply etc before and after event.</p> <p>Protects biodiversity, sports pitches and SSSI.</p> <p>Less disruptive to residents.</p> <p>Opportunity to build relationships with landowners - potentially increase the geographic spread across the district - but district harder to plan travel wise.</p> <p><u>Negative</u></p> <p>Reduces council income: no hire fees.</p> <p>Removes multiple large events from Winchester's event calendar - nationals will go elsewhere, local will have to scale down / find alternatives.</p>
<p>Use additional / other council land</p>	<p>Make organisers more aware of Oram's Arbour and Abbey Gardens.</p> <p>Encourage smaller events to use these spaces, giving consideration to the alcohol free zone.</p> <p>Better advertise the availability of hard-standing spaces such as car parks and Busket Yard.</p>	<p><u>Positive</u></p> <p>Allows the option to grow festival offer.</p> <p>Smaller space for smaller / local / grass roots events or bespoke offers.</p> <p>May attract / enable a different 'type' of events.</p> <p><u>Negative</u></p> <p>More disruptive for residents, and potentially more to consider from a traffic management point of view.</p> <p>Oram's Arbour not flat - accessibility issues, but a natural 'amphitheatre'.</p> <p>Anything changes to use at Orams Arbour would</p>

Consideration	Options	Possible Implications
		be undertaken in consultation with residents. Abbey Gardens cannot be closed off for ticketing but has been used successfully for smaller events.
Promote a curated events calendar aligning with council priorities. Sustainability Sectors – art / cultural / food / Inclusivity and diversity	Agreed prioritisation and decision-making with regards to number and frequency of events: National vs Local 'Type' of event – day / weekend / stalls & entertainment / duration Priority sectors	<u>Positive</u> A transparent and fair way to apply for and allocate hire of spaces. Possible panel for considering events.  <u>Negative</u> Will require pro-active management and review – staff resources.

- 2.23 The proposed policy, to be developed in 2024, potentially as an action emerging from the cultural strategy, will allow officers to make informed, justified decisions, based on a collective ambition. Feedback from the policy committee on the key elements in prioritising and selecting events to take place on council land is welcomed and are outlined below:
- a) Diversity
  - b) Local verse national
  - c) Priority for certain events. E.g. civic events, and displacement of others
  - d) Economic & environmental impact

2.24 **Overarching programming and curation of festivals and events across the district.**

- 2.25 Beyond managing what happens on council land, the council has limited control on what happens on other public and private land across the district. This is for several reasons:

- a) Consideration cannot be given to the wider context of festivals and events as part of this decision-making process appertaining to road closures and Temporary Event Notices. The council has a statutory obligation to consider and subsequently approve these unless there are safety concerns,
- b) The Safety Advisory Group (SAG) do not have the power to stop a festival or event taking place. It would work with the event organiser to ensure the event was safe, rather than prevent it going ahead,
- c) Whilst the SAG does not have powers collectively, the organisations represented, such as the police and the fire authority do. As does the council, through licencing conditions (where a licence is are required) or through the application of pre-existing legislative requirements,
- d) Parish / county councils may have their own policies and have no obligation to adopt those of Winchester City Council, and
- e) There is no onus on the landowner or organiser to engage with the council if the festival or event is less than 500 people, doesn't include licensable activity and doesn't restrict access to a highway.

2.26 If the required and necessary approvals are obtained by the organiser, the council has no legal power to stop an event. However, in order to engage and encourage other landowners and organisers delivering festivals and events to consider and align with the council's approach and influence desired behaviours (beyond those required by legislation) and programming, it is proposed to develop and seek to adopt a 'Code of Conduct'. This could be developed in partnership with landowners and present a reasonable set of expectations that all would endeavour to achieve.

2.27 A code of conduct symbol would be adopted and used by the council when advertising festivals and events. Whilst all festivals and events would be promoted, it would be limited for those who do not meet the 'Code of Conduct'.

2.28 Nonetheless, there is an ambition to support a festivals and events programme with content that is diverse and geographically spread across the district. There is also a desire to:

- a) help festivals and events be financially viable, environmentally sustainable, and develop successfully,
- b) drive cultural placemaking through animating new and under-used places across the district with an offer that is year-round and supports the night-time economy,
- c) be innovative and sustainable, by producing new work and testing new ideas and approaches within a clear sense of future direction, and



- d) strengthen the local and wider connections of business, cultural and academic partnerships and networks.

2.29 The cultural strategy consultation process has already highlighted festivals and events as a potential priority area. These aims and ambitions along with the principles which underpin the hire of council land will be explored in further detail with stakeholders engaged in collaboratively developing the emerging cultural strategy. This will provide the platform to demonstrate the council's intentions and ambitions in this regard.

2.30 The consultation process has also highlighted the opportunity to better empower communities to make events happen in their local area, along with a greater diversity in the type of events happening and increased publicity for events too.

2.31 **Next steps**

2.32 It is proposed the review continues and the considerations outlined in this paper, along with feedback from the committee, inform the further work required. This will be undertaken within the scope of the Cultural Strategy, for adoption in 2024.

### 3 **OTHER OPTIONS CONSIDERED AND REJECTED**

3.1 Do nothing. This was rejected in response to the feedback from organisers and the emerging priorities within the cultural strategy.

3.2 Undertake a partial or selective review. This was rejected as it does not provide an efficient and effective way of reviewing all the aspect associated with hiring of council land for event. In particular

- a) Only review the fees and charges. This was rejected as it does not address the issues of number types and impact of events. This neither provides a clear and transparent policy under which the council hires out its land, nor the benefits it is seeking.
- b) Only review the terms and condition for hire. This was rejected as this could lead to not including specific conditions in support of a prioritising and selection policy.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

[Event Planning toolkit, 2023 edition, second revision](#)

[Event Management Guidance, 2023 edition, second revision](#)

[Land and property asset register](#)

[Fees and charges, 2022/2023](#)

APPENDICES:

None

## WINCHESTER CITY COUNCIL – THE BHP COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for BHP	Date for Cabinet
<b>Meeting 28 November 2023</b>				
1	Housing Revenue Account Rent Setting And Business Plan	Simon Hendey	28 Nov 2023	21 Nov 2023
2	Festivals And Events Programming Policy	Andrew Gostelow	28 Nov 2023	
<b>Meeting 20 February 2024</b>				
3	Older person accommodation - scoping report.	Gillian Knight	20 Feb 2024	
4	Accommodation strategy for homeless households	Simon Hendey	20 Feb 2024	June 2024
5	Green Economic Development Strategy action plan 2024/27	Andrew Gostelow	20 Feb 2024	
6	Winchester District Cultural Strategy	Andrew Gostelow	20 Feb 2024	
7	Housing Engagement and Communication Plan – To Be Confirmed.	Janette Palmer	20 Feb 2024	5 Feb 2024

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