



Meeting Cabinet

Date and Time Wednesday, 11th December, 2024 at 9.30 am.

Venue Walton Suite, Guildhall, Winchester and streamed live on YouTube at www.youtube.com/winchestercc.

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

A limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 working days before the meeting. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

AGENDA

PROCEDURAL ITEMS

- 1. Apologies**
To record the names of apologies given.
- 2. Membership of Cabinet bodies etc.**
To give consideration to the approval of alternative arrangements for appointments to bodies set up by Cabinet or external bodies, or the making or terminating of such appointments.
- 3. Disclosure of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.
Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.
- 4. To note any request from Councillors to make representations on an agenda item.**
Note: Councillors wishing to speak address Cabinet are required to register with Democratic Services three clear working days before the meeting (contact: democracy@winchester.gov.uk or 01962 848 264). Councillors will normally be invited by the Chairperson to speak during the appropriate item (after the Cabinet Member's introduction and questions from other Cabinet Members).



BUSINESS ITEMS

5. Public Participation

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

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

Members of the public and visiting councillors may speak at Cabinet, provided they have registered to speak three working days in advance. Please contact Democratic Services **by 5pm on 6 December 2024** via democracy@winchester.gov.uk or (01962) 848 264 to register to speak and for further details.

6. **Minutes of the previous meeting held on 20 November 2024** (Pages 5 - 18)

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

8. Council Plan 2025-30 (Pages 19 - 44)

Key Decision

(CAB3480)

9. To note the future items for consideration by Cabinet as shown on the January 2025 Forward Plan. (Pages 45 - 52)

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

Laura Taylor
Chief Executive



3 December 2024

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

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

CABINET – Membership 2024/25

Chairperson: Councillor Tod (Leader and Asset Management)

Councillor	- Cabinet Member
Cutler	- Deputy Leader and Cabinet Member for Finance and Performance
Becker	- Cabinet Member for Community and Engagement
Learney	- Cabinet Member for Climate Emergency
Porter	- Cabinet Member for Place and Local Plan
Thompson	- Cabinet Member for Business and Culture
Westwood	- Cabinet Member for Housing

Quorum = 3 Members

Corporate Priorities:

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

Public Participation at meetings

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

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

Filming and Broadcast Notification

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

Disabled Access

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

Terms Of Reference

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

This page is intentionally left blank

CABINET

Wednesday, 20 November 2024

Attendance:

Councillors
Tod (Chairperson)

Cutler
Becker
Learney

Porter
Thompson
Westwood

Members in attendance who spoke at the meeting

Councillors Bolton, Godfrey, Horrill, Lee and Wallace

Other members in attendance:

Councillor Cramoysan

[Video recording of this meeting](#)

1. **APOLOGIES**

There were no apologies received.

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

There were no changes to membership to be made.

3. **DISCLOSURE OF INTERESTS**

Councillors Porter and Tod declared personal (but not prejudicial) interests in respect of various items on the agenda due to their roles as County Councillors.

Councillor Becker declared a pecuniary interest in respect of the Housing Revenue Account Business Plan and budget options (report CAB3478 refers) as a property owner with a connection to a council sewage treatment works. She left the room during consideration of this report and took no part in the discussion or decision.

4. **PUBLIC PARTICIPATION**

Ian Tait spoke regarding report CAB3485 (Acquisition of affordable homes at Kings Barton) and his comments are summarised under the relevant minute below.

5. **MINUTES OF THE PREVIOUS MEETING, LESS EXEMPT MINUTE.**

RESOLVED:

That the minutes of the previous meeting held on 15 October 2024, less exempt minute, be agreed as a correct record.

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

Councillor Learney stated that at the Carbon Neutrality Open Forum the previous evening it had been announced that the Council expects to have cut the carbon emissions it directly controls by 96% by the end of the 2024 financial year. She congratulated all those involved in this significant achievement.

Councillor Thompson had four announcements to make:

- The council had now received the required permission from Historic England to enable renovation work on the Buttercross monument in Winchester High Street to go ahead – scheduled to commence in spring/summer 2025.
- New programmes were being offered to businesses to improve retrofit skills, funded from the UK Shared Prosperity Fund.
- New training courses would be held for residents, businesses and house-builders on upgrading homes or premises to make them more energy efficient and climate change friendly.
- The ongoing digital skills programme for residents had been well-received and would be continuing until the end of January 2025.

Councillor Porter announced that the Council had submitted its Local Plan to the Secretary of State for Housing, Communities and Local Government on 15 November. A summary had been prepared for the Inspector which was also available for the public on the council's dedicated [local plan website](#).

On behalf of Cabinet, Councillor Tod asked that thanks be passed on to all the staff involved in preparation of the Local Plan and also in the carbon reduction achievement.

7. **GENERAL FUND BUDGET OPTIONS & MEDIUM TERM FINANCIAL STRATEGY**
(CAB3483)

Councillor Cutler introduced the report which set out the financial challenges facing the council, including those relating to the national situation regarding local government financing and the assumptions being made regarding future funding and pressures.

At the invitation of the Leader, Councillors Lee and Godfrey addressed Cabinet as summarised briefly below.

Councillor Lee

He acknowledged the significant financial pressures being faced. He queried whether the medium term financial strategy (MTFS) had full regard to the draft Council Plan and requested that recommendation 1 of the report be amended to address this. He believed that specific references to the

nature emergency declaration were missing at a number of points within the report. Proactive investment in nature recovery should be included in addition to investment in carbon reduction measures to generate future savings. He expressed concerns regarding the increasing costs involved in collecting food waste.

Councillor Godfrey

He also acknowledged concerns regarding the uncertainty of future local government finances and that the main challenge would be faced in two years' time when savings of £3 million per annum must be achieved. The council's TC25 initiative was vital but he expressed concern that at the current time this appeared to lack any real plans about how this level of savings could be achieved and instead extra annual expenditure was being proposed. He also queried the council's future intentions if the government removed the Council Tax referendum limit.

Councillors Cutler and Tod responded to the comments made including emphasising that it was a government requirement to introduce food waste collection.

Councillor Cutler referred to the discussion of the report at Scrutiny Committee on 12 November and the draft minutes had been circulated to Cabinet and other members present prior to the Cabinet meeting.

The Director (Legal) drew members' attention to a correction required to recommendation 5 of the report to change the date referred to from March 2024 to March 2025. This was agreed.

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

RESOLVED:

1. That the assumptions set out in respect of Government funding, council tax, inflation rates and fees and charges (set out in full in section 13 of report CAB3483) and the projections set out in Appendix 1 be noted.
2. That the Medium-Term Financial Strategy be approved as set out in sections 13 to 17 of the report.
3. That a detailed budget be prepared for consideration by Council in February 2025 based on the assumptions set out in this MTF; final spending review announcements; and including the following options shown in Appendix 2 and Section 14 of the report:
 - a. That, in relation to Greener Faster and carbon reduction priorities:
 - i. An additional £135,000 per annum be included for the ongoing costs of providing the food waste collection service.

- ii. An additional one-off budget of £460,000 be included to fund the phased roll out of the food waste service from October 2025, without government funding.
 - b. That, in relation to the Homes for All priority:
 - i. Additional estimates, shown in Appendix 2, of c£300,000 per annum be included to fund increased demand for temporary accommodation to prevent homelessness.
 - c. That, in relation to services:
 - i. A reduction of £300,000 per annum to the energy benchmarking budget in relation to the operation of the leisure centres.
 - ii. An additional £50,000 per annum be included to fund additional pressures on council contracts.
 - d. That, in relation to service income annual budgets, amendments be made as follows, in response to revised estimates:
 - i. An increase of £30,000 per annum to Garden Waste income to reflect increased subscriptions (although partly off-set by increased contract costs of delivering the service to more households, already assumed in the MTFs).
 - ii. A reduction of £200,000 per annum of planning fee income to reflect the current reduced levels of applications received.
 - e. In relation to management of the council's property assets:
 - i. An additional £250,000 per annum be set aside into the Property Reserve for the maintenance of and investment in operational assets.
 - ii. A reduction of £500,000 per annum to reflect estimates of future rental income on investment properties.
4. That a risk reserve of £1m for homelessness prevention be established by transferring existing risk reserve funds from the Exceptional Inflation Risk Reserve.
5. That maintaining the concessionary price of the Garden Waste collection service at £29 and increasing the prices for small and large bin collections by the waste collection contract inflationary increase with effect from March 2025 be approved, resulting in charges of £46 for small bins and £70 for large bins.
6. That a capital budget of up to £190,000 be approved to enable a grant of developer contributions, under 'Section 106' agreements monies to be made to Wickham Parish Council for a replacement pavilion at Wickham Recreation Ground.
7. That the council's application to participate in the Hampshire Business Rates Pool for 2025/26 be noted.

8. **HRA BUSINESS PLAN & BUDGET OPTIONS**
(CAB3478)

As noted above, Councillor Becker declared a pecuniary interest in respect of this item and left the room during its consideration and took no part in the discussion or decision.

Councillor Westwood introduced the report which included proposals to support the council's commitment to increase retrofit investment in homes and to deliver the 1000 new homes programme by 2032/33. The budget options had been reviewed by the TACT Board, who were broadly supportive, and their feedback would be considered as part of the ongoing budget process.

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

Councillor Lee

He raised a number of points reiterating statements he had made at Scrutiny Committee. These included querying the TC25 efficiency proposals related to the housing programme to provide sustainable homes for the future and proposals to address future risks in terms of borrowing costs or reducing grant levels. He emphasised the importance of invest to save and digitalisation of decarbonisation measures. He was concerned that the proposal to purchase new homes (rather than the council build them) could result in an energy performance gap between what was predicted by the EPC and what was delivered by developers.

Councillor Horrill

She supported the majority of proposals in the report. She referred to comments and requests for additional data made at Scrutiny Committee which had not yet been received. She raised the following queries: further clarity on service charges in relation to sewage treatment works; the risk of not having an up-to-date housing stock condition survey; whether the TACT Board had been given the opportunity to properly consider the report's proposals.

Councillor Westwood responded to the comments made including confirming that the budget proposals would be considered by the TACT Board prior to Cabinet in February 2025 and that further consultation would be undertaken with all the council's housing tenants.

Councillor Tod referred to the discussion of the report at Scrutiny Committee on 12 November and the draft minutes which had been circulated to Cabinet and other members present prior to the Cabinet meeting. The Strategic Director confirmed that the request for tenant service charge information and data would be made available to all members, as requested, as part of the February 2025 consideration of the budget.

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

RESOLVED:

1. That the draft HRA Business 30-year Plan for 2024-25 to 2053-54 metrics shown in Appendix 3 of the report and current 5 year projection at Appendix 1 be noted.
2. That the business plan pressures identified in the 2024/25 business planning exercise as outlined in paragraphs 11.26 and 11.36 of the report, totalling £1.986m be noted.
3. That the budget options outlined within the report and detailed at Appendix 2 be approved as a basis for consultation to inform the February budget setting.
4. That the reallocation of £0.25m from the one off investment budget set in the previous business plan be approved to meet actions arising from our self assessment of our consumer standards compliance and service improvements identified.
5. That the continuing strategy for New homes 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 be noted.
6. That the current financial viability assessment for new build from para 11.15 to 11.25 of the report be noted.
7. That it be noted that a revenue savings target of £2m has been set to assist with bridging the forecast gap in financing future capital expenditure.
8. That the proposed timescale for asset disposals be noted, and that Barnes House disposal has been reconsidered for proposed use as Temporary Accommodation.
9. That it be noted that based on the September 2024 CPI figure of 1.7% that the average formula rent increase for 2025-26 for all affordable and social housing will be 2.7%.
10. That it be noted that the budget in October announced a consultation for future rent settlement between now and December, which indicates preference for CPI+1 for 5 years into the future, and approve the application of this principle in the business plan model to mitigate the cost of new build developments and reduce long term debt burden to the HRA once the outcome of the consultation is known.
11. That continuing full cost recovery in tenant service charges in 2025/26 be approved and it be noted that charges will generally reduce following a softening of energy prices.

12. That it be noted that there is an ongoing workstream 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 £0.4m in 2024/25, and estimated £0.3m in 2025/26.

9. **HOUSING PROCUREMENT OF HRA REPAIRS & MAINTENANCE TERM CONTRACT**
(CAB3463)

Councillor Westwood introduced the report which contained proposals for the procurement of the new contract acknowledging the level of tenant satisfaction with the existing contract and stated that it was intended to expand the service offered. It was proposed that the contract be offered on a 60:40 quality/price basis to recognise the importance of quality.

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

Councillor Horrill

She emphasised the importance of the contract and queried how it was possible for a decision to be made without the details of the repair programme being available. She reiterated the request from Scrutiny Committee that a breakdown (by number and type) of repairs currently undertaken on the council's housing stock be provided.

Councillor Lee

He had concerns that the 10% minimum for environmental social criteria was too low. He welcomed the emphasis on quality in the contract procurement. He reiterated requests made at previous meetings that nature based products be used wherever possible.

Councillor Westwood responded to the comments made including emphasising that the contract would deliver the requirements of the new Council Plan in terms of the commitment to tackle the nature and climate emergency.

Councillor Tod referred to the discussion of the report at Scrutiny Committee on 12 November and the draft minutes had been circulated to Cabinet and other members present prior to the Cabinet meeting. The Strategic Director confirmed that the data requested on the breakdown of repairs would be made available to all councillors within the next week. The Chief Executive emphasised that the report's recommendations related to the process of procurement and consequently the data was not essential for a decision to be made by Cabinet.

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

RESOLVED:

That the following be agreed:

1. To procure, award and enter into a contract / contract(s) to undertake retrofit, cyclical, planned, voids and reactive works to Winchester City Council owned housing properties within the parameters set out in this report and to delegate authority to the Strategic Director to conduct the procurement exercise and to finalise and agree the terms of the contract(s).

2. To incorporate and design a dialogue phase(s) within the procurement procedure as permitted under the Public Contract Regulations 2015 (PCR 2015).

3. To use the Competitive Dialogue Procedure under PCR 2015 to carry out the procurement.

4. To ensure best value, adopt a 60:40 (quality:price) evaluation model with a quality bias (60%).

5. To commission following the satisfactory completion of the procurement exercise a Term Alliance Contract to be awarded to a single provider for an initial term of up to 10 years with an option to extend for a further 5 years.

6. To agree to evaluate tendered prices using the Optimum Price model rather than a lowest price model.

7. To approve the use of the Term Alliance Contract TAC-1 (as amended) form of contract for the HRA repairs and maintenance contract.

10. **FUTURE OF WASTE AND RECYCLING; NEW FOOD WASTE COLLECTIONS & RECYCLING SERVICE**
(CAB3475)

Councillor Learney introduced the report which set out proposals to confirm the introduction of weekly food waste collection on a phased basis from October 2025. She referred to the extensive resident consultation undertaken in 2023 which indicated strong support for the service and reiterated that it was a legal requirement that it be introduced by 31 March 2026.

At the invitation of the Leader, Councillors Lee and Bolton addressed Cabinet as summarised briefly below.

Councillor Lee

He referred to his comments made at Scrutiny Committee about the benefits of delaying food waste collection in order to prioritise bigger carbon reduction projects. He had concerns that the proposals relating to the electrification programme for waste collection vehicles were premature in advance of the local area energy plan.

Councillor Bolton

He expressed that consideration of the report at the previous Scrutiny Committee meeting was unsatisfactory due to the lack of time available.

He highlighted that the survey indicated that residents would like to recycle more but to have as few bins as possible. Noting that the County Council were the disposal authority, he asked what measures were being taken to work together with other Hampshire district councils (the collection authorities) to ensure a consistent approach was adopted.

Councillor Learney and the Service Lead – Environmental Services responded to the comments made including confirming that district councils were working together and had presented to the County Council their preference for a collection system.

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

RESOLVED:

1. That a new food waste collection and recycling service be implemented in line with the requirements of Simpler Recycling through the Council's contractor, Biffa, at a forecast cost of £1.611m per annum.
2. That additional baseline revenue budget of £0.211m per annum for the ongoing cost of the food waste service be approved, in addition to the £1.4m previously agreed in February 2024 (CAB3444 refers).
3. That it be agreed to start collecting food waste from October 2025 on a phased roll out basis at a total forecast cost in 25/26 of £457k. An additional one-off budget of £317k is required in 25/26 to be funded by the major investment reserve.
4. That the additional baseline budget of £105k per annum from 25/26 be agreed for the relocation of the grounds maintenance contractor to enable Biffa full use of the depot at Barfield Close from which to operate the new food waste service. A part year supplementary budget of £50k is required for 24/25 to enable the new lease to start in December 2024.
5. That the contract with the Council's contractor, Biffa, be varied to include the new food waste collection service.
6. That the capital budget for this project be increased by £159k, to be funded by borrowing, to allow for the additional costs, outlined in Appendix 1 of report CAB3475.
7. That the required bins and caddies with associated branding necessary to start food waste collections be procured, with authority delegated to the Strategic Director in consultation with the Cabinet Member for Climate Change to agree assessment criteria and conclude the process, including use of an approved framework, in line with the forecast cost of £429k as outlined in Appendix 1 of the report, from this project's approved capital allocation in 25/26.

8. That authority to incur expenditure of up to £853k for identified revenue costs and up to £604k for identified capital costs be agreed as set out in Appendix 1 of the report, (Stage 1 – Revenue and Stage 1 – Capital).

9. That authority to agree the detail of the new food waste service be delegated to the Strategic Director in consultation with the Cabinet Member for Climate Emergency.

11. **ACQUISITION OF AFFORDABLE HOMES AT KINGS BARTON, WINCHESTER (LESS EXEMPT APPENDIX)**
(CAB3485)

Councillor Westwood introduced the report which sought approval for the purchase of 146 new affordable properties at Kings Barton, Winchester. The report had been considered by Scrutiny Committee on 12 November and the draft minutes had been circulated to Cabinet and other members present prior to the Cabinet meeting.

Ian Tait spoke during public participation as summarised briefly below. He welcomed the proposed provision of 146 affordable homes but highlighted this would not result in a net increase in affordable housing because if they were not purchased by the council, they would still be required to be transferred to a registered provider in accordance with the Kings Barton S106 agreement. He reiterated his statements made at previous meetings that the council should seek to purchase a substantial parcel of land on which to build new council homes.

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

Councillor Lee

He welcomed the proposal to increase affordable housing in the district. He requested that the acquisition agreement include a post occupancy energy agreement to fix any energy gaps that might arise.

Councillor Horrill

She acknowledged the importance of the availability of affordable homes and asked that the homes to be purchased from CALA be of the same standard as those available for sale. It was important that the specification was to the highest possible standard and that the properties were “pepper-potted” across the site to ensure integration.

Councillor Westwood, the Strategic Director and the Service Lead – New Homes responded to the comments made including emphasising that the properties had been secured in a competition process with registered providers.

Cabinet moved into exempt session to consider the contents of the exempt appendix before returning to open session to consider the report’s recommendations as set out below.

Cabinet noted that, following discussions in the exempt session, it had been clarified by the Service Lead – New Homes that any reference to rent levels of “70%” in the report and appendix were incorrect and should be amended to “LHA rent levels”. Clarification was also sought as to whether the service charges would be payable by the tenants of the properties in addition to the rent and it was confirmed that these were already budgeted for within the rental figures.

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

RESOLVED:

1. That the allocation and expenditure of the New Build Unallocated Capital Budget be approved as set out in the confidential appendix to the report to purchase land and 146 new affordable properties at Kings Barton, Winchester.

2. That the Corporate Head of Asset Management be authorised in consultation with the Section 151 Officer to:

- a) negotiate and agree the terms and conditions of the transaction and enter into a land agreement and a build agreement to acquire land and the 146 homes to then be built on that land from Cala Management Ltd for the purchase price as set out in the confidential appendix.
- b) enter into any planning and/or legal agreements required to purchase the land and 146 homes.

12. **Q2 FINANCE & PERFORMANCE MONITORING**
(CAB3476)

Councillor Cutler introduced the report which was the second quarterly report in the new format which related to the themes of the Council Plan and also reported on regeneration and growth.

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

Councillor Wallace

He expressed concern that the report had not been fully considered at Scrutiny Committee due to lack of time available at the meeting caused by the large agenda. He requested clarification regarding the change in the new homes target date. He was also concerned that the “Red/Amber/Green” (RAG) status appeared to be applied inconsistently.

Councillor Bolton

He concurred with concerns that the report had not been fully considered at Scrutiny Committee and requested that the report be referred back to Scrutiny for further consideration prior to Cabinet. He also suggested that further discussion of the scrutiny work agenda was required.

Councillor Lee

He asked a number of questions relating to a potential KPI improvement exercise, emergency planning, risk of the landline switch off, Natural Burial areas, and low carbon assessments referred to in the Economic Development Strategy Action Plan 2024-27.

Councillor Cutler and other Cabinet Members responded to the comments made in relation to their areas of responsibility.

In response to Councillor Bolton's request, Councillor Tod stated that Cabinet was being asked to note progress and endorse contents and there was no requirement for consideration by Scrutiny Committee prior to this decision. He also emphasised that the Scrutiny Committee was responsible for setting its own work programme and managing agendas.

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

RESOLVED:

That the progress achieved during Q2 of 2024/25 be noted and the contents of the report be endorsed.

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

RESOLVED:

That the list of future items as set out in the Forward Plan for December 2024 be noted.

14. **EXEMPT BUSINESS:**

RESOLVED:

1. That in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2. That the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

<u>Minute Number</u>	<u>Item</u>	<u>Description of Exempt Information</u>
15	Exempt minutes of the previous meeting) Information relating to the) financial or business affairs of) any particular person (including

- 16 Acquisition of affordable homes at Kings Barton (exempt appendix)) the authority holding that information). (Para 3 Schedule 12A refers)

15. **EXEMPT MINUTE OF THE PREVIOUS MEETING**

RESOLVED:

That the exempt minute of the previous meeting held 15 October 2024 be agreed as a correct record.

16. **ACQUISITION OF AFFORDABLE HOMES AT KINGS BARTON, WINCHESTER (EXEMPT APPENDIX)**
(CAB3485)

In response to a question in exempt session regarding the proposed rent to be charged, the Service Lead – New Homes confirmed that the financial appraisals contained in the exempt appendices were run at LHA rent levels. Any reference to 70% rents in the open report or exempt appendices were incorrect and should be amended to refer to LHA rent levels.

RESOLVED:

That the contents of the exempt appendix be noted, with the correction to note it referred to LHA rent levels.

The meeting commenced at 9.30 am and concluded at 1.05 pm

Chairperson

This page is intentionally left blank

CAB3480
CABINET

REPORT TITLE: COUNCIL PLAN 2025-2030

11 DECEMBER 2024

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

Contact Officer: Simon Howson Tel No: 01962 848 104
Email: showson@winchester.gov.uk

WARD(S): ALL

PURPOSE

The current five-year Council Plan was adopted by Council on 15 January 2020 and runs until 31 March 2025. To ensure the Council Plan has remained relevant over this period a review and update has been undertaken on an annual basis.

The proposed new Council Plan 2025 – 2030 sets out across 6 priorities the council's key ambitions and outcomes for the coming five years. This Council Plan is to be considered by Cabinet and recommended for adoption by Council with effect from 1 April 2025. The Council's suite of Key Performance Indicators will be reviewed in the light of the Council Plan priorities and delivery of the plan will be tracked through Service Business Plans.

A period of engagement and consultation on the draft Council Plan 2025-30 was undertaken during the summer and autumn and included residents, businesses, members staff and the voluntary sector.

RECOMMENDATIONS:

1. Cabinet recommends adoption of the Council Plan 2025 – 2030 to Full Council with effect from 1 April 2025.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 This report sets out the proposed new Council Plan that sets out the priorities and activities that the council will undertake over the next five years to deliver the outcomes in the new Council Plan.

2 FINANCIAL IMPLICATIONS

- 2.1 The priorities in the Council Plan will guide the council's activities for the coming period and is being taken into account as we develop our Medium-Term Financial Strategy. Without doubt the public sector faces a challenging financial position and the council must be clear that delivery of the council plan presents value for money and best outcomes for our communities.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 There are no direct legal implications which arise directly from the attached draft Plan, though individual projects and actions will be subject to review as required by Legal Services. The delivery and implementation of the Council Plan will need to take into account of legally binding duties and responsibilities on the council.

4 WORKFORCE IMPLICATIONS

- 4.1 None directly arising from the report. To deliver the aims and objectives in the Council Plan, staffing resources will need to be assigned as required by the council.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None in the Plan, although asset management is an element of the council's activities.

6 CONSULTATION AND COMMUNICATION

- 6.1 Executive Leadership Board and senior managers have been consulted on the content of the draft Council Plan. All Cabinet Members have contributed to the draft Council Plan.
- 6.2 Presentations were given to the council's Economy and Housing Policy Committee and Health and Environment Policy Committee meetings in September and contributed to the priorities to be included in the new Council Plan.
- 6.3 Winchester City Council's district wide 2024 Residents' Survey was completed in September, 1,654 individuals responded, and an additional Young Persons' Survey was undertaken which captured the opinions of 500 residents aged between 18-24 years old. The results of both surveys have

been used to evidence the priorities in the new Council Plan and the Executive Summary has been published on the council's website.

6.4 Engagement with parish councils was undertaken covering the outcomes and priorities for the new Council Plan at a Parish Liaison meeting held on 20 June. The presentation covered the challenges that were facing the council over the next 5 years and Parish representatives were invited to provide feedback and their own priorities for including in the new Council Plan.

6.5 Further information from the engagement and consultation undertaken is included in the main body of this report.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Tackling the climate emergency and supporting nature's recovery across the district is a key theme within all the priorities of the Council Plan.

8 PUBLIC SECTOR EQUALITY DUTY

8.1 An Equality Impact Assessment (EqIA) has been undertaken to assess the impacts of the draft Council Plan is attached as Appendix 2 to this report.

8.2 Individual Equality Impact Assessments will be undertaken on the individual projects that support delivery of the priorities included in the Council Plan as required.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None required.

9.2 RISK MANAGEMENT

Risk	Mitigation	Opportunities
Financial Exposure	Financial planning and regular monitoring of expenditure and income ensures that the council maintains a balanced budget. All new projects require approval of a financial appraisal before they can commence.	New revenue streams derived from the outcomes included in the Council Plan contribute positively to the council's financial position.
Exposure to challenge	Each significant action or project will be subject to its own legal consideration in appropriate reports.	
Innovation	By exploring new ways of working, this increases	

	the council's exposure to risk and alters its risk profile. This is mitigated by consideration and approval of a robust business justification case before a project can commence	
Reputation	The risk of not delivering the plan is mitigated through the monitoring of the outcome measures contained within the Strategy, and ensuring corrective action is taken. Not delivering on some of these items, especially some of the major projects will have a large financial risk to the council through impacting on future revenue streams.	This plan gives the opportunity for the council to enhance its reputation through establishing a more targeted ambition for the district that is based on clear measures. Success against these key measures will enhance the council's reputation to move key programmes of work forward.
Achievement of outcome	Regular monitoring reports are prepared to capture the progress the council is making to achieve the outcomes in the Council Plan and where required take remedial action to ensure successful delivery.	
Property - none		
Community Support	Provide engagement opportunities especially through key projects.	Further opportunities to engage with our residents and communities.
Timescales	Quarterly monitoring of the measures included in the Plan by officers, The Scrutiny Committee and Cabinet.	
Project capacity	Project team resourcing across the council supports the delivery of the programmes and projects included in the	Ensuring that adequate resources are allocated to all new projects as part of the business justification

	plan. And is reviewed regularly by the Programme and Capital Strategy (PAC) Board.	case and before they commence.
Other - none		

10 SUPPORTING INFORMATION:

- 10.1 The Council Plan 2020-25 was adopted by the council in January 2020 and refreshed post the pandemic in 2022. An annual review is undertaken to ensure the themes and priorities in the council plan are still relevant to the district of Winchester.
- 10.2 The proposed plan covering the period 2025-30 (attached as Appendix 1) comprises 6 priority outcomes that the council wants to achieve and sets out the activities that will contribute to the delivery of the outcomes which are:
- Greener Faster
 - Thriving Places
 - Healthy Communities
 - Good Homes for All
 - Efficient and Effective
 - Listening and Learning

11. Residents' Survey 2024

At the beginning of July 2024, the council undertook a Residents' Survey to understand the views and opinions of our residents that would be used to not only support an evidence-based approach to decision making but also inform the priorities in this plan.

The headline results from the survey are that 90% of residents support the five priorities in the current Council Plan and that these should continue to be the priorities for the next five years.

The survey highlighted significant differences in the biggest household concerns by demographic subgroup. A higher proportion of residents aged 18-34 selected cost of living (62%) and access to affordable housing (48%) as their biggest concerns over the next 3 years. Residents aged between 35-54 responded with healthcare/ access to a GP (68%) as being their greatest concern followed by children's education (45%). Concern for the local economy was the third biggest concern for both demographic groups.

When asked about the areas the council should focus on during the life of the new Council Plan, providing affordable housing was the highest (55%) followed by protecting the natural environment (49%). The third highest was tackling homelessness (43%).

12. Economy and Housing Policy Committee

At its meeting on 17 September 2024, Economy and Housing Policy Committee members received a presentation setting out the challenges the council is facing.

During that meeting the following comments were made with a particular focus on economic and housing matters:

- It was suggested that the council should continue to focus on providing affordable housing, but that new housing must meet the diverse needs of the district
- It was suggested that the council support small businesses, particularly those with less 10 employees, with digital connectivity, especially in the rural areas where fibre connections were unlikely.
- It was suggested that the council support farms to adapt and respond to climate change
- It was suggested that consideration be given to managing the risks arising from private landlords leaving the housing market
- It was suggested the council should encourage business start-ups among young people
- Highlighting the impact of inadequate public transport in rural areas, especially on young people
- Support for farming to adapt the impacts of climate change

13. Health and Environment Policy Committee

Members of the Health and Environment Policy Committee received a presentation on 19 September setting out the challenges the council is facing with regard to environmental and health issues within the district.

With a focus on the residents' health and wellbeing as well as the environment, during that meeting the following comments were made:

- The Council should focus on reducing carbon emissions, but support residents and businesses with effects of climate change and adverse weather events
- It was suggested that the council should ensure new developments include dementia friendly facilities
- It was suggested the council understand the impact and prepare for the effects following future introduction of Artificial Intelligence (AI)

- Protection for 'blue spaces' in addition to green spaces
- Cooler home plans to respond to the effects of Climate Change
- Resilience mitigation, including water and food chains, cool hubs alongside warm hubs
- It was suggested the council focus on support for young people with anxiety and mental health issues

14. The Scrutiny Committee

At the meeting of The Scrutiny Committee on 14 October, members were presented with proposals for the new Council Plan and invited to provide feedback on the direction of the draft Council Plan. During the meeting the following comments were made:

- A question was raised about the key performance indicators that future KPIs should be clear and understandable key performance indicators, using language that residents could easily comprehend are put in place to report and track the progress of the outcomes in the new Council Plan
- Concerns were raised about how the council could support the assessment and restoration or establishment of community centres as they reach the end of their life
- A suggestion was made to support community centres in improving heating facilities to help achieve climate emergency goals by 2030.
- It was proposed that the council enable community facilities to learn from each other and make better use of grants through facilitating knowledge sharing and support.
- A question was asked about allocating more space for allotments to promote self-sufficiency and support increased demand for outdoor spaces post-COVID-19.
- Concerns were raised about the impact of COVID-19 on retail services in rural market towns, with facilities closing, and a request was made for more attention and support for rural areas, including transport issues.
- A suggestion was made to focus on reducing the need to travel rather than relying on rural bus services, by making amenities in rural areas more accessible and supporting initiatives that reduced congestion and pollution.
- A question was raised about considering hydrogen as an alternative to electric vehicles in the council plan.

- A question was asked about exploring additional recycling options, including learning from neighbouring councils, to enhance recycling efforts without transporting waste over long distances.
- Concerns were raised about the usability of the Winchester City Council website, with some residents finding it challenging to navigate and access information or submit comments.
- A concern was expressed that while there were many ideas for environmental initiatives, the council needed to progress them faster, focusing on efficient delivery.

15. At the Parish Liaison meeting held on 20 June 2024, parish councillors and clerks received a presentation on the development of the new Council Plan and invited to provide feedback on the areas the council should consider as priorities for the next 5 years. During the meeting the following comments were made:

Rural areas

- Lack of infrastructure and facilities in the rural areas, such as public transport access to doctors' surgeries, poor broadband, is an issue.
- There needs to be more joint partnerships, i.e. bus companies and train companies need to co-ordinate their timetables.

Housing

- There are examples of some social housing units that require updating.
- It needs to be recognised that there is not a one size fits all criteria for retrofit heating. Air pumps can be costly and not suitable for all residents, there could be more suitable options for rural areas.
- People are not moving around as much as they should/could because of the cost of living, which has an impact of the availability of housing stock.

Health

- Social care is an important issue that needs to be addressed.
- There needs to a collective understanding of services needed by the increasing ageing population better, particularly in rural areas.

16. Next Steps

The draft Council Plan 2025-30 is recommended to Council for adoption at its meeting on 15 January 2025 and the new Plan will take effect from 1 April.

As is our usual approach, Corporate Heads of Service will work collaboratively with Cabinet members to review and update actions and projects through the annual service planning process to reflect the outcomes in the new Council Plan. As the Council Plan is a longer-term strategic document, activity will be delivered over the next five years to deliver the outcomes set out in the document

A quarterly report on progress in delivery of the Council Plan 2020–2025 is already provided and the recently refreshed and sharper reporting style has been broadly welcomed as a significant improvement. Key activities from the 2025–30 Plan will be identified and commencing with the Q1 25/26 quarterly performance report, progress will be reported against significant actions in the 25/26 service plans. In this way the performance management framework is dynamic and ensures a focus on the key issues for delivery.

Without doubt the public sector faces a challenging financial outlook and as now the annual service plans will also incorporate agreed TC25 activities and initiatives.

A suite of performance metrics currently exists consisting of long-range trackers which endure through the life of the plan along with a suite of activity metrics. A review and refresh of these metrics will be undertaken during the early part of 2025 ensuring their appropriateness and relevance to the new Council Plan priorities and outcomes. As is usual, Members will be given the opportunity to comment and input into the new set of metrics.

17. OTHER OPTIONS CONSIDERED AND REJECTED

The council could choose not to have a Council Plan; however, it is this plan that sets out the key priorities and outcomes for the council and enables effective business planning and programme management for teams. Not to have a plan is not recommended.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

CAB3370 Council Plan 2020-25 Refresh

Other Background Documents:-

None.

APPENDICES:

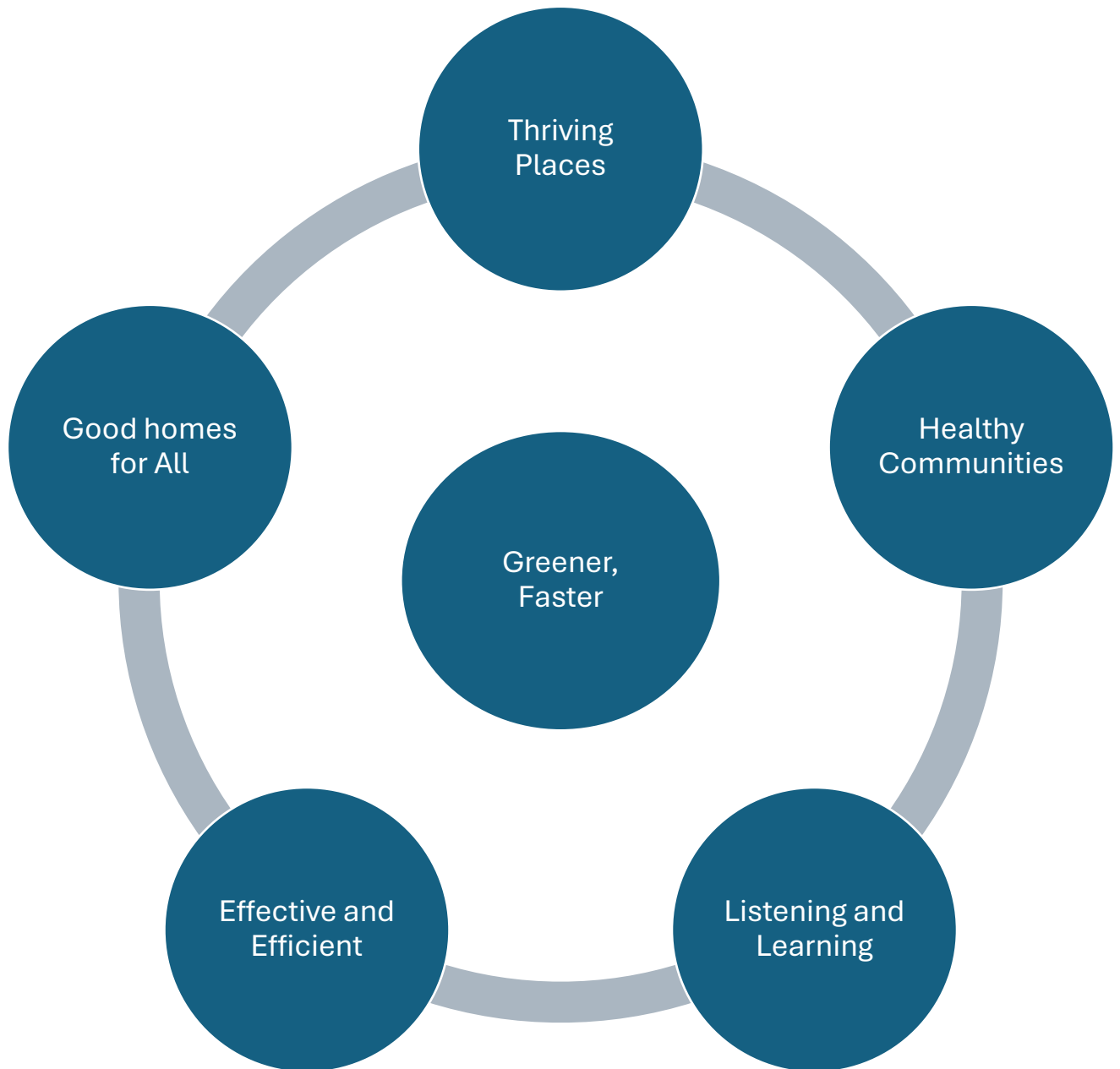
Appendix 1 – Council Plan 2025-30

Appendix 2 – Equality Impact Assessment (EqIA)

This page is intentionally left blank

Council Plan 2025-30 - draft

Our Priorities:



Greener, Faster

What we want to achieve

- The Winchester District to be carbon neutral by 2030
- Reduced waste and increased recycling, exceeding national targets
- Cleaner air than national targets
- Better protection against extreme climate events
- Increased proportion of journeys by public transport, foot or bike
- Reversing the long-term decline in nature and biodiversity

How we will achieve this

- Work with and enable businesses, organisations and residents to deliver net zero guided by the Carbon Neutrality Roadmap for the district. Key elements include:
 - Local Area Energy Plan
 - Energy efficiency measures in homes and commercial buildingsUtility scale renewable energy
 - Carbon sequestration through nature-based solutions
 - Further expansion of EV charging
- Protect our natural environment and tackle the ongoing nature emergency by:
 - Building on the Biodiversity Action Plan to create a strategic approach to nature improvement across the whole district
 - Working with partners to support delivery of Hampshire's Local Nature Recovery Strategy
 - Using current and future Local Plans to maintain demanding standards for biodiversity and the natural environment
- Cut pollution in our district's rivers, chalk streams and watercourses by
 - Maintaining and enforcing robust planning policies in current and future Local Plans that eliminate the risks of pollution from new developments and reduce flood risk
 - Upgrading our own wastewater treatment works
 - Working with other authorities and private operators to secure the necessary upgrades to public and private sewage and water treatment plants
 - Supporting citizen science and volunteer groups
- Work with Hampshire County Council to deliver the City of Winchester Movement Strategy and significant improvements to walking, cycling and bus provision in Winchester, our market towns and rural areas.
- Further decarbonise our own buildings, vehicles and operations – including, as far as achievable, our indirect emissions
- Increase what can be recycled, support reuse, and help residents and businesses prevent and reduce waste
- Deliver the Air Quality Strategy and Action Plan
- Embed the strongest achievable environmental standards in current and future Local Plans
- Audit our own buildings, homes and operations against the impacts of climate change, implement necessary actions, and share this knowledge with others.

Thriving Places

What we want to achieve

- Strong, sustainable business growth
- More young people living and working in the district
- Strong footfall in all our centres with lower than regional vacancy rates
- Attractive, clean public spaces and facilities
- Less fly-tipping and graffiti
- Improved facilities within 20 minutes of people's homes
- Increased investment in our district
- Full gigabit broadband and mobile coverage by 2030

How we will achieve this

- Work with partners to implement our Green Economic Development Strategy. Key elements include:
 - Increasing solar PV installation of large commercial and industrial buildings
 - Deliver a Digital Growth Factory for SMEs
 - Micro-consolidation trial to support 'last mile', 'first mile' and 'only mile' deliveries
 - Implementing the district-wide Cultural Strategy 2024-30
- Work to secure investment via the Hampshire Prosperity Partnership, any future Combined or Mayoral Authority, and other public and private sector partners to:
 - Regenerate our run-down areas, especially the Central Winchester Regeneration area
 - Support new business and create new jobs
 - Strengthen public transport
 - Improve our energy infrastructure
 - Fix our digital connectivity
- Work with further and higher education, alongside local business, to support skills and enable research and knowledge transfer
- Revitalise our street markets and support local festivals
- Invest in cleaning our city and market town centres, alongside improved management of commercial waste
- Work with partners to promote and develop our unique cultural, heritage and natural environment assets across the district
- Prosecute fly-tippers and clear fly-tipping faster
- Use Local Plan policies to support:
 - Sustained and improved facilities in local centres that reduce the need for travel
 - New business needs and opportunities, including agriculture and other rural businesses, the cultural, visitor and tourist economy, food/drink, creative, professional and education sectors

Healthy Communities

What we want to achieve

- Support for those most affected by the increased cost of living
- Improved health and wellbeing in our most deprived communities
- Increasing participation in physical activity for all ages and abilities, including active travel
- Access to attractive and well-maintained public facilities, green and natural spaces with space to play and gather for all ages
- Strong health and community infrastructure across the district
- Thriving local voluntary, and community sector – tackling isolation, building community cohesion and supporting those in need

How we will achieve this

- Targeted cost of living support programme, directly and via the voluntary sector and local charities, including Council Tax hardship grants
- Close working with the police and other partners to tackle anti-social behaviour and domestic abuse
- Community Action Programmes for our most deprived areas and communities, co-produced with local people and including a review of the social determinants of health (SDH).
- District Community Facilities Review to enable targeted support (where needed), in partnership with parishes and other providers
- Updated Sports Provision Strategy, incorporating growth sports that support greater inclusion and new participation, to unlock investment in local facilities
- Continued investment in our leisure centres, sports grounds, parks and play areas
- Work with the NHS to protect local health provision and encourage increased investment across primary and secondary care
- Continued support for the City of Sanctuary movement and for refugees to our district
- In every community across the district, use Local Plan policies and other measures to support healthy lifestyles in healthy places:
 - Great air quality, access to outdoor recreation and the natural environment
 - Walking, cycling and active transport
 - Sustainable neighbourhoods with strong community infrastructure, blue/green infrastructure and employment
 - Accessible to all, especially those with physical or mental disabilities
- New grounds and street care contract, supporting active travel, access and use of open spaces, sports grounds and play areas, clean and attractive centres and improved biodiversity

Good Homes for All

What we want to achieve

- Continue to increase the number of affordable homes across the district, including our 2023 commitment to delivery 1,000 more council homes by 2032.
- Every homeless person to secure a permanent home
- Policy-led planning to deliver NPPF objectives without ‘planning by appeal’, ensuring the right mix of homes for all, including young people and key workers.
- Ensure all council homes are decent, safe, energy efficient and resilient to the effects of climate change.
- Decarbonisation of district homes, consistent with our net zero goal.

How we will achieve this

- Buying homes as well as building homes, in sustainable locations with sufficient local affordable housing demand.
- Ensure a Local Plan remains in place for the district – consistent with NPPF objectives – and ensuring a minimum requirement of affordable homes across the district:
 - Successful implementation and adoption of 2024 Local Plan
 - Start update of local plan to deliver new NPPF objectives within 6 months of adoption
- Support our homeless and most vulnerable people working directly and in partnership with the voluntary sector, backed by:
 - Our new Homeless Pathway
 - Developing an in-house Housing First model
 - Providing the right mix of support and high-quality temporary accommodation to help people progress to permanent, secure housing
- Pilot and expand council-house decarbonisation plan, including fabric-first reduction in energy use and bills, expanded local energy generation and replacement of gas boilers with zero carbon alternatives
- New maintenance and repair contract, improving quality and responsiveness of council house repairs and retrofit
- Work with partners to drive wider residential decarbonisation across all housing types, including historic and heritage buildings.

Efficient and Effective

What we want to achieve

- Improved satisfaction for our services
- Good value compared to other similar authorities
- High accessibility and usage of our services – with a strong shift to digital for those who prefer it
- A balanced budget and stable council finances

How we will achieve this

- New Digital Strategy and Action Plan to:
 - Improve online customer experience – focusing first on the most used services
 - Improve internal collaboration and efficiency to further improve services
 - Improve use of data and analytics to support decision-making
- Building on the TC25 programme, continue with 2-yearly transformation programmes embedded in the council's work – reducing cost and improving efficiency.
- Test and deploy new technologies capable of improving efficiency and reducing cost.
- Robust IT security and resilience
- Joined up system of performance management tightly integrating service plans with council plan and clear KPIs measuring economic, environmental and community outcomes.
- Work to keep district council tax increases below inflation.

Listening and learning

What we want to achieve

- Improved resident survey results for involvement, contact and response
- Improved engagement with under-represented groups
- Above average Tenant Satisfaction Measures (TSMs)

How we will achieve this

- Satisfaction tracking and analysis across our services
- New Tenant Engagement Strategy
- Early and ongoing stakeholder engagement designed into all major projects
- Early engagement with Councillors on ward issues
- Review and refresh the current Public Sector Equality Duty Policy and create an Equality, Diversity and Inclusion Strategy and Action Plan, including refreshed EDI objectives and LGA Equality Framework actions
- Community Governance Review to ensure strong network of parish and town councils across the entire district – capable of operating in any new local government structures
- Review options for further devolving City Council functions to ensure sufficiently resourced parishes have maximum scope to represent local communities
- Work with neighbouring authorities to ensure that our communities are involved and heard on major out-of-area developments and initiatives that impact them
- Support a learning culture:
 - Post-evaluation and lessons learnt for all major initiatives
 - Encourage reapplication of best practice from other authorities and within the council
 - Research partnerships with local universities on our most difficult challenges

This page is intentionally left blank

Council Plan 2025 – 2030 Equality Impact Assessment

Section 1 - Data Checklist

		Yes/No	Please provide details
1	Have there been any complaints data related to the policy or project you are looking to implement?	No	
2	Have all officers who will be responsible for implementing the policy or project been consulted, and given the opportunity to raise concerns about the way the policy or function has or will be implemented?	Yes	<ul style="list-style-type: none"> - Plan reviewed by Economy & Housing and Health & Environment Policy Committee before Scrutiny Committee - Engagement with Winchester BID - The draft Council Plan to be recommended by Cabinet in December for adoption at Council on 15 January 2025
3	Have previous consultations highlighted any concerns about the policy or project from an equality impact perspective?	No	No, our Residents' Survey and Young Person Surveys, undertaken in the spring of 2024, identified that 90% of respondents agreed with the five key priorities set out in the current Council Plan, taken from a representative sample by age, gender and rural/urban classification. We are therefore not anticipating any EDI concerns.
4	Do you have any concerns regarding the implementation of this policy or project? <i>(i.e. Have you completed a self-assessment and action plan for the implementation of your policy or project?)</i>	No	
5	Does any accessible data regarding the area which your work will address identify any areas of concern or potential problems which may impact on your policy or project?	No	See Residents' Survey results above
6	Do you have any past experience delivering similar policies or projects which may inform the implementation of your scheme from an equality impact point of view?	Yes	The council as a whole has previous experience in creating and publishing corporate plans, including Council Plans. This Council Plan has been assessed via this dedicated EqIA, and the individual initiatives in the plan are subject to their

		Yes/No	Please provide details
			own EqlAs. This ensures that this refresh is truly reflective of our resident's priorities and the results of our consultation exercises.
7	Are there any other issues that you think will be relevant?	No	In addition to considering the protected characteristics under the Equality Act 2010, we also consider potential issues impacting other disadvantaged groups in line with WCC's Equality, Diversity and Inclusion (EDI) Statement of Policy and the EDI Action Plan. Particularly in the case of the Council Plan, this involves considering the different experience of rural and urban residents and businesses.

Section 2 - Your EqIA form

Directorate: Corporate	Your Service Area: Strategic support	Team: Policy	Officer responsible for this assessment: Anna Bodman Simon Howson	Date of assessment: 15.11.2024
----------------------------------	--	------------------------	--	--

	Question	Please provide details
1	What is the name of the policy or project that is being assessed?	Council Plan 2025 - 2030
2	Is this a new or existing policy?	This is a new plan. The existing council plan ran from January 2020 to March 2025.
3	Briefly describe the aim and purpose of this work.	The Council Plan is a high-level document covering the period 2025 to 2030. It sets out what the council wants to achieve and informs other strategies and plans including the Local Plan and individual service plans.
4	What are the associated objectives of this work?	To set an evidence-based set of outcomes for the council to achieve over the next 5 years.
5	Who is intended to benefit from this work and in what way?	Residents will directly benefit from the activities that the council will undertake over the course of the Plan. Officers and senior management across the council will benefit from the direction that a renewed set of priorities provides and will support service and resource planning.
6	What are the outcomes sought from this work?	<ul style="list-style-type: none"> To create and adopt a new public-facing Council Plan that demonstrates to residents that they are being listened to, and that the council is responding to their stated needs and expressed preferences in the context of a changing and challenging national situation. To create a set of Key Performance Indicators (KPIs) which reflect the renewed priorities and can help assess the progress made.
7	What factors/forces could contribute or detract from the outcomes?	The Council Plan is a high-level strategy that sets the direction of every department, meaning it is not possible to foresee every potential disruption to its implementation. The council manages risk in accordance with its Risk Management Policy and this is reviewed and updated annually. Corporate risks

		<p>are those that if realised could prevent the council achieving its Council Plan priorities and these are reviewed quarterly.</p> <p>A few notable examples that could impact the delivery of the outcomes include:</p> <ul style="list-style-type: none"> • Changes to the national economy • Policy changes from Government
8	Who are the key individuals and organisations responsible for the implementation of this work?	<p>Every council service is responsible for contributing to the delivery of the Council Plan priorities as part of their day-to-day service delivery. This includes managers (Corporate Heads of Service, Service Leads, team managers and leaders) and our wider teams.</p> <p>Cabinet takes responsibility for overseeing the delivery and progress towards the council plan outcomes.</p>
9	Who implements the policy or project and who or what is responsible for it?	<p>Winchester City Council via:</p> <ul style="list-style-type: none"> • Cabinet Members • ELB / senior leadership • All team members

		Please select your answer in bold . Please provide detail here.		
10a	Could the policy or project have the potential to affect individuals or communities on the basis of race differently in a negative way?		N	The refreshed Council Plan will not impact communities on the basis of race differently in a negative way. It will likely have a net positive effect due to the new priority placed on “listening and learning” which includes a focus on actively listening to and representing groups such as ethnic minorities across the district.
10b	What existing evidence (either presumed or otherwise) do you have for this?	<p>All consultations contain questions on protected characteristics which will include race. This will allow the council to monitor satisfaction with council services by race and identify any issues.</p> <p>This EIA will be updated with mitigating actions if any such issues are identified.</p>		
11a	Could the policy or project have the potential to affect individuals or communities on the basis of		N	The Council Plan refresh will not impact individuals on the basis of their sex in a negative way. An individual’s sex has no impact on

	<u>sex</u> differently in a negative way?			their ability to receive, comment on and differentially benefit from the Council Plan priorities.
11b	What existing evidence (either presumed or otherwise) do you have for this?	The Residents' Survey evenly engaged with both sexes – respondents were 48% male and 52% female – meaning that the results upon which this Council Plan is based are the views of both sexes in line with the proportion of each gender as measured via the 2021 Census.		
12a	Could the policy or project have the potential to affect individuals or communities on the basis of <u>disability</u> differently in a negative way?		N	The council plan will not impact individuals on the basis of disability in a negative way. The council plan document will be accessible to all.
12b	What existing evidence (either presumed or otherwise) do you have for this?	An easy read version of the council plan will also be created. This will help those with learning difficulties, as well as people with memory problems, visual impairments and those that speak English as an additional language. The council plan itself will specify how to access alternative formats such as large print.		
13a	Could the policy or project have the potential to affect individuals or communities on the basis of <u>sexual orientation</u> differently in a negative way?		N	The Council Plan refresh will not impact communities on the basis of sexual orientation in a negative way.
13b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
14a	Could the policy or project have the potential to affect individuals on the basis of <u>age</u> differently in a negative way?		N	The council undertook a Youth Survey seeking the views and opinions of young people aged between 18 and 24 and these have been used to support the priorities and outcomes in the new Council Plan.
14b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
15a	Could the policy or project have the potential to affect individuals or communities on the basis of <u>religious belief</u> differently in a negative way?		N	The Council Plan will not impact communities on the basis of their religion or belief differently in a negative way. It will likely have a net positive effect due to the new emphasis placed on “listening and learning” which includes the

				refreshing of the Council's EDI objectives.
15b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
16a	Could this policy or project have the potential to affect individuals on the basis of <u>gender reassignment</u> differently in a negative way?		N	The Council Plan refresh will not impact communities on the basis of gender reassignment in a negative way. It will likely have a net positive effect due to the new emphasis placed on "listening and learning"
16b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
17a	Could this policy or project have the potential to affect individuals on the basis of <u>marriage and civil partnership</u> differently in a negative way?		N	The Council Plan refresh will not impact individuals on the basis of marriage and civil partnership in a negative way. An individual's relationship status has no impact on their ability to receive, comment on and differentially benefit from the council plan priorities.
17b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
18a	Could this policy or project have the potential to affect individuals on the basis of <u>pregnancy and maternity</u> differently in a negative way?		N	The Council Plan refresh will not impact individuals on the basis of pregnancy and maternity in a negative way.
18b	What existing evidence (either presumed or otherwise) do you have for this?	N/A		
19	Could any negative impacts that you identified in questions 10a to 15b create the potential for the policy to discriminate against certain groups on the basis of protected characteristics?		N	Both the Council Plan and the Resident's Survey upon which it is based have been carefully designed to mitigate negative impacts and ensure the refreshed priorities are reflective of and accessible to all residents in our district. We plan to continually assess and gather feedback on its corporate direction, and this EIA will be

				updated if any unforeseen impacts are identified.
20	Can this negative impact be justified on the grounds of promoting equality of opportunity for certain groups on the basis of protected characteristics? Please provide your answer opposite against the relevant protected characteristic.		N	Race: No negative impact identified
				Sex: No negative impact identified
				Disability: No negative impact identified
				Sexual orientation: No negative impact identified
				Age: No negative impact identified
				Gender reassignment: No negative impact identified
				Pregnancy and maternity: No negative impact identified
				Marriage and civil partnership: No negative impact identified
				Religious belief: No negative impact identified
21	How will you mitigate any potential discrimination that may be brought about by your policy or project that you have identified above?			<ul style="list-style-type: none"> • Publish an easy read version of the council plan on our website. • Make it clear where people can request alternative formats of the council plan such as large print, plain text and translation services. • Publicise the new council plan in multiple ways e.g. social media, website, and have hard copies available upon request.
22	Do any negative impacts that you have identified above impact on your service plan?		N	The proposed Council Plan can go ahead

Signed by completing officer	Anna Bodman
Signed by Service Lead or Corporate Head of Service	Simon Howson

This page is intentionally left blank

Forward Plan of Key Decisions

1 January 2025 – 31 March 2025

This document sets out key decisions to be taken within the next 28 days, together with any key decision by individual Members of the Cabinet and officers. It also includes potential key decisions beyond that period, though this is not comprehensive and items will be confirmed in the publication of the key decisions document 28 days before a decision is taken.

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

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

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public, there will be occasions when the business to be considered contains confidential, commercially sensitive or personal information. The items of business where this is likely to apply are indicated on the plan.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this document may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

If you have any representations as to why the meeting should be held in private, then please contact the Council via democracy@winchester.gov.uk . **[Please follow this link to the Council's Constitution](#) which includes a definition of the paragraphs** (Access to Information Procedure Rules, Part 4 paragraph 8.4) detailing why a matter may be classed as exempt from publication under the Local Government Acts, and not available to the public.

Anyone who wishes to make representations about any item included in the Plan please contact the Democratic Services Team prior to the meeting to make your request. Copies of documents listed in the Plan for submission to a decision taker are available for inspection on the Council's website. Where the document is a committee report, it will usually be available five days before the meeting. Other documents relevant to the decision may also be submitted to the decision maker and are available on Council's website or via email democracy@winchester.gov.uk.

Please note that the decision dates are indicative and occasionally subject to change.

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

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

Section A
Decisions made by Cabinet & Cabinet committees

Page 47	1	Development Delivery Plans - Central Winchester Regeneration	Cabinet Member for Asset Management	Yes	Town Wards	Veryan Lyons	Cabinet report	Cabinet	Jan-25	22-Jan-25	Part exempt 3
		Car park and access programme – review and 25/26 works	Cabinet Member for Climate Emergency	Yes	All Wards	Campbell Williams	Cabinet report	Cabinet	Jan-25	22-Jan-25	Open
	3	Land transaction (if required)	Cabinet Member for Asset Management	Yes	All Wards	Geoff Coe	Cabinet report	Cabinet	Jan-25	22-Jan-25	Part exempt 3
	4	Housing repairs and maintenance policy	Cabinet Member for Housing	Yes	All Wards	Gillian Knight	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
5	Housing repairs recharge policy	Cabinet Member for Housing	Yes	All Wards	Gillian Knight	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open
6	Disabled adaptations policy	Cabinet Member for Housing	Yes	All Wards	Gillian Knight	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open
7	Managing damp & mould in council and private sector homes	Cabinet Member for Housing	Yes	All Wards	Karen Thorburn	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open
8	Corner House, North Walls, Winchester	Cabinet Member for Housing	Yes	St Michael	Caroline Egan	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Part exempt 3
9	Housing Strategy 23-28 progress and update	Cabinet Member for Housing	Yes	All Wards	Karen Thorburn	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open
10	Social Housing Regulation	Cabinet Member for Housing	Yes	All Wards	Sarah Hobbs	Cabinet committee report	Cabinet Committee: Housing	Feb-25	3-Feb-25	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
11	General Fund budget 2025/26	Cabinet Member for Finance and Performance	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-25	12-Feb-25 27-Feb-25	Open
12	Housing Revenue Account budget 2025/26	Cabinet Member for Housing	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-25	12-Feb-25 27-Feb-25	Open
13	Sir John Moore Barracks Concept Masterplan	Cabinet Member for Place & Local Plan	Yes	Wonston & Micheldever	Julie Pinnock	Cabinet report	Cabinet	Feb-25	12-Feb-25	Open
14	Capital investment Strategy 2025 - 2035	Cabinet Member for Finance and Performance	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-25	12-Feb-25 27-Feb-25	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
15	Treasury Management Strategy 2025/26	Cabinet Member for Finance and Performance	Yes	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-25	12-Feb-25 27-Feb-25	Open
16	Air Quality Strategy	Cabinet Member for Place & Local Plan	Yes	All Wards	David Ingram	Cabinet report	Cabinet	Feb-25	12-Feb-25	Open
17	Venta Living Ltd - Business Plan 2025-26	Cabinet Member for Housing	Yes	All Wards	Gillian Knight	Cabinet report	Cabinet Committee: Housing Cabinet	Feb-25 Mar-25	3-Feb-25 13-Mar-25	Part exempt
18	Risk Management Policy 2025/26	Cabinet Member for Finance and Performance	Yes	All Wards	Liz Keys	Cabinet report	Cabinet	Mar-25	13-Mar-25	Open

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
19	Q3 Finance & Performance Monitoring	Cabinet Member for Finance and Performance	Yes	All Wards	Simon Howson	Cabinet report	Cabinet	Mar-25	13-Mar-25	Open
Section B										
Decisions made by individual Cabinet Members										
20	Direct Award of Retrofit and Compliance Contracts	Cabinet Member for Housing	Yes	All Wards	Gillian Knight	Cabinet member decision report	Cabinet Member for Housing Decision Day	Jan-25	22-Jan-25	Part exempt 3
21	Procurement of Insurance and Risk Services 2025-2030	Cabinet Member for Finance and Performance	Yes	All Wards	Liz Keys	Cabinet member decision report	Cabinet Member for Finance & Performance Decision Day	Feb-25	3-Feb-25	Open

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

Section C
Decisions made by Officers

22	Treasury Management - decisions in accordance with the Council's approved strategy and policy	Cabinet Member for Finance and Performance	Yes	All Wards	Designated HCC Finance staff, daily	Designated working papers	Designated HCC Finance staff, daily	Jan-25	Jan-25	Open
----	---	--	-----	-----------	-------------------------------------	---------------------------	-------------------------------------	--------	--------	------