

Meeting	The Scrutiny Committee
Date and Time	Monday, 19th January, 2026 at 6.30 pm.
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 (5pm Tuesday, 13 January 2026). 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 Councillors or Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests (DPIs), other registerable interests (ORIs) and non-registerable interests (NRIs) in accordance with 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 meeting of the 13 November 2025 (Pages 5 - 16)**

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 committee, provided they have registered to speak three working days in advance.

Please complete [this form](https://forms.office.com/r/Y87tufaV6G) (<https://forms.office.com/r/Y87tufaV6G>) by 5pm on Tuesday, 13 January 2026 or call (01962) 848 264 to register to speak and for further details.

6. **Central Winchester Regeneration Scheme Update (Pages 17 - 34)**

RECOMMENDATION:

It is recommended that scrutiny committee comment on the proposals within the attached cabinet report, ref CAB3536 which is to be considered by cabinet at its meeting on the 21 January 2026.

NOTE: This report contains an exempt appendix (Appendix A), if members wish to discuss any part of this exempt appendix, then the procedure under agenda item 6a (below) applies.

6a **Central Winchester Regeneration Scheme Update - EXEMPT BUSINESS (Pages 35 - 42)**

To consider whether in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(i) To pass a resolution that the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100 (1) and Schedule 12A to the Local Government Act 1972.

7. **To note the committee's current Work Programme. (Pages 43 - 44)**

The latest version of the committee work programme can be found here: <https://democracy.winchester.gov.uk/mgPlansHome.aspx?bcr=1>

8. **To note the latest Forward Plan of Key Decisions (Pages 45 - 50)**
February 2026 to April 2026

Laura Taylor
Chief Executive

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9 January 2026

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

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

THE SCRUTINY COMMITTEE – Membership

Chairperson: Councillor: Brook **Vice Chairperson:** Councillor Wallace

Committee Members.

Councillors:

Batho
Laming
Pett
Clear
Power
Murphy
Bolton

Quorum = 3 Members

Relevant Cabinet Members

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

Public Participation

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Tuesday, 13 January 2026) for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

Filming And Broadcast Notification

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

Voting

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

Terms Of Reference

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

Public Document Pack Agenda Item 4

THE SCRUTINY COMMITTEE

Thursday, 13 November 2025

Attendance:

Councillors
Brook (Chairperson)

Wallace	Pett
Batho	Power
Laming	Bolton

Apologies for Absence:

Councillors Clear and Murphy

Deputy Members:

Councillor Gordon-Smith (as deputy for Councillor Clear)

Other members in attendance:

Councillors Horrill, Lee, Cutler, Learney, Porter and Reach

[Video recording of this meeting](#)

1. APOLOGIES AND DEPUTY MEMBERS

Apologies for the meeting were noted as above.

2. DECLARATIONS OF INTERESTS

The following declarations were made:

1. Councillor Wallace declared a disclosable pecuniary interest due to his role as a Hampshire County Councillor. However, as there was no material conflict of interest, he remained in the room and spoke under the dispensation granted by the Audit and Governance committee.
2. Councillor Pett declared a disclosable pecuniary interest due to his role as a member of the South Downs National Park Authority. However, as there was no material conflict of interest, he remained in the room and spoke under the dispensation granted by the Monitoring Officer.
3. Councillor Batho and Councillor Pett declared an Other Registerable Interest as they were both Non-Executive Directors of Venta Living.

3. CHAIRPERSON'S ANNOUNCEMENTS

The Chairperson updated the committee regarding the Planning Enforcement Task and Finish Group. She advised that the group had met, however, due to the timing of the meetings and her work commitments she had been unable to attend. She advised that she would be discussing the findings with officers and that the outcomes from the group would then be compiled and presented to the committee at its meeting in February 2026.

4. MINUTES OF THE MEETING OF THE 8 SEPTEMBER 2025

RESOLVED:

That the minutes of the previous meeting held on 8 September 2026 be approved and adopted.

5. PUBLIC PARTICIPATION

Councillor Danny Lee addressed the committee regarding items, 6,7,8 and 9. Councillor Caroline Horrill addressed the committee regarding items, 7 and 8. Ian Tait addressed the committee regarding items, 7 and 8.

A summary of the contributions made were captured within the respective agenda item below.

6. GENERAL FUND BUDGET OPTIONS & MEDIUM TERM FINANCIAL STRATEGY

Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Transformation introduced the report. The introduction included the following points:

1. The Medium-Term Financial Strategy (MTFS) and budget options paper showed a balanced budget for the next two years, with a relatively small deficit in the years that followed.
2. The full detail of Fair Funding Review 2.0 was expected before the end of the year, with the most significant element being the rebasing of business rates, which would create a significant reduction in the council's revenue.
3. The food waste payment was budgeted at 80% of the full cost, as government confirmation of full funding was still pending.
4. Income from extended producer responsibility came in at £1.6 million, which was higher than the budgeted figure of £800,000.
5. The paper included one-off expenditures for Local Government Reorganisation (LGR) implementation, estimated at over £2 million, and for the community governance review.
6. Savings from the TC25 programme had reached over £1.6 million off the base budget, and the transformation team would now be concentrating on LGR rather than further TC25 savings.

Liz Keys, Director (Finance), provided a further introduction which included the following points:

1. The MTFS showed a more positive and stable financial position for the council compared to previous years.
2. That fewer budget options were presented this year because the move towards LGR resulted in a shorter long-term planning horizon.
3. The report sets out the key assumptions that were being made in preparing the budget for February.

Councillor Danny Lee addressed the committee and raised several points, which could be summarised as follows. He suggested presenting the financial forecasts with best, central, and worst-case scenarios to reflect uncertainties. He asked for clarification on which specific grants were affected by the TC25 community grants reduction and sought a “best-guess” estimate for the costs of LGR. He also enquired whether a provision for legal and valuation costs related to asset transfers under LGR should be included. Further questions were raised regarding the pattern of rental income risk, whether a contingency for the River Park Pavilion project should be included in the MTFS, and whether the council could be more ambitious with an accelerated solar energy programme.

The committee was asked to scrutinise and comment on the proposals within the attached draft cabinet report, ref CAB3522, which was to be considered by the Cabinet at its meeting on 19 November. The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. Clarification was sought on the garage maintenance budget, including whether it applied to garages owned by the Housing Revenue Account (HRA) and its overall cost-effectiveness.
2. A question was asked as to why an increase in garage rental income was classified as a TC25 transformational change and what other income increases were counted in this way.
3. Further detail was requested regarding the planned use of the additional £400,000 for the maintenance and investment in operational assets.
4. A question was raised about how businesses located outside of the Winchester City area were involved in the MTFS consultation process.
5. The recruitment of a permanent Corporate Head of Resources was questioned, given the council's limited lifespan due to LGR.
6. A question was asked about the potential impact of removing the New Homes Bonus on the council's housing delivery targets.
7. Further information was requested regarding the reduction in the employer's pension contribution referred to in the report.
8. A question was raised about the potential for an expanded solar energy programme.
9. Clarification was sought as to why the Community Infrastructure Levy (CIL) reserve balance for Winchester Town was projected to remain static and how expenditure from this reserve was planned.

These points were responded to by Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Transformation, Liz Keys, Director (Finance), and Laura Taylor, Chief Executive accordingly.

RESOLVED:

1. That the report be noted.
2. That cabinet considers the committee's comments raised during the discussion of the item.

7. HRA BUSINESS PLAN & BUDGET OPTIONS

Councillor Mark Reach, Cabinet Member for Good Homes, introduced the report, which set out the 30-year Housing Revenue Account (HRA) business plan. The introduction included the following points:

1. The proposals were designed to ensure a sustainable HRA for the next 30 years and deliver the best value for tenants.
2. The main pressures on the HRA related to macroeconomic factors, particularly higher than expected interest rates for the Public Works Loan Board, which were linked to volatile gilt markets. A prudent assumption on future rates had been made.
3. The HRA had a significant level of borrowing, amounting to around £200 million, making it sensitive to interest rate changes.
4. The report included proposed savings, which would be discussed with the Tenants and Councils Together (TACT) Board before being presented to Cabinet.

Councillor Caroline Horrill addressed the committee and raised several points for the committee to consider which could be summarised as follows. She requested details on asset disposals achieved and planned, and how the capital would be allocated between new homes and the upkeep of current stock. She asked if the business plan could be amended to continue building council properties beyond 2032-33. Further questions were raised regarding the estimated cost of repairing poor retrofit work, the provisional nature of new affordable rent levels, the scope of the £41.9 million for capital works, an update regarding void properties and the expected time frame for cost recovery on sewerage charges. Finally, she enquired how tenant input on the proposed savings would be gathered before the February 2026 budget.

Councillor Danny Lee addressed the committee and raised several points for the committee to consider which could be summarised as follows. He expressed concern about how well the HRA business plan was future proofed against rising costs and climate change. He highlighted the impact on the built environment on carbon emissions and the financial pressures from new regulations and high-emission materials. He recommended the council to be more forthright in adopting Modern Methods of Construction (MMC) and other energy-efficient, low-impact approaches to eliminate the housing performance gap and reduce long-term costs. He also questioned whether the proposed 10% rent increase for

five-bedroom social homes was fair and proportionate and asked what mitigation might be considered.

Ian Tait addressed the committee and raised several points regarding the disposal of surplus HRA assets for the committee to consider. He asked for the current criteria used to determine whether an asset was surplus and should be sold. He questioned whether the policy focused on strips of land or properties, citing the examples of Barnes House and The Corner House. He requested clarity on the rationale behind these disposals and asked if a list of surplus HRA properties existed.

The committee was asked to scrutinise and comment on the proposals within the attached draft cabinet report, Ref. CAB3523, which was to be considered by Cabinet at its meeting on the 19 November 2025. The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. A question was asked about the scope to use alternative financing from financial markets for refinancing, rather than relying solely on the Public Works Loans Board, given the volatility of gilt yields.
2. Clarification was sought as to whether the housing element of Universal Credit would be increased in line with CPI.
3. A question was raised regarding the strategy for wastewater treatment plant upgrades, the use of internal versus outsourced project management, and the review of the current household charging system.
4. An explanation was requested for the proposed 10% rent increase for five-bedroom social homes.
5. A question was asked about the council's long-term plan for adding new homes to the HRA beyond 2031/32.
6. A query was raised concerning the measures being taken to manage and reduce the time properties remained void including details of the team undertaking the work.
7. Clarification was sought on the criteria used to determine that an HRA asset was surplus and ready for disposal.
8. A question was asked to confirm the forecast cost for repairing poor retrofit work.
9. Further information was requested on the expected timeframe to achieve full cost recovery for sewerage charges.
10. Further clarification was requested regarding the use of the word "provisionally" concerning rent increases.
11. A question was raised about how tenant views and priorities would be gathered for the savings proposals listed in Appendix 2.
12. Questions were asked regarding the risk profile and pressures of the HRA including the overall balance position and required savings over the full planning period.
13. It was asked whether the income from nutrient credits could be provided within the report.

These points were responded to by Liz Keys, Director (Finance), Simon Hendey, Strategic Director, and Councillor Mark Reach, Cabinet Member for Good Homes accordingly.

RESOLVED:

The committee agreed the following:

1. That the following be provided to the committee:
 - a. the methodology regarding wastewater charges including the issues raised regarding rateable values.
 - b. the rationale for the proposed 10% rent increase for five-bedroom social homes
 - c. the criteria for the disposal of HRA assets and a list of assets intended for disposal.
 - d. Information regarding the income from the sale of nutrient credits.
2. That the cabinet member note the comments of the committee.

8. **HOBBS VIEW, SOUTHBROOK COTTAGES, MICHELDEVER - LESSONS LEARNED**

Councillor Mark Reach, Cabinet Member for Good Homes introduced the report which provided the lessons learned from the construction of six flats at Southbrook Cottages, Micheldever. The introduction included the following points.

1. The project, which began in 2020, had an overspend of approximately 27% on total costs therefore a report to Scrutiny and Cabinet was required.
2. The properties were built to Passivhaus Plus standard as a pilot development in support of the council's Carbon Neutrality Action Plan objectives. The report detailed the reasons for the cost overrun and proposed actions to be considered for future projects.

Councillor Caroline Horrill addressed the committee and raised several points for the committee to consider which could be summarised as follows. She stated that while she was in favour of project reviews, she felt the report lacked the full history of the project. She felt that the decision to build to Passivhaus standard meant that the scheme was over-specified. Councillor Horrill highlighted that the report failed to include the loss of revenue to the Housing Revenue Account (HRA) during rectification works and made no reference to issues experienced by the Parish Council with the contractor. She concluded that the report was a lost opportunity as it had not sought input from ward councillors or the Parish Council.

Councillor Danny Lee addressed the committee and raised several points for the committee to consider which could be summarised as follows. He congratulated the housing team on delivering the project, which supported the council's greener faster priorities. He acknowledged the cost overrun but noted it was a pilot project with a steep learning curve. He argued strongly that full Passivhaus certification was vital for future schemes as it provided quality assurance and eliminated the performance gap between a building's design and actual energy efficiency. He stated that choosing not to certify future Passivhaus projects would be a poor decision and suggested a future comparative analysis could be undertaken against Modern Methods of Construction (MMC).

Ian Tait addressed the committee and raised several points for the committee to consider which could be summarised as follows. He wished to highlight that the final project cost represented a 137% increase against the initial appraisal in 2020. He stated that the figures could not be justified, noting that the cost per square metre was more than double that of a commercial developer. Mr Tait advised the committee that the expenditure was from the HRA, funded by council tenants' rent, and that he felt that tenants wanted more decent homes rather than expensive schemes such as this.

The committee was asked to scrutinise and comment on the content within the attached cabinet report, ref CAB3492, particularly the identified "lessons learned" which would be considered by cabinet at its meeting on 19 November 2025. The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. A question was asked about the contract and why remedial works were not included within its original scope.
2. Clarification was sought on the typical cost uplift from a contractor for a design and build contract where the contractor carried the risk, and how this information informed the council's decision on its own risk appetite.
3. An explanation was requested as to why the project was approved to proceed despite failing its initial viability appraisal.
4. A question was raised about the role of the Clerk of Works, as the report recommended their use as a lesson learned, yet it was understood that one had been employed on this project.
5. A concern was raised as to whether other council projects were exposed to similar risks regarding contractual control.
6. A suggestion was made to review the Woodman Close project upon its completion to assess the impact of implementing the lessons learned from Hobbs View.
7. A point was raised regarding the importance of including feedback from the Parish Council and ward members in the final lessons learned report.

These points were responded to by Councillor Mark Reach, Cabinet Member for Good Homes, Caroline Egan, Service Lead - New Homes, and Laura Taylor, Chief Executive accordingly.

RESOLVED:

1. That the report be noted.
2. The committee asked the cabinet to consider the following points:
 - a. That future projects should include a clear assessment of the council's risk appetite to determine the most appropriate method of delivery and form of contract.
 - b. That upon completion of the Woodman Close project, evaluate the effectiveness of the lessons learned from Hobbs View.
 - c. That the lessons learned should include the views of residents, the Parish Council, and ward members.
 - d. That future lessons learned reports provide a broader evaluation of the entire project, including all objectives, risks, and stakeholder engagement, rather than solely focusing on the constitutional requirement related to budget overspend.
 - e. That a comparison of the ongoing running costs for Hobbs View and Woodman Close properties be undertaken.
3. That cabinet considers the committee's comments raised during the discussion of the item.

9. **Q2 FINANCE & PERFORMANCE MONITORING**

Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Transformation, introduced the report, ref CAB3525, which provided the second quarterly performance report for the 2025/26 financial year. The introduction included the following points.

1. The report focused on progress in delivering the Council Plan for the period 1 July to 30 September 2025.
2. At the committee's request, the report included the rationale for each of the annual targets associated with the relevant strategic key performance indicators.
3. Performance monitoring information was aligned with the six Council Plan priorities.
4. Areas of progress during the quarter included a 96% reduction in scope one and two carbon emissions against the 2017/18 baseline and the revocation of the Air Quality Management Area in Winchester City Centre.
5. Other achievements noted were the delivery of vehicles for the food waste rollout, the endorsement of a new twinning agreement, continued green business support, and the promotion of events for the 250th anniversary of Jane Austen's birth.

Simon Howson, Senior Policy and Programme Manager, updated the committee and advised that the report included the previous quarter's RAG (Red, Amber, Green) status for service plan actions to provide additional context and show the direction of travel.

Councillor Danny Lee addressed the committee and raised several points for the committee to consider which could be summarised as follows. He suggested that the council's climate emergency action plan should make explicit reference to the government's new Carbon Budget Growth Delivery Plan to ensure alignment. He questioned whether the project's status should be shown as red if national net-zero targets were projected to be missed. He also suggested that data from the Department for Energy, Security and Net Zero could be used to assist with tracking carbon savings.

Councillor Lee sought clarification on the status of the Social Housing Decarbonisation Fund and its impact on the council's ability to deliver its programme of installing solar panels and heat pumps. He enquired about the speed of the rollout beyond the initial 195 homes and the total percentage of council housing suitable for such upgrades. He also raised concerns about the potential underperformance of nutrient mitigation schemes, asked for more detail on proposed small-scale renewable energy projects, and questioned whether the Local Area Energy Plan could be progressed earlier to inform the next Local Plan.

The committee was asked to raise with the relevant cabinet member any issues arising from the report, ref CAB3525, and to draw any items of significance to the attention of the cabinet. The committee proceeded to ask questions and debate the report. In summary, the following matters were raised.

1. Clarification was sought as to how nutrient credits generated in Cheriton could be used to mitigate development in Old Alresford.
2. A concern was raised that a lack of available nutrient credits in the Upper Itchen catchment had the potential to prevent Alresford from delivering its housing requirements under the Local Plan.
3. Clarification was sought on whether the council would abandon its net-zero plans for council assets or use alternative methods to achieve its targets.
4. Further clarification was requested on whether phosphate credits for new developments had to be sourced from upstream or just from within the same water catchment area.
5. A question was asked as to whether the delivery date for reducing carbon from the council owned occupied estate should be April 2026 rather than 'ongoing'.
6. A request was made for a members' briefing on the 'Greener Faster' agenda, to cover nutrient credits, biodiversity net gain, and the delivery of offsite credits in perpetuity.

7. An explanation was requested as to why several Healthy Communities key performance indicators such as HC3 and HC4 were rated as green when the data suggested they were behind target.
8. A question was raised as to why the Bar End Depot project was shown with a green status, given that the preferred bidder had withdrawn and a new bidder was being sought.
9. Clarification was sought regarding the 'end of stage report' for the Station Approach project and why the project was not proceeding at this time.
10. A question was asked about what process was in place to address the future and meantime use of assets related to the "paused" Station Approach project.
11. A question was asked about member involvement with the bus options study within the Central Winchester Regeneration project.
12. Further information was requested regarding the "expenditure on use of local suppliers" KPI and how to improve this.
13. An explanation was requested as to why the proportion of housing stock reaching an EPC rating of C had not improved, despite a number of retrofit adjustments having been completed.
14. Clarification was sought as to why no housing retrofits were recorded in the first quarter of the year and whether the council had stopped undertaking works other than solar panel installations.

These points were responded to by Councillor Neil Cutler, Deputy Leader and Cabinet Member for Finance and Transformation, Caroline Egan, Service Lead - New Homes, Simon Hendey, Strategic Director, Simon Howson, Senior Policy and Programme Manager, Laura Taylor, Chief Executive, Liz Keys, Director (Finance), and Councillor Mark Reach Cabinet Member for Good Homes accordingly.

RESOLVED:

The committee noted the report and agreed on the following comments and recommendations for Cabinet consideration:

1. That a members' briefing be arranged on the "Greener Faster" priority, to include updates and clarification on nutrient credits, biodiversity net gain (BNG), and carbon targets.
2. That future performance reports should make explicit where major projects are paused, restarted, or significantly altered, such as the Station Approach and Bar End Depot projects.
3. That officers provide a written response to the committee clarifying the data regarding housing stock EPC ratings and the number of retrofits completed (KPIs GH1, GH5, and GH6).
4. That officers provide further information regarding average trends and comparisons concerning local procurement performance.

10. **TO NOTE THE COMMITTEES CURRENT WORK PROGRAMME.**

RESOLVED:

That the latest version of the work programme which included the Planning Enforcement Task & Finish group findings scheduled for February 2026 be noted.

11. **TO NOTE THE LATEST FORWARD PLAN OF KEY DECISIONS**

RESOLVED

That the latest Forward Plan of Key Decisions be noted.

The meeting commenced at 6.30 pm and concluded at 9.40 pm

Chairperson

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Agenda Item 6

SCRUTINY COMMITTEE

REPORT TITLE: CENTRAL WINCHESTER REGENERATION SCHEME UPDATE

19 JANUARY 2026

REPORT OF CABINET MEMBER: Cllr Martin Tod, Leader and Cabinet Member for Regeneration

CONTACT OFFICER: Emma Taylor & Ken Baikie Tel No: 07745 736322

Email: etaylor@winchester.gov.uk

WARD(S): ALL WARDS

RECOMMENDATION:

It is recommended that scrutiny committee comment on the proposals within the attached cabinet report, ref CAB3536 which is to be considered by cabinet at its meeting on the 21 January 2026.

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REPORT TITLE: CENTRAL WINCHESTER REGENERATION SCHEME UPDATE

21 JANUARY 2026

REPORT OF CABINET MEMBER: Cllr Martin Tod, Leader and Cabinet Member for Regeneration

CONTACT OFFICER: Emma Taylor & Ken Baikie Tel no: 07745 736322

EMAIL: etaylor@winchester.gov.uk

WARD(S): ALL WARDS

PURPOSE

Central Winchester Regeneration (CWR) is a once in a lifetime opportunity to transform the centre of our historic city via a comprehensive regeneration scheme. Bringing homes for local families, providing jobs for local people and bringing new businesses and new energy to our city.

In March 2023 the Council appointed Partnerships & Places LLP (Jigsaw) a limited liability partnership consisting of two joint venture consortium members, PfP-Igloo Limited Partnership and Genr8 Kajima Regeneration Limited (GKRL), as their development partner.

The Development Agreement (DA) was signed in April 2024 and the first milestone set out in the DA was approval of the Development Delivery Plan (DDP), which took place in March 2025.

Since then, Jigsaw have been working towards submitting a planning application which has to be submitted by the middle of 2027 within 2 years of the Development Delivery Plan being approved.

GKRL have informed the Council that they intend to leave the Partnerships & Places LLP partnership. However, Igloo have obtained board approval to take on the project including necessary funding and will propose another company from within the Places for People group to join the Partnerships & Places LLP shortly. The development agreement provides that the Council has the right to approve any new consortium member and must act reasonably in doing so. This report seeks

consent to approve the change in consortium composition and sets out the implications for the Council.

These changes, if agreed, should expedite the delivery of the Central Winchester Regeneration scheme, leading to a public engagement event in February and further Cabinet decisions in March and July 2026.

RECOMMENDATIONS:

That Cabinet:

1. Agree a Change of Consortium Composition to replace GKRL with another company from within the Places for People Group and to delegate to the Strategic Director with responsibility for Central Winchester Regeneration and the Director (Legal), authority to amend the Development Agreement as appropriate.
2. Accept PfP-Igloo's proposal not to replace the GKRL bank guarantee.
3. Agree that an entity from the PfP-Igloo consortium can be a Guarantor for the Phase Delivery Stages subject to the Council being a party to performance bonds between that entity and any funder and contractor.
4. Delegate to the Strategic Director with responsibility for Central Winchester Regeneration, Director (Finance) and the Director (Legal) to agree the detailed contractual arrangements as part of the Phase Delivery Plan.
5. Note that a report will be submitted to the March Cabinet setting out provisions for matters outside the existing Development Agreement that are required to strengthen the scheme, addressing CIL; potential land acquisitions and Compulsory Purchase Order resolutions; and potential off-site affordable housing provision.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

Creating places for people and communities to live, work and thrive is of paramount importance to the Council. To bring forward the best possible development that respects the past and brings opportunity for the future, the Council has appointed Jigsaw, a Development Partner that shares the same vision and ambition to deliver vibrant new mixed-use development that will be creative and innovative.

The Development Delivery Plan maps out how Jigsaw will deliver the Central Winchester Regeneration scheme that supports the priorities set out in the Council Plan.

1.1 Greener Faster

The Council has declared a Climate Emergency and addressing the climate crisis and reaching carbon neutrality is the Council's overarching priority.

Sustainable Development is a key priority for both the Council and Jigsaw. The DDP outlines how development will be undertaken sustainably, based on the Footprint methodology. Footprint is Igloo's sustainability policy and practice. It sets out a process which they embed in all their developments to support delivery of great projects for people, places and planet. This aligns to the Council's vision for a climate resilient district.

1.2 Thriving Places

The Council is focusing on sustainable growth through our Green Economic Development Strategy which sets out the opportunity to build a cluster of national significance in creativity, design and related heritage and nature/land based professional services along with the opportunity to deepen a creativity network of scale.

The newly adopted Cultural Strategy outlines the vision for the Winchester district whereby the district's creative dynamism enriches lives and makes amazing things happen through education and young people, placemaking, creative industries and events.

The DDP shows how the CWR scheme links in to and works to support the visions set out in these key Council documents by working to fill the gap of affordable and flexible commercial space, enhancing the evening economy offer and creating an area aimed at attracting and retaining the young and creative talent in the city.

1.3 Healthy Communities

The Council's ambition is that all residents live healthy and fulfilled lives, feel safe and secure in their neighbourhood, and enjoy the recreational and

cultural opportunities that the district offers and is therefore committed to investing in our public spaces and working hard with partners to deliver pride in place for our residents.

The DDP outlines how provision of improved green space and public realm across the CWR area will encourage residents from across the district and visitors to spend and enjoy more time outside and, with an emphasis on pedestrians and cyclists, will also promote active travel and improve air quality.

1.4 Good Homes for All

Housing in the Winchester district is expensive and finding suitable accommodation which is affordable is a challenge for our young people and families.

Jigsaw's plan is for a mixed intergenerational quarter with a housing offer that could include homes for younger people, people with young families and older people perhaps looking to downsize. Affordable homes will be part of this housing mix.

1.5 Efficient and Effective

The CWR programme is being managed in line with the Council's project management framework. This includes reviewing and updating the programmes risk register and ensuring that mitigation measures are implemented. Quarterly highlight reports are submitted to the Councils Project and Capital Programme for review and a summary report is made in the quarterly performance report considered by the Scrutiny Committee before consideration by Cabinet.

The DDP outlines Jigsaw's approach to managing the development and delivery of the regeneration schemes to ensure it meets the Council's priorities.

1.6 Listening and Learning

The Council is committed to ensuring that everyone from everywhere in the district, every background, income or life circumstance has the opportunity to make their voice heard, and that these views are carefully considered and acted upon. Public opinions have been taken into account through the adoption of the Central Winchester Regeneration Supplementary Planning Document (CWR SPD) and the subsequent CWR development proposals and as regeneration of the central Winchester area comes forward.

The DDP outlines how the Jigsaw team have spent time meeting and talking to stakeholders, the local community and residents from across the district to hear their views and aspirations for the site and how the process will continue throughout the life of the project. Bringing the community and stakeholders together to shape the vision and designs for the scheme is a core focus of the

Footprint methodology with a golden thread of learning, reporting and feeding back.

Issues raised by the local community included developing links with surrounding transport networks, making it easier to walk and cycle through the city, reflecting the identity of the wider city and striving for carbon neutral development. The DDP responds to these important topics by setting out how Jigsaw will ensure these priorities are met. For example, within the Design Principles section it sets out key objectives to ensure that development will be of exemplar design rooted in Winchester's rich context, history and culture.

2 FINANCIAL IMPLICATIONS

- 2.1 The Development Agreement states that the financial model is to be prepared by the Developer prior to submission of the Planning Application and agreed in accordance with the provisions of clause 5 (Delivery Plans, Phasing Plan and Phase Delivery Plan) and Schedule 14 (Financial Model Instructions). Provisions contained in Schedule 14 set key thresholds and therefore involve agreeing inputs that will change as the design process continues through to planning.
- 2.2 The change in consortium composition does not change the overall requirement set out above, but there are two matters that do change in relation to the existing security deed/bank guarantee and the proposed Guarantor for the Phase Delivery Plan as set out in Section 15.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 The Council entered into the Development Agreement on 22nd April 2024 and the first milestone event, submission of the Development Delivery Plan, was approved by Cabinet (Report CAB3484) on 13th March 2025.
- 3.2 The DA allows for a Change in Consortium Composition and specifically reserves the right of approval for any change to the Council. A Limited Liability Partnership (LLP) requires two entities within it and the exit of GKRL means that PfP–Igloo have to find another entity to substitute into the LLP within 6 months of exit. As part of their Board approval PfP–Igloo have agreed to ensure that a suitable entity is placed into the LLP, which the Council will have to approve. Recommendation 1 delegates that final approval to the Strategic Director with responsibility for CWR and the Director (Legal).
- 3.3 Minor amendments will be required to the Development Agreement to accommodate this Change in Consortium Composition and can be undertaken within the existing delegations to the Director (Legal) in their substantive role but changes to the Guarantor provisions require the delegated authority set out in Recommendation 4.

4 WORKFORCE IMPLICATIONS

4.1 There will be an ongoing Council resource requirement through the life of the Development Agreement. The resource requirement will vary depending on the stage of development and will be reviewed at regular intervals but remains the same as reported in CAB3371.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 The Council is the landowner for the site, and the Development Agreement contains the agreed structure and mechanisms governing land and asset transfers to Jigsaw as the project progresses. These were detailed in CAB3371 for the Cabinet meeting on 6th March 2023. The future report that will come forward in March 2026 will detail costs of any potential acquisitions, including holding costs and further Council resources. It is intended that these costs be recovered from the developer by means of a legal agreement.

5.2 The future report will identify the cost implications in holding assets if acquired that cannot be offset by meanwhile uses or disposed to the development partner on a back to back basis.

6 CONSULTATION AND COMMUNICATION

6.1 The Council has carried out extensive engagement throughout the life of the project, from development of the CWR SPD through to appointment of Jigsaw in March 2023. The full details were set out in CAB3371 of 6 March 2023.

6.2 Continued engagement both in the city and immediate CWR area but also across the district was an important element of the Development Brief. The DA requires Jigsaw to set out their Community and Stakeholder Engagement Strategy and the DDP sets this out.

6.3 Since their appointment, Jigsaw have built on work already done by the Council and have established an effective and productive engagement process with a wide range of community groups, stakeholders and members of the public. These include drop-in sessions, meet and greets, attending events such as Hat Fair, stakeholder workshops and a series of Co-Creation workshops.

6.4 Outputs from the engagement sessions are being used and will continue to be used to inform the CWR masterplan and designs.

6.5 Going forward, Jigsaw will continue to engage and involve the community and stakeholders throughout the life of the project using active (personal interactions such as co creation and focus groups), passive (online) and meanwhile methods (trying and testing a variety of activities across the site). Further engagement is planned in February 2026 and following the local Elections in May.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Throughout the procurement process and as a priority in their final tender submission, Jigsaw demonstrated an understanding of and commitment to the Council's sustainability policies and commitments. The DDP outlines Jigsaw's approach to achieving the Council's sustainability objectives while seeking to evolve them further to ensure that the climate change and sustainability outcomes are truly best in class.

7.2 The Green and Blue Infrastructure Strategy being developed by Jigsaw will detail the proposals of green and blue infrastructure across the development. Key outputs include:

- Flood risk mitigation.
- Proposals for enhancing the river corridor.
- Development of a sustainable drainage strategy.
- Strategies for achieving amenity, wellbeing and biodiversity net gain targets.
- Addressing water resource scarcity in Winchester and incorporation of water circularity into design.

8 PUBLIC SECTOR EQUALITY DUTY

8.1 The Council has a statutory duty under section 149 of the Equalities Act 2010 that requires all public bodies to consider the needs of all individuals in their day-to-day work in shaping policy; delivering services; and in relation to their own employees. The Public Sector Equality Duty (PSED) is a duty on public bodies and others carrying out public functions. An updated Equalities Impact Assessment will be prepared alongside the Full Business Case due in summer 2026.

9 DATA PROTECTION IMPACT ASSESSMENT

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

9.2 Any data collected has been and will be held in accordance with the Data Protection Act 2018 and General Data Protection Regulations 2018.

9.3 This will be applied to any data collected as a result of any future events, consultations and engagements.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
Financial Exposure Risk that PfP-Igloo are unable to fund 100% of the costs to secure planning	PfP-Igloo Board have assured the Council in writing that, subject to the Council's acceptance of the proposed consortium change and associated impacts, they have secured necessary funding and approval from their Board to take on 100% of the project funding and risk	
Financial Exposure Risk to Council at delivery stage	Council have taken external advice and will ensure appropriate security is in place to reduce risk where possible (e.g. performance bond with any contractor and funder.) Further detail on this is set out in section 15 and in the exempt appendix	If the delivery were to fail, the Council could dispose of the site in return for a capital receipt equivalent to the market value of the site at the time of disposal
Exposure to challenge Risk of legal challenge	Work with legal, planning and procurement colleagues to ensure we adhere to correct process	
Innovation Jigsaw were selected in part due to the innovation and sustainability approach that PfP-Igloo brought to the table		To realise this innovation in the design and delivery of CWR scheme
Reputation Risk of reputational damage due to lack of progress	The sub-consultants of the Jigsaw team (architects, transport, cost etc) are ready to re-engage as soon as approvals are given.	

Risk	Mitigation	Opportunities
	Communications strategy in place	
Achievement of outcome Risk that expected benefits will not be achieved	PfP-Igloo and, if agreed, the new consortium member, continue to be bound by the Development Agreement. PfP-Igloo have assured the Council in writing of their intention to continue to work to the Development Delivery Plan agreed by Cabinet in March 2025 which is based on the objectives set by the Council	Potential for additional benefits with enhanced scheme
Community Support Risk of losing community support	Public engagement will be undertaken to discuss how the scheme is progressing	
Timescales Risk of delay in agreeing changes to DA	PfP-Igloo and WCC appointed lawyers agree drafting based on delegation to Strategic Director	
Project capacity Risk that capacity is reduced from losing one partner	The Jigsaw sub-consultant team has been retained and waiting to reengage once approval given. PfP-Igloo have identified additional Development Managers to ensure project moves forward	
Local Government Reorganisation	The delivery of a regeneration scheme on this site has been a longstanding priority for the Council. Whilst the Cabinet decision to enter into the Development Agreement was made nearly 3 years ago any amendments that are not	

Risk	Mitigation	Opportunities
	agreed to it prior to a Structural Change Order may require the consent of a Joint Committee or Shadow Unitary Authority	

11 SUPPORTING INFORMATION

- 11.1 In March 2023, following a thorough procurement process, the Council appointed Partnerships & Places LLP, known in Winchester as Jigsaw, as its development partner to take forward the regeneration of central Winchester.
- 11.2 The Development Agreement (DA) was signed in April 2024 and the first milestone set out in the DA is approval of the Development Delivery Plan (DDP), which took place in March 2025. Following the submission of the Development Delivery Plan Jigsaw began working toward the next key milestone within the Development Agreement, the submission of the planning application. The Council checked with Jigsaw that they had all approvals in place to progress the scheme in accordance with the DA. PfP-Igloo confirmed immediately that their approvals were all in place, but GKRL confirmed that they were seeking approvals to do that and in October wrote to say that they intended to exit from the partnership.
- 11.3 This meant that whilst PfP-Igloo had kept the design team working their 50% share of the costs of doing so was no longer sufficient to take the project forward without further approvals and budget.
- 11.4 PfP-Igloo have now written to the Council to confirm that they have approval to take 100% ownership of Partnership and Places (Jigsaw) subject to the conditions being considered in this report. They will substitute another entity into the LLP and a significant budget to take the project through to a planning application submission has been agreed.
- 11.5 The commercial terms for GKRL exiting Partnership and Places have now also been agreed between PfP-Igloo and GKRL and will take effect subject to these decisions.
- 11.6 There are two specific issues to address arising from the exit of GKRL: the loss of the security deed/bank guarantee provided by GKRL that will not be replaced, and the Phase Guarantor provisions at the Phase Delivery stage contained in the Development Agreement.

12 SECURITY DEED AND BANK GUARANTEES

- 12.1 The Council benefits from two bank guarantees, each worth the same from the current consortium partners, PfP-Igloo and GKRL. When GKRL exit the JV, their bank guarantee will fall away, and PfP-Igloo are not proposing to replace it. Accompanying the bank guarantee is a Security Deed, which sets

out the process and the circumstances in which the Council can call upon the bank guarantee.

12.2 The security deed and bank guarantees were put in place to provide the Council with an ability to recover sunk costs in the event the Developer withdrew from the Development Agreement. There are two sums of money payable to the Council under the Development Agreement: project costs of £500,000 and procurement costs £490,000. The former are paid monthly at the rate of £20k and billed annually. The latter are paid at the drawdown of land and divided by the number of phases (currently expected to be 2 phases).

12.3 PfP-Igloo are proposing to leave their bank guarantee in place but not replace the GKRL amount for the following reasons:

The risk to the Council has changed since the Development Agreement was completed because:

- a) PfP-Igloo will have spent a significant seven figure sum at the point at which GKRL exit.
- b) PfP-Igloo have confirmed in writing that they have Board approval in place for the significant budget to take this project through to the submission of a planning application.

12.4 This means that at drawdown of the first phase, the Council will receive a portion of the procurement costs. At the drawdown of the first phase the bank guarantees are reduced by half if there are two phases or proportionately if there are more than two phases.

12.5 If for any reason PfP-Igloo withdraw from the project prior to submitting a planning application, then the Council will have received the project fees due to it until that point and could call on the bank guarantee if necessary to secure the underwritten amount to fund a future procurement.

12.6 Given the changed circumstances from when the development agreement was entered into, and the reassurances provided by PfP-Igloo, Cabinet is asked to consider not requiring the replacement of the GKRL bank guarantee amount.

13 PHASE GUARANTOR

13.1 To protect the Council from financial and delivery risk in the case that the delivery partner exited the DA during the delivery phase, the DA also required the Developer at the Phase Delivery stage to provide a Guarantor as part of drawing down land from the Council for development. The purpose of the Guarantor is to provide the Council with assurance that there is a strong enough financial covenant behind any of the companies that will develop out the scheme.

13.2 The definition is set out: Guarantor – “means any one or more (in the discretion of the Developer) entity proposed by the Developer and approved

by the Council acting reasonably and without undue delay, provided that the proposed Guarantor(s) satisfies the Financial Standing Test set out in Schedule 15 of the DA (Financial Standing Test).

- 13.3 Schedule 15 sets out the three stages of the financial standing test that a potential guarantor must meet:
 - Stage 1: Ratio analysis scoring (including current ratio, gearing, Return On Capital Employed)
 - Stage 2: Dun & Bradstreet assessment
 - Stage 3: A risk-based assessment of the entity's financial standing
- 13.4 The financial standing test for one of the PfP-Igloo entities is set out within the exempt appendix, due to the commercial nature of the information.
- 13.5 By the time PfP-Igloo ask the Council to drawdown land for the first phase they will already have met all the conditions precedent required under the Development Agreement— a total of 17 separate conditions. These include informing the Council who is funding the development, satisfying the phase funding condition, the deed of guarantee, viability condition and all matters to do with securing planning permission. These provide the Council with a level of assurance that PfP-Igloo have satisfied all the requirements to allow drawdown of land for Phase 1 and have the means to construct Phase 1.
- 13.6 The risk at this stage of the project is primarily held by the developer and the Council's risk is also mitigated by giving the developer a building lease for the duration of the construction programme. The building lease will have provisions that allow the Council to take the site back in certain circumstances and/or negotiate with any funders if a failure of delivery happens.
- 13.7 Having taken legal and financial advice from external advisors, Cabinet is being asked to agree that an entity from within the PfP-igloo consortium can be a Guarantor at the Phase Delivery Stage subject to the contractual arrangements suggested in the Exempt Appendix that will further mitigate any risk to the Council, whilst providing a means of remedy if so required.
- 13.8 These measures do not have to be put in place now but should be considered at this decision point because of the impact the change in consortium composition will have on the financial guarantee measures in the DA. The measures will be discussed in the run up to and as part of the Phase Delivery Plan that is required as one of the Conditions Precedent, which the Council has approval rights over, acting reasonably.
- 13.9 The Council, after considering legal and financial advice, has assessed whether there is a greater or different risk profile in accepting an entity from within the PfP-igloo consortium as the sole development partner and, if so, if that is acceptable to the Council. This risk needs to be balanced against the objective of delivering the regeneration of CWR previously agreed.

13.10 Cabinet should be aware that if it chooses not to approve the recommendation to accept the change in composition outlined in this paper, there may be financial and other implications. An assessment of the extent to which the Council and Jigsaw have each met their obligations under the Development Agreement would need to be undertaken, which could result in legal fees, potential litigation, and potential reimbursement of Jigsaw's expenditure to date. Whilst the Council would continue to receive rental income for the site, this decision would further delay the comprehensive regeneration of Central Winchester. Any future decisions outside the DA not agreed prior to the Local Government Reorganisation Structural Changes Order will require the consent of a Joint Committee or Shadow Unitary Authority.

13.11 Aside from the changes in the strength of the financial guarantee, the impact of the proposed change is positive. Partnerships and Places would have a single decision-making body rather than two, simplifying governance. The PfP-Igloo Board has committed to taking on the entire project and funding the completion of the planning application. Having one organisation solely responsible for delivery will create a step change in visible progress toward submission.

14 NEXT STEPS

14.1 Following this Cabinet meeting in January, PfP-Igloo are planning further engagement with local stakeholders and residents. Cabinet will receive a report in March 2026 addressing the following issues:

- a. Potential land acquisition and compulsory purchase order resolutions to enable a better comprehensive scheme.
- b. Provision of off-site affordable housing provided via a design and build contract and acquired by the HRA so as to meet the affordable housing obligation stemming from the CWR proposals.
- c. Community Infrastructure Community Levy (CIL) funding application following a previous approval to allocate CIL.

14.2 All these items are designed to support the viability of the project, provide an enhanced scheme and achieve the development objectives for the project. Provision will be made in the MTFS in February for these items, with further work underway and the detailed report following in March which will demonstrate the business case for release of funds.

14.3 The Council, as landowner, will receive a Full Business Case to assess whether or not the proposed planning application meets the development objectives for Central Winchester Regeneration and is affordable to the Council in June/July 2026.

15 OTHER OPTIONS CONSIDERED AND REJECTED

Option 1 – do not agree the change to the consortium

- 15.1 The option of not approving the change to the consortium should be considered.
- 15.2 The Council has the right of approval to any changes proposed to the consortium composition, acting reasonably and it therefore follows that the Council could choose not to approve of these changes but in doing so it has to take into account whether or not those actions are reasonable.
- 15.3 In choosing not to proceed, the Council will be unable to deliver the comprehensive regeneration of Central Winchester. The Council would also be potentially liable for costs incurred by its current development partner, albeit those may be mitigated by any counter claim by the Council.
- 15.4 The Council would then have to start a new procurement process to find a development partner, which will incur additional costs and staff resources at a time when Local Government Reorganisation (LGR) will have an impact on the capacity of the organisation. In addition, the decision-making process as we move forward with LGR will be different and the Council will have to seek approval from either a Joint Committee or a Shadow Authority.
- 15.5 The Council has one developer who has shown commitment during a period of disruption to keep the project moving forward, whilst they sought approval from their Board to take on 100% of the project and agree funding to enable them to do so. That approval is now in place and given the amount of investment being made at this stage, PfP-Igloo have asked for clarity about one matter relating to the Delivery Stage and the need for a Guarantor.

BACKGROUND DOCUMENTS: -

Previous Committee Reports: -

- A. CAB3034 Central Winchester – Adoption of SPD - June 2018
- B. DD17 Cabinet Member for Housing and Asset Management Decision Day
CWR Project Update – 12 October 2020
- C. CAB3271 CWR Development Proposals - November 2020
- D. CAB3281 CWR Development Proposals and Delivery Strategy – March 2021
- E. CAB3303 CWR Strategic Outline Business Case – July 2021
- F. CAB3322 CWR Outline Business Case – December 2021
- G. CAB3395R Governance of the CWR project – February 2023
- H. CAB3371 Appointment of Development Partner and next steps – March 2023
- I. CAB3484 Development Delivery Plan – March 2025

Other Background Documents: -

None

APPENDICES:

- Appendix A: Risk Assessment of Change in Consortium Composition (Exempt)

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Agenda Item 6a

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

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WINCHESTER CITY COUNCIL – THE SCRUTINY COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for Scrutiny	Date for Cabinet
Meeting 10 February 2026				
1	Treasury Management Strategy 26/27	Liz Keys	10 Feb 2026	12 Feb 2026
2	Capital Investment Strategy 26-36	Liz Keys	10 Feb 2026	12 Feb 2026
3	Housing Revenue Account (HRA) Budget 26/27	Liz Keys	10 Feb 2026	12 Feb 2026
4	General Fund Budget 26/27	Liz Keys	10 Feb 2026	12 Feb 2026
5	Task & Finish Group (Planning Enforcement) Reporting Back	Cheryl Headon	10 Feb 2026	
Meeting 4 March 2026				
6	Community Safety Partnership Performance Review	Sandra Tuddenham	4 Mar 2026	
7	Q3 Finance & Performance Monitoring	Simon Howson	4 Mar 2026	12 Mar 2026
Items To be Confirmed				

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Forward Plan of Key Decisions

1 February 2026 – 30 April 2026

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
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Section A

Decisions made by Cabinet & Cabinet committees

1	Tenant Satisfaction measures survey results 2025/26	Cabinet Member for Good Homes	Yes	All Wards	Sarah Hobbs	Cabinet committee report	Cabinet Committee: Housing	Feb-26	2-Feb-26	Open
Page 47	Housing Strategy 2023-2028 - review of Year 2	Cabinet Member for Good Homes, Cabinet Member for Healthy Communities	Yes	All Wards	Karen Thorburn	Cabinet committee report	Cabinet Committee: Housing	Feb-26	2-Feb-26	Open
3	Tenant partnership annual report	Cabinet Member for Good Homes	Yes	All Wards	Sarah Hobbs	Cabinet committee report	Cabinet Committee: Housing	Feb-26	2-Feb-26	Open
4	Anti Social Behaviour policies	Cabinet Member for Good Homes	Yes	All Wards	Sarah Hobbs	Cabinet committee report	Cabinet Committee: Housing	Feb-26	2-Feb-26	Open
5	Land transaction (if required)	Cabinet Member for Regeneration	Yes	All Wards	Geoff Coe	Cabinet report	Cabinet	Feb-26	12-Feb-26	Part exempt 3

	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
6	Venta Living - Business Plan 26/27	Cabinet Member for Good Homes	Yes	All Wards	Kevin Harlow	Cabinet report	Cabinet	Feb-26	12-Feb-26	Part exempt 3
7	General Fund Budget 26/27	Cabinet Member for Finance and Transformation	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-26	12-Feb-26 26-Feb-26	Open
Page 48	Housing Revenue Account (HRA) Budget 26/27	Cabinet Member for Good Homes	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-26	12-Feb-26 26-Feb-26	Open
9	Capital Investment Strategy 26-36	Cabinet Member for Finance and Transformation	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-26	12-Feb-26 26-Feb-26	Open
10	Treasury Management Strategy 26/27	Cabinet Member for Finance and Transformation	No	All Wards	Liz Keys	Cabinet report	Cabinet Council	Feb-26	12-Feb-26 26-Feb-26	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	Risk Management Policy 2026/27	Cabinet Member for Finance and Transformation	Yes	All Wards	Gareth John	Cabinet report	Cabinet	Mar-26	12-Mar-26	Open
12	Q3 Finance & Performance Monitoring	Cabinet Member for Finance and Transformation	Yes	All Wards	Simon Howson	Cabinet report	Cabinet	Mar-26	12-Mar-26	Open
13	Tourism Strategy	Cabinet Member for Business & Culture	Yes	All Wards	Susan Robbins	Cabinet report	Cabinet	Mar-26	12-Mar-26	Open
14	Future of Waste and Recycling	Cabinet Member for Recycling & Public Protection	Yes	All Wards	Campbell Williams	Cabinet report	Cabinet	Mar-26	12-Mar-26	Open
Section B Decisions made by individual Cabinet Members										
15	Playing Pitch Strategy (date tbc)	Cabinet Member for Healthy Communities	Yes	All Wards	Steve Lincoln	Cabinet member decision report	Cabinet Member for Healthy Communities Decision Day	Feb-26	Feb-26	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										
16	Treasury Management - decisions in accordance with the Council's approved strategy and policy	Cabinet Member for Finance and Transformation	Yes	All Wards	Designated HCC Finance staff, daily	Designated working papers	Designated HCC Finance staff, daily	Feb-26	Feb-26	Open